

INVESTING IN COMMUNITIES

2012 APPROVED BUDGET

# **SHRA 2012 Approved Budget**

**Submitted to:**

**Sacramento City Council**

**Sacramento County Board of Supervisors**

**Housing Authority of the City of Sacramento**

**Housing Authority of the County of Sacramento**

**Redevelopment Agency of the City of Sacramento**

**Redevelopment Agency of the County of Sacramento**

**Sacramento Housing and Redevelopment  
Commission**

**By  
LaShelle Dozier  
Executive Director**

# SHRA

## 2012 Approved Budget

### ACKNOWLEDGEMENT

Prepared by the Sacramento Housing and Redevelopment Agency  
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## TABLE OF CONTENTS



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## TABLE OF CONTENTS

---

### **Section A - General**

---

### **Page Number**

Executive Director's Transmittal	A - 1
Budget Resolutions	
SHRC	A - 7
City Council	A - 14
City Redevelopment Agency	A - 22
City Housing Authority	A - 29
County Board of Supervisors	A - 39
County Redevelopment Agency	A - 48
County Housing Authority	A - 56
SHDC	A - 67
Financial Management and Budget Policies	A - 70

### **Section B - Budget Summaries**

---

Organization Chart	B - 1
Summary of Staffing Positions by Department	B - 2
Major Revenue Description, Trends and Estimates	B - 4
Budget Comparison Schedule	B - 16
SHRA 2012 Appropriations by Resource and Category	B - 17
Fund Equity Summary	B - 18
2012 Fund Equity - Enterprise Funds - Housing	B - 19
2012 Fund Equity - Other Governmental Funds	B - 21
2012 Fund Equity - Redevelopment Funds	B - 25
2012 Fund Equity - Internal Services Fund	B - 29
Historical Resource Summary by Fund	B - 30
Historical Appropriations Summary by Fund	B - 31

### **Section C - Administrative Support**

---

Summary of Appropriations and Employee Services Schedule	C - 1
Governing Boards	C - 2
Executive Director	C - 4
Agency Clerk	C - 8
Finance	C - 11
General Services	C - 15
Human Resources	C - 17
Information Technology	C - 21
Legal	C - 25
Risk Management	C - 29
SHRA Administrative Building	C - 31

---

## TABLE OF CONTENTS

---

<b>Section D - Housing Authority</b>	<b><u>Page Number</u></b>
Summary of Appropriations and Employee Services Schedule	D - 1
Public Housing	D - 2
Housing Choice Vouchers	D - 8
 <b>Section E - Housing and Community Development</b>	
Summary of Appropriations and Employee Services Schedule	E - 1
Community Development	E - 2
Development Finance	E - 7
Policy and Planning	E - 12
 <b>Section F - Real Estate and Construction Services</b>	
Summary of Appropriations and Employee Services Schedule	F - 1
Real Estate and Construction Services	F - 2
 <b>Section G - Affiliated Organizations</b>	
Summary of Appropriations and Employee Services Schedule	G - 1
Downtown and Public Services	G - 2
Public Services by Category	G - 8
 <b>Section H - Projects and Programs Schedule</b>	
New Projects by Type	H - 1
New Projects and Programs Schedule by Funding Source	H - 3
Defunding Schedule by Funding Source	H - 6
 <b>Section I - Glossary</b>	I - 1
 <b>Section J - Maps</b>	J - 1
 <b>Section K - Appendix</b>	K - 1

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## SECTION A

### GENERAL



INVESTING IN COMMUNITIES

October 28, 2011

**A Joint Powers Agency**

**MEMBERS**

City of Sacramento

County of Sacramento

Redevelopment Agency of  
the City of Sacramento

Redevelopment Agency of  
the County of Sacramento

Housing Authority of the  
City of Sacramento

Housing Authority of the  
County of Sacramento

City Council, Housing Authority and  
Redevelopment Agency of the City of Sacramento  
Board of Supervisors, Housing Authority and  
Redevelopment Agency of the County of Sacramento

**Honorable Members in Session:**

Enclosed please find the 2012 proposed budget of \$236 million for the Sacramento Housing and Redevelopment Agency. This document reflects unprecedented fiscal challenges which severely impact the organization's ability to perform its core functions of providing affordable housing and revitalizing communities. The proposed budget reflects a \$14 million decrease from the previous year and follows several consecutive years of expenditure reductions.

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

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

- Protecting "core services" to the greatest extent possible, with delivery of housing programs, public services and capital projects being a major priority;
- Managing program activities by focusing on the efficiency of program delivery and the maximization of results;
- Consideration of the long term financial sustainability;
- Using partnerships with community based organizations and private entities whenever practical; and

- Developing budget plans that deal with the immediate needs of the Agency and employ strategies that address the long-term needs of the communities we serve.

### **Economy:**

The current recession has hit the Sacramento region hard and prospects for a quick turnaround remain unlikely. The local economy continues to suffer from a depressed housing market with one of the worst foreclosure rates in the nation, high vacancy rates among our commercial sector and an unemployment rate that is hovering around 12 percent.

In addition, the State of California continues to try and find ways to balance its budget with local resources. The 2011-12 State budget proposed to eliminate redevelopment as a strategy to generate revenue, an action that will destroy an important tool for spurring new development, job creation and construction of vital infrastructure and affordable housing.

At the federal level, the late passage of a 2011 spending plan resulted in serious cuts to federal appropriations for critical programs like CDBG, HOME, Public Housing Capital Funds, and HCV administrative fees. Current funding proposals by the President, House and Senate reflect the likelihood of additional funding cuts in 2012, further impacting our ability to fund public services, infrastructure and blight removal projects.

### **2011 Challenges**

#### **Local Resources:**

Since 2008-09, tax increment revenues have dropped 25 percent due to declining property values in the Agency's 14 redevelopment project areas. The bulk of the decline is the result of Proposition 8 value reductions and the settlement of commercial property tax appeals.

In addition to the loss of tax increment revenues, an action by the State of California to balance its budget on the backs of redevelopment agencies has severely stifled local redevelopment activities. During the 2009-10 State budget process, the Legislature enacted the Supplemental Education Revenue Augmentation Fund (SERAF) shift as a partial solution to the State budget problem. The impact of this mandate was a required payment of \$19.6 million in 2010 and \$4 million in 2011.

Further compounding the problem for redevelopment was the Governor's decision to approve ABx1 26 and ABx1 27 as a part of the State's adopted

budget for FY 2011-12. ABx1 26 calls for the elimination of all California Redevelopment Agencies; while ABx1 27 provides for the continuation of redevelopment if an agency agrees to pay the State under a “Voluntary Alternative Redevelopment Program” (VARP).

Under ABx1 27, The Redevelopment Agency of the City of Sacramento and the Redevelopment Agency of the County of Sacramento would be allowed to continue if they remit VARP payments to the State of \$21.8 million for the 2011-12 property tax year. The Agency successfully appealed the initial State calculation which reduced the required payment to \$21.4 million (City RDA \$17.9 and County RDA \$3.5). On August 9<sup>th</sup> and August 10<sup>th</sup>, the City and County of Sacramento adopted ordinances to continue redevelopment and make the required VARP payments for FY 2011-12.

Both ABx1 26 and ABx1 27 are being challenged by the California Redevelopment Association and the California League of Cities. The California Supreme Court has agreed to hear the case and issued a partial stay on the implementation of ABx1 26 and a complete stay on ABx1 27. The Court has indicated its intent to issue a decision before the January 15, 2012 payment date.

#### *Federal Resources:*

In 2011, many of the federal programs administered by the Agency experienced significant reductions compared with the previous year:

- Community Development Block Grant (CDBG) - 16.7% decline
- Home Investment Partnership Program (HOME) - 12% decline
- Public Housing Capital Fund (CFP) - 21% decline
- Housing Choice Voucher Program Admin. Fees – 8% decline

While we are hopeful that a reasonable compromise will be reached, we expect that additional funding reductions will continue into 2012 as the President and Congress debate the various budget plans that grapple with a struggling economy and mounting federal deficit.

#### **2011 Accomplishments:**

Despite the challenges that have beset the Agency this year, we have been able to achieve a number of successes with projects that have increased affordable housing opportunities for residents in a range of income levels, created jobs in the construction industry and related fields, and boosted the local economy.



Using redevelopment housing funds, the Agency assisted in the historic preservation rehabilitation of the Maydestone Apartments which opened in October providing 32 units of mixed income housing in the downtown area. These funds were also used to assist in several projects now under construction including the infill development of La Valentina on 12<sup>th</sup> Street which will provide 81 units of affordable housing; the Foothill Farms Senior Apartments with 138 affordable units; and rehabilitation of the Hotel Berry to provide 105 units which supports the City's commitment to preserve Single Room Occupancy (SRO) housing units for extremely low income and chronically homeless residents in the downtown. The Agency also provided assistance to several projects that support the 10 Year Plan to End Chronic Homelessness by providing affordable housing with supportive services for homeless individuals with a disability. These projects include the new construction of 7<sup>th</sup> and H which will create 150 units including 75 units of permanent supportive housing (PSH); and the recently completed Boulevard Court which transformed a blighted motel on Stockton Boulevard into 37 PSH units. New construction of the Mutual at the Highlands will provide 90 units of affordable housing including 66 PHS units.

The Agency is administering over \$40 million in federal recovery funds under the Neighborhood Stabilization Program on behalf of the City and County of Sacramento. SHRA has created several programs to reverse the impact of vacant and foreclosed properties and provide affordable housing opportunities for homebuyers and renters. These programs have leveraged \$21 million in non-NSP funding and have impacted 360 housing units. More than 880 jobs have been retained or created in the construction through partnerships with approximately 40 development partners.

Redevelopment funds are also used for infrastructure improvements and commercial development which result in job creation that in turn supports the local economy. At McClellan Business Park, the Agency provided \$1 million in redevelopment assistance for storm drainage improvements that paved the way for US Foods to purchase property and build a storage facility that will employ about 250 workers. Redevelopment funds also assist with quality of life improvements such as the Ornamental Historic Streetlights Project in Alkali Flat which creates a neighborhood connection with the La Valentina housing project now under construction. The Agency provided funds for the project to install approximately 200 streets lights to improve safety and enhance the historic character of the community.

In addition to providing redevelopment funds that assist developers in creating affording housing, the Agency also serves as the Housing Authority and

administers housing programs that serve approximately 50,000 low income residents in the City and County of Sacramento.

Despite dwindling federal funding and further cuts anticipated for 2012, the Housing Authority has maintained 100 % leasing of its HUD vouchers in the Housing Choice Voucher program providing rental assistance to over 11,000 families each month.

The Conventional Housing Program is also experiencing severe declines in federal funding. However, through innovative strategies in asset management and aggressively pursuing alternative funding opportunities, the Housing Authority was recently awarded \$549,000 in additional grant funds from HUD to promote resident opportunities in the Public Housing program. We are also awaiting the outcome of two HUD planning grant applications for the HUD Choice Neighborhood program. A \$3.2 million project to renovate 44 units in two public housing communities was completed this year, made possible by a commitment of housing funds from the City of Citrus Heights leveraged with \$900,000 in Public Housing Capital Funds. Additionally, a downtown high rise at 626 I Street is currently undergoing a \$14 million rehabilitation of 108 units for senior/disabled residents. The project is assisted with \$10 million in competitive federal recovery funds.

### **2012 Outlook:**

For many years, the Agency has effectively managed its way through numerous budgetary challenges including the complete overhaul of the public housing and the Housing Choice Voucher (HCV) programs in response to federal funding cuts and regulatory changes. In recent years, we have systematically addressed the decline of property tax revenues and the multiple ERAF/SERAF shifts of tax increment to the State of California. The 2012 budget is significant because, unlike previous budget cycles, the challenges we face are multi-faceted and, in large part, still undetermined.

Over the past three years the Agency has proactively addressed the issue of declining tax increment revenues by prescriptively reducing operational costs to tax increment through staff attrition, transfers, reduced work schedules and cuts to services and supplies. As a result of these efforts, the Agency has cut the operating budget funded by tax increment by 56% since 2009.

For 2012, the Agency will begin the closeout of the NSP1 program and commence the implementation of the \$8.3 million of NSP3 funding. The majority of the administrative funding provided by HUD to administer the NSP programs is expected to be depleted by the end of 2012; therefore, given

the broad spectrum of funding reductions absorbed in 2011, and the likelihood of continued cuts in 2012, the Agency is expanding our efforts to reduce operational costs in order to position the Agency for the uncertain future.

The impact of federal funding cuts and the loss of one time revenues like NSP, necessitate the restructuring of Agency personnel. These proposed actions represents the initial changes needed to both reduce operational costs, modify span of control, and position Agency departments to better deliver projects and programs in 2012.

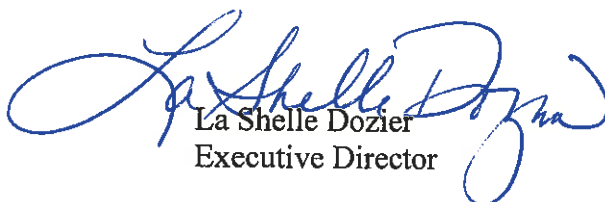
The 2012 budget proposes the elimination of 38 full time equivalent positions (FTE) bringing authorized FTE down from 291 to 253 positions, a 13 percent reduction compared with prior year. Reductions were achieved through elimination of vacant positions, management employee layoffs and reclassification of other positions.

The Agency further proposes to implement six additional closure days during 2012 in conjunction with its year end closure schedule and make additional cuts to services and supplies for added operational savings. The estimated savings associated with these measures is a \$4 million reduction in operational costs. The proposed cuts represent a 13% reduction in salaries and benefits, and a 4% reduction in services and supplies compared with 2011.

As more information becomes available regarding the magnitude of federal funding cuts and the outcome of the redevelopment law suit, the Agency will implement additional measures to meet the new challenges.

The proposed budget represents countless hours of hard work performed by dedicated Agency employees on behalf of the City and County of Sacramento. Although the Agency is operating through a period of economic uncertainty, with your leadership and support, we will continue to bring forward award-winning projects and to invest in community revitalization activities through effective partnerships that improve Sacramento's quality of life.

Sincerely,



La Shelle Dozier  
Executive Director

## RESOLUTIONS

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## **RESOLUTION NO. SHRC - 11-21**

ADOPTED BY THE SACRAMENTO HOUSING AND REDEVELOPMENT COMMISSION UNDER THE AUTHORITY DELEGATED TO THE COMMISSION PURSUANT TO CALIFORNIA HEALTH AND SAFETY CODE, SECTION 33202 BY RESOLUTION NO. RA 81-083 ADOPTED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO ON OCTOBER 28, 1981, AND BY RESOLUTION NO. RA83 ADOPTED BY THE REDEVELOPMENT AGENCY OF THE COUNTY OF SACRAMENTO ON OCTOBER 27, 1981, AND PURSUANT TO CALIFORNIA HEALTH AND SAFETY CODE SECTION 34292 BY RESOLUTION NO. HA 81-098 ADOPTED BY THE HOUSING AUTHORITY OF THE CITY OF SACRAMENTO ON OCTOBER 28, 1981, AND BY RESOLUTION NO. HA-1497 ADOPTED BY THE HOUSING AUTHORITY OF THE COUNTY OF SACRAMENTO ON OCTOBER 27, 1981.

ON DATE OF

November 2, 2011

### **APPROVAL OF 2012 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITIES FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS**

**WHEREAS**, the Sacramento Housing and Redevelopment Agency (Agency) is a joint powers Agency comprised of six separate legal entities: City of Sacramento, Redevelopment Agency of the City of Sacramento, Housing Authority of the City of Sacramento, County of Sacramento, Redevelopment Agency of the County of Sacramento, and Housing Authority of the County of Sacramento;

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

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

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

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

**Section 1.** The proposed actions to adopt the 2012 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b)(4). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt

under CEQA pursuant to CEQA Guidelines Section 15301. There is no federal funding associated with these actions; therefore, NEPA does not apply. All other actions are associated with the adoption of the 2012 proposed budget, and do not make any commitments to, or give approvals for, specific projects. Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

**Section 2.** The 2012 Operating Budget totaling \$217,898,540 and the 2012 Project Budget totaling \$18,008,562, all as further described in the 2012 Proposed Agency Budget (hereinafter "2012 Agency Budget" or "Budget"), a copy of which is on file with the Agency Clerk and copies of which have been provided to the respective governing board members, are approved as the Budget of Agency for the 2012 fiscal year. The 2012 Sacramento Housing and Redevelopment Agency Budget incorporates the budgets of the Redevelopment Agency of the City of Sacramento, the Redevelopment Agency of the County of Sacramento, the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.

**Section 3.** A total of 253 Agency full time equivalent positions (FTE) (reflecting a reduction of 38 FTE positions compared with the 291 FTE positions authorized in the 2011 Budget), are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency. Executive Director is authorized to establish a classification of Agency Clerk – Level 1 (Agency salary range 11), and to designate the current Agency Clerk classification at its current salary range as Agency Clerk - Level 2 (Agency salary range 14).

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

**Section 5.** The Executive Director, or designee, is authorized to amend the Agency budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the 2011-2012 Voluntary Alternative Redevelopment Program (VARP) payment and is authorized to reappropriate funds allocated to make 2011-2012 VARP payment to the Agency operating budgets or project budgets should those State mandated payments no longer be required.

**Section 6.** The Executive Director, or designee, is authorized to submit the 2012 Annual Housing Operating Budget and all supporting documents to the United States Department of Housing and Urban Development (HUD), including all required amendments for utilities and other miscellaneous adjustments. Furthermore, the Executive Director, or designee, is authorized to amend the Budget to reflect actual HUD approved expenditures and revenues for HUD funded programs and projects.

**Section 7.** The proposed expenditures under the 2012 Housing Operating Budget are necessary in the efficient and economical operation of Agency housing to serve low-income families.



**Section 8.** The housing financial plan set forth in the 2012 Housing Operating Budget is reasonable in that:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Section 20.** The proposed planning and administrative expenses paid for from the low and moderate income housing fund are necessary for the production, improvement and/or preservation of low and moderate income housing during the 2012 Agency Budget year.

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

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

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

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

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

**Section 26.** The Executive Director, or designee, is authorized to increase or decrease project budget appropriations by not more than \$100,000 for each project or activity. Project budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.

**Section 27.** The Executive Director, or designee, is authorized to transfer project appropriations among fund groups (such as among funds within a redevelopment project area).

**Section 28.** The Executive Director, or designee, is authorized to amend the Budget to reflect all required debt service payments, pass through payments loan repayments, and other existing obligations based on actual higher tax increment revenues.

**Section 29.** The Executive Director, or designee, is authorized to transfer funding of approved capital projects within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable redevelopment laws and regulations.

**Section 30.** The Executive Director, or designee, is authorized to execute and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to modify the terms of loans and reconcile available revenues as needed for redevelopment purposes to assure receipt of anticipated redevelopment area tax increment revenues.

**Section 31.** The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements, and other Agency agreements and to appropriate the associated revenues in the Budget. The Executive Director, or designee, is authorized to enter into "loan work outs," to the extent reasonably necessary to protect Agency assets, and in entering such "work outs," the Executive Director, or designee, is authorized to rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property).

**Section 32.** All project appropriations in existence as of December 31, 2011 will be carried over and continued in 2012.

**Section 33.** All multi-year operating grant budgets in existence as of December 31, 2011 shall be continued in 2012.


**Section 34.** All encumbrances for valid purchase orders and contracts in effect as of December 31, 2011 may remain in effect in 2012. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2011, but only to the extent that the applicable division's 2011 operating budget appropriations exceeded 2011 expenditures.

**Section 35.** The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2012 Budget.


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

**Section 37.** The financial management policies set forth in Section A of the budget document are hereby approved.

**Section 38.** This resolution shall take effect immediately.

  
\_\_\_\_\_  
CHAIR

ATTEST:

  
\_\_\_\_\_  
CLERK

## **RESOLUTION NO. 2011-633**

Adopted by the Sacramento City Council

November 22, 2011

### **APPROVAL OF 2012 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITIES FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS**

#### **BACKGROUND**

- A. The Sacramento Housing and Redevelopment Agency (Agency) is a joint powers agency comprised of six separate legal entities: City of Sacramento, Redevelopment Agency of the City of Sacramento, Housing Authority of the City of Sacramento, County of Sacramento, Redevelopment Agency of the County of Sacramento and Housing Authority of the County of Sacramento.
- B. Agency receives annual funding from a combination of federal, state and local sources.
- C. The sources of Agency revenues require each constituent entity to have an operating budget adopted prior to the start of each new fiscal year.
- D. Agency's fiscal year is the calendar year from January 1<sup>st</sup> through December 31<sup>st</sup>.

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

- Section 1. The proposed actions to adopt the 2012 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b)(4). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15301. There is no federal funding associated with these actions; therefore, NEPA does not apply.

All other actions are associated with the adoption of the 2012 proposed budget, and do not make any commitments to, or give approvals for, specific projects. Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

- Section 2.** The 2012 Operating Budget totaling \$217,898,540 and the 2012 Project Budget totaling \$18,008,562, all as further described in the 2012 Proposed Agency Budget (hereinafter "2012 Agency Budget or "Budget"), a copy of which is on file with the Agency Clerk and copies of which have been provided to the respective governing board members, are approved as the Budget of Agency for the 2012 fiscal year. The 2012 Agency Budget incorporates the budgets of the Redevelopment Agency of the City of Sacramento, the Redevelopment Agency of the County of Sacramento, the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.
- Section 3.** A total of 253 Agency full time equivalent positions (FTE) (reflecting a reduction of 38 FTE positions compared with the 291 FTE positions authorized in the 2011 Budget), are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency. Executive Director is authorized to establish a classification of Agency Clerk – Level 1 (Agency salary range 11), and to designate the current Agency Clerk classification at its current salary range as Agency Clerk - Level 2 (Agency salary range 14).
- Section 4.** The budgeted amount for any item in the Budget may be amended by majority vote of the governing body of each entity actually undertaking and funding the activity. Such an amendment to the Budget so enacted shall be deemed to have been approved by all of the entities that originally adopted the Budget without further action of the remaining entities.
- Section 5.** The Agency is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the 2011-2012 Voluntary Alternative Redevelopment Program (VARP) payment and is authorized to reappropriate funds allocated to make 2011-2012 VARP payment to the Agency operating budgets or project budgets should those State mandated payments no longer be required.
- Section 6.** Agency is authorized to submit the 2012 Annual Housing Operating Budget and all supporting documents to the United States Department of Housing and Urban Development (HUD), including all required amendments for utilities and other miscellaneous adjustments. Furthermore, Agency is authorized to amend the Budget to reflect actual HUD approved expenditures and revenues for HUD funded programs and projects.
- Section 7.** The proposed expenditures under the 2012 Housing Operating Budget are necessary in the efficient and economical operation of Agency housing to serve low-income families.
- Section 8.** The housing financial plan set forth in the 2012 Housing Operating Budget is reasonable in that:



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

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

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

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

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

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

- Section 14.** Agency is authorized to submit to HUD the One Year Action Plan for Community Development Block Grant (CDBG), Home Investment Partnership (HOME), Emergency Shelter Grant (ESG) and Housing Opportunities for People with AIDS (HOPWA). The Agency is delegated authority to administer federal funds appropriated by HUD and is the designated recipient of funds outlined in the One Year action Plan. If such grants are awarded, Agency is authorized to accept the grant or grants, execute all related documents and amend the Budget accordingly. Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Agency is authorized to amend the Capital Reserve Project in the event that the actual entitlement exceeds, or is less than, that estimated in the Budget.
- Section 15.** Agency is authorized to delegate authority to the County Department of Human Assistance, or other appropriate entity approved by the governing boards, to administer ESG and HOPWA programs and expend funds and to execute contracts with the appropriate entities to carry out the activities contained in the Action Plan utilizing ESG and HOPWA funds, strictly in accordance with the terms of the Action Plan and funding source requirements.
- Section 16.** Agency is authorized to enter into necessary grants and agreements with HUD, the State Housing and Community Development Department (HCD), and other governmental or private entities for homeless programs transferred to the County, but for which the Agency is the designated recipient of grant funds or contracting agency. Agency is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Agency is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.
- Section 17.** Agency is authorized to submit grant applications on behalf the City of Sacramento for any and all housing and community development activities within the jurisdiction of Agency. If such grants are awarded, Agency is authorized to accept the grant or grants execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget); execute all related documents and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment and projects. Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:
- Homeless Prevention and Rapid Re-housing Program (HPRP)
  - Neighborhood Stabilization Program
  - Family Unification Program
  - Family Self Sufficiency
  - Veteran's Assistance and Supportive Housing
  - United States Environmental Protection Agency Brownfield Assessment

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

- Section 18. Agency is authorized to amend the Budget to make transfers of fund balances to accommodate reserve requirements. Agency may allocate and transfer any available fund balances to accounts held for future projects or reduce budget shortfalls in any other fund balances, provided monies so used are not otherwise restricted by law or regulations related to the funding source. Further, Agency is authorized to expend available balances from the payroll fund for the cost of liabilities such as post retirement medical benefits, sick leave, and vacation accruals.
- Section 19. The Agency Budget is controlled at the fund group level. Except as provided in this resolution, no expenditure will exceed the approved Budget.
- Section 20. Agency is authorized to amend the Budget to appropriate for expenditure all revenues received in revolving funds.
- Section 21. Agency is authorized to increase or decrease operating Budget appropriations up to \$100,000. Operating Budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.
- Section 22. Agency is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.
- Section 23. Agency is authorized to increase or decrease project budget appropriations by not more than \$100,000 for each project or activity. Project budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.
- Section 24. Agency is authorized to transfer project appropriations among fund groups (such as among funds within a redevelopment project area).
- Section 25. Agency is authorized to amend the Budget to reflect all required debt service payments, pass through payments loan repayments and other existing obligations based on actual higher or lower tax increment revenues.
- Section 26. The Agency is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable redevelopment laws and regulations or changes to the aforementioned.

- Section 27. Agency is authorized to execute and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to modify the terms of loans and reconcile available revenues as needed for redevelopment purposes to assure receipt of anticipated redevelopment area tax increment revenues.
- Section 28. Agency is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. Agency is authorized to enter into "loan work outs," to the extent reasonably necessary to protect Agency assets, and in entering such "work outs," Agency is authorized to rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property).
- Section 29. All project appropriations in existence as of December 31, 2011 will be carried over and continued in 2012.
- Section 30. All multi-year operating grant budgets in existence as of December 31, 2011 shall be continued in 2012.
- Section 31. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2011 may remain in effect in 2012. Agency is authorized to increase the Budget for valid encumbrances as of December 31, 2011, but only to the extent that the applicable division's 2011 operating budget appropriations exceeded 2011 expenditures.
- Section 32. Agency is authorized to incorporate the changes listed on Exhibit A as part of the 2012 Budget.
- Section 33. If any entity requires a separate resolution for any action approved within this resolution other than resolutions for approval or amendment of projects, programs or the Agency Budget, the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.
- Section 34. Agency is authorized to delegate the authorities as set out in this resolution.
- Section 35. The financial management policies set forth in Section A of the budget document are hereby approved.
- Section 36. This resolution shall take effect immediately.

**Table of Contents:**

Exhibit A - Summary of Changes to Sacramento Housing and Redevelopment Agency Proposed 2012 Budget

Adopted by the City of Sacramento City Council on November 22, 2011 by the following vote:

Ayes: Councilmembers Ashby, Cohn, D Fong, R Fong, Pannell, Schenirer, Sheedy,  
and Mayor Johnson.

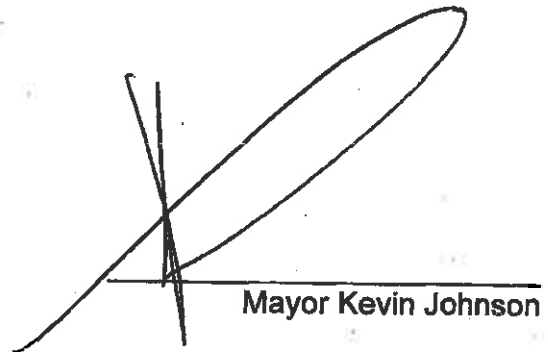
Noes: None.

Abstain: None.

Absent: Councilmember McCarty.

Attest:

  
Shirley Concolino, City Clerk

  
Mayor Kevin Johnson

## **EXHIBIT A**

### **SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2012 BUDGET**

Approved 2012 Total Operating Budget	\$ 217,898,540
Revised Approved 2012 Total Operating Budget	\$0
Approved 2012 New Projects	\$ 18,008,562
Revised Approved 2012 New Projects	\$0
<b>TOTAL SHRA BUDGET</b>	<b>\$ 235,907,102</b>

## **RESOLUTION NO. 2011-038**

**Adopted by the Redevelopment Agency  
of the City of Sacramento**

**November 22, 2011**

### **APPROVAL OF 2012 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS, AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITIES FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS**

#### **BACKGROUND**

- A. The Sacramento Housing and Redevelopment Agency (Agency) is a joint powers agency comprised of six separate legal entities: City of Sacramento, Redevelopment Agency of the City of Sacramento, Housing Authority of the City of Sacramento, County of Sacramento, Redevelopment Agency of the County of Sacramento and Housing Authority of the County of Sacramento.
- B. Agency receives annual funding from a combination of federal, state and local sources.
- C. The sources of Agency revenues require each constituent entity to have an operating budget adopted prior to the start of each new fiscal year.
- D. Agency's fiscal year is the calendar year from January 1<sup>st</sup> through December 31<sup>st</sup>.

#### **BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE REDEVELOPMENT AGENCY RESOLVES AS FOLLOWS:**

- Section 1. The proposed actions to adopt the 2012 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b)(4). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15301. There is no federal funding associated with these actions; therefore, NEPA does not apply. All other actions are associated with the adoption of the 2012 proposed budget, and do not make any commitments to, or give approvals for, specific projects. Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.



- Section 2.** The 2012 Operating Budget totaling \$217,898,540 and the 2012 Project Budget totaling \$18,008,562, all as further described in the 2012 Proposed Agency Budget (hereinafter "2012 Agency Budget" or "Budget"), a copy of which is on file with the Agency Clerk and copies of which have been provided to the respective governing board members, are approved as the Budget of Agency for the 2012 fiscal year. The 2012 Sacramento Housing and Redevelopment Agency Budget incorporates the budgets of the Redevelopment Agency of the City of Sacramento, the Redevelopment Agency of the County of Sacramento, the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.
- Section 3.** A total of 253 Agency full time equivalent positions (FTE) (reflecting a reduction of 38 FTE positions compared with the 291 FTE positions authorized in the 2011 Budget), are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment. Executive Director is authorized to establish a classification of Agency Clerk – Level 1 (Agency salary range 11), and to designate the current Agency Clerk classification at its current salary range as Agency Clerk - Level 2 (Agency salary range 14).
- Section 4.** The budgeted amount for any item in the Budget may be amended by majority vote of the governing body of each entity actually undertaking and funding the activity. Such an amendment to the Budget so enacted shall be deemed to have been approved by all of the entities that originally adopted the Budget without further action of the remaining entities.
- Section 5.** The Executive Director, or designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the 2011-2012 Voluntary Alternative Redevelopment Program (VARP) payment and is authorized to reappropriate funds allocated to make 2011-2012 VARP payment to the Agency operating budgets or project budgets should those State mandated payments no longer be required.
- Section 6.** The Executive Director, or designee, is authorized to submit grant applications on behalf of the Redevelopment Agency of the City Sacramento for any and all housing and community development activities within the jurisdiction of Agency. If such grants are awarded, Agency is authorized to accept the grant or grants execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment and projects. Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:

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

**Section 7.** The Executive Director, or designee, is authorized to enter into necessary grants and agreements with HUD, the State Housing and Community Development Department (HCD), and other governmental or private entities for homeless programs transferred to the County, but for which the Agency is the designated recipient of funds or contracting agency. The Executive Director, or designee, is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Agency is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.

**Section 8.** The proposed expenditure of tax increment housing funds for activities serving the homeless, including providing subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, as set out in the budget, will not cause or exacerbate racial, ethnic or economic segregation and will be beneficial to all Redevelopment Project Areas as set forth in City Redevelopment Agency Resolution 2004-062 and County Redevelopment Agency Resolution RA-0757, by facilitating the production of affordable housing and providing housing for a population which remains in or frequents the Redevelopment Project Areas and is perceived as a blighting influence by business owners, property owners, workers and residents, and as a result impedes redevelopment of the Project Areas.

**Section 9.** The expenditure of tax increment housing funds from the Project Areas to provide subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, increasing, improving, and preserving the community's supply of low and moderate-income housing available at an affordable housing cost to persons and families that are extremely low, very low, low or moderate income households for proposed projects located outside of a Project Areas but within another Project Area or in the other portions of the Agency's jurisdiction, will be of benefit to all the Project Areas.

- Section 10. The proposed planning and administrative expenses paid for from the low and moderate income housing fund are necessary for the production, improvement and/or preservation of low and moderate income housing during the 2012 Agency Budget year.
- Section 11. Agency is authorized to purchase all lines of applicable insurance for its properties and operations through local independent agents, direct carriers, or risk retention pools, provided that the insurance requirements, coverage and terms are commercially reasonable and provided that the cost does not exceed the amounts in the approved Budget. Agency is also authorized to obtain flood insurance through the federal flood insurance program for Agency properties and this coverage may be secured through a local independent agent.
- Section 12. The Executive Director, or designee, is authorized to amend the Budget to make transfers of fund balances to accommodate reserve requirements. The Executive Director, or designee, may allocate and transfer any available fund balances to accounts held for future projects or reduce budget shortfalls in any other fund balances, provided monies so used are not otherwise restricted by law or regulations related to the funding source. Further, Agency is authorized to expend available balances from the payroll fund for the cost of liabilities such as post retirement medical benefits, sick leave, and vacation accruals.
- Section 13. The Agency Budget is controlled at the fund group level. Except as provided in this resolution, no expenditure will exceed the approved Budget.
- Section 14. The Executive Director, or designee, is authorized to amend the Budget to appropriate for expenditure all revenues received in revolving funds.
- Section 15. The Executive Director, or designee, is authorized to increase or decrease operating Budget appropriations up to \$100,000. Operating Budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.
- Section 16. The Executive Director, or designee, is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.
- Section 17. The Executive Director, or designee, is authorized to increase or decrease project budget appropriations by not more than \$100,000 for each project or activity. Project budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.
- Section 18. The Executive Director, or designee, is authorized to transfer project appropriations among fund groups (such as among funds within a redevelopment project area).
- Section 19. The Executive Director, or designee, is authorized to amend the Budget to reflect all required debt service payments, pass through payments loan repayments, and other existing obligations based on actual higher or lower tax

increment revenues.

- Section 20. The Executive Director, or designee, is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable redevelopment laws and regulations or changes to the aforementioned..
- Section 21. The Executive Director, or designee, is authorized to execute and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to modify the terms of loans and reconcile available revenues as needed for redevelopment purposes to assure receipt of anticipated redevelopment area tax increment revenues.
- Section 22. The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements, and other Agency agreements and to appropriate the associated revenues in the Budget. The Executive Director, or designee, is authorized to enter into "loan work outs", to the extent reasonably necessary to protect Agency assets, and in entering such "work outs," the Executive Director, or designee, is authorized to rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property).
- Section 23. All project appropriations in existence as of December 31, 2011 will be carried over and continued in 2012.
- Section 24. All multi-year operating grant budgets in existence as of December 31, 2011 shall be continued in 2012.
- Section 25. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2011 may remain in effect in 2012. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2011, but only to the extent that the applicable division's 2011 operating budget appropriations exceeded 2011 expenditures.
- Section 26. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2012 Sacramento Housing and Redevelopment Agency Budget.
- Section 27. If any entity requires a separate resolution for any action approved within this resolution other than resolutions for approval or amendment of projects, programs or the Agency Budget, the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.
- Section 28. The Executive Director, or designee, is authorized to delegate the authorities as

set out in this resolution.

**Section 29.** The financial management policies set forth in Section A of the budget document are hereby approved.

**Section 30.** This resolution shall take effect immediately.

**Table of Contents:**

**Exhibit A: Summary of Changes to Sacramento Housing and Redevelopment Agency  
Proposed 2012 Budget**

Adopted by the Redevelopment Agency of the City of Sacramento on November 22, 2011 by the following vote:

**Ayes:** Councilmembers Ashby, Cohn, D Fong, R Fong, Pannell, Schenirer, Sheedy and Mayor Johnson.

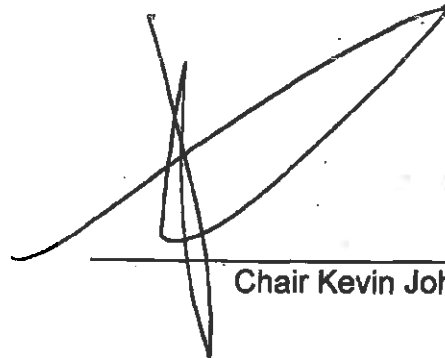
**Noes:** None.

**Abstain:** None.

**Absent:** Councilmember McCarty

**Attest:**

  
Shirley Concolino, Secretary

  
Chair Kevin Johnson

## **EXHIBIT A**

### **SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2012 BUDGET**

Approved 2012 Total Operating Budget	\$ 217,898,540
Revised Approved 2012 Total Operating Budget	\$0
Approved 2012 New Projects	\$ 18,008,562
Revised Approved 2012 New Projects	\$0
<b>TOTAL SHRA BUDGET</b>	<b>\$ 235,907,102</b>

## **RESOLUTION NO. 2011-013**

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

**November 22, 2011**

### **APPROVAL OF 2012 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS, AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITIES FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS**

#### **BACKGROUND**

- A. The Sacramento Housing and Redevelopment Agency (Agency) is a joint powers agency comprised of six separate legal entities: City of Sacramento, Redevelopment Agency of the City of Sacramento, Housing Authority of the City of Sacramento, County of Sacramento, Redevelopment Agency of the County of Sacramento, and Housing Authority of the County of Sacramento.
- B. Agency receives annual funding from a combination of federal, state and local sources.
- C. The sources of Agency revenues require each constituent entity to have an operating budget adopted prior to the start of each new fiscal year.
- D. Agency's fiscal year is the calendar year from January 1<sup>st</sup> through December 31<sup>st</sup>.

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

- Section 1. The proposed actions to adopt the 2012 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b)(4). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15301. There is no federal funding associated with these actions; therefore, NEPA does not apply. All other actions are associated with the adoption of the 2012 proposed budget, and do not make any commitments to, or give approvals for, specific projects. Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

- Section 2.** The 2012 Operating Budget totaling \$217,898,540 and the 2012 Project Budget totaling \$18,008,562, all as further described in the 2012 Proposed Agency Budget (hereinafter "2012 Agency Budget" or "Budget"), a copy of which is on file with the Agency Clerk and copies of which have been provided to the respective governing board members, are approved as the Budget of Agency for the 2012 fiscal year. The 2012 Agency Budget incorporates the budgets of the Redevelopment Agency of the City of Sacramento, the Redevelopment Agency of the County of Sacramento, the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.
- Section 3.** A total of 253 Agency full time equivalent positions (FTE) (reflecting a reduction of 38 FTE positions compared with the 291 FTE positions authorized in the 2011 Budget), are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment. Executive Director is authorized to establish a classification of Agency Clerk – Level 1 (Agency salary range 11), and to designate the current Agency Clerk classification at its current salary range as Agency Clerk - Level 2 (Agency salary range 14).
- Section 4** The budgeted amount for any item in the Budget may be amended by majority vote of the governing body of each entity actually undertaking and funding the activity. Such an amendment to the Budget so enacted shall be deemed to have been approved by all of the entities that originally adopted the Budget without further action of the remaining entities.
- Section 5.** The Executive Director, or designee, is authorized to submit the 2012 Annual Housing Operating Budget and all supporting documents to the United States Department of Housing and Urban Development (HUD), including all required amendments for utilities and other miscellaneous adjustments. Furthermore, the Executive Director, or designee, is authorized to amend the Budget to reflect actual HUD approved expenditures and revenues for HUD funded programs and projects. See Exhibit B-1 for a summary of the public housing operating budget.
- Section 6** The proposed expenditures under the 2012 Housing Operating Budget are necessary for the efficient and economical operation of Agency housing to serve low-income families.
- Section 7** The housing financial plan set forth in the 2012 Housing Operating Budget is reasonable in that:
- a. It indicates a source of funding adequate to cover all proposed expenditures.
  - b. It does not provide for use of federal funding in excess of amounts payable under the provisions of the pertinent regulations.
  - c. It proposes rental charges and expenditures that are consistent with provisions of law and the Annual Contributions Contract
  - d. It includes asset management project budgets prepared on an individual basis as shown in the Schedule of Public Housing AMP and Central Office 2012 Budget attached as Exhibit B-1.



- Section 8.** Form HUD-52574 (08/2005), attached as Exhibit B-2 for signature by the Chair of the Board of the Housing Authority, provides necessary certifications for submission of the Operating Budgets described in Section 7d.
- Section 9.** Based on the HUD requirement for public housing authorities to implement Asset Management that includes fee for service, the Budget implements the fee for service provisions and support service costs. The fee for service provision is predicated on the concept that fee revenues will cover the cost of the services provided.
- Section 10.** The Executive Director, or designee, is authorized to submit applications to HUD for the Capital Fund Plan and Program funding. If such grants are awarded, the Executive Director, or designee, is authorized to accept the grant or grants, execute all related documents and to execute contracts to implement the Capital Fund Program subject to HUD approval of the annual statements and amend the budget accordingly. The Executive Director, or designee, is directed to comply with all policies, procedures, and requirements prescribed by HUD as a condition of such grants. The Executive Director, or designee, is authorized to submit the Comprehensive Plan or annual statement to HUD, after receiving public comments and resident review.
- Section 11.** On an annual basis the Agency conducts a physical inventory, analyzes receivables for collectability and, accordingly, reconciles and adjusts related financial records. The Executive Director, or designee, is authorized to amend the Budget and financial records as needed for such adjustments.
- Section 12.** Agency is authorized to purchase all lines of applicable insurance for its properties and operations through local independent agents, direct carriers, or risk retention pools, provided that the insurance requirements, coverage and terms are commercially reasonable and provided that the cost does not exceed the amounts in the approved Budget. Agency is also authorized to obtain flood insurance through the federal flood insurance program for Agency properties and this coverage may be secured through a local independent agent.
- Section 13.** Subject to availability under the Budget of any required Housing Authority funds, the Executive Director, or designee, is authorized to approve conversion of HUD funded conventional public housing dwelling units to non-dwelling use or disposition as long as the use or disposition is approved by HUD and consistent with adopted Agency/Housing Authority policy and governing board approvals.
- Section 14.** The Executive Director, or designee, is authorized and directed to approve, submit and implement the Public Housing Agency (PHA) Annual Plan and the PHA Five-Year Plan, and the attachments and/or amendments to such Plans to comply with the Quality Housing and Responsibility Act of 1998.
- Section 15.** The Executive Director, or designee, is authorized to submit to HUD the One Year Action Plan for Community Development Block Grant (CDBG), Home Investment Partnership (HOME), Emergency Shelter Grant (ESG) and Housing

Opportunities for People with AIDS (HOPWA). The Agency is delegated authority to administer federal funds appropriated by HUD and is the designated recipient of funds outlined in the One Year action Plan. If such grants are awarded, Agency is authorized to accept the grant or grants, execute all related documents and amend the Budget accordingly. Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Agency is authorized to amend the Capital Reserve Project in the event that the actual entitlement exceeds, or is less than, that estimated in the Budget.

**Section 16.** The Executive Director, or designee, is authorized to delegate authority to the County Department of Human Assistance, or other appropriate entity approved by the governing boards, to administer ESG and HOPWA programs and expend funds and to execute contracts with the appropriate entities to carry out the activities contained in the Action Plan utilizing ESG and HOPWA funds, strictly in accordance with the terms of the Action Plan and funding source requirements.

**Section 17.** The Executive Director, or designee, is authorized to enter into necessary grants and agreements with HUD, the State Housing and Community Development Department (HCD), and other governmental or private entities for homeless programs transferred to the County, but for which the Agency is the designated recipient of grant funds or contracting agency. Agency is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Agency is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.

**Section 18.** The Executive Director, or designee, is authorized to submit grant applications on behalf of the Housing Authority of the City of Sacramento for any and all housing and community development activities within the jurisdiction of Agency. If such grants are awarded, Agency is authorized to accept the grant or grants execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment and projects. Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:

- Family Unification Program
- Family Self Sufficiency
- Veteran's Assistance and Supportive Housing
- United States Environmental Protection Agency Brownfield Assessment
- United States Environmental Protection Agency Brownfield Clean Up
- United States Environmental Protection Agency Brownfield Revolving Loan Fund
- United States Environmental Protection Agency Brownfield Job Training

- California State Water Resources Control Board – Underground Storage Cleanup
- CAL REUSE Cleanup Grant and Loan Program
- Neighborhood Stabilization Program
- Homeless Prevention and Rapid Re-housing Program

- Section 19. The Executive Director, or designee, is authorized to amend the Budget to make transfers of fund balances to accommodate reserve requirements. The Executive Director, or designee, may allocate and transfer any available fund balances to accounts held for future projects or reduce budget shortfalls in any other fund balances, provided monies so used are not otherwise restricted by law or regulations related to the funding source. Further, Agency is authorized to expend available balances from the payroll fund for the cost of liabilities such as post retirement medical benefits, sick leave and vacation accruals.
- Section 20. The Agency Budget is controlled at the fund group level. Except as provided in this resolution, no expenditure will exceed the approved Budget.
- Section 21. The Executive Director, or designee, is authorized to amend the Budget to appropriate for expenditure all revenues received in revolving funds.
- Section 22. The Executive Director, or designee, is authorized to increase or decrease operating Budget appropriations up to \$100,000. Operating Budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.
- Section 23. The Executive Director, or designee, is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.
- Section 24. The Executive Director, or designee, is authorized to increase or decrease project budget appropriations by not more than \$100,000 for each project or activity. Project budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.
- Section 25. The Executive Director, or designee, is authorized to transfer project appropriations among fund groups (such as among funds within a redevelopment project area).
- Section 26. The Executive Director, or designee, is authorized to amend the Budget to reflect all required debt service payments, pass through payments loan repayments, and other existing obligations based on actual higher or lower tax increment revenues.
- Section 27. The Executive Director, or designee, is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

- Section 28. The Executive Director, or designee, is authorized to execute, and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to modify the terms of loans and reconcile available revenues as needed for redevelopment purposes to assure receipt of anticipated redevelopment area tax increment revenues.
- Section 29. The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements, and other Agency agreements and to appropriate the associated revenues in the Budget. The Executive Director, or designee, is authorized to enter into "loan work outs," to the extent reasonably necessary to protect Agency assets, and in entering such "work outs," the Executive Director, or designee, is authorized to rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property).
- Section 30. All project appropriations in existence as of December 31, 2011 will be carried over and continued in 2012.
- Section 31. All multi-year operating grant budgets in existence as of December 31, 2011 shall be continued in 2012.
- Section 32. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2011 may remain in effect in 2012. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2011, but only to the extent that the applicable division's 2011 operating budget appropriations exceeded 2011 expenditures.
- Section 33. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2012 Budget.
- Section 34. If any entity requires a separate resolution for any action approved within this resolution other than resolutions for approval or amendment of projects, programs or the Agency Budget, the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.
- Section 35. The Executive Director, or designee, or designee, is authorized to delegate the authorities as set out in this resolution.
- Section 36. The financial management policies set forth in Section A of the budget document are hereby approved.
- Section 37. This resolution shall take effect immediately.

**Table of Contents**

Exhibit A - Summary of Changes to SHRA Proposed 2012 Budget

Exhibit B-1- 2012 City Public Housing Asset Management Property and Central Office Cost Center

Exhibit B-2 - HUD Resolution Approving the 2012 AMP Budgets

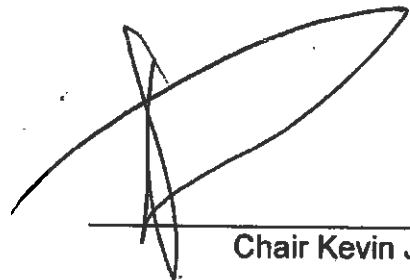
Adopted by the Housing Authority of the City of Sacramento on November 22, 2011 by the following vote:

Ayes: Councilmembers Ashby, Cohn, D Fong, R Fong, Pannell, Schenirer, Sheedy and Mayor Johnson.

Noes: None.

Abstain: None.

Absent: Councilmember McCarty.

  
Chair Kevin Johnson

Attest:

  
Shirley Concolino, Secretary

## **EXHIBIT A**

### **SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2012 BUDGET**

Approved 2012 Total Operating Budget	\$ 217,898,540
Revised Approved 2012 Total Operating Budget	\$0
Approved 2012 New Projects	\$ 18,008,562
Revised Approved 2012 New Projects	\$0
<b>TOTAL SHRA BUDGET</b>	<b>\$ 235,907,102</b>

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

## January 1 - December 31, 2012

PHA Code: CA005  
City of Sacramento

	City AMP 1	City AMP 2	City AMP 3	City AMP 4	City AMP 5	City AMP 6	City AMP 7	Total City Public Housing	City COCC Central Office & Central Svc
Beginning fund equity	\$ 832,736	\$ 814,586	\$ 728,882	\$ 44,964	\$ 90,066	\$ (48,044)	\$ (14,320)	2,448,870	\$ - 137,286
Revenues:									
HUD Operating Subsidy	1,213,000	1,525,000	534,000	701,000	604,000	437,000	639,000	5,653,000	-
Maintenance Charges to Tenants	10,000	20,000	7,500	3,000	7,500	1,500	25,000	74,500	-
Washer/Dryer Income	5,000	-	12,000	6,000	3,000	3,000	6,000	35,000	-
Rental Income - Dwelling	680,000	630,000	570,000	480,000	472,386	140,000	422,386	3,394,772	-
Rental Income - Commercial	-	-	-	-	-	-	-	-	-
Interest Income - Investment	10,000	10,000	8,000	750	700	1,000	1,000	31,450	7,264
Bad Debt Recovery	-	200	-	-	1,000	-	200	1,400	-
Miscellaneous income	17,015	16,515	3,015	2,015	8,515	865	5,015	52,955	69,510
Management Fee	-	-	-	-	-	-	-	-	1,337,981
IT/Bookkeeping Fee	-	-	-	-	-	-	-	-	198,810
Asset Management Fee	-	-	-	-	-	-	-	-	168,238
Admin Fee (CFP)	-	-	-	-	-	-	-	-	271,124
Central services fees	-	-	-	-	-	-	-	-	309,680
Total operating revenue	1,935,015	2,201,715	1,134,515	1,192,765	1,097,101	583,365	1,098,601	9,243,077	2,362,577
CFP Mgmt impr transfers	95,587	95,587	59,105	59,105	95,587	59,105	59,105	523,181	-
AMP to AMP transfers	-	-	-	-	180,442	106,285	117,153	403,880	-
Total revenues and transfers in	2,030,602	2,297,302	1,193,620	1,251,870	1,373,130	748,755	1,274,859	10,170,138	2,362,577
Expenditures:									
Employee Services:									
- Management	299,156	409,158	137,647	150,078	166,022	102,580	152,978	1,417,629	729,966
- Maintenance	377,486	301,008	337,530	216,722	231,966	153,324	231,966	1,850,002	-
- Resident Trainees	21,863	21,863	13,518	13,518	21,863	13,518	13,518	119,661	-
Total Employee Services	698,505	732,029	488,695	380,318	419,851	269,432	398,462	3,387,292	729,966
Services & Supplies:									
- Management	324,644	490,799	261,289	325,286	463,861	154,081	283,029	2,302,989	1,577,921
- Maintenance	659,793	428,977	172,166	262,669	267,052	80,273	291,719	2,162,649	-
- Resident Trainees	73,725	73,725	45,587	45,587	73,725	45,587	45,587	403,523	-
Total Services & Supplies	1,058,162	993,501	479,022	633,542	804,638	279,941	620,335	4,869,141	1,577,921
Other Charges:									
Financial Transactions	1,787	1,998	1,694	254	185	253	267	6,438	510
Central Service Fees	33,886	55,698	42,480	51,401	52,062	19,015	55,138	309,680	-
Miscellaneous (PILOT, Depr.)	46,319	41,304	40,671	26,692	22,752	4,216	22,629	204,583	-
- AMP to AMP transfers	223,438	180,442	-	-	-	-	-	403,880	-
Management Fee (\$51.08 / unit)	231,670	247,289	156,182	152,929	143,818	108,677	143,818	1,184,383	-
IT / Bookkeeping Fee (\$7.50 / door)	32,040	34,200	21,600	21,150	18,890	15,030	19,890	163,800	-
Asset Management (\$10.00 / door)	43,200	46,920	29,040	-	-	838	-	119,998	-
Total operating expense	2,369,007	2,333,381	1,259,384	1,266,286	1,463,196	697,402	1,260,539	10,649,196	2,308,397
Ending Balance	\$ 484,331	\$ 778,507	\$ 663,118	\$ 30,548	\$ -	\$ 3,309	\$ -	\$ 1,069,613	\$ 191,446

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

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

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

Previous editions are obsolete form HUD-52574 (08/2005) Public reporting burden for this collection of information is estimated to average 10 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB control number. This information is required by Section 6(c)(4) of the U.S. Housing Act of 1937. The information is the operating budget for the low-income public housing program and provides a summary of the proposed/budgeted receipts and expenditures, approval of budgeted receipts and expenditures, and justification of certain specified amounts. HUD reviews the information to determine if the operating plan adopted by the public housing agency (PHA) and the amounts are reasonable, and that the PHA is in compliance with procedures prescribed by HUD. Responses are required to obtain benefits. This information does not lend itself to confidentiality.

PHA Name: Housing Authority- City of Sacramento

PHA Code: CA005

PHA Fiscal Year Beginning: 01/01/12

Board Resolution Number:

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

DATE

☒ Operating Budgets (*for COCC and all Projects*) approved by Board resolution on:

☐ Operating Budget submitted to HUD, if applicable, on:

☐ Operating Budget revision approved by Board resolution on:


☐ Operating Budget revision submitted to HUD, if applicable, on:

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

1. All statutory and regulatory requirements have been met;
2. The PHA has sufficient operating reserves to meet the working capital needs of its developments;
3. Proposed budget expenditures are necessary in the efficient and economical operation of the housing for the purpose of serving low-income residents;
4. The budget indicates a source of funds adequate to cover all proposed expenditures;
5. The PHA will comply with the wage rate requirement under 24 CFR 968.110(e) and (f); and
6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.325.

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

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

Print Board Chairman's Name: Kevin Johnson	Signature: 	Date: 12/6/2011
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Previous editions are obsolete form

HUD-52574 (08/2005)



**RESOLUTION NO. 2011-0856**

**APPROVAL OF 2012 BUDGET FOR SACRAMENTO HOUSING AND  
REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS  
AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITIES FOR HUD  
SUBMISSIONS, GRANTS AND FUND TRANSFERS**

**WHEREAS**, the Sacramento Housing and Redevelopment the Agency (Agency) is a joint powers Agency comprised of six separate legal entities: City of Sacramento, Redevelopment Agency of the City of Sacramento, Housing Authority of the City of Sacramento, County of Sacramento, Redevelopment Agency of the County of Sacramento, and Housing Authority of the County of Sacramento;

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

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

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

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

Section 1. The proposed actions to adopt the 2012 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b)(4). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15301. There is no federal funding associated with these actions; therefore, NEPA does not apply. All other actions are associated with the adoption of the 2012 proposed budget, and do not make any commitments to, or give approvals for, specific projects. Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

Section 2. The 2012 Operating Budget totaling \$217,898,540 and the 2012 Project Budget totaling \$18,008,562, all as further described in the 2012 Proposed Agency Budget (hereinafter "2012 Agency Budget" or "Budget"), a copy of which is on file with the Agency

Clerk and copies of which have been provided to the respective governing board members, are approved as the Budget of the Agency for the 2012 fiscal year. The 2012 Agency Budget incorporates the budgets of the Redevelopment Agency of the City of Sacramento, the Redevelopment Agency of the County of Sacramento, the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.

Section 3. A total of 253 Agency full time equivalent positions (FTE) (reflecting a reduction of 38 FTE positions compared with the 291 FTE positions authorized in the 2011 Budget), are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency. Executive Director is authorized to establish a classification of Agency Clerk – Level 1 (Agency salary range 11), and to designate the current Agency Clerk classification at its current salary range as Agency Clerk - Level 2 (Agency salary range 14).

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

Section 5. The Executive Director, or designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the 2011-2012 Voluntary Alternative Redevelopment Program (VARP) payment and is authorized to reappropriate funds allocated to make 2011-2012 VARP payment to the Agency operating budgets or project budgets should those State mandated payments no longer be required.

Section 6. The Agency is authorized to submit the 2012 Annual Housing Operating Budget and all supporting documents to the United States Department of Housing and Urban Development (HUD), including all required amendments for utilities and other miscellaneous adjustments. Furthermore, the Agency is authorized to amend the Budget to reflect actual HUD approved expenditures and revenues for HUD funded programs and projects.

Section 7. The proposed expenditures under the 2012 Housing Operating Budget are necessary for the efficient and economical operation of Agency housing to serve low-income families.

Section 8. The housing financial plan set forth in the 2012 Housing Operating Budget is reasonable in that:

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

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

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

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

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

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

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

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Section 16. The Agency is authorized to submit grant applications on behalf of the County of Sacramento for any and all housing and community development activities within the jurisdiction of Agency. If such grants are awarded, Agency is authorized to accept the grant or grants execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment and projects. Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:

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

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

Section 17. The Agency is authorized to enter into necessary grants and agreements with HUD, the State Housing and Community Development Department (HCD), and other governmental or private entities for homeless programs transferred to the County, but for which the Agency is the designated recipient of grant funds or contracting agency. Agency is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Agency is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.

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

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

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

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

Section 23. The Agency is authorized to increase or decrease project budget appropriations by not more than \$100,000 for each project or activity. Project budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.

Section 24. The Agency is authorized to transfer project appropriations among fund groups (such as among funds within a redevelopment project area).

Section 25. The Agency is authorized to amend the Budget to reflect all required debt service payments, pass through payments loan repayments, and other existing obligations based on actual higher tax increment revenues.

Section 26. The Agency is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

Section 27. The Agency is authorized to execute and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to reconcile available revenues as needed for redevelopment purposes to assure receipt of anticipated redevelopment area tax increment revenues.

Section 28. The Agency is authorized to exercise default remedies and take other actions to protect the Agency assets under contracts, loans, disposition and development agreements, owner participation agreements, and other Agency agreements and to appropriate the associated revenues in the Budget. The Agency is authorized to enter into "loan work outs," to the extent reasonably necessary to protect the Agency assets, and in entering such "work outs," the Agency is authorized to rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property).

Section 29. All project appropriations in existence as of December 31, 2011 will be carried over and continued in 2012.

Section 30. All multi-year operating grant budgets in existence as of December 31, 2011 shall be continued in 2012.

Section 31. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2011 may remain in effect in 2012. The Agency is authorized to increase the Budget for valid encumbrances as of December 31, 2011, but only to the extent that the applicable division's 2011 operating budget appropriations exceeded 2011 expenditures.

Section 32. The Agency is authorized to incorporate the changes listed on Exhibit A as part of the 2012 Budget.

Section 33. If any entity requires a separate resolution for any action approved within this resolution other than resolutions for approval or amendment of projects, programs or the Agency Budget, the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.

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

Section 35. The financial management policies set forth in Section A of the budget document are hereby approved.

Section 36. This resolution shall take effect immediately.

On a motion by Supervisor Serna, seconded by  
Supervisor Yee, the foregoing Resolution was passed and adopted by  
the Board of Supervisors of the County of Sacramento, State of California, this 15th day of  
November, 2011, by the following vote, to wit:

AYES: Supervisors, Serna, Yee, MacGlashan

NOES: Supervisors, None

ABSENT: Supervisors, Nottoli. Peters

ABSTAIN: Supervisors, None



*Roberta MacGlashan*

Chair of the Board of Supervisors  
of Sacramento County, California

In accordance with Section 25100 of the Government Code  
of the State of California a copy of the document has been  
delivered to the Chairman of the Board of Supervisors, County  
of Sacramento on 11/15/11

By *T. Brady*  
Deputy Clerk, Board of Supervisors

**FILED**  
BOARD OF SUPERVISORS

NOV 15 2011  
BY *Cyndi Lee*  
CLERK OF THE BOARD

ATTEST: *Cyndi Lee*  
Clerk, Board of Supervisors



## EXHIBIT A

### SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2012 BUDGET

Approved 2012 Total Operating Budget	\$ 217,898,540
Revised Approved 2012 Total Operating Budget	\$0
Approved 2012 New Projects	\$ 18,008,562
Revised Approved 2012 New Projects	\$0
TOTAL SHRA BUDGET	\$ 235,907,102

**RESOLUTION NO. RA-0937**

**ADOPTED BY THE REDEVELOPMENT AGENCY OF THE COUNTY OF  
SACRAMENTO**

ON THE DATE OF  
11/15/11

**APPROVAL OF 2012 BUDGET FOR SACRAMENTO HOUSING AND  
REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS,  
DELEGATIONS, AND IMPLEMENTING AUTHORITIES; INCLUDING  
AUTHORITIES FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS**

**WHEREAS**, the Sacramento Housing and Redevelopment Agency (Agency) is a joint powers agency comprised of six separate legal entities: City of Sacramento, Redevelopment Agency of the City of Sacramento, Housing Authority of the City of Sacramento, County of Sacramento, Redevelopment Agency of the County of Sacramento, and Housing Authority of the County of Sacramento;

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

**WHEREAS**, the sources of the Sacramento Housing and Redevelopment Agency revenues require each constituent entity to have an operating budget adopted prior to the start of each new fiscal year; and

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

**NOW THEREFORE, BE IT RESOLVED BY THE REDEVELOPMENT AGENCY  
OF THE COUNTY OF SACRAMENTO:**

Section 1. The proposed actions to adopt the 2012 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b)(4). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15301. There is no federal funding associated with these actions; therefore, NEPA does not apply. All other actions are associated with the adoption of the 2012 proposed budget, and do not make any commitments to, or give

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

Section 2. The 2012 Operating Budget totaling \$217,898,540 and the 2012 Project Budget totaling \$18,008,562, all as further described in the 2012 Proposed Agency Budget (hereinafter “2012 Agency Budget” or “Budget”), a copy of which is on file with the Agency Clerk and copies of which have been provided to the respective governing board members, are approved as the Budget of the Sacramento Housing and Redevelopment Agency for the 2012 fiscal year. The 2012 Budget incorporates the budgets of the Redevelopment Agency of the City of Sacramento, the Redevelopment Agency of the County of Sacramento, the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.

Section 3. A total of 253 Agency full time equivalent positions (FTE) (reflecting a reduction of 38 FTE positions compared with the 291 FTE positions authorized in the 2011 Budget), are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency. Executive Director is authorized to establish a classification of Agency Clerk – Level 1 (Agency salary range 11), and to designate the current Agency Clerk classification at its current salary range as Agency Clerk - Level 2 (Agency salary range 14).

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

Section 5. The Executive Director, or designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the 2011-2012 Voluntary Alternative Redevelopment Program (VARP) payment and is authorized to reappropriate funds allocated to make 2011-2012 VARP payment to the Agency operating budgets or project budgets should those State mandated payments no longer be required.

Section 6. The Executive Director, or designee, is authorized to submit grant applications on behalf of the Redevelopment Agency of the County for any and all housing and community development activities within the jurisdiction of Agency. If such grants are awarded, Agency is authorized to accept the grant or grants execute contracts to implement grant activities

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

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

Section 7. The Executive Director, or designee, is authorized to enter into necessary grants and agreements with HUD, the State Housing and Community Development Department (HCD), and other governmental or private entities for homeless programs transferred to the County, but for which the Agency is the designated recipient of funds or contracting agency. Agency is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget, and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Agency is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.

Section 8. The proposed expenditure of tax increment housing funds for activities serving the homeless, including providing subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, as set out in the budget, will not cause or exacerbate racial, ethnic or economic segregation and will be beneficial to all Redevelopment Project Areas as set forth in City Redevelopment Agency

Resolution 2004-062 and County Redevelopment Agency Resolution RA-0757, by facilitating the production of affordable housing and providing housing for a homeless population which remains in or frequents the Redevelopment Project Areas and is perceived as a blighting influence by business owners, property owners, workers and residents, and as a result impedes redevelopment of the Project Areas.

Section 9. The expenditure of tax increment housing funds from the Project Areas to provide subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, increasing, improving, and preserving the community's supply of low and moderate-income housing available at an affordable housing cost to persons and families that are extremely low, very low, low or moderate income households for proposed projects located outside of a Project Areas but within another Project Area or in the other portions of the Agency's jurisdiction, will be of benefit to all the Project Areas.

Section 10. The proposed planning and administrative expenses paid for from the low and moderate income housing fund are necessary for the production, improvement and/or preservation of low and moderate income housing during the 2012 Agency Budget year.

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

Section 12. The Executive Director, or designee, is authorized to amend the Budget to make transfers of fund balances to accommodate reserve requirements. The Executive Director, or designee, may allocate and transfer any available fund balances to accounts held for future projects or reduce budget shortfalls in any other fund balances, provided monies so used are not otherwise restricted by law or regulations related to the funding source. Further, the Agency is authorized to expend available balances from the payroll fund for the cost of liabilities such as post retirement medical benefits, sick leave, and vacation accruals.

Section 13. The Agency Budget is controlled at the fund group level. Except as provided in this resolution, no expenditure will exceed the approved Budget.

Section 14. The Executive Director, or designee, is authorized to amend the Budget to appropriate for expenditure all revenues received in revolving funds.

Section 15. The Executive Director, or designee, is authorized to increase or decrease operating Budget appropriations up to \$100,000. Operating Budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.

Section 16. The Executive Director, or designee, is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.

Section 17. The Executive Director, or designee, is authorized to increase or decrease project budget appropriations by not more than \$100,000 for each project or activity. Project budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.

Section 18. The Executive Director, or designee, is authorized to transfer project appropriations among fund groups (such as among funds within a redevelopment project area).

Section 19. The Executive Director, or designee, is authorized to amend the Budget to reflect all required debt service payments, pass through payments loan repayments, and other existing obligations based on actual higher or lower tax increment revenues.

Section 20. The Executive Director, or designee, is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable redevelopment laws and regulations or changes to the aforementioned.

Section 21. The Executive Director, or designee, is authorized to execute and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to reconcile available revenues as needed for redevelopment purposes to assure receipt of anticipated redevelopment area tax increment revenues.

Section 22. The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect the Agency assets under contracts, loans, disposition and development agreements, owner participation agreements, and other Agency agreements and to appropriate the associated revenues in the Budget. The Executive Director is authorized to enter into "loan work outs," to the extent reasonably necessary to protect Agency assets, and in entering such "work outs," the Executive Director is authorized to rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including

forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property).

Section 23. All project appropriations in existence as of December 31, 2011 will be carried over and continued in 2012.

Section 24. All multi-year operating grant budgets in existence as of December 31, 2011 shall be continued in 2012.

Section 25. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2011 may remain in effect in 2012. The Executive Director is authorized to increase the Budget for valid encumbrances as of December 31, 2011, but only to the extent that the applicable division's 2011 operating budget appropriations exceeded 2011 expenditures.

Section 26. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2012 Budget.

Section 27. If any entity requires a separate resolution for any action approved within this resolution other than resolutions for approval or amendment of projects, programs or the Agency Budget, the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.

Section 28. The Executive Director, or designee, is authorized to delegate the authorities as set out in this resolution.

Section 29. The financial management policies set forth in Section A of the budget document are hereby approved.

Section 30. This resolution shall take effect immediately.

On a motion by Member Yee, seconded by Member Serna,  
the foregoing Resolution was passed and adopted by the Redevelopment Agency of the County  
of Sacramento, State of California this 15<sup>th</sup> day of November, 2011 by the following vote, to  
wit:

AYES: Members, Serna, Yee, MacGlashan

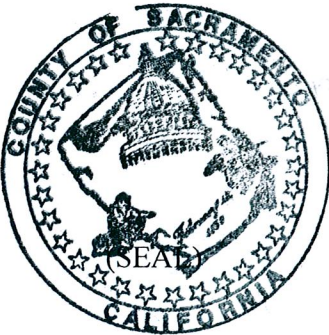
NOES: Members, None

ABSENT: Members, Nottoli, Peters

ABSTAIN: Members, None

*Roberta MacGlashan*

Chair of the Redevelopment Agency  
of the County of Sacramento, California



In accordance with Section 25103 of the Government Code  
of the State of California a copy of the document has been  
delivered to the Chairman on 11/15/11

By V. Rodgers  
Deputy Clerk, Board of Directors

FILED  
BOARD OF DIRECTORS

NOV 15 2011  
By Cyndi Lee  
Clerk of the Board

ATTEST:

Cyndi Lee  
CLERK



## EXHIBIT A

### SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2012 BUDGET

Approved 2012 Total Operating Budget	\$ 217,898,540
Revised Approved 2012 Total Operating Budget	\$0
Approved 2012 New Projects	\$ 18,008,562
Revised Approved 2012 New Projects	\$0
TOTAL SHRA BUDGET	\$ 235,907,102

**RESOLUTION NO. HA-2328**

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

ON DATE OF

11/15/11

**APPROVAL OF 2012 BUDGET FOR SACRAMENTO HOUSING AND  
REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS,  
DELEGATIONS, AND IMPLEMENTING AUTHORITIES; INCLUDING  
AUTHORITIES FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS**

**WHEREAS**, the Sacramento Housing and Redevelopment Agency (Agency) is a joint powers agency comprised of six separate legal entities: City of Sacramento, Redevelopment Agency of the City of Sacramento, Housing Authority of the City of Sacramento, County of Sacramento, Redevelopment Agency of the County of Sacramento, and Housing Authority of the County of Sacramento;

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

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

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

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

Section 1. The proposed actions to adopt the 2012 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b)(4). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15301. There is no federal funding associated with these actions; therefore, NEPA does not apply. All other actions are associated with the adoption of the 2012 proposed budget, and do not make any commitments to, or give approvals for, specific projects. Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

Section 2. The 2012 Operating Budget totaling \$217,898,540 and the 2012 Project Budget totaling \$18,008,562, all as further described in the 2012 Proposed Agency Budget (hereinafter “2012 Agency Budget” or “Budget”), a copy of which is on file with the Agency Clerk and copies of which have been provided to the respective governing board members, are approved as the Budget of the Agency for the 2012 fiscal year. The 2012 Agency Budget incorporates the budgets of the Redevelopment Agency of the City of Sacramento, the Redevelopment Agency of the County of Sacramento, the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.

Section 3. A total of 253 Agency full time equivalent positions (FTE) (reflecting a reduction of 38 FTE positions compared with the 291 FTE positions authorized in the 2011 Budget), are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency. Executive Director is authorized to establish a classification of Agency Clerk – Level 1 (Agency salary range 11), and to designate the current Agency Clerk classification at its current salary range as Agency Clerk - Level 2 (Agency salary range 14).

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

Section 5. The Executive Director, or designee, is authorized to submit the 2012 Annual Housing Operating Budget and all supporting documents to the United States Department of Housing and Urban Development (HUD), including all required amendments for utilities and other miscellaneous adjustments. Furthermore, the Executive Director, or designee, is authorized to amend the Budget to reflect actual HUD approved expenditures and revenues for HUD funded programs and projects. Please see Exhibit B-1 for a summary of the Public Housing operating budget.

Section 6. The proposed expenditures under the 2012 Housing Operating Budget are necessary for the efficient and economical operation of Agency housing to serve low-income families.

Section 7. The housing financial plan set forth in the 2012 Housing Operating Budget is reasonable in that:

- a. It indicates a source of funding adequate to cover all proposed expenditures.
- b. It does not provide for use of federal funding in excess of amounts payable under the provisions of the pertinent regulations.
- c. It proposes rental charges and expenditures that are consistent with provisions of law and the Annual Contributions Contract.
- d. It includes asset management project budgets prepared on an individual basis as shown in the Schedule of Public Housing AMP, Central Office, and Central Services 2012 Budget attached as Exhibit B-1.

Section 8. Form HUD-52574 (08/2005), attached as Exhibit B-2 for signature by the Chair of the Board of the Housing Authority, provides necessary certifications for submission of the Operating Budgets described in Section 7d.

Section 9. Based on the HUD requirement for public housing authorities to implement Asset Management that includes fee for service, the Budget implements the fee for service provisions and support service costs. The fee for service provision is predicated on the revenues generated by fees being equal to the cost of services provided.

Section 10. The Executive Director, or designee, is authorized to submit applications to HUD for the Capital Fund Plan and Program funding. If such grants are awarded, the Executive Director, or designee, is authorized to accept the grant or grants, execute all related documents, execute contracts to implement the Capital Fund Program subject to HUD approval of the annual statements and amend the Budget accordingly. The Executive Director, or designee, is directed to comply with all policies, procedures and requirements prescribed by HUD as a condition of such grants. The Executive Director is authorized to submit the Comprehensive Plan or annual statement to HUD, after receiving public comments and resident review.

Section 11. On an annual basis the Agency conducts a physical inventory, analyzes receivables for collectability and, accordingly, reconciles and adjusts related financial records. The Executive Director, or designee, is authorized to amend the Budget and financial records as needed for such adjustments.

Section 12. Agency is authorized to purchase all lines of applicable insurance for its properties and operations through local independent agents, direct carriers, or risk retention

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

Section 13. Subject to availability under the Budget of any required Housing Authority funds, the Executive Director, or designee, is authorized to approve conversion of HUD funded conventional public housing dwelling units to non-dwelling use or disposition as long as the use or disposition is approved by HUD and consistent with adopted Agency/Housing Authority policy and governing board approvals.

Section 14. The Executive Director, or designee, is authorized and directed to approve, submit and implement the Public Housing Agency (PHA) Annual Plan and PHA Five-Year Plan, and the attachments and/or amendments to such Plans to comply with the Quality Housing and Responsibility Act of 1998.

Section 15. Agency is authorized to submit to HUD the One Year Action Plan for Community Development Block Grant (CDBG), Home Investment Partnership (HOME), Emergency Shelter Grant (ESG) and Housing Opportunities for People with AIDS (HOPWA). The Agency is delegated authority to administer federal funds appropriated by HUD and is the designated recipient of funds outlined in the One Year action Plan. If such grants are awarded, Agency is authorized to accept the grant or grants, execute all related documents and amend the Budget accordingly. Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Agency is authorized to amend the Capital Reserve Project in the event that the actual entitlement exceeds, or is less than, that estimated in the Budget.

Section 16. The Executive Director, or designee, is authorized to delegate authority to the County Department of Human Assistance, or other appropriate entity approved by the governing boards, to administer ESG and HOPWA programs and expend funds and to execute contracts with the appropriate entities to carry out the activities contained in the Action Plan utilizing ESG and HOPWA funds, strictly in accordance with the terms of the Action Plan and funding source requirements.

Section 17. The Executive Director, or designee, is authorized to enter into necessary grants and agreements with HUD, the State Housing and Community Development Department (HCD), and other governmental or private entities for homeless programs transferred to the

County, but for which the Agency is the designated recipient of grant funds or contracting agency. Agency is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Agency is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule

Section 18. The Executive Director, or designee, authorized to submit grant applications on behalf of the Housing Authority of the County for any and all housing and community development activities within the jurisdiction of Agency. If such grants are awarded, Agency is authorized to accept the grant or grants, execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents, and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment and projects. Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:

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

Section 19. The Executive Director, or designee, is authorized to amend the Budget to make transfers of fund balances to accommodate reserve requirements. The Executive Director,

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

Section 20. The Agency Budget is controlled at the fund group level. Except as provided in this resolution, no expenditure will exceed the approved Budget.

Section 21. The Executive Director, or designee, is authorized to amend the Budget to appropriate for expenditure all revenues received in revolving funds.

Section 22. The Executive Director, or designee, is authorized to increase or decrease operating Budget appropriations up to \$100,000. Operating Budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.

Section 23. The Executive Director, or designee, is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.

Section 24. The Executive Director is authorized to increase or decrease project budget appropriations by not more than \$100,000 for each project or activity. Project budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.

Section 25. The Executive Director, or designee, is authorized to transfer project appropriations among fund groups (such as among funds within a redevelopment project area).

Section 26. The Executive Director, or designee, is authorized to amend the Budget to reflect all required debt service payments, pass through payments, loan repayments and other existing obligations based on actual higher tax increment revenues.

Section 27. The Executive Director, or designee, is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

Section 28. The Executive Director, or designee, is authorized to execute and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to reconcile available revenues as needed for redevelopment purposes to assure receipt of anticipated redevelopment area tax increment revenues.

Section 29. The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements, and other Agency agreements and to appropriate the associated revenues in the Budget. The Executive Director, or designee, is authorized to enter into “loan work outs,” to the extent reasonably necessary to protect Agency assets, and in entering such “work outs,” the Executive Director, or designee, is authorized to rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property).

Section 30. All project appropriations in existence as of December 31, 2011 will be carried over and continued in 2012.

Section 31. All multi-year operating grant budgets in existence as of December 31, 2011 shall be continued in 2012.

Section 32. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2011 may remain in effect in 2012. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2011, but only to the extent that the applicable division’s 2011 operating budget appropriations exceeded 2011 expenditures.

Section 33. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2012 Budget.

Section 34. If any entity requires a separate resolution for any action approved within this resolution other than resolutions for approval or amendment of projects, programs or the Agency Budget, the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.

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

Section 36. The financial management policies set forth in Section A of the budget document are hereby approved.

Section 37. This resolution shall take effect immediately.




On a motion by Member Yee, seconded by Member Serna, the foregoing Resolution was passed and adopted by the Housing Authority of the County of Sacramento, State of California, this 15<sup>th</sup> day of November, 2011, by the following vote, to wit:

AYES: Members, Serna, Yee, MacGlashan

NOES: Members, None

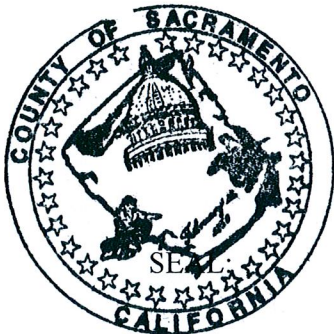
ABSTAIN: Members, Nottoli, Peters

ABSENT: Members, None

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

In accordance with Section 25103 of the Government Code  
of the State of California a copy of the document has been  
delivered to the Chairman on 11/15/11

By   
Deputy Clerk, Board of Directors



ATTEST:

  
CLERK

FILED  
BOARD OF DIRECTORS

NOV 15 2011

By   
Clerk of the Board

## EXHIBIT A

### SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2012 BUDGET

Approved 2012 Total Operating Budget	\$ 217,898,540
Revised Approved 2012 Total Operating Budget	\$0
Approved 2012 New Projects	\$ 18,008,562
Revised Approved 2012 New Projects	\$0
TOTAL SHRA BUDGET	\$ 235,907,102

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

## January 1 - December 31, 2012

PHA Code: CA007						Total	
County of Sacramento						County	City COCC
	County	County	County	County	County	Public	Central Office
	AMP 1	AMP 2	AMP 3	AMP 4	AMP 5	Housing	& Central Svc
Beginning fund equity	\$ 221,031	\$ 3,679	\$ (77,590)	\$ (24,267)	\$ 43,139	\$ 165,992	\$ 487,975
Revenues:							
HUD Operating Subsidy	493,000	575,000	617,006	420,000	729,000	2,834,006	-
Maintenance Charges to Tenants	15,500	15,000	5,710	15,000	15,000	66,210	-
Washer/Dryer Income	2,000	7,500	8,850	4,500	3,000	25,850	-
Rental Income - Dwelling	415,000	372,000	490,000	408,489	382,000	2,067,489	-
Interest Income - Investment	6,000	1,500	8,500	550	750	17,300	11,422
Bad Debt Recovery	2,000	-	-	-	-	2,000	3,054
Miscellaneous income	5,000	7,515	11,480	6,500	5,000	35,495	-
Management Fee	-	-	-	-	-	-	661,822
IT/Bookkeeping Fee	-	-	-	-	-	-	91,530
Asset Management Fee	-	-	-	-	-	-	48,240
Admin Fee (CFP) & (HCV)	-	-	-	-	-	-	1,852,298
Central services fees	-	-	-	-	-	-	355,387
Total operating revenue	938,500	978,515	1,141,546	855,039	1,134,750	5,048,350	3,023,753
CFP operating transfers	-	-	89,815	202,351	-	292,166	-
CFP Mgmt impr transfers	36,482	95,587	168,551	36,482	95,587	432,689	-
AMP to AMP transfers	21,605	-	45,614	-	-	67,219	-
Total revenues and transfers in	996,587	1,074,102	1,445,526	1,093,872	1,230,337	5,840,424	3,023,753
Expenditures:							
Employee Services:							
- Management	169,954	139,185	181,394	180,984	172,214	843,731	917,308
- Maintenance	216,658	220,069	230,946	148,524	213,250	1,029,447	-
- Resident Trainees	8,344	21,863	38,551	8,344	21,863	98,965	-
Total Employee Services	394,956	381,117	450,891	337,852	407,327	1,972,143	917,308
Services & Supplies:							
- Management	361,563	150,960	198,883	223,427	346,642	1,281,475	2,375,765
- Maintenance	201,011	189,754	308,487	316,317	229,653	1,245,222	-
- Resident Trainees	28,138	73,725	130,001	28,138	73,725	333,727	-
Total Services & Supplies	590,712	414,439	637,371	567,882	650,020	2,860,424	2,375,765
Other Charges:							
Financial Transactions	1,286	329	425	132	141	2,313	940
- Central Service Fees	17,399	26,035	51,509	19,386	27,301	141,630	-
- Miscellaneous (PILOT, Depr.)	28,322	22,520	25,196	19,428	19,243	114,709	-
- AMP to AMP transfers	-	67,219	-	-	-	67,219	-
Management Fee (\$51.08 / unit)	139,913	119,089	156,182	106,074	140,564	661,822	-
IT / Bookkeeping Fee (\$7.50 / door)	19,350	16,470	21,600	14,670	19,440	91,530	-
Asset Management (\$10.00 / door)	25,680	-	22,560	-	-	48,240	-
Total operating expense	1,217,618	1,047,218	1,365,734	1,065,424	1,264,036	5,960,030	3,294,013
Ending Balance	\$ -	\$ 30,563	\$ 2,202	\$ 4,181	\$ 9,440	\$ 46,386	\$ 217,715

# Board Resolution Approving the AMP Budgets

PHA Board Resolution  
Approving Operating Budget

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

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

Previous editions are obsolete form HUD-52574 (08/2005) Public reporting burden for this collection of information is estimated to average 10 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB control number. This information is required by Section 6(c)(4) of the U.S. Housing Act of 1937. The information is the operating budget for the low-income public housing program and provides a summary of the proposed/budgeted receipts and expenditures, approval of budgeted receipts and expenditures, and justification of certain specified amounts. HUD reviews the information to determine if the operating plan adopted by the public housing agency (PHA) and the amounts are reasonable, and that the PHA is in compliance with procedures prescribed by HUD. Responses are required to obtain benefits. This information does not lend itself to confidentiality.

PHA Name: Housing Authority- County of Sacramento

PHA Code: CA007

PHA Fiscal Year Beginning: 01/01/12

Board Resolution Number:

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

DATE

☒ Operating Budgets (*for COCC and all Projects*) approved by Board resolution on:

☐ Operating Budget submitted to HUD, if applicable, on:

☐ Operating Budget revision approved by Board resolution on:

☐ Operating Budget revision submitted to HUD, if applicable, on:

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

1. All statutory and regulatory requirements have been met;
2. The PHA has sufficient operating reserves to meet the working capital needs of its developments;
3. Proposed budget expenditures are necessary in the efficient and economical operation of the housing for the purpose of serving low-income residents;
4. The budget indicates a source of funds adequate to cover all proposed expenditures;
5. The PHA will comply with the wage rate requirement under 24 CFR 968.110(e) and (f); and
6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.325.

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

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

Print Board Chairman's Name: Roberta MacGlashan	Signature: <i>Roberta MacGlashan</i>	Date: 12/5/11
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# **RESOLUTION NO. SHDC - 0027**

**ADOPTED BY THE SACRAMENTO HOUSING DEVELOPMENT CORPORATION**

ON DATE OF

11/15/11

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

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

Section 1. The proposed actions to adopt the 2012 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b)(4). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15301. There is no federal funding associated with these actions; therefore, NEPA does not apply. All other actions are associated with the adoption of the 2012 proposed budget, and do not make any commitments to, or give approvals for, specific projects. Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

Section 2. The Budget totaling \$503,971 for the Riverview Plaza Residential project, which is incorporated in the budget of the Sacramento Housing and Redevelopment Agency, all as further described in the "2012 Proposed Budget", a copy of which is on file with the Agency Clerk, is approved as the Operating Budget for the 2012 fiscal year for the Sacramento Housing Development Corporation (2012 Budget).

Section 3. The Executive Director of the Sacramento Housing Development Corporation (Executive Director) is authorized to obtain flood insurance for the Riverview Plaza Residential project through the federal flood insurance program, and is authorized to purchase liability insurance and enter into agreements with risk retention pools or other similar organizations, provided that the insurance requirements, coverage and terms are

commercially reasonable and provided that the cost does not exceed the amounts in the approved 2012 Budget.

Section 4. The Executive Director is authorized to submit grant applications for any and all activities within the authority and jurisdiction of the Sacramento Housing Development Corporation. The Executive Director is authorized to accept such grants, to amend the 2012 Budget to receive and allocate the grant funds, and to implement the actions required by the grant for any projects and programs currently within the Sacramento Housing Development Corporation's authorization and jurisdiction, provided that the activities are fully funded by the grant. Such Budget amendments are permitted for, but not limited to, positions, services and supplies, equipment and projects.

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

Section 6. The Executive Director is authorized to make payments on debt incurred by the Sacramento Housing Development Corporation as necessary to comply with the provisions of the Partnership Agreement within which the Corporation serves as the General Partner, and as deemed prudent and necessary by the Executive Director on behalf of the Sacramento Housing Development Corporation and within the 2012 Budget hereby adopted.

Section 7. The Executive Director is authorized to incorporate the changes listed on Exhibit A as part of the 2012 Budget.

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

Section 9. The financial management policies set forth in Section A of the budget document are hereby approved.

Section 10. This resolution shall take effect immediately.

On a motion by Director Serna, seconded  
by Director Yee, the foregoing Resolution was passed  
and adopted by the Sacramento Housing Development Corporation, State of California,  
this 15th day of November, 2011, by the following vote, to wit:

AYES: Directors, Serna, Yee, MacGlashan

NOES: Directors, None

ABSTAIN: Directors, None

ABSENT: Directors, Nottoli, Peters

In accordance with Section 25103 of the Government Code  
of the State of California a copy of the document has been  
delivered to the Chairman on 11/15/11

By V. Bridges  
Deputy Clerk, Board of Directors



Roberta MacGlashan  
Chair, Board of Directors  
Sacramento Housing Development  
Corporation

**FILED**  
BOARD OF DIRECTORS

NOV 15 2011

By Cyndi Lee  
Clerk of the Board

ATTEST: Cyndi Lee  
Clerk

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## **FINANCIAL MANAGEMENT POLICIES**

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# FINANCIAL MANAGEMENT POLICIES

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## Revenue Policy

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

## Debt Policy

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

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# FINANCIAL MANAGEMENT POLICIES

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## Interdepartmental Charges / Indirect Cost Recovery

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

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

## Annual Audit

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

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

## Budget Policies and Procedures

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

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# FINANCIAL MANAGEMENT POLICIES

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## **Budget Basis**

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

## **Responsibility**

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

## **Budget Review**

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

## **Budget Adoption**

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

## **Budget Implementation**

A budgetary control system is maintained to ensure compliance with the budget. The Finance Department is responsible for setting up the budget for tracking purposes and is charged with ensuring fund availability during the year to cover expenditures and appropriations. Reports comparing the budget with expenditures are generated and posted for review by departments on a monthly basis.

## **Budget Control**

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

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# FINANCIAL MANAGEMENT POLICIES

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## Accounting Structure and Principles

### Accounting System

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

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

### Basis of Accounting

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

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

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

### Fund Descriptions

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

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

### Proprietary Funds

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

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# FINANCIAL MANAGEMENT POLICIES

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

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

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

## **Governmental Funds**

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

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

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

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

## **Account Groups**

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

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

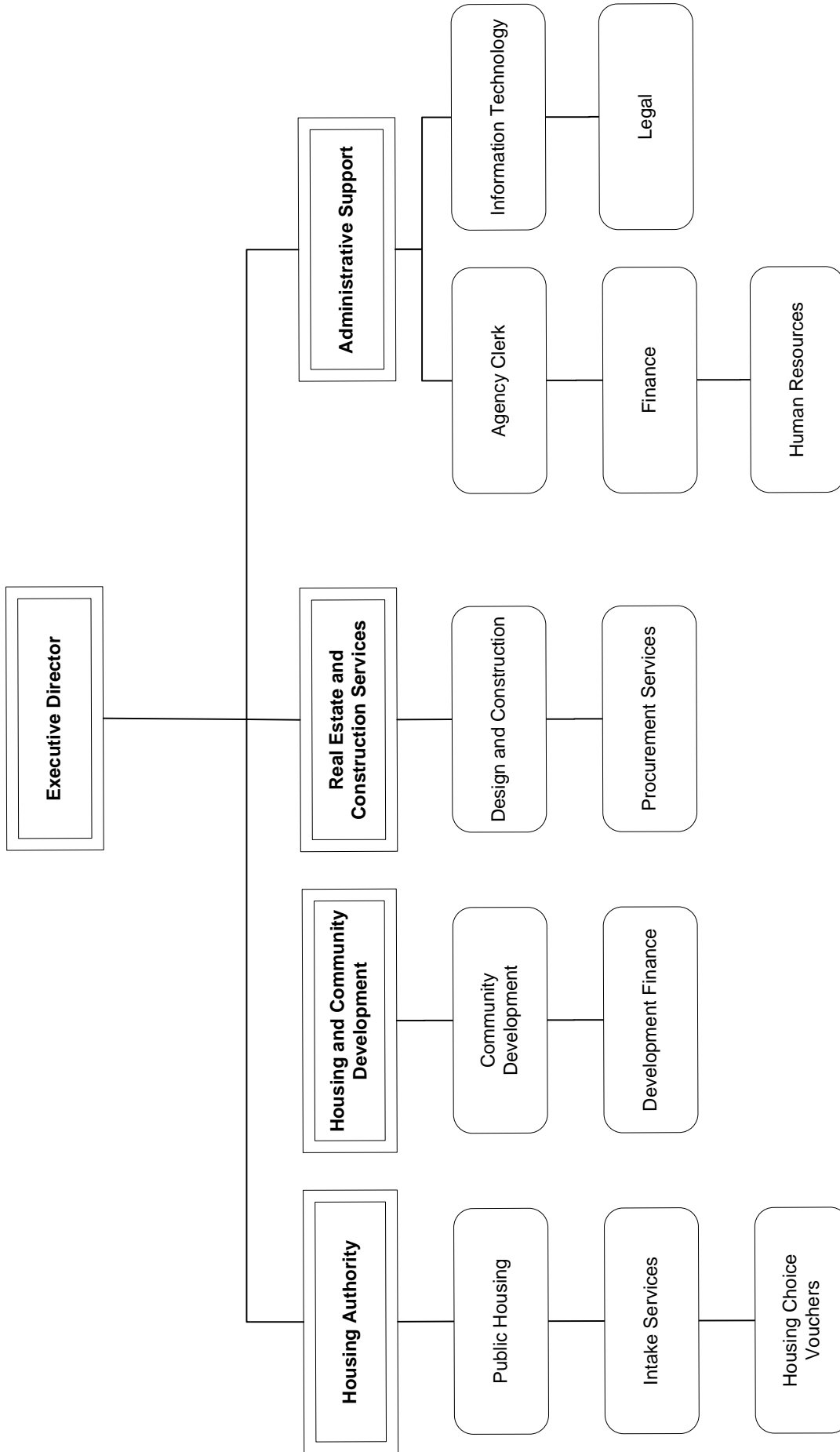
**General Long-Term Debt Account Group:** accounts for long-term debt of the Agency, except for debt accounted for in proprietary fund types.

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**SECTION B**

**BUDGET SUMMARIES**



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# SHRA

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

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Department	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
Executive Director	5.50	4.00	5.00	1.00
Legal	4.50	5.00	4.00	-1.00
Human Resources	6.00	6.00	6.50	0.50
Risk Management*	1.00	1.00	0.00	-1.00
Finance	16.00	16.00	14.00	-2.00
IMTS	10.00	10.00	8.00	-2.00
General Services*	1.00	1.00	0.00	-1.00
Agency Clerk	2.50	2.50	2.50	0.00
Subtotal Administrative Support	46.50	45.50	40.00	-5.50
Public Housing	92.20	92.40	93.40	1.00
Public Housing Intake	4.14	4.50	5.25	0.75
Subtotal Public Housing	96.34	96.90	98.65	1.75
Housing Choice Vouchers	56.80	56.60	59.60	3.00
Housing Choice Vouchers Intake	2.86	2.50	1.75	-0.75
Subtotal Housing Choice Vouchers	59.66	59.10	61.35	2.25
Community Development	22.00	22.00	14.00	-8.00
Development Finance	22.00	27.00	18.00	-9.00
Policy and Planning**	3.00	4.00	0.00	-4.00
Subtotal Housing and Community Development	47.00	53.00	32.00	-21.00
RE & CS Administration	2.50	3.50	2.00	-1.50
Procurement Services	10.00	10.00	5.00	-5.00
Construction and Design Services	10.57	11.47	8.00	-3.47
Real Estate Services***	4.00	4.00	0.00	-4.00
Public Housing Design and Construction Services	6.43	5.53	4.00	-1.53
Loan Processing	5.00	0.00	0.00	0.00
Subtotal Real Estate and Construction Services	38.50	34.50	19.00	-15.50
Community Social Services	3.00	2.00	2.00	0.00
Total	291.00	291.00	253.00	-38.00

\*Risk Management and General Services are included in the Human Resources Department.

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

\*\*\*Real Estate Services is included in the RE & CS Administration Department.

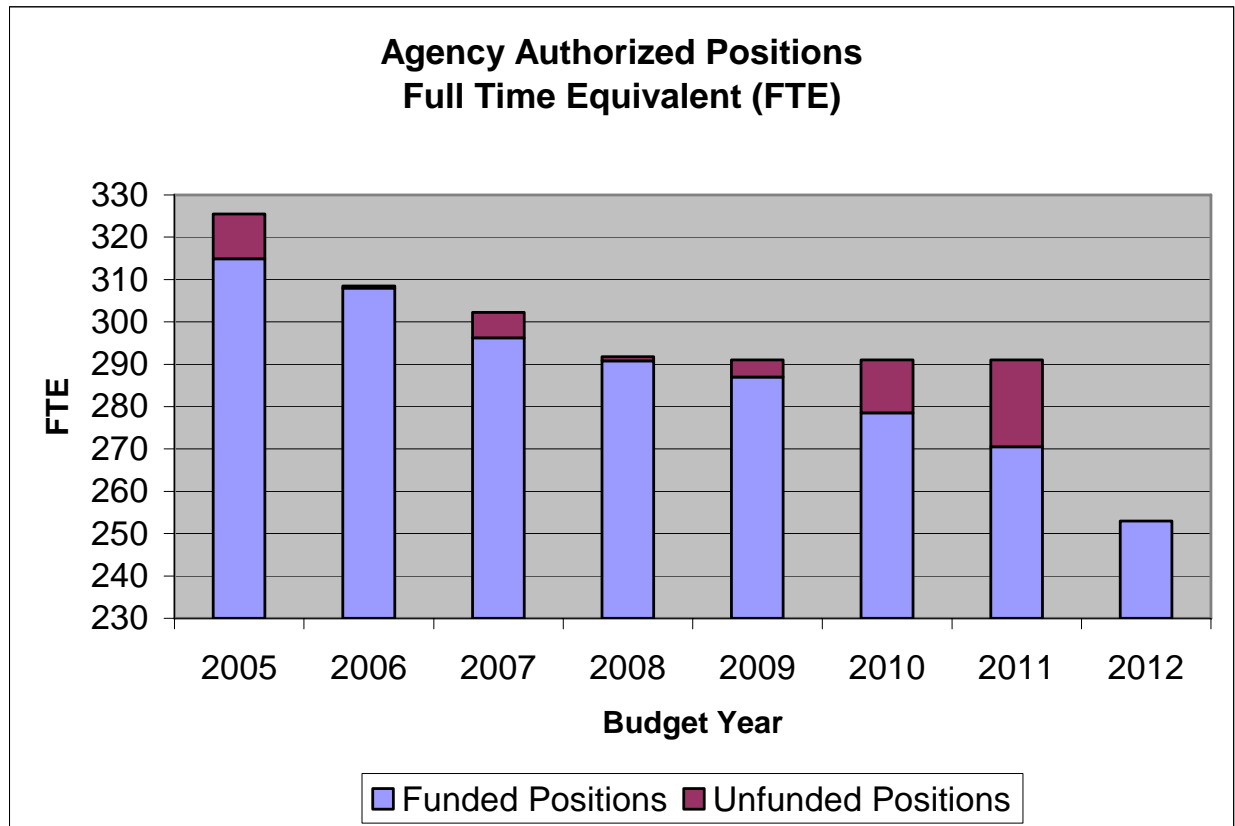
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# SHRA

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

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The 2012 budget proposes the elimination of 38 full time equivalent positions (FTE) bringing authorized Agency FTE down from 291 to 253 positions, a 13 percent reduction compared with prior year. In total, the Agency has reduced authorized FTE positions by 22 percent since 2005 when the Agency had 325 FTE positions. Reductions were achieved through elimination of vacant positions, management employee layoffs and reclassification of other positions.



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# Major Revenue Description, Trends And Estimates

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## Enterprise Funds - Housing

### Public Housing:

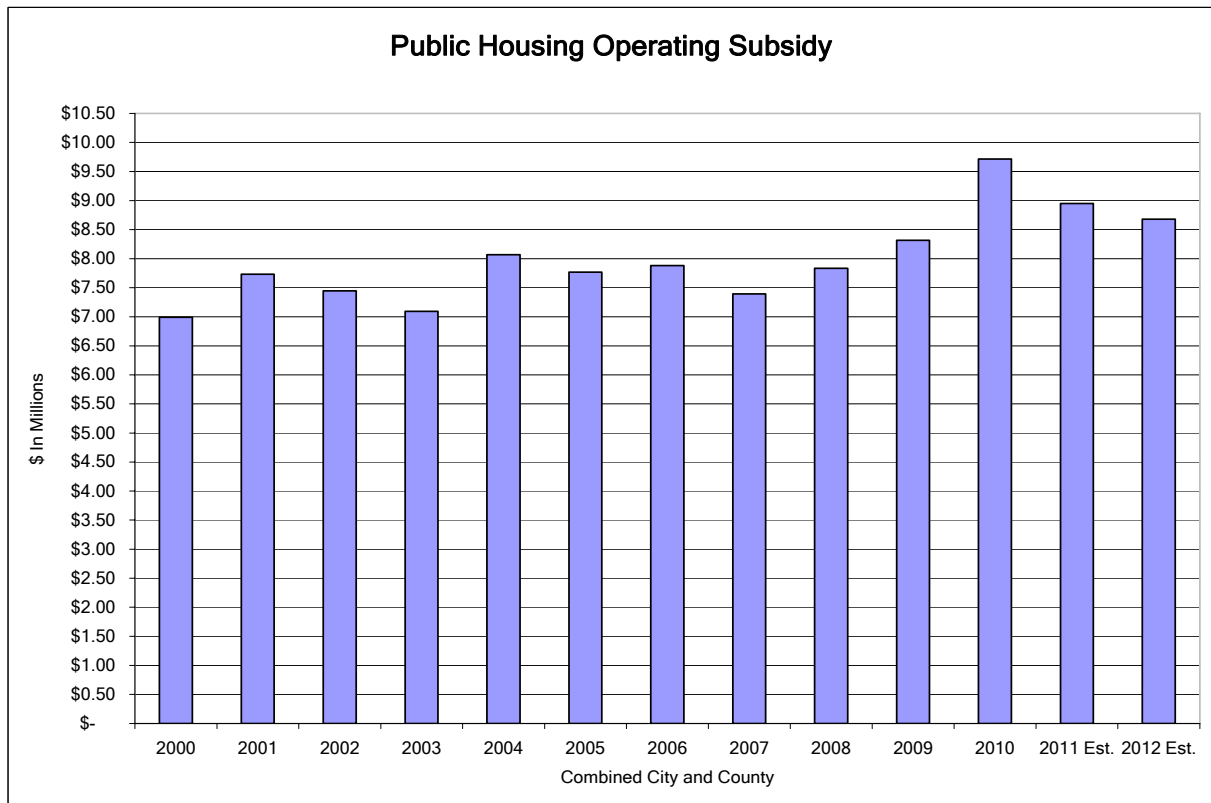
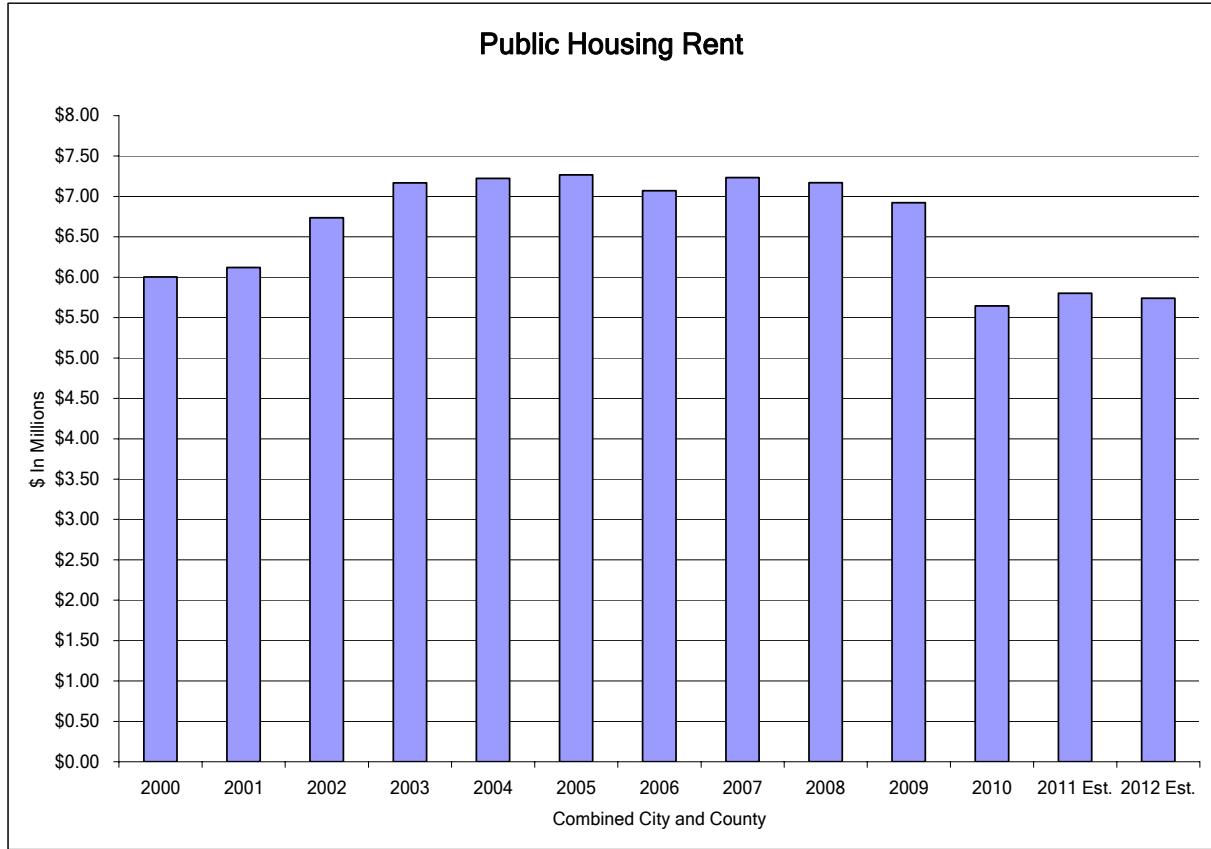
The Agency owns and manages approximately 3,410 housing units within the City and County of Sacramento. Approximately 3,000 of the units were developed under the federal public housing program administered by the Department of Housing and Urban Development (HUD) and are located throughout the City and County of Sacramento. Of those units, approximately 1,000 units are designated as elderly and/or disabled only with the remaining units available to families. Program revenues are generated from tenant rent collections and operating subsidies provided by HUD. The amount of rent paid by the tenants is based on 30 percent of gross family income minus certain other adjustments. In addition to the public housing units, the Housing Authority manages another 410 units of local non-public housing.

### Revenue Estimate

The average occupancy rate in the Public Housing program is in the mid 90's for public housing properties available to be leased. The decline in rents is due to several factor including: 1) the vacancies in 626 I Street associated with the Agency's relocation from the commercial space and the relocation of the tenants for the planned rehabilitation of the site, 2) the disposition of public housing units sold under the HUD 5h/Section 32 program, 3) the disposition of the Washington and Sutterview high-rises to the Agency affiliated non-profit the Sacramento Housing Asset Repositioning Program, Inc. (SHARP), 4) vacant and boarded units being sold under the NSP PRP program and 5) the reduction in TANF and SSI income to PHA tenants which reduces the tenants share of the rental payments (30% of income). Rent revenues are expected to improve beginning in late 2012 as both the commercial and residential floors of 626 I Street are brought back online.

HUD Operating subsidy levels have risen in recent years with federal appropriations for the program reaching as high as 103% of funding eligibility in 2010. This increased funding all but eliminated the public housing operating deficit for 2010. However, the 2011 budget battles in Washington resulted in funding cuts that equated to a prorated funding level of 92% of what the Agency should receive per the HUD formula. The Housing Authority expects further reductions in operating subsidy for 2012, and has targeted 89% of formula funding based upon current proposals.

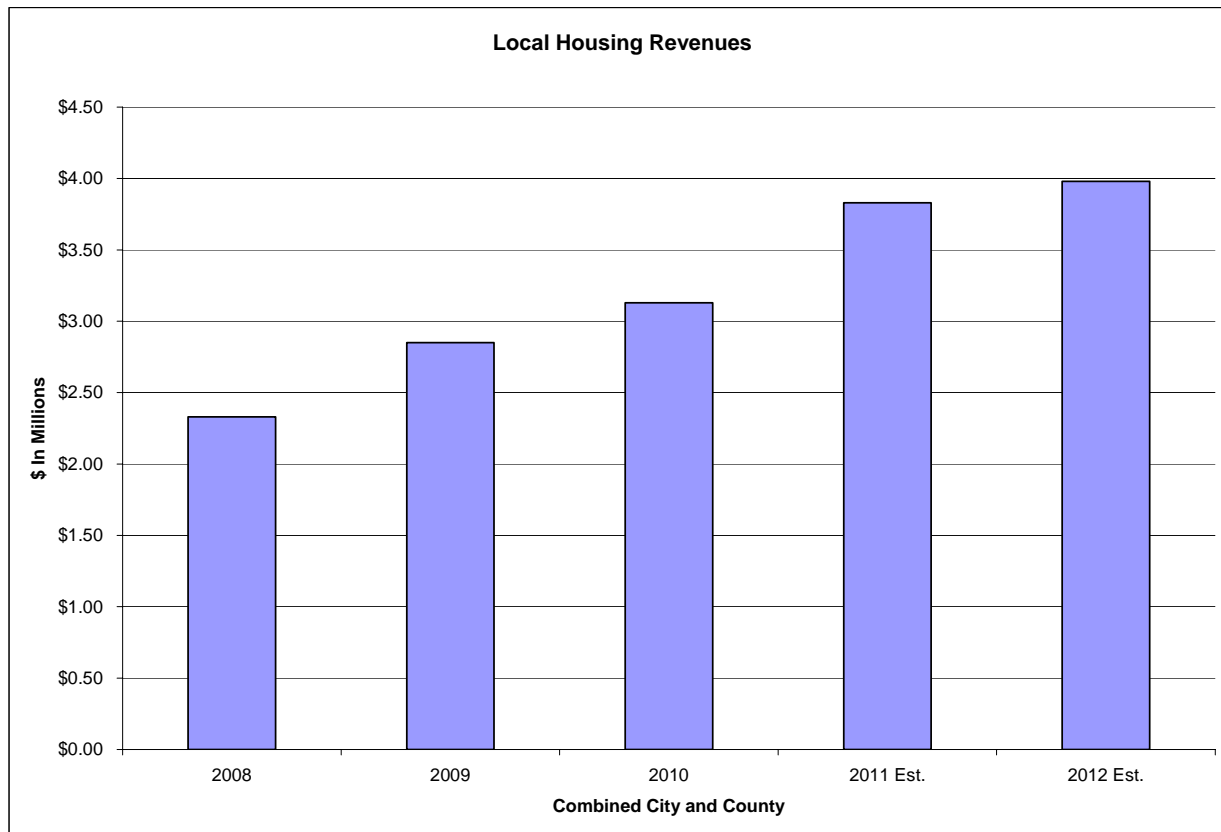
# Major Revenue Description, Trends And Estimates



# Major Revenue Description, Trends And Estimates

## Public Housing (Non-Federal):

While the public housing units have shown decreases in both rents and operating subsidy, the Agency's local housing projects, units not regulated by HUD, have shown positive revenue trends. The primary reason for this change is the implementation of the Housing Authority's asset repositioning strategy that has moved two Public Housing high-rise buildings to SHARP, Inc. and the use of project based voucher on many of the non-federal units.



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# Major Revenue Description, Trends And Estimates

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## Housing Choice Voucher Program (HCV):

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

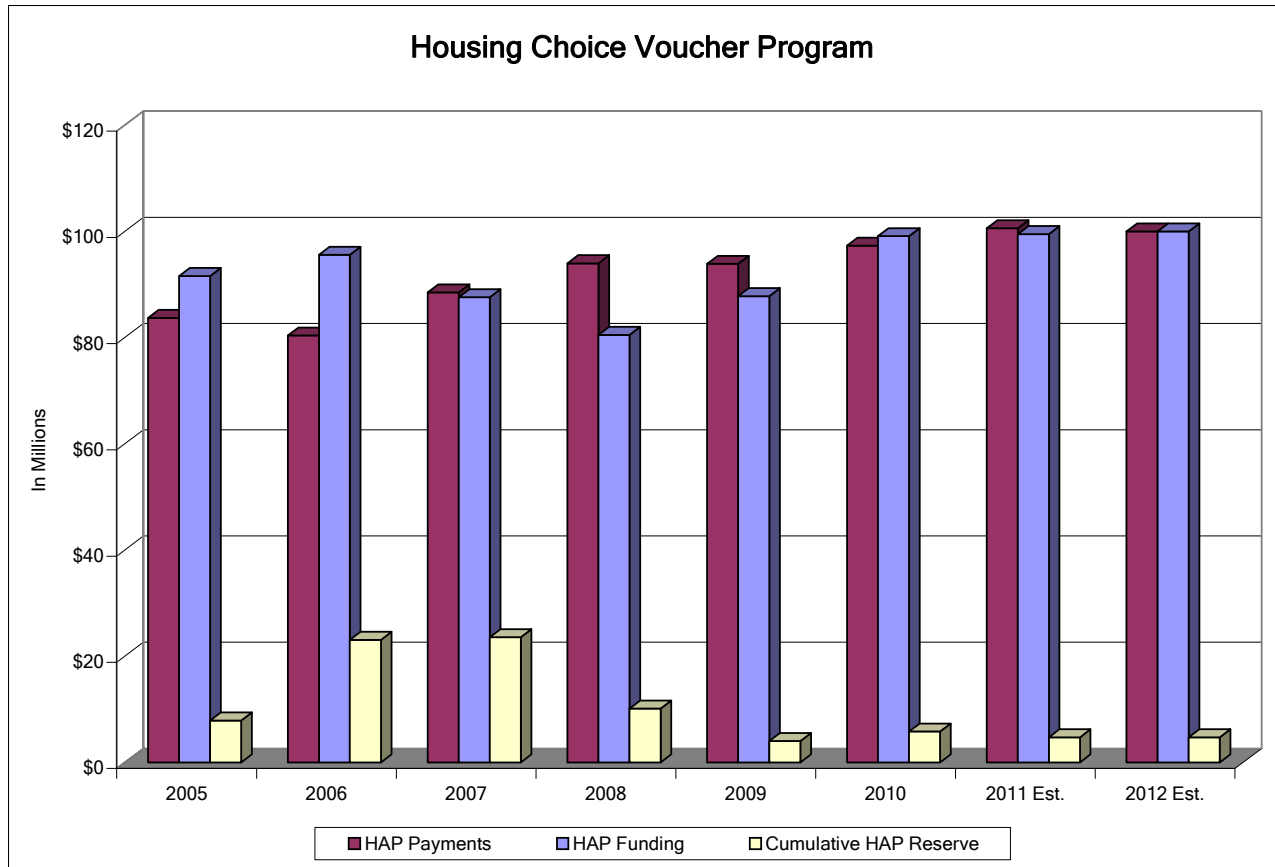
### Revenue Estimate

Revenue under the HCV program is received from HUD in the form of Housing Assistance Payments (HAP) and Administrative Fees (AF). The federal appropriations process dictates the amount of funding that will be allocated to the HCV program on a national level. Jurisdictional funding allocations are performance based, with the funding level determined by the number of authorized vouchers leased. Currently, the Agency's HCV program has 11,507 housing choice vouchers authorized for leasing each month and the program has maintained leasing levels in excess of 98 percent since 2008. The high utilization level of vouchers makes the program eligible for maximum funding from HUD. Despite the fact that the Agency is entitled to maximum funding for the program, HUD has intentionally provided less funding than required to cover HAP costs in an effort to recapture accumulated HAP reserves from public housing authorities across the country. In 2008 and 2009 HUD intentionally recaptured HAP reserves leaving the Housing Authority with approximately two weeks of reserves, therefore, managing leasing levels becomes exceptionally important.

In June of 2011, the funding level provided by HUD was projected to be insufficient to cover currently leasing costs. Specifically, cuts to public assistance programs like SSI and TANF were driving up the average per unit costs of our vouchers and eating away at our limited HAP reserves. The Housing Authority applied for additional HAP funding from a small pool of available funds for additional HAP costs resulting from unforeseen circumstances and increases in program leasing levels. The application was successful and Housing Authority received an award of \$3.2 million in additional HAP funding for 2011. This additional funding has enabled the Housing Authority to maintain the meager HAP reserves that it currently has. Funding for HAP is expected to cover our actual HAP costs provided federal appropriations for the program remain the same. However, there are significant funding cuts proposed for HCV administrative funding; consequently, we are anticipating further funding reductions in 2012.



# Major Revenue Description, Trends And Estimates



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# Major Revenue Description, Trends And Estimates

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## Other Governmental Funds (Special Revenue):

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

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

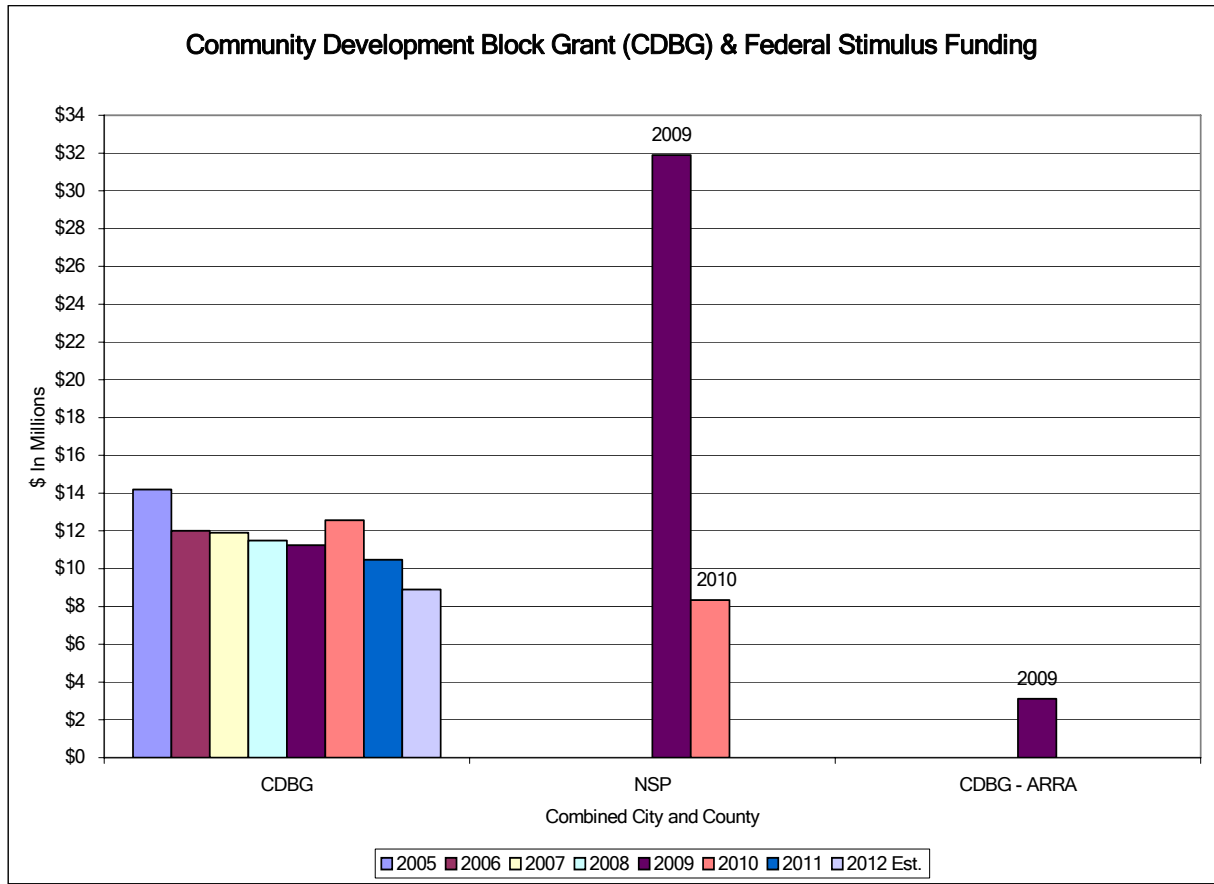
Also included on the chart are the one time federal stimulus funds provided to the Agency under the Housing and Economic Recovery Act (HERA) of 2008. In the first round of funding, the Agency received \$31.8 million of funding for the Neighborhood Stabilization Program (NSP) to assist with the acquisition and/or rehabilitation of foreclosed properties in the City and County of Sacramento. In 2010, HUD announced that the Agency would receive an additional \$8.3 million in NSP Funding.

Also, the Agency received \$3.12 million in additional CDBG funding under the American Recovery and Reinvestment Act of 2009.

### Revenue Estimate

The annual HUD CDBG entitlement budget is allocated to cities and counties based on a formula comprised of several measures. The Agency receives grants for both the City of Sacramento and the County of Sacramento. Funding has remained fairly level for the previous 5 years, but in 2011 the cuts to federal appropriations resulted in a funding cut of 16.7 percent compared with 2010. For 2012, current proposals reflect the likely possibility of additional cuts to the CDBG program of another 12 percent.

# Major Revenue Description, Trends And Estimates



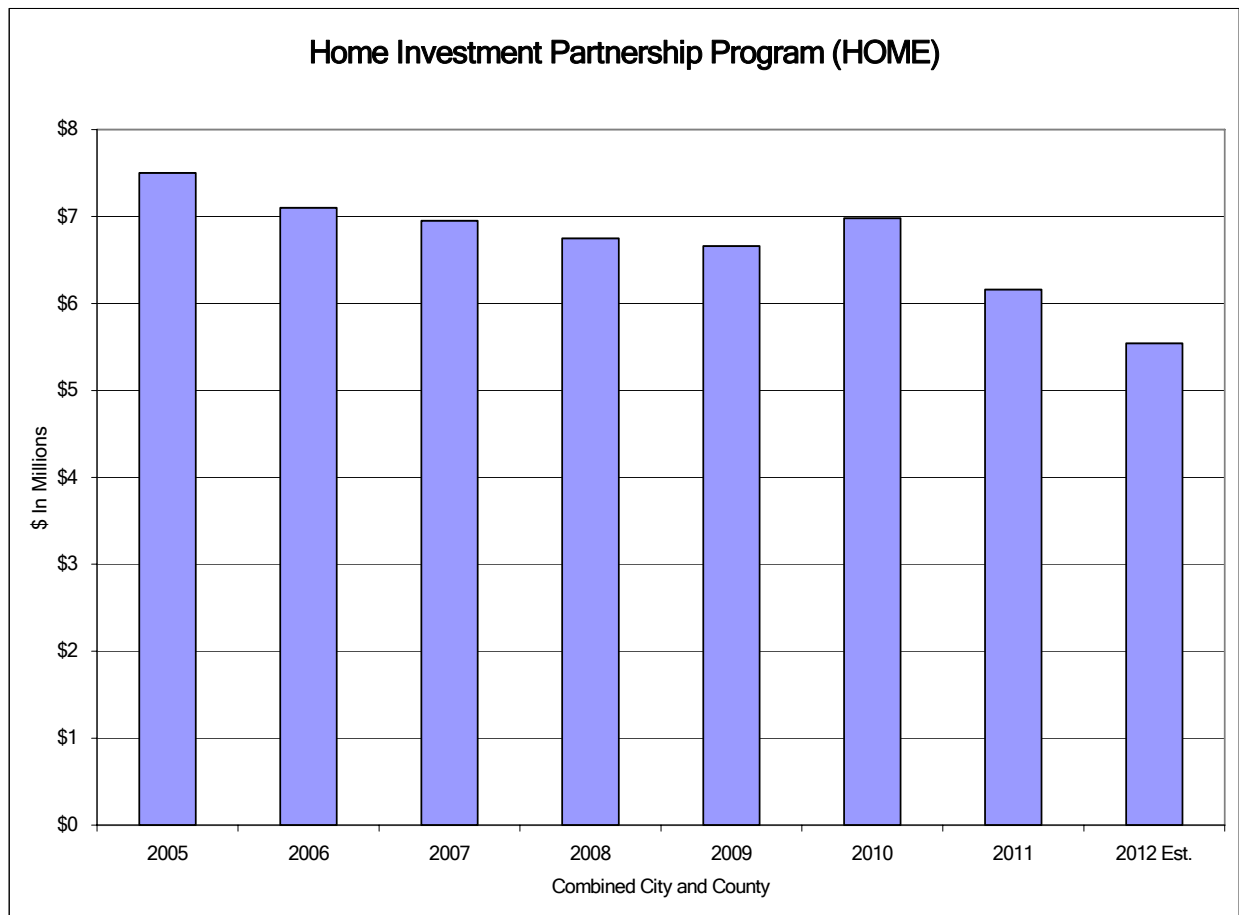
# Major Revenue Description, Trends And Estimates

## Home Investment Partnership Program (HOME):

This program provides for the preservation and expansion of affordable housing to very low and low-income persons. Housing developers and sponsors (both for-profit and non-profit) apply to SHRA for funding. In the past, HOME funds have assisted families in purchasing their first home, renovated deteriorating housing units and assisted in special housing programs.

### Revenue Estimate

The annual HUD HOME budget is allocated to states and participating jurisdictions as formula grants. The Agency receives HOME entitlement for both the City of Sacramento and the County of Sacramento. Funding has remained fairly level for the last several years, but in 2011 the federal government cut program funding by 12 percent compared with 2010 and current proposals reflect additional cuts for 2012. Estimates are generally based on the current year grant amounts and adjusted as needed based upon Federal appropriation proposals.

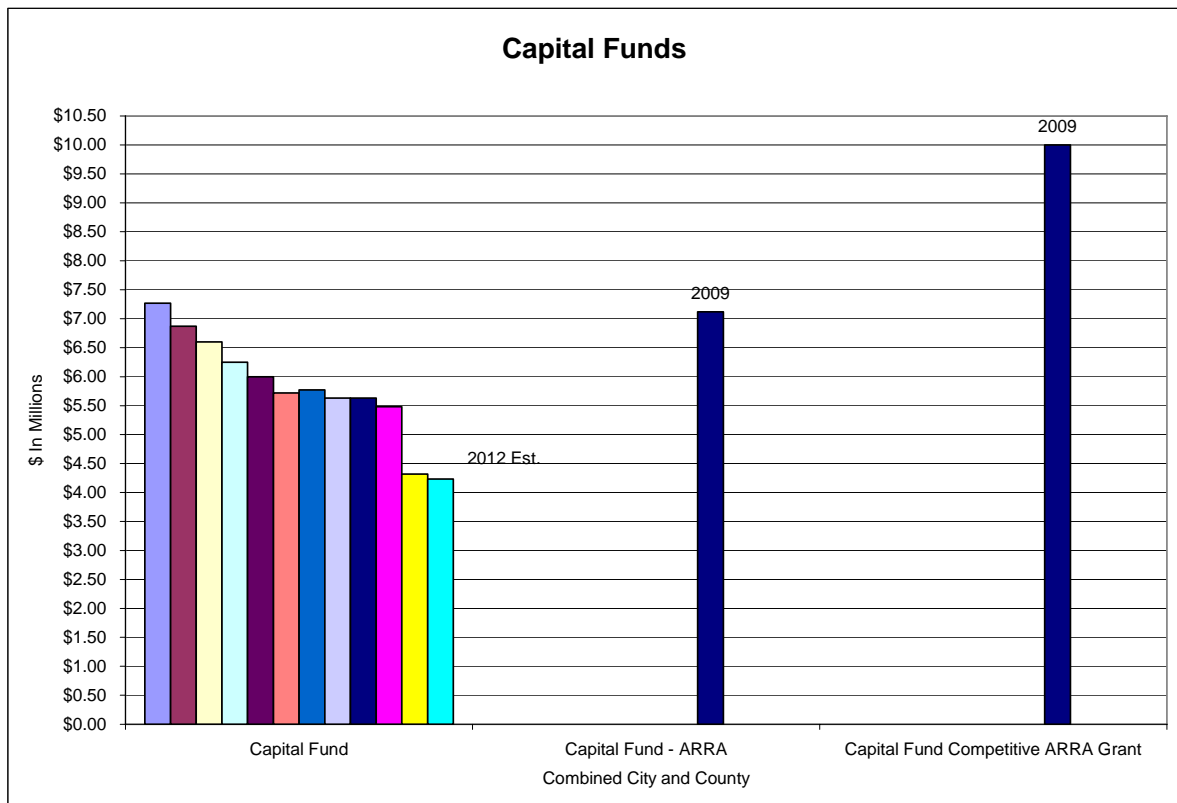


# Major Revenue Description, Trends And Estimates

## Other Governmental Funds (Capital Project Funds):

### **Capital Fund Program:**

The HUD Capital Fund program provides funding annually via a formula, and program funds are allocated to public housing authorities (PHA) across the nation. Capital Fund grants are intended specifically for the development, financing, modernization, and management improvements for properties owned under the HUD public housing program. The Agency receives funding for the public housing properties owned by the City and County Housing Authorities. In 2011, the federal government cut program funding by 21 percent compared with 2010 and current proposals reflect additional cuts for 2012. Revenue estimates are based on the current year grant amounts and are adjusted based upon Federal appropriation proposals. Also included on the chart are the one time federal stimulus funds provided to the Agency under the American Recovery and Reinvestment Act of 2009. The Housing Authority received \$7.2 million on a formula basis and an additional \$10 million under a competitive grant application. The City Housing authority was the only Housing Authority on the west coast to win a competitive award of the ARRA grant funds. The ARRA funds are to be used for the rehabilitation and modernization of public housing units in the portfolio, and the competitive grant funds were awarded for the specific purpose of rehabilitating a residential high-rise located in Downtown Sacramento.



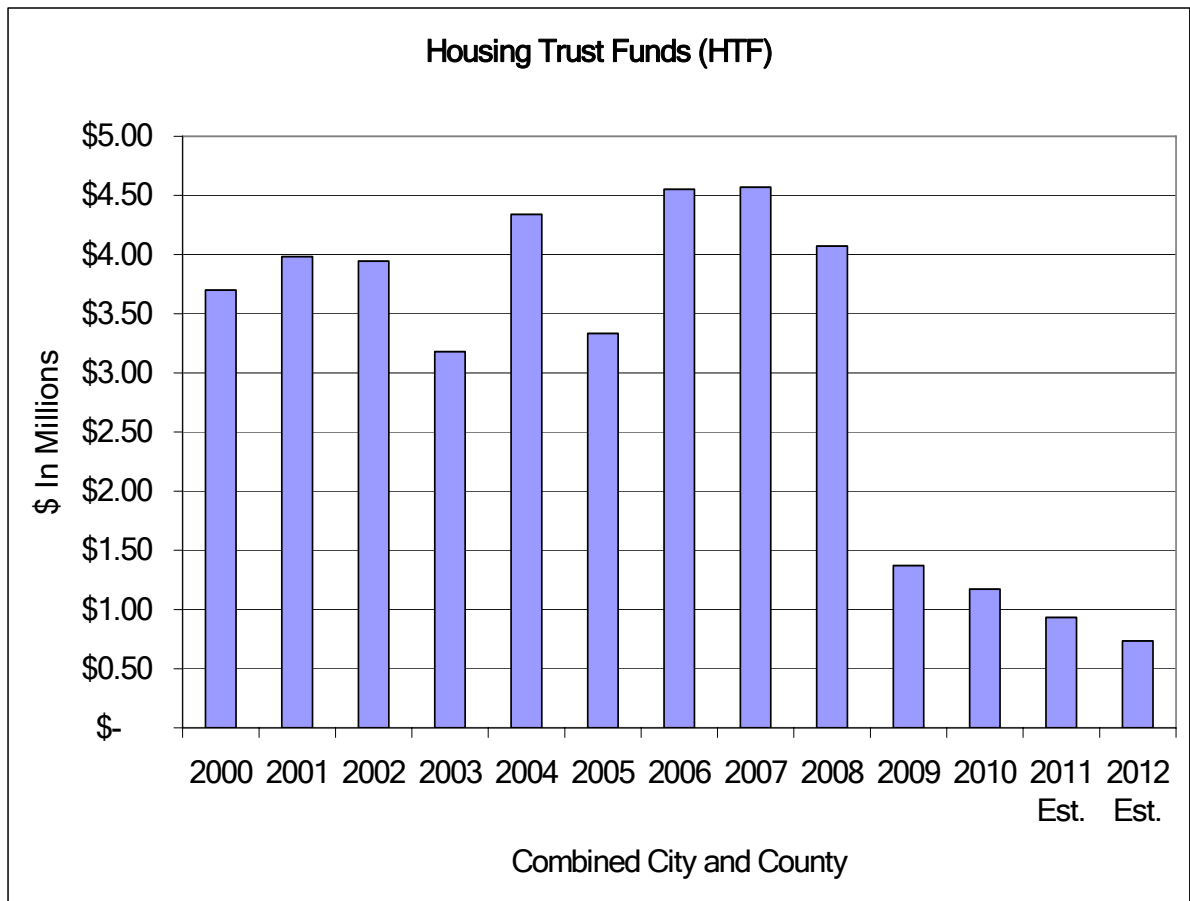
# Major Revenue Description, Trends And Estimates

## Housing Trust Funds (HTF):

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

### Revenue Estimate

Housing Trust Fund fees have dropped dramatically due to the sharp decline in number of commercial building permits being issued. HTF fees are expected to continue to decline given the current economic pressures impacting commercial construction in the region.



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# Major Revenue Description, Trends And Estimates

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## Redevelopment Tax Increment:

The revenues are generated from the incremental property taxes collected from properties within the boundaries of redevelopment project areas. The Agency administers 15 project areas throughout the City and County of Sacramento:

CITY	COUNTY	JOINT
65 <sup>th</sup> Street Alkali Flat Army Depot Del Paso Heights Merged Downtown North Sacramento Oak Park Rail Yards River District	Florin Road Mather McClellan	Auburn Franklin Boulevard Stockton Boulevard

When redevelopment project areas are formed, the property tax values on the tax roll prior to the formation of the project area, become the project area's base year. As property values in the project area grow, the values in excess of the base year represent the incremental assessed value. The property tax revenues derived from this incremental assessed value are referred to as tax increment revenue. California redevelopment law requires that a minimum of 20 percent of the gross tax increment received be set aside for the development and/or preservation of affordable housing. Due to the implementation of SB211 Plan Extensions, the Merged Downtown and Del Paso Heights redevelopment areas must allocate a minimum of 30 percent to the housing set aside fund. With the exception of the joint project areas, Merged Downtown, River District, and Railyards, the Agency's governing boards adopted a finding of benefit in order to aggregate the majority of the housing set aside funds into two distinct aggregated housing funds, City and County.

## Revenue Estimate

Revenues from tax increment have declined 24 percent in 2010-11 compared with 2008-09. The two year decline is directly attributable to the property value reductions imposed by the County Assessor's Office under the provisions of 1978 Proposition 8, and from the settlement of commercial property tax appeals and their associated refunds.

Since 2008-09, tax increment revenues have declined due to the following:

First, the County Assessor's Office imposed assessed value reductions under the provisions of Proposition 8, which requires the County Assessor to enroll properties at the lower of market or their original Proposition 13 value. The drop in the

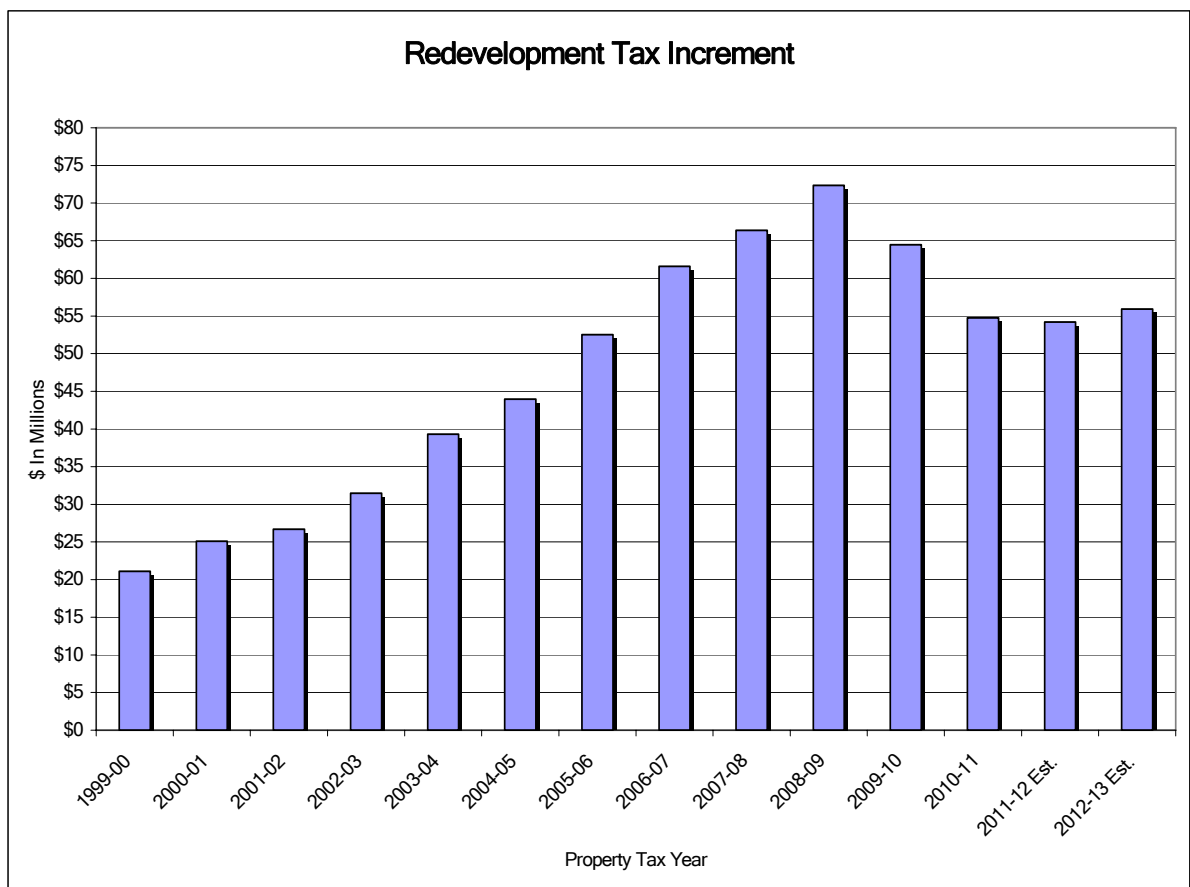
# Major Revenue Description, Trends And Estimates

Sacramento real estate market triggered the Assessor's actions with regard to the implementation of Prop 8. For the 2009-10 property tax year, the Assessor reduced the values on over 170,000 parcels in the County of Sacramento, and this trend continued throughout 2010-11.

Secondly, the County Assessor's Office was inundated with a large volume of commercial property tax appeals for multiple property tax years. Open "at risk" appeals exceeded \$1 billion by September 2010.

Overall, the net impact was a drop in assessed values of \$1.2 billion compared with the previous high of 2008-09. Additionally, the settlement of open appeals resulted in property tax refunds of \$3.3 million for the 2010-11 fiscal year, with additional refunds expected in 2011-12.

Estimates are based upon the assessed value of the redevelopment project areas, less the assessed value of the based year (Assessed Value at Redevelopment Plan Adoption), multiplied by 1 percent. Additionally adjustments are required for unitary revenues, aircraft values, and subsequent adjustments to the equalized roll.





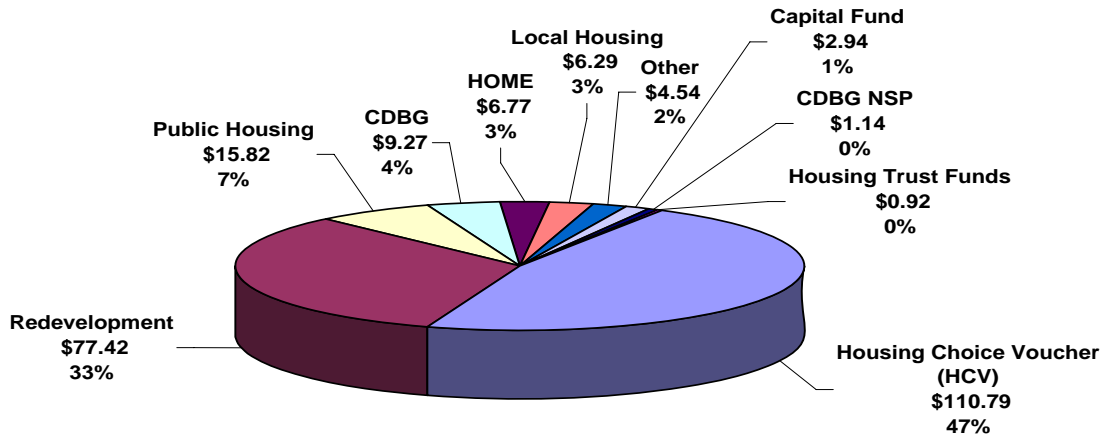
## Budget Comparison Schedule

	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget
Operations:			
Salaries and Benefits	\$ 25,883,511	\$ 26,715,275	\$ 23,263,447
Services & Supplies	16,011,490	16,184,086	15,587,804
HAPs Payments	94,131,760	97,505,823	101,937,164
Debt Service	38,533,311	39,928,482	42,399,197
Financial Trans./Redevelopment Activities	30,014,786	14,985,998	31,148,392
Public Services	5,281,647	4,502,050	3,562,536
<b>Total Operations</b>	<b>\$ 209,856,505</b>	<b>\$ 199,821,714</b>	<b>\$ 217,898,540</b>
Projects:			
Housing Development and Preservation	\$ 27,713,112	\$ 29,268,689	\$ 10,082,256
Housing Authority Capital Projects	7,398,094	4,934,853	2,117,112
Commercial	19,117,532	13,045,476	1,450,725
Infrastructure and Public Improvements	5,344,321	3,069,853	4,358,469
<b>Total Projects</b>	<b>\$ 59,573,059</b>	<b>\$ 50,318,871</b>	<b>\$ 18,008,562</b>
<b>Total Budget</b>	<b>\$ 269,429,564</b>	<b>\$ 250,140,585</b>	<b>\$ 235,907,102</b>

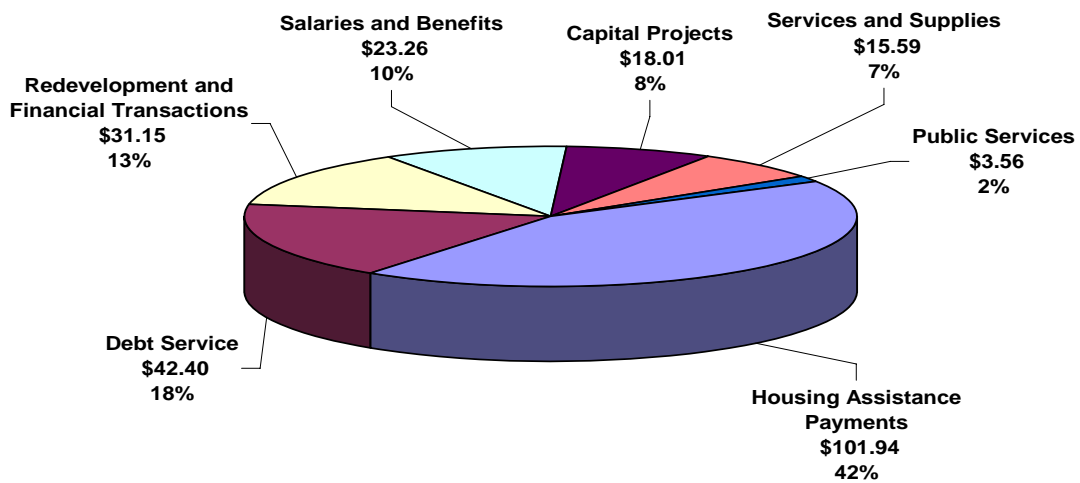
# SHRA 2012 BUDGET

## \$235,907,102

Appropriations By Resource  
(Dollars in Millions)



Appropriations By Category  
(Dollars in Millions)



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# 2012 Fund Equity Summary

	Enterprise- Housing	Other Governmental	Redevelopment	Internal Service	Gross Total	Net Total (1)
<b>RESOURCES</b>						
<b>Estimated Fund Balance - January 1</b>	\$ 22,854,979	\$ 4,402,175	\$ 3,135,177	\$ 8,514,552	\$ 38,906,883	\$ 38,906,883
Tax Increment	-	-	49,289,632	-	49,289,632	49,289,632
Tax Increment - Low and Moderate	-	-	6,304,424	-	6,304,424	6,304,424
Interest Revenue	509,512	1,098,944	2,532,089	416,373	4,556,918	4,556,918
Repayment on Loans	75,744	792,120	4,177,918	64,921	5,110,703	1,110,703
Dwelling Rents	7,824,816	-	-	-	7,824,816	7,824,816
Grants	8,487,006	19,088,327	-	-	27,575,333	27,575,333
Housing Vouchers - Administration	9,043,816	-	-	-	9,043,816	9,043,816
Housing Vouchers - HAP	103,096,683	-	-	-	103,096,683	103,096,683
Miscellaneous	4,056,047	392,079	24,043	15,000	4,487,169	4,167,877
Interdepartmental Charges	5,557,242	-	-	8,102,504	13,659,746	-
Net Transfers	(33,969)	33,969	-	-	-	-
Subtotal Operating Revenues	138,616,897	21,405,439	62,328,106	8,598,798	230,949,240	212,970,202
Defundings	-	1,684,777	15,956,762	117,721	17,759,260	17,759,260
<b>Gross Resources</b>	161,471,876	27,492,391	81,420,045	17,231,071	287,615,383	269,636,345
Less Interfund Transactions	(319,292)	-	(4,000,000)	(1,500,000)	(5,819,292)	-
Less Interdepartmental Charges	(5,557,242)	-	-	(6,602,504)	(12,159,746)	-
<b>Net Resources (1)</b>	155,595,342	27,492,391	77,420,045	9,128,567	269,636,345	269,636,345
<b>APPROPRIATIONS</b>						
Salaries and Benefits	13,730,027	2,808,451	2,253,432	4,471,537	23,263,447	23,263,447
Services and Supplies	12,538,945	534,150	393,986	2,120,723	15,587,804	15,587,804
Housing Assistance Payments	101,937,164	-	-	-	101,937,164	101,937,164
Debt Service	97,382	1,870,698	43,386,448	1,044,669	46,399,197	42,399,197
Redevelopment and Financial Transactions	418,505	55,039	30,071,888	922,252	31,467,684	31,148,392
Public Services	758,182	1,335,490	1,468,864	-	3,562,536	3,562,536
Interdepartmental Charges	9,301,914	2,030,965	1,611,396	715,471	13,659,746	-
Subtotal Operating expenditures	138,782,119	8,634,793	79,186,014	9,274,652	235,877,578	217,898,540
Capital Projects	-	15,774,531	2,234,031	-	18,008,562	18,008,562
<b>Gross Appropriations</b>	138,782,119	24,409,324	81,420,045	9,274,652	253,886,140	235,907,102
Less Interfund Transactions	(319,292)	-	(4,000,000)	(1,500,000)	(5,819,292)	-
Less Interdepartmental Charges	(5,557,242)	-	-	(6,602,504)	(12,159,746)	-
<b>Net Appropriations (1)</b>	132,905,585	24,409,324	77,420,045	1,172,148	235,907,102	235,907,102
<b>Estimated Fund Balance-December 31</b>	\$ 22,689,757	\$ 3,083,067	\$ -	\$ 7,956,419	\$ 33,729,243	\$ 33,729,243

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

## 2012 Fund Equity - Enterprise Funds - Housing

### City Enterprise - Housing

	City Public Housing	Local Housing	Component Units	Subtotal
<b>RESOURCES</b>				
<b>Estimated Fund Balance - January 1</b>	\$ 2,448,870	\$ 5,629,196	\$ 896,019	\$ 8,974,085
Interest Revenue	31,450	86,511	13,510	131,471
Repayment on Loans	-	-	-	-
Dwelling Rents	3,394,772	1,518,555	844,000	5,757,327
Grants	5,653,000	-	-	5,653,000
Housing Vouchers - Administration	-	-	-	-
Housing Vouchers - HAP	-	-	-	-
Miscellaneous	163,855	757,751	1,158,846	2,080,452
Interdepartmental Charges	-	2,547,965	-	2,547,965
Net Transfers	523,181	(1,178,164)	-	(654,983)
Subtotal Operating Revenues	9,766,258	3,732,618	2,016,356	15,515,232
Defundings	-	-	-	-
<b>Gross Resources</b>	12,215,128	9,361,814	2,912,375	24,489,317
Less Interfund Transactions	-	(204,583)	-	(204,583)
Less Interdepartmental Charges	-	(2,547,965)	-	(2,547,965)
<b>Net Resources (1)</b>	12,215,128	6,609,266	2,912,375	21,736,769
<b>APPROPRIATIONS</b>				
Salaries and Benefits	3,387,293	1,661,168	87,834	5,136,295
Services and Supplies	4,869,140	1,713,411	658,605	7,241,156
Housing Assistance Payments	-	-	-	-
Debt Service	-	69,400	27,982	97,382
Redevelopment and Financial Transactions	211,021	17,085	10,140	238,246
Public Services	-	207,190	-	207,190
Interdepartmental Charges	1,777,861	1,538,833	398,152	3,714,846
Subtotal Operating expenditures	10,245,315	5,207,087	1,182,713	16,635,115
Capital Projects	-	-	-	-
<b>Gross Appropriations</b>	10,245,315	5,207,087	1,182,713	16,635,115
Less Interfund Transactions	-	(204,583)	-	(204,583)
Less Interdepartmental Charges	-	(2,547,965)	-	(2,547,965)
<b>Net Appropriations (1)</b>	10,245,315	2,454,539	1,182,713	13,882,567
<b>Estimated Fund Balance-December 31</b>	\$ 1,969,813	\$ 4,154,727	\$ 1,729,662	\$ 7,854,202

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

# 2012 Fund Equity - Enterprise Funds - Housing

## County Enterprise - Housing

County Public Housing	Local Housing	Housing Choice Vouchers	Subtotal	Total Enterprise Funds- Housing	
					<b>RESOURCES</b>
\$ 165,992	\$ 5,428,869	\$ 8,286,033	\$ 13,880,894	\$ 22,854,979	<b>Estimated Fund Balance - January 1</b>
17,300	216,135	144,606	378,041	509,512	Interest Revenue
-	75,744	-	75,744	75,744	Repayment on Loans
2,067,489	-	-	2,067,489	7,824,816	Dwelling Rents
2,834,006	-	-	2,834,006	8,487,006	Grants
-	-	9,043,816	9,043,816	9,043,816	Housing Vouchers - Administration
-	-	103,096,683	103,096,683	103,096,683	Housing Vouchers - HAP
129,555	1,810,763	35,277	1,975,595	4,056,047	Miscellaneous
-	3,009,277	-	3,009,277	5,557,242	Interdepartmental Charges
724,855	(103,841)	-	621,014	(33,969)	Net Transfers
5,773,205	5,008,078	112,320,382	123,101,665	138,616,897	Subtotal Operating Revenues
-	-	-	-	-	Defundings
5,939,197	10,436,947	120,606,415	136,982,559	161,471,876	<b>Gross Resources</b>
-	(114,709)	-	(114,709)	(319,292)	Less Interfund Transactions
-	(3,009,277)	-	(3,009,277)	(5,557,242)	Less Interdepartmental Charges
5,939,197	7,312,961	120,606,415	133,858,573	155,595,342	<b>Net Resources (1)</b>
					<b>APPROPRIATIONS</b>
1,972,142	1,865,291	4,756,299	8,593,732	13,730,027	Salaries and Benefits
2,860,425	274,977	2,162,387	5,297,789	12,538,945	Services and Supplies
-	-	101,937,164	101,937,164	101,937,164	Housing Assistance Payments
-	-	-	-	97,382	Debt Service
117,022	39,413	23,824	180,259	418,505	Redevelopment and Financial Transactions
-	550,992	-	550,992	758,182	Public Services
943,222	2,730,089	1,913,757	5,587,068	9,301,914	Interdepartmental Charges
5,892,811	5,460,762	110,793,431	122,147,004	138,782,119	Subtotal Operating expenditures
-	-	-	-	-	Capital Projects
5,892,811	5,460,762	110,793,431	122,147,004	138,782,119	<b>Gross Appropriations</b>
-	(114,709)	-	(114,709)	(319,292)	Less Interfund Transactions
-	(3,009,277)	-	(3,009,277)	(5,557,242)	Less Interdepartmental Charges
5,892,811	2,336,776	110,793,431	119,023,018	132,905,585	<b>Net Appropriations (1)</b>
\$ 46,386	\$ 4,976,185	\$ 9,812,984	\$ 14,835,555	\$ 22,689,757	<b>Estimated Fund Balance-December 31</b>

## 2012 Fund Equity - Other Governmental Funds

### City Special Revenue

	City CDBG	City CDBG NSP 1	City CDBG NSP 3	City HOME	City Misc Grants	Subtotal
<b>RESOURCES</b>						
<b>Estimated Fund Balance - January 1</b>	\$ 88,684	\$ 221,557	\$ 376,232	\$ 201,627	\$ 207,360	\$ 1,095,460
Interest Revenue	64,610	-	-	305,000	4,485	374,095
Repayment on Loans	92,357	-	-	205,000	-	297,357
Grants	4,443,331	-	-	2,763,303	407,846	7,614,480
Miscellaneous	-	-	-	-	-	-
Net Transfers	-	-	-	-	-	-
Subtotal Operating Revenues	4,600,298	-	-	3,273,303	412,331	8,285,932
Defundings	-	-	-	-	-	-
<b>Gross Resources</b>	4,688,982	221,557	376,232	3,474,930	619,691	9,381,392
Less Interfund Transactions	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-
<b>Net Resources (1)</b>	4,688,982	221,557	376,232	3,474,930	619,691	9,381,392
<b>APPROPRIATIONS</b>						
Salaries and Benefits	551,902	103,198	87,008	153,279	299,883	1,195,270
Services and Supplies	62,405	16,687	14,909	22,073	60,739	176,813
Debt Service	546,697	-	-	-	-	546,697
Redevelopment and Financial Transactions	10,111	-	-	7,249	216	17,576
Public Services	666,500	-	-	-	-	666,500
Interdepartmental Charges	301,108	101,672	59,926	100,978	117,555	681,239
Subtotal Operating expenditures	2,138,723	221,557	161,843	283,579	478,393	3,284,095
Capital Projects	2,550,259	-	-	3,191,351	47,400	5,789,010
<b>Gross Appropriations</b>	4,688,982	221,557	161,843	3,474,930	525,793	9,073,105
Less Interfund Transactions	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-
<b>Net Appropriations (1)</b>	4,688,982	221,557	161,843	3,474,930	525,793	9,073,105
<b>Estimated Fund Balance-December 31</b>	\$ -	\$ -	\$ 214,389	\$ -	\$ 93,898	\$ 308,287

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

## 2012 Fund Equity - Other Governmental Funds

### County Special Revenue

County CDBG	County CDBG NSP 1	County CDBG NSP 3	County HOME	County Misc Grants	Subtotal	
						<b>RESOURCES</b>
\$ 94,202	\$ 578,156	\$ 459,567	\$ -	\$ 344,280	\$ 1,476,205	<b>Estimated Fund Balance - January 1</b>
13,137	-	-	307,500	26,978	347,615	Interest Revenue
74,529	-	-	204,054	3,500	282,083	Repayment on Loans
4,459,932	-	-	2,779,692	-	7,239,624	Grants
-	-	-	-	128,079	128,079	Miscellaneous
-	-	-	-	1,282,005	1,282,005	Net Transfers
4,547,598	-	-	3,291,246	1,440,562	9,279,406	Subtotal Operating Revenues
-	-	-	-	1,171,365	1,171,365	Defundings
4,641,800	578,156	459,567	3,291,246	2,956,207	11,926,976	<b>Gross Resources</b>
-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
4,641,800	578,156	459,567	3,291,246	2,956,207	11,926,976	<b>Net Resources (1)</b>
						<b>APPROPRIATIONS</b>
550,056	246,269	97,545	149,752	61,697	1,105,319	Salaries and Benefits
66,947	50,124	16,716	23,369	136,749	293,905	Services and Supplies
41,996	-	-	-	1,282,005	1,324,001	Debt Service
13,280	-	-	4,054	4,029	21,363	Redevelopment and Financial Transactions
668,990	-	-	-	-	668,990	Public Services
329,841	281,763	60,898	98,485	40,581	811,568	Interdepartmental Charges
1,671,110	578,156	175,159	275,660	1,525,061	4,225,146	Subtotal Operating expenditures
2,914,509	-	-	3,015,586	1,114,066	7,044,161	Capital Projects
4,585,619	578,156	175,159	3,291,246	2,639,127	11,269,307	<b>Gross Appropriations</b>
-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
4,585,619	578,156	175,159	3,291,246	2,639,127	11,269,307	<b>Net Appropriations (1)</b>
\$ 56,181	\$ -	\$ 284,408	\$ -	\$ 317,080	\$ 657,669	<b>Estimated Fund Balance-December 31</b>



## 2012 Fund Equity - Other Governmental Funds

City Capital Projects Funds				
	City Capital Fund	City Competitive Capital Fund-ARRA	City Housing Trust	Subtotal
<b>RESOURCES</b>				
<b>Estimated Fund Balance - January 1</b>	\$ 1,025,536	\$ 27,585	\$ 55,865	\$ 1,108,986
Interest Revenue	-	-	176,984	176,984
Repayment on Loans	-	-	52,680	52,680
Grants	2,711,238	-	-	2,711,238
Miscellaneous	-	-	75,000	75,000
Net Transfers	(523,181)	-	-	(523,181)
Subtotal Operating Revenues	<u>2,188,057</u>	<u>-</u>	<u>304,664</u>	<u>2,492,721</u>
Defundings	-	-	-	-
<b>Gross Resources</b>	<u>3,213,593</u>	<u>27,585</u>	<u>360,529</u>	<u>3,601,707</u>
Less Interfund Transactions	-	-	-	-
Less Interdepartmental Charges	-	-	-	-
<b>Net Resources (1)</b>	<u>3,213,593</u>	<u>27,585</u>	<u>360,529</u>	<u>3,601,707</u>
<b>APPROPRIATIONS</b>				
Salaries and Benefits	209,226	17,781	16,027	243,034
Services and Supplies	22,005	1,350	2,825	26,180
Debt Service	-	-	-	-
Redevelopment and Financial Transactions	-	-	11,406	11,406
Public Services	-	-	-	-
Interdepartmental Charges	271,124	8,454	10,542	290,120
Subtotal Operating expenditures	<u>502,355</u>	<u>27,585</u>	<u>40,800</u>	<u>570,740</u>
Capital Projects	1,355,619	-	319,729	1,675,348
<b>Gross Appropriations</b>	<u>1,857,974</u>	<u>27,585</u>	<u>360,529</u>	<u>2,246,088</u>
Less Interfund Transactions	-	-	-	-
Less Interdepartmental Charges	-	-	-	-
<b>Net Appropriations (1)</b>	<u>1,857,974</u>	<u>27,585</u>	<u>360,529</u>	<u>2,246,088</u>
<b>Estimated Fund Balance-December 31</b>	<u>\$ 1,355,619</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,355,619</u>

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

## 2012 Fund Equity - Other Governmental Funds

### County Capital Projects Funds

County Capital Fund	County Housing Trust	County Affordable Housing	Subtotal	Total Other Governmental Funds	
					<b>RESOURCES</b>
\$ 1,013,391	\$ 133,019	\$ (424,886)	\$ 721,524	\$ 4,402,175	<b>Estimated Fund Balance - January 1</b>
-	195,000	5,250	200,250	1,098,944	Interest Revenue
-	160,000	-	160,000	792,120	Repayment on Loans
1,522,985	-	-	1,522,985	19,088,327	Grants
-	75,000	114,000	189,000	392,079	Miscellaneous
(724,855)	-	-	(724,855)	33,969	Net Transfers
798,130	430,000	119,250	1,347,380	21,405,439	Subtotal Operating Revenues
-	-	513,412	513,412	1,684,777	Defundings
1,811,521	563,019	207,776	2,582,316	27,492,391	<b>Gross Resources</b>
-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	Less Interdepartmental Charges
1,811,521	563,019	207,776	2,582,316	27,492,391	<b>Net Resources (1)</b>
					<b>APPROPRIATIONS</b>
119,270	30,492	115,066	264,828	2,808,451	Salaries and Benefits
16,968	4,386	15,898	37,252	534,150	Services and Supplies
-	-	-	-	1,870,698	Debt Service
-	3,566	1,128	4,694	55,039	Redevelopment and Financial Transactions
-	-	-	-	1,335,490	Public Services
152,298	20,056	75,684	248,038	2,030,965	Interdepartmental Charges
288,536	58,500	207,776	554,812	8,634,793	Subtotal Operating expenditures
761,493	504,519	-	1,266,012	15,774,531	Capital Projects
1,050,029	563,019	207,776	1,820,824	24,409,324	<b>Gross Appropriations</b>
-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	Less Interdepartmental Charges
1,050,029	563,019	207,776	1,820,824	24,409,324	<b>Net Appropriations (1)</b>
\$ 761,492	\$ -	\$ -	\$ 761,492	\$ 3,083,067	<b>Estimated Fund Balance-December 31</b>

## 2012 Fund Equity - Redevelopment Funds

### City Redevelopment

	65th Street	Alkali Flat	Army Depot	Del Paso Heights	Merged Downtown	North Sacramento
<b>RESOURCES</b>						
<b>Estimated Fund Balance - January 1</b>	\$ 346,648	\$ (186,371)	\$ (145,397)	\$ (563,785)	\$ (2,490,423)	\$ 2,275,312
Tax Increment	1,070,481	1,029,445	2,625,891	2,013,963	23,120,565	2,345,699
Tax Increment - Low and Moderate	317	132,380	193,396	846,924	1,282,631	393,035
Interest Revenue	77,819	63,659	134,418	169,021	969,267	163,494
Repayment on Loans	-	39,362	-	11,252	4,040,402	23,756
Miscellaneous	-	-	-	-	-	-
Net Transfers	(105,835)	(98,282)	(256,248)	(123,022)	-	(495,567)
Subtotal Operating Revenues	1,042,782	1,166,564	2,697,457	2,918,138	29,412,865	2,430,417
Defundings	36,570	231,659	978,370	2,006,779	4,715,953	-
<b>Gross Resources</b>	1,426,000	1,211,852	3,530,430	4,361,132	31,638,395	4,705,729
Less Interfund Transactions	-	-	-	-	(4,000,000)	-
Less Interdepartmental Charges	-	-	-	-	-	-
<b>Net Resources (1)</b>	1,426,000	1,211,852	3,530,430	4,361,132	27,638,395	4,705,729
<b>APPROPRIATIONS</b>						
Salaries and Benefits	-	-	-	75,851	226,851	-
Services and Supplies	-	-	-	12,149	111,865	-
Debt Service	418,584	623,157	713,690	1,869,608	22,896,497	1,846,646
Redevelopment and Financial Transactions	1,007,416	588,695	2,816,740	2,360,040	7,465,402	2,859,083
Public Services	-	-	-	-	531,728	-
Interdepartmental Charges	-	-	-	43,484	256,052	-
Subtotal Operating expenditures	1,426,000	1,211,852	3,530,430	4,361,132	31,488,395	4,705,729
Capital Projects	-	-	-	-	150,000	-
<b>Gross Appropriations</b>	1,426,000	1,211,852	3,530,430	4,361,132	31,638,395	4,705,729
Less Interfund Transactions	-	-	-	-	(4,000,000)	-
Less Interdepartmental Charges	-	-	-	-	-	-
<b>Net Appropriations (1)</b>	1,426,000	1,211,852	3,530,430	4,361,132	27,638,395	4,705,729
<b>Estimated Fund Balance-December 31</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

# 2012 Fund Equity - Redevelopment Funds

## City Redevelopment

Oak Park	Railyard	River District	Tax Increment Aggregation	Low/Mod Tax Increment Aggregation	Subtotal	
						<b>RESOURCES</b>
\$ (465,083)	\$ 101,198	\$ (485,208)	\$ -	\$ 89,362	\$ (1,523,747)	<b>Estimated Fund Balance - January 1</b>
3,242,839	207,594	1,197,024	-	-	36,853,501	Tax Increment
810,710	1,647	268,980	-	-	3,930,020	Tax Increment - Low and Moderate
330,679	5,440	99,572	-	28,398	2,041,767	Interest Revenue
63,146	-	-	-	-	4,177,918	Repayment on Loans
-	-	-	-	-	-	Miscellaneous
(263,786)	-	-	758,280	584,460	-	Net Transfers
4,183,588	214,681	1,565,576	758,280	612,858	47,003,206	Subtotal Operating Revenues
2,172,172	-	332,480	-	-	10,473,983	Defundings
5,890,677	315,879	1,412,848	758,280	702,220	55,953,442	<b>Gross Resources</b>
-	-	-	-	-	(4,000,000)	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
5,890,677	315,879	1,412,848	758,280	702,220	51,953,442	<b>Net Resources (1)</b>
						<b>APPROPRIATIONS</b>
-	3,066	15,115	438,386	195,701	954,970	Salaries and Benefits
-	402	1,588	59,236	22,490	207,730	Services and Supplies
2,945,711	-	644,683	-	363,345	32,321,921	Debt Service
2,358,445	288,361	690,935	-	6,073	20,441,190	Redevelopment and Financial Transactions
-	-	-	-	-	531,728	Public Services
-	24,050	60,527	260,658	114,611	759,382	Interdepartmental Charges
5,304,156	315,879	1,412,848	758,280	702,220	55,216,921	Subtotal Operating expenditures
586,521	-	-	-	-	736,521	Capital Projects
5,890,677	315,879	1,412,848	758,280	702,220	55,953,442	<b>Gross Appropriations</b>
-	-	-	-	-	(4,000,000)	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
5,890,677	315,879	1,412,848	758,280	702,220	51,953,442	<b>Net Appropriations (1)</b>
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	<b>Estimated Fund Balance-December 31</b>

# 2012 Fund Equity - Redevelopment Funds

## County Redevelopment

	Florin Road	Merged Mather	McClellan	Tax Increment Aggregation	Low/Mod Tax Increment Aggregation	Subtotal
<b>RESOURCES</b>						
<b>Estimated Fund Balance - January 1</b>	\$ 505,435	\$ (801,776)	\$ (477,845)	\$ -	\$ (54,885)	\$ (829,071)
Tax Increment	1,078,671	3,726,103	3,436,886	-	-	8,241,660
Tax Increment - Low and Moderate	269,668	931,526	859,221	-	-	2,060,415
Interest Revenue	9,285	89,912	24,867	-	42,511	166,575
Repayment on Loans	-	-	-	-	-	-
Miscellaneous	-	-	24,043	-	-	24,043
Net Transfers	(379,385)	(547,918)	(675,028)	1,181,679	547,681	127,029
Subtotal Operating Revenues	978,239	4,199,623	3,669,989	1,181,679	590,192	10,619,722
Defundings	-	2,621,034	1,654,286	-	-	4,275,320
<b>Gross Resources</b>	1,483,674	6,018,881	4,846,430	1,181,679	535,307	14,065,971
Less Interfund Transactions	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-
<b>Net Resources (1)</b>	1,483,674	6,018,881	4,846,430	1,181,679	535,307	14,065,971
<b>APPROPRIATIONS</b>						
Salaries and Benefits	-	-	-	691,367	128,279	819,646
Services and Supplies	-	-	-	84,668	24,184	108,852
Debt Service	271,489	3,718,012	2,166,362	-	-	6,155,863
Redevelopment and Financial Transactions	666,208	2,300,869	2,680,068	-	5,075	5,652,220
Public Services	-	-	-	-	296,000	296,000
Interdepartmental Charges	-	-	-	405,644	81,769	487,413
Subtotal Operating expenditures	937,697	6,018,881	4,846,430	1,181,679	535,307	13,519,994
Capital Projects	545,977	-	-	-	-	545,977
<b>Gross Appropriations</b>	1,483,674	6,018,881	4,846,430	1,181,679	535,307	14,065,971
Less Interfund Transactions	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-
<b>Net Appropriations (1)</b>	1,483,674	6,018,881	4,846,430	1,181,679	535,307	14,065,971
<b>Estimated Fund Balance-December 31</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

## 2012 Fund Equity - Redevelopment Funds

### Joint Redevelopment

Auburn Boulevard	Franklin Boulevard	Stockton Boulevard	Subtotal
\$ (56,191)	\$ 18,188	\$ 5,525,998	\$ 5,487,995
292,019	2,243,157	1,659,295	4,194,471
73,005	240,984	-	313,989
5,876	135,730	182,141	323,747
-	-	-	-
-	-	-	-
(127,029)	-	-	(127,029)
243,871	2,619,871	1,841,436	4,705,178
147,134	770,256	290,069	1,207,459
334,814	3,408,315	7,657,503	11,400,632
-	-	-	-
-	-	-	-
334,814	3,408,315	7,657,503	11,400,632
-	231,228	247,588	478,816
-	38,129	39,275	77,404
106,300	57,928	4,744,436	4,908,664
228,514	2,275,048	1,474,916	3,978,478
-	244,272	396,864	641,136
-	153,104	211,497	364,601
334,814	2,999,709	7,114,576	10,449,099
-	408,606	542,927	951,533
334,814	3,408,315	7,657,503	11,400,632
-	-	-	-
-	-	-	-
334,814	3,408,315	7,657,503	11,400,632
\$ -	\$ -	\$ -	\$ -

### Total Redevelopment Funds

#### RESOURCES

\$ 3,135,177	Estimated Fund Balance - January 1
49,289,632	Tax Increment
6,304,424	Tax Increment - Low and Moderate
2,532,089	Interest Revenue
4,177,918	Repayment on Loans
24,043	Miscellaneous
-	Net Transfers
62,328,106	Subtotal Operating Revenues
15,956,762	Defundings
81,420,045	Gross Resources
(4,000,000)	Less Interfund Transactions
-	Less Interdepartmental Charges
77,420,045	Net Resources (1)

#### APPROPRIATIONS

2,253,432	Salaries and Benefits
393,986	Services and Supplies
43,386,448	Debt Service
30,071,888	Redevelopment and Financial Transactions
1,468,864	Public Services
1,611,396	Interdepartmental Charges
79,186,014	Subtotal Operating expenditures
2,234,031	Capital Projects
81,420,045	Gross Appropriations
(4,000,000)	Less Interfund Transactions
-	Less Interdepartmental Charges
77,420,045	Net Appropriations (1)
\$ -	Estimated Fund Balance-December 31

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## 2012 Fund Equity - Internal Services Fund

	<b>Total Internal Services</b>
<b>RESOURCES</b>	
<b>Estimated Fund Balance - January 1</b>	<b>\$ 8,514,552</b>
Interest Revenue	416,373
Repayment on Loans	64,921
Miscellaneous	15,000
Interdepartmental Charges	8,102,504
Subtotal Operating Revenues	<u>8,598,798</u>
Defundings	117,721
<b>Gross Resources</b>	<b><u>17,231,071</u></b>
Less Interfund Transactions	(1,500,000)
Less Interdepartmental Charges	(6,602,504)
<b>Net Resources (1)</b>	<b><u>9,128,567</u></b>
<b>APPROPRIATIONS</b>	
Salaries and Benefits	4,471,537
Services and Supplies	2,120,723
Debt Service	1,044,669
Redevelopment and Financial Transactions	922,252
Interdepartmental Charges	715,471
<b>Gross Appropriations</b>	<b><u>9,274,652</u></b>
Less Interfund Transactions	(1,500,000)
Less Interdepartmental Charges	(6,602,504)
<b>Net Appropriations (1)</b>	<b><u>1,172,148</u></b>
<b>Estimated Fund Balance-December 31</b>	<b><u>\$ 7,956,419</u></b>

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



# Historical Resource Summary By Fund

Description	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget
<b><u>Enterprise</u></b>			
City Public Housing	\$ 12,942,346	\$ 12,873,590	\$ 12,215,128
City Local Housing	8,706,118	8,024,069	9,361,814
City Component Units	672,942	2,572,765	2,912,375
County Public Housing	6,587,639	6,543,504	5,939,197
County Local Housing	10,784,436	10,134,462	10,436,947
County Housing Choice Vouchers	110,464,301	114,874,113	120,606,415
Sub total Enterprise	150,157,782	155,022,503	161,471,876
<b><u>Other Governmental</u></b>			
City CDBG	6,752,922	6,422,604	4,688,982
City CDBG-NSP	2,407,868	4,269,807	221,557
City CDBG-R	100,000	-	376,232
City HPRP	-	68,503	-
City HOME	3,703,589	3,806,510	3,474,930
City Misc Grants	1,565,928	169,893	619,691
County CDBG	6,550,367	6,453,134	4,641,800
County CDBG-NSP	915,699	5,390,220	578,156
County CDBG-R	-	-	459,567
County HPRP	-	69,044	-
County HOME	5,441,971	5,609,520	3,291,246
County Misc Grants	1,734,763	2,723,278	2,956,207
City Capital Fund	4,444,149	3,492,625	3,213,593
City Capital Fund-ARRA	74,556	-	-
City Competitive Capital Fund-ARRA	-	121,665	27,585
City Housing Trust	1,266,959	1,065,363	360,529
County Capital Fund	2,512,756	1,844,626	1,811,521
County Capital Fund-ARRA	49,701	-	-
County Housing Trust	626,920	551,294	563,019
County Affordable Housing	71,029	927,861	207,776
Sub total Other Governmental	38,219,177	42,985,947	27,492,391
<b><u>Redevelopment</u></b>			
65th Street	1,323,168	929,624	1,426,000
Alkali Flat	2,322,167	1,133,261	1,211,852
Army Depot	2,598,865	2,026,595	3,530,430
Del Paso Heights	7,532,708	3,511,821	4,361,132
Merged Downtown	34,888,948	29,686,660	31,638,395
North Sacramento	4,505,602	3,229,607	4,705,729
Oak Park	7,202,183	4,207,115	5,890,677
Railyard	-	415,114	315,879
River District	2,048,980	2,415,206	1,412,848
Tax Increment Aggregation-City	2,286,538	1,848,332	758,280
Low/Mod Tax Increment Aggregation-City	1,579,431	1,655,341	702,220
Florin Road	1,144,046	959,082	1,483,674
Mather	9,259,714	5,504,515	6,018,881
McClellan	6,994,371	6,044,416	4,846,430
Tax Increment Aggregation-County	1,484,199	1,237,432	1,181,679
Low/Mod Tax Increment Aggregation-County	4,211,019	1,890,005	535,307
Auburn Boulevard	496,186	372,406	334,814
Franklin Boulevard	6,135,608	5,051,733	3,408,315
Stockton Boulevard	2,574,214	2,043,350	7,657,503
Sub total Redevelopment	98,587,947	74,161,615	81,420,045
<b><u>Internal Services</u></b>			
Sub total Internal Services	15,802,319	17,681,862	17,231,071
<b>Gross Total (1)</b>	<b>\$ 302,767,225</b>	<b>\$ 289,851,927</b>	<b>\$ 287,615,383</b>
Less Interdepartmental Charges	(13,801,950)	(13,698,577)	(17,979,038)
<b>Net Total (2)</b>	<b>\$ 288,965,275</b>	<b>\$ 276,153,350</b>	<b>\$ 269,636,345</b>

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

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

# Historical Appropriations Summary By Fund

Description	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget
<b><u>Enterprise</u></b>			
City Public Housing	\$ 10,715,149	\$ 10,659,708	\$ 10,245,315
City Local Housing	5,197,642	5,344,896	5,207,087
City Component Units	589,505	1,452,726	1,182,713
County Public Housing	5,792,775	6,129,698	5,892,811
County Local Housing	6,737,992	5,112,972	5,460,762
County Housing Choice Vouchers	104,865,956	106,957,664	110,793,431
Sub total Enterprise	133,899,019	135,657,664	138,782,119
<b><u>Other Governmental</u></b>			
City CDBG	6,752,922	6,422,604	4,688,982
City CDBG-NSP	2,407,868	4,269,807	221,557
City CDBG-R	100,000	-	161,843
City HPRP	-	68,503	-
City HOME	3,703,589	3,806,510	3,474,930
City Misc Grants	1,565,928	169,893	525,793
County CDBG	6,550,367	6,453,134	4,585,619
County CDBG-NSP	915,699	5,390,220	578,156
County CDBG NSP 3	-	-	175,159
County HPRP	-	69,044	-
County HOME	5,441,971	5,609,520	3,291,246
County Misc Grants	1,734,763	2,723,278	2,639,127
City Capital Fund	4,444,149	3,492,625	1,857,974
City Capital Fund-ARRA	74,556	-	-
City Competitive Capital Fund-ARRA	-	121,665	27,585
City Housing Trust	1,266,959	1,065,363	360,529
County Capital Fund	2,512,756	1,844,626	1,050,029
County Capital Fund-ARRA	49,701	-	-
County Housing Trust	626,920	551,294	563,019
County Affordable Housing	71,029	927,861	207,776
Sub total Other Governmental	38,219,177	42,985,947	24,409,324
<b><u>Redevelopment</u></b>			
65th Street	1,323,168	929,624	1,426,000
Alkali Flat	2,322,167	1,133,261	1,211,852
Army Depot	2,598,865	2,026,595	3,530,430
Del Paso Heights	7,532,708	3,511,821	4,361,132
Merged Downtown	34,888,948	29,686,660	31,638,395
North Sacramento	4,505,602	3,229,607	4,705,729
Oak Park	7,202,183	4,207,115	5,890,677
Railyard	-	415,114	315,879
River District	2,048,980	2,415,206	1,412,848
Tax Increment Aggregation-City	2,286,538	1,848,332	758,280
Low/Mod Tax Increment Aggregation-City	1,579,431	1,655,341	702,220
Florin Road	1,144,046	959,082	1,483,674
Mather	9,259,714	5,504,515	6,018,881
McClellan	6,994,371	6,044,416	4,846,430
Tax Increment Aggregation-County	1,484,199	1,237,432	1,181,679
Low/Mod Tax Increment Aggregation-County	4,211,019	1,890,005	535,307
Auburn Boulevard	496,186	372,406	334,814
Franklin Boulevard	6,135,608	5,051,733	3,408,315
Stockton Boulevard	2,574,214	2,043,350	7,657,503
Sub total Redevelopment	98,587,947	74,161,615	81,420,045
<b><u>Internal Services</u></b>			
Sub total Internal Services	12,525,371	11,033,936	9,274,652
<b>Gross Total (1)</b>	<b>\$ 283,231,514</b>	<b>\$ 263,839,162</b>	<b>\$ 253,886,140</b>
Less Interdepartmental Charges	(13,801,950)	(13,698,577)	(17,979,038)
<b>Net Total (2)</b>	<b>\$ 269,429,564</b>	<b>\$ 250,140,585</b>	<b>\$ 235,907,102</b>

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

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

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**SECTION C**  
**ADMINISTRATIVE SUPPORT**

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# Administrative Support

## Summary of Appropriations and Employee Services Schedule

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<b>Type of Expense</b>	Budget 2010	Budget 2011	Budget 2012
Salaries and Benefits	\$ 5,126,988	\$ 5,020,843	\$ 4,731,708
Services and Supplies	3,653,143	3,849,439	2,966,152
<b>Subtotal</b>	<u>8,780,131</u>	<u>8,870,282</u>	<u>7,697,860</u>
Interdepartmental Charges-Eliminations	(8,720,131)	(8,527,183)	(7,057,835)
<b>Subtotal</b>	<u>60,000</u>	<u>343,099</u>	<u>640,025</u>
Other Charges:			
Debt Services	1,044,669	1,044,669	1,044,669
Financial Transactions/Redevelopment Activities	158,596	118,985	922,252
Capital Expenditures	2,601,975	1,000,000	-
<b>Subtotal</b>	<u>3,805,240</u>	<u>2,163,654</u>	<u>1,966,921</u>
Interdepartmental Charges-Eliminations	(1,044,669)	(1,044,669)	(1,044,669)
<b>Required Funding</b>	<u><u>\$ 2,820,571</u></u>	<u><u>\$ 1,462,084</u></u>	<u><u>\$ 1,562,277</u></u>

<b>Department</b>	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
Executive Director	5.50	4.00	5.00	1.00
Legal	4.50	5.00	4.00	-1.00
Human Resources	6.00	6.00	6.50	0.50
Risk Management*	1.00	1.00	0.00	-1.00
Finance	16.00	16.00	14.00	-2.00
IMTS	10.00	10.00	8.00	-2.00
General Services*	1.00	1.00	0.00	-1.00
Agency Clerk	2.50	2.50	2.50	0.00
Total Administrative Support	<u>46.50</u>	<u>45.50</u>	<u>40.00</u>	<u>-5.50</u>

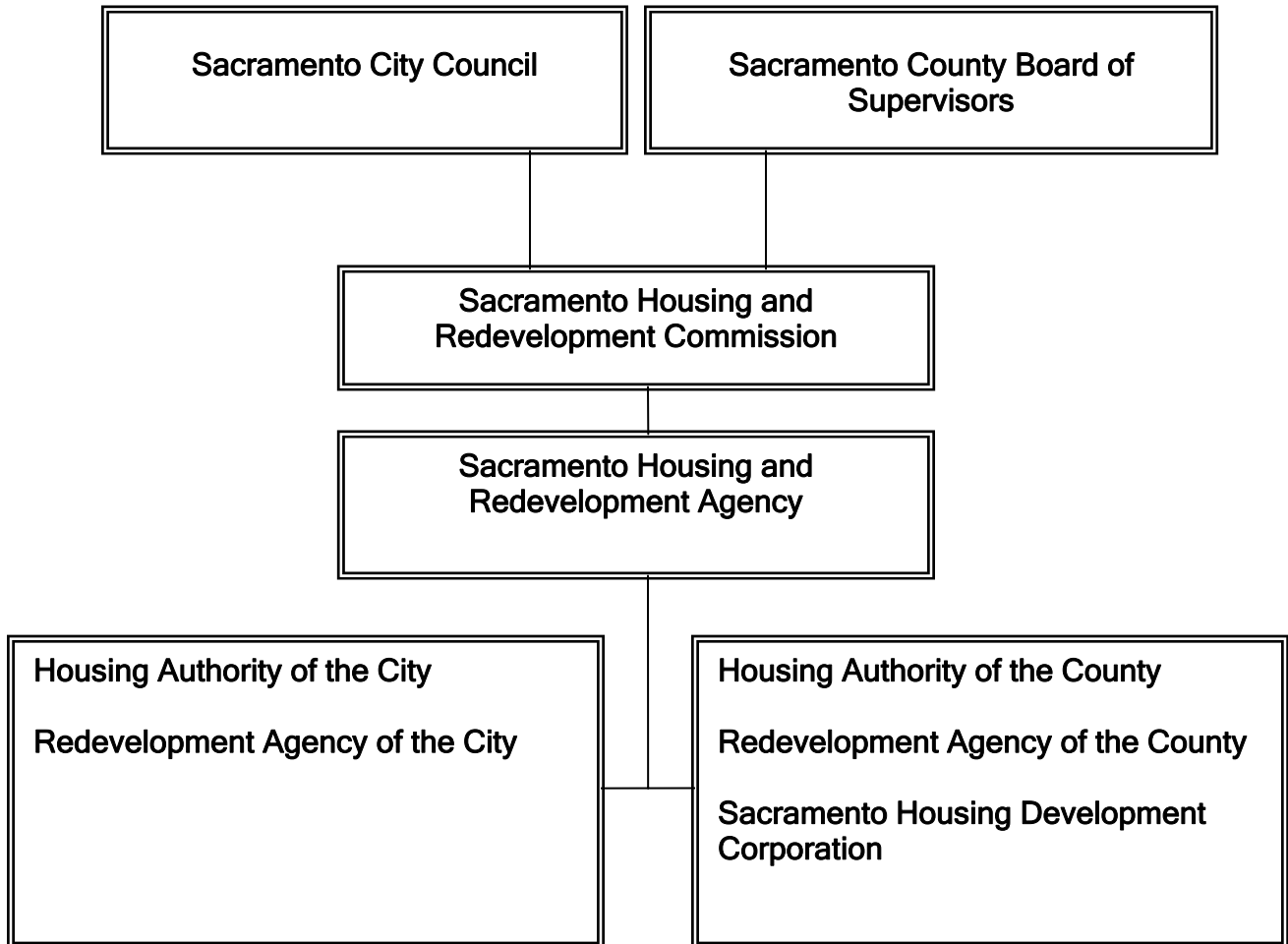
\*This department has been integrated into the Human Resources department.

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# Governing Boards

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

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# Governing Boards

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## Department Summary

Sacramento Housing and Redevelopment Agency (Agency) is a joint powers authority controlled by both City and County governing boards. The elected governing boards consist of the Sacramento City Council, which also acts as the Housing Authority of the City of Sacramento and the Redevelopment Agency of the City of Sacramento; and the Sacramento County Board of Supervisors, which also acts as the Housing Authority of the County of Sacramento, the Redevelopment Agency 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 2010	Budget 2011	Budget 2012
Services and Supplies	\$ 179,429	\$ 179,430	\$ 179,430
Interdepartmental Charges-Eliminations	(179,429)	(179,430)	(136,840)
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 42,590</u>

## Activities Detail

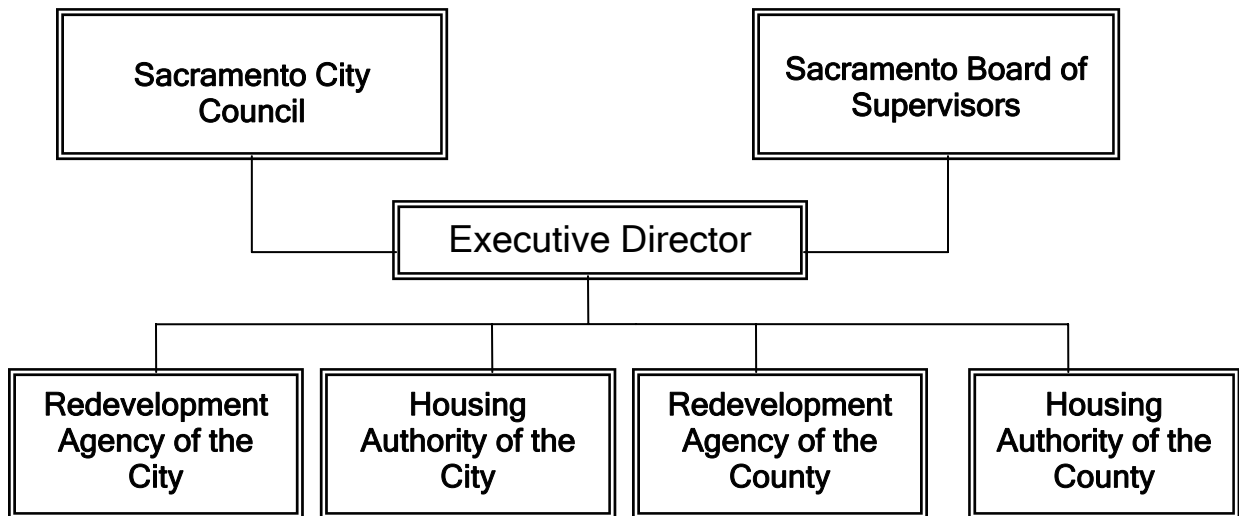
- Review and approve the activities of the Agency.
- Serve, to the best of the governing boards' abilities, the residents of the City and County by meeting their needs and concerns through the adoption of ordinances and resolutions, establishment of policies, approval of new and ongoing program activities,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



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# Executive Director

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2012 Initiatives
- ▶ 2011 Accomplishments
- ▶ Employee Services Schedule

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# Executive Director

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## Department Summary

The Executive Director provides supportive direction and guidance to the organization in effectively implementing the Agency's mission and core goals relating to community 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 community development needs.

## Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012
Salaries and Benefits	\$ 654,793	\$ 470,949	\$ 708,942
Services and Supplies	483,724	472,760	602,542
<b>Subtotal</b>	<u>1,138,517</u>	<u>943,709</u>	<u>1,311,484</u>
Interdepartmental Charges-Eliminations	(1,078,517)	(943,709)	(861,533)
<b>Total</b>	<u>\$ 60,000</u>	<u>\$ -</u>	<u>\$ 449,951</u>

## Activities Detail

- Maintaining collaborative partnerships with the City, County, State and federal agencies in the effort to promote affordable housing and community 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.

## 2012 Initiatives

- Continue to navigate the challenging economy through fiscal vigilance, careful planning, and budgeting; continuous evaluation of Agency programs to help ensure cost efficiency.

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## Executive Director

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- Continue to provide leadership and strategic direction to staff for high-impact projects and programs, including budget issues, federal stimulus funds, redevelopment and housing authority issues.
- Continue our commitment to informing and educating residents on a variety of issues ranging from fiscal challenges to affordable housing and community development.
- Continue cultivating and maintaining effective media and public relations through proactive outreach and timely responses to inquiries and requests for public information.
- Continue providing accountability and transparency to the public in the use of federal recovery funds.
- Continue partnerships with home loan counseling agencies and mortgage lenders by providing resources, referrals and information for homeowners facing mortgage default or foreclosure.

### **2011 Accomplishments**

- As a member of the California Redevelopment Association's Board of Directors, provided testimony on the value of redevelopment in job creation, affordable housing production and improving the economy during several State budget hearings on efforts to eliminate redevelopment agencies.
- Created an Ombudsman Program to provide last resort intermediary assistance to concerns reported by residents in the Conventional Public Housing Program for timely resolution at the lowest level.
- Improved user friendly access to information on the Agency's website through the addition of new features and enhanced employee training.
- Produced and electronically distributed periodic newsletters on Sacramento's use of federal recovery funds.

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# Executive Director

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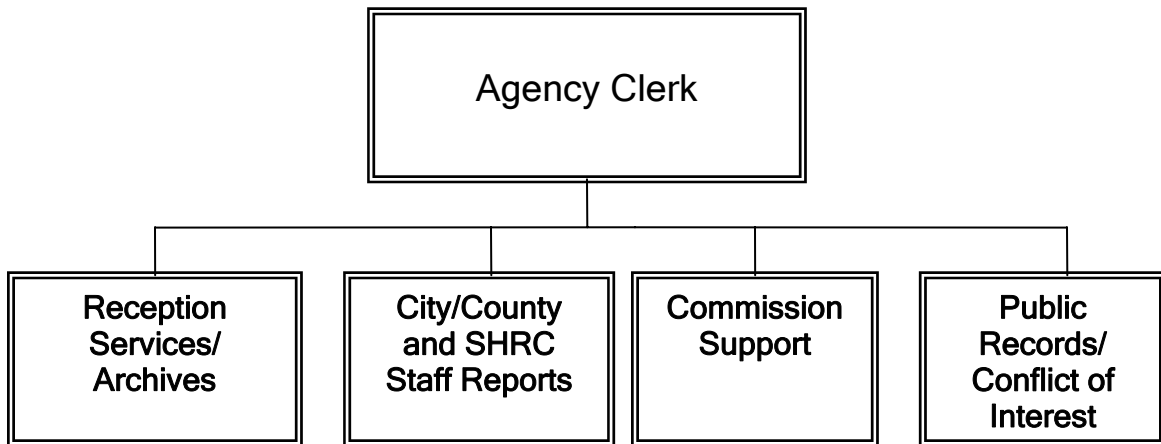
## Employee Services Schedule

	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
<b><u>Executive Director</u></b>				
Administrative Secretary	0.50	0.00	0.00	0.00
Confidential Administrative Assistant	1.00	1.00	1.00	0.00
Deputy Executive Director	1.00	0.00	1.00	1.00
Director	1.00	1.00	0.00	-1.00
Executive Director	1.00	1.00	1.00	0.00
Public Information Officer	1.00	1.00	1.00	0.00
Senior Management Analyst	0.00	0.00	1.00	1.00
Total Positions	<u>5.50</u>	<u>4.00</u>	<u>5.00</u>	<u>1.00</u>

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# Agency Clerk

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2012 Initiatives
- ▶ 2011 Accomplishments
- ▶ Employee Services Schedule

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# Agency Clerk

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## Department Activities

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

## Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012
Salaries and Benefits	\$ 268,938	\$ 274,651	\$ 272,566
Services and Supplies	180,861	197,687	148,181
<b>Subtotal</b>	<b>449,799</b>	<b>472,338</b>	<b>420,747</b>
Interdepartmental Charges-Eliminations	(449,799)	(472,338)	(463,110)
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (42,363)</b>

## 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.
- Liaison with the Sacramento City and Sacramento County Clerks offices for all Agency project approvals, oversight of all agendas, agenda items, public notices and public hearings for the Sacramento Housing and Redevelopment Commission.
- Filing office for the Agency's Conflict of Interest Statements, management and maintenance of Agency's Records Retention schedule.
- Management of Agency's public records request process.

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# Agency Clerk

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## 2012 Initiatives

- Review options for development/expansion of Agency “vital records disaster recovery plan”.
- Continue to work on revisions to staff reports process and implement changes as necessary and continue to efficiently and effectively process staff reports.
- Review options with IT staff for automated staff report and document management system.
- Update records retention policy and conflict of interest policy to meet current standards and requirements.

## 2011 Accomplishments

- Trained staff on public records request requirements, document management and contract procedures with legal department.
- Assumed responsibility for public records request process from Legal Department and completed approximately 120 requests in 2011.
- Processed approximately 200 staff reports.
- Assisted 190 staff and commissioners/consultants to complete their required conflict of interest filing.

## Employee Services Schedule

	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
<b><u>Agency Clerk</u></b>				
Agency Clerk	1.00	1.00	1.00	0.00
Assistant Agency Clerk	0.50	0.50	0.50	0.00
Office Assistant	1.00	1.00	1.00	0.00
Total Positions	<u>2.50</u>	<u>2.50</u>	<u>2.50</u>	<u>0.00</u>

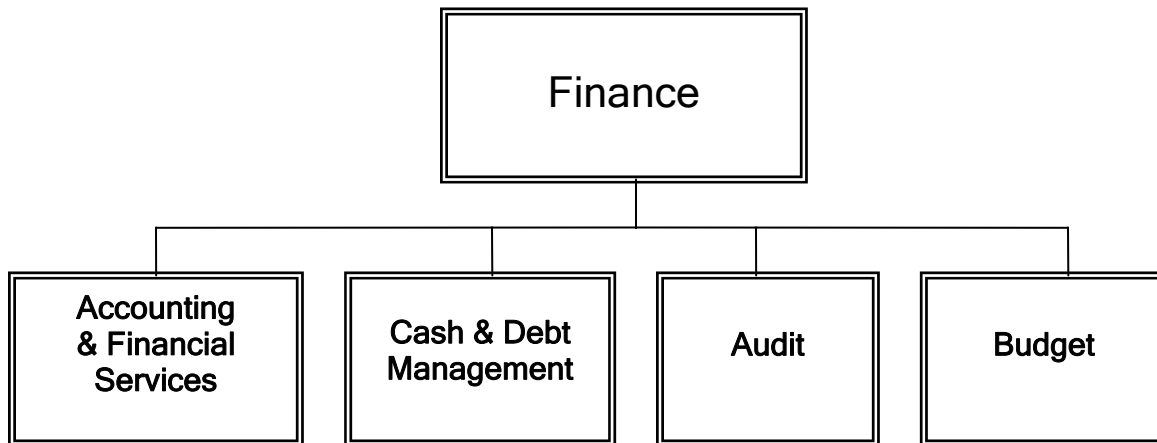
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# Finance

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2012 Initiatives
- ▶ 2011 Accomplishments
- ▶ Employee Services Schedule

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# Finance

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## Department Activities

The Finance Department provides full service accounting and financial services in support of the Agency's redevelopment 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 2010	Budget 2011	Budget 2012
Salaries and Benefits	\$ 1,592,014	\$ 1,682,170	\$ 1,424,833
Services and Supplies	803,926	806,406	355,559
<b>Subtotal</b>	<b>2,395,940</b>	<b>2,488,576</b>	<b>1,780,392</b>
Interdepartmental Charges-Eliminations	(2,395,940)	(2,232,489)	(1,848,623)
<b>Total</b>	<b>\$ -</b>	<b>\$ 256,087</b>	<b>\$ (68,231)</b>

## Activities Detail

### Accounting and Financial Services

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

- Annual State Controller's Report.
- Annual Statement of Indebtedness.
- Annual Housing and Community Development Report.
- 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).

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# Finance

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## **Cash Management**

- Manage the Agency's daily cash requirements and coordinate the investment of Agency funds with the City and County 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.

## **2012 Initiatives**

- Receive the California Municipal Finance Officers Meritorious Budget Award.
- Receive the Government Finance Officers Award for Excellence in Financial Reporting.
- Implement an online time card payroll process.
- Complete the upgrade of the financial accounting system.

## **2011 Accomplishments**

- Received the Government Finance Officers Award for Excellence in Financial Reporting.
- Completed first phase of financial accounting system upgrade.
- Received an unqualified audit opinion on the 2010 Comprehensive Annual Financial Report (CAFR).
- Refinanced HUD Section 108 loan yielding the Agency an estimated savings of \$500K over the remaining 10 year term.

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# Finance

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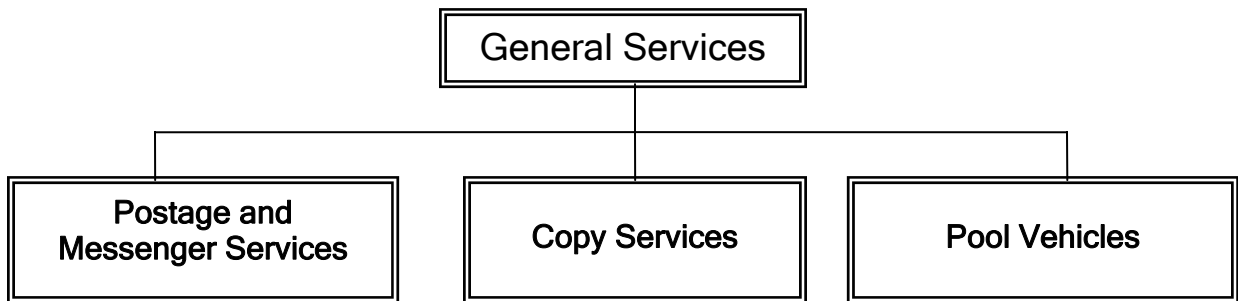
## Employee Services Schedule

	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
<b><u>Finance</u></b>				
Accountant	3.00	3.00	3.00	0.00
Accounting Technician	3.00	3.00	3.00	0.00
Director	1.00	1.00	1.00	0.00
Finance Specialist - Payroll	1.00	1.00	1.00	0.00
Management Analyst	2.00	2.00	1.00	-1.00
Office Technician	1.00	1.00	1.00	0.00
Program Manager	2.00	2.00	2.00	0.00
Principal Accountant	3.00	3.00	2.00	-1.00
Total Positions	<u>16.00</u>	<u>16.00</u>	<u>14.00</u>	<u>-2.00</u>

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# General Services

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This department has been integrated into the Human Resources department.

- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Employee Services Schedule

# General Services

## Department Summary

The General Services Division provides external and internal mail services, copy services, and pool vehicles Agency-wide.

## Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012
Salaries and Benefits	\$ 64,614	\$ 80,091	\$ -
Services and Supplies	182,011	147,767	-
<b>Subtotal</b>	<u>246,625</u>	<u>227,858</u>	<u>-</u>
Interdepartmental Charges-Eliminations	(246,625)	(227,858)	-
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

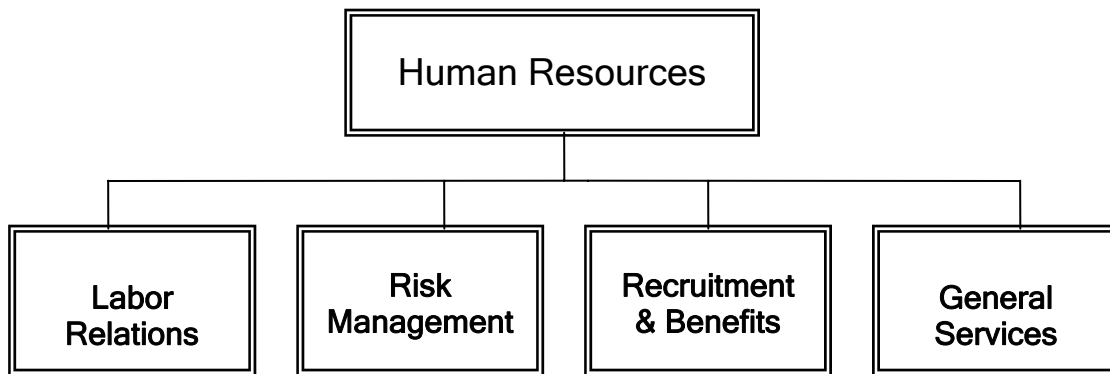
## Employee Services Schedule

	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
<b><u>General Services</u></b>				
Mail/Photocopy Clerk	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>-1.00</u>

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# Human Resources

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2012 Initiatives
- ▶ 2011 Accomplishments
- ▶ Employee Services Schedule

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# Human Resources

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## Department Activities

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

## Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012
Salaries and Benefits	\$ 592,114	\$ 632,324	\$ 779,255
Services and Supplies	283,740	290,225	303,166
<b>Subtotal</b>	875,854	922,549	1,082,421
Interdepartmental Charges-Eliminations	(875,854)	(922,549)	(1,161,352)
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (78,931)</u>

## Activities Detail

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

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

### **Employee Performance Appraisal System**

Work with personnel managers throughout the Agency to assure that performance evaluations are timely and trigger appropriate changes in salary and/or benefit levels.

### **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**

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



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# Human Resources

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## **Temporary Services Contracts**

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

## **Risk Management Services**

In addition to performing the daily task of contract and policy review along with claim adjusting there are several ongoing task that must be completed.

- Yearly Property, liability and auto renewal for all Agency owned properties.
- Yearly Property and liability renewal for all Agency Non-profit sites.
- Yearly National Flood coverage protection for Agency and non profit sites.
- Yearly claims review process of all property, general liability and auto claims.
- End of year Risk Control Dividend Report for Housing Authority Insurance Group.
- Review and update all schedules with any changes to correctly reflect current property owned by the Agency.
- Flood Renewal - Analyze the most current flood protection maps yearly to determine the need of flood protection insurance.

## **General Services**

Provide and manage the daily inter-office messenger and mail delivery, US mail processing services, in-house photocopy and reproduction services and coordinates the Agency's use of outside photocopy, reproduction and binding services. The department also operates and maintains a vehicle pool for downtown staff for short-term and occasional use.

## **2012 Initiatives**

- Negotiate new Collective Bargaining Agreements with employee represented bargaining units.
- Revise employee performance evaluation process to include automated notifications and tracking systems.
- Establish and implement ongoing Labor/Management meetings with employee represented bargaining units.

# Human Resources

- Continue to provide training for supervisory and management staff on performance management processes and techniques.
- Conduct a claims review annually assuring that the Agency and insurance carriers verify and determine a plan of action on all open claims.
- Complete an annual comprehensive voluntary year-end report that documents all risk management and loss control measures completed by the Agency for the current policy year. The Agency is eligible for a 15% return on premium if all risk control standards are completed.
- Continue to provide the following services to Agency departments: Operate and maintain vehicle pool for downtown office staff. Provide inter-office messenger and photocopy services. Process outgoing U.S. mail for various Agency departments. Sort and distribute incoming mail for Agency departments.

## 2011 Accomplishments

- Enhanced the Agency's Risk Management/Safety Program including office safety inspections, individual workstation ergonomic evaluations, monthly bicycling activities, and weight watchers at work.
- Provided Automated External Defibrillator (AED) and CPR training to staff in areas where equipment is installed.

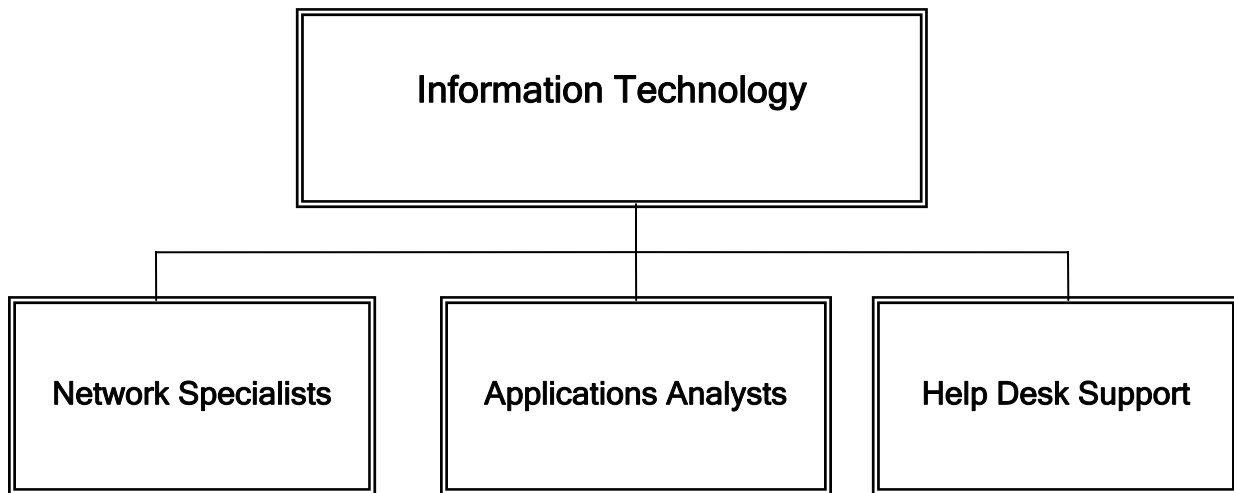
## Employee Services Schedule

	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
<b><u>Human Resources</u></b>				
Director	1.00	1.00	1.00	0.00
Human Resources Assistant	1.00	1.00	1.00	0.00
Human Resources Technician	1.00	1.00	0.00	-1.00
Mail/Photocopy Clerk	0.00	0.00	0.50	0.50
Senior Management Analyst	0.00	0.00	1.00	1.00
Program Manager	1.00	1.00	1.00	0.00
Senior Human Resources Analyst	2.00	2.00	2.00	0.00
Total Positions	<u>6.00</u>	<u>6.00</u>	<u>6.50</u>	<u>0.50</u>

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# Information Technology

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2012 Initiatives
- ▶ 2011 Accomplishments
- ▶ Employee Services Schedule

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# Information Technology

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## Department Activities

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

## Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012
Salaries and Benefits	\$ 1,068,103	\$ 996,740	\$ 980,435
Services and Supplies	799,148	926,669	698,842
<b>Subtotal</b>	<b>1,867,251</b>	<b>1,923,409</b>	<b>1,679,277</b>
Interdepartmental Charges-Eliminations	(1,867,251)	(1,923,409)	(1,288,083)
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 391,194</b>

## Activities Detail

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

## 2012 Initiatives

- The new release of the Integrated Financial and Administrative Solution (IFAS) was completed by SunGard first quarter 2011. IT will be working with Finance, HR and Procurement to implement changes that were identified as part of the Business Process Review and upgrade to OneSolution. Included in the multi-phase implementation are the Contract Management to integrate vendor and specific contract information; Timecard Online which will dramatically reduce

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# Information Technology

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current timecard processing; and Employee Online which will provide staff automated access to their personal employment information.

- For the Public Housing Authority IT will implement additional enhancements in Yardi such as, the ability for tenants and landlords to sign into a secure portal to review their accounts, send and received payments electronically, verify inspection information, and submit work order requests.
- IT will assist in the rehabilitation of 630 I Street by coordinating the specifications and installation of data cabling, computer room and audio / video requirements for this location.

## 2011 Accomplishments

- IT facilitated an internal Business Process Review with Finance, HR, Procurement and SunGard. The team reviewed the current system configuration, along with departmental processes and procedures. Changes to the underlying set up of IFAS were identified, as well as enhancements to processes and procedures. In addition, a report dashboard was developed. All changes will be implemented in preparation for the upgrade to OneSolution.
- To assist Public Housing, IT configured the Yardi system to provide the ability to perform residential inspections electronically in the field. IT also implemented the Shoretel Enterprise Fax Server solution which HCV is now using exclusively to receive all inbound faxes and integrates with the document management system HCV has in place.
- IT completed the first phase of documenting current processes and procedures within and between departments at the agency as part of the Integrated Business Solution. Software and hardware solutions evaluated and an application was selected. Purchase of the application was delayed due to budget uncertainty.
- IT completed the implementation of Storage Area Network (SAN) which fully integrates with our virtual servers. A Network Attached Storage (NAS) was installed as the enterprise backup solution which provides the flexibility to centralize data backups and simplifies program and data recovery.

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# Information Technology

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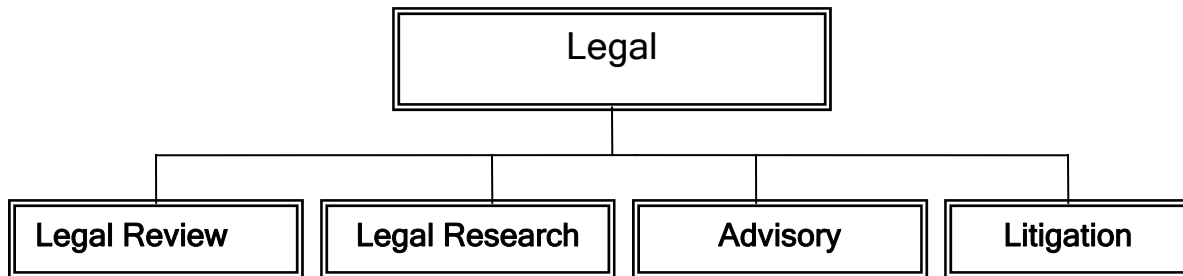
## Employee Services Schedule

	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
<b><u>Information Technology</u></b>				
Assistant Director	1.00	0.00	0.00	0.00
IT - Applications & Development Analyst	4.00	4.00	3.00	-1.00
IT Customer Support Specialist	1.00	1.00	1.00	0.00
IT Network/Midrange Specialist	2.00	2.00	2.00	0.00
Management Analyst	0.00	1.00	0.00	-1.00
Principal IT Customer Support Specialist	1.00	1.00	1.00	0.00
Program Manager	1.00	1.00	1.00	0.00
Total Positions	<u>10.00</u>	<u>10.00</u>	<u>8.00</u>	<u>-2.00</u>

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# Legal

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2012 Initiatives
- ▶ 2011 Accomplishments
- ▶ Employee Services Schedule

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# Legal

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## Department Activities

The Legal Department is responsible for the administration of all legal services for all Agency internal and external activities, both redevelopment and housing; to ensure that the legal interests of the Agency are protected and that its activities are in legal compliance.

## Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012
Salaries and Benefits	\$ 756,764	\$ 751,914	\$ 565,677
Services and Supplies	222,001	221,446	162,439
<b>Subtotal</b>	978,765	973,360	728,116
Interdepartmental Charges-Eliminations	(978,765)	(973,360)	(842,963)
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (114,847)</u>

## Activities Detail

### **Document Preparation & Review**

Provide transactional legal services for the Agency related to real estate transactions in target and redevelopment areas and review documents for legal and environmental compliance and appropriate authorities. Specifically

- Prepare and/or review Agency policies, programs and correspondence.
- Review staff reports and resolutions.
- Prepare and review contracts for real estate and redevelopment transactions, construction projects, services and procurement.
- Prepare legal opinions and legal documentation necessary to implement Agency projects and programs.

### **Legal Research & Counseling**

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

- Conduct legal and policy research.
- Review case law, legislation and regulations.



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# Legal

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- Assist Agency Clerk in responding to requests for public records.
- Advise governing boards.
- Provide legal support to project staff for housing and redevelopment projects.
- Analyze complex legal issues and provide opinions to staff.

## **Litigation**

Provide legal services regarding agency disputes and coordinate activities of outside counsel to the agency. Specifically,

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

## **2012 Initiatives**

- Evaluate and implement new technologies to assist in legal document management and contract review.
- Update legal department operating procedures to assist in monitoring compliance with laws and regulations governing the agency.
- Work with Agency Clerk to update and implement centralized Agency electronic and paper filing systems.
- Continue to monitor the cost and use of outside counsel, anticipating an increase in litigation as delinquency rates rise on development agreements and construction loans resulting from the real estate downturn.

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# Legal

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## 2011 Accomplishments

- Provided transactional and advisory services to the Agency (and its constituent members), valued at over \$980,000 on a wide variety of housing, community development, public infrastructure and redevelopment projects
- Completed complex legal documents and negotiations for several large projects and new programs. Including, 700 K Street, La Valentina, MLK Broadway, NSP 3 and the Affordable Rental Assistance Program.
- Worked with outside counsel and Risk Manager to close out several outstanding claims and litigation against the Agency.
- Completed staff training in the following areas: Basic Contracting, Housing Authority program participant due process and review of files, and Public Housing evictions.
- Worked with the California Redevelopment Association legal counsel on the proposed elimination of redevelopment.
- Transitioned the management and oversight of claims against the Agency to Agency Risk Manager.
- Worked with Finance Department, County Counsel and City Attorney to adopt Voluntary Alternative Redevelopment Program ordinance to continue redevelopment activities for the City and County of Sacramento.

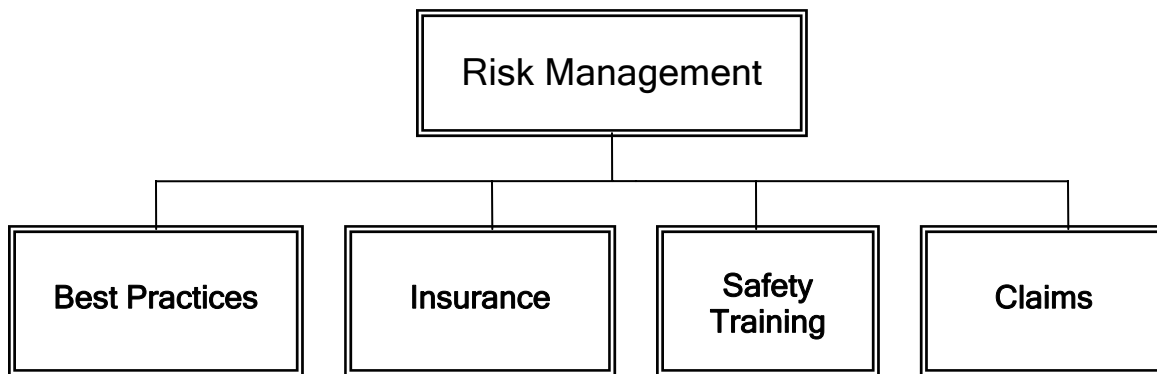
## Employee Services Schedule

	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
<b><u>Legal</u></b>				
Administrative Secretary	0.50	1.00	1.00	0.00
Agency Counsel	2.00	2.00	1.00	-1.00
Environmental Analyst	1.00	1.00	1.00	0.00
General Counsel	1.00	1.00	1.00	0.00
Total Positions	<u>4.50</u>	<u>5.00</u>	<u>4.00</u>	<u>-1.00</u>

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# Risk Management

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This department has been integrated into the Human Resources department.

- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Employee Services Schedule

# Risk Management

## Department Summary

The Risk Manager supports the legal, finance, human resources, real estate and procurement departments in reviewing, obtaining and securing appropriate insurance coverage as well as contract review for the Agency. The Risk Manager also develops Best Practices and implements training for staff and residents. The Agency obtains general liability, auto and property coverage from Housing Authority Insurance Group. All claims are processed through the Risk Management Department.

## Appropriation Summary

<b>Type of Expense</b>	Budget 2010	Budget 2011	Budget 2012
Salaries and Benefits	\$ 129,648	\$ 132,004	\$ -
Services and Supplies	62,972	64,706	-
<b>Subtotal</b>	<u>192,620</u>	<u>196,710</u>	<u>-</u>
Interdepartmental Charges-Eliminations	(192,620)	(196,710)	-
<b>Total</b>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

## Employee Services Schedule

	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
<b><u>Risk Management</u></b>				
Management Analyst	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>-1.00</u>

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## SHRA Administrative Building

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

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

### Appropriation Summary

<b>Type of Expense</b>	Budget 2010	Budget 2011	Budget 2012
Services and Supplies	\$ 455,331	\$ 542,343	\$ 515,993
Debt Service	1,044,669	1,044,669	1,044,669
Capital Projects	601,975	350,000	-
<b>Subtotal</b>	<u>2,101,975</u>	<u>1,937,012</u>	<u>1,560,662</u>
Interdepartmental Charges-Eliminations	(1,500,000)	(1,500,000)	(1,500,000)
<b>Total</b>	<u>\$ 601,975</u>	<u>\$ 437,012</u>	<u>\$ 60,662</u>

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## **SECTION D**

### **HOUSING AUTHORITY**

# Housing Authority

## Summary of Appropriations and Employee Services Schedule

<b>Type of Expense</b>	<b>Budget 2010</b>	<b>Budget 2011</b>	<b>Budget 2012</b>
Salaries and Benefits	\$ 12,240,699	\$ 13,374,091	\$ 12,902,430
Services and Supplies	13,191,612	13,711,114	13,121,472
Interdepartmental Charges	7,284,185	6,655,099	8,315,144
<b>Subtotal</b>	<b>32,716,496</b>	<b>33,740,304</b>	<b>34,339,046</b>
Interdepartmental Charges-Eliminations	(4,037,150)	(4,126,725)	(5,557,242)
<b>Subtotal</b>	<b>28,679,346</b>	<b>29,613,579</b>	<b>28,781,804</b>
Other Charges:			
HAPS Payments	94,131,760	97,505,823	101,937,164
Debt Services	206,797	233,612	97,382
Financial Transactions/Redevelopment Activities	570,665	547,640	418,505
Capital Expenditures	10,626,094	6,954,853	2,117,112
Interdepartmental Charges-Eliminations	(479,121)	(479,121)	(319,292)
<b>Required Funding</b>	<b>\$ 133,735,541</b>	<b>\$ 134,376,386</b>	<b>\$ 133,032,675</b>

<b>Department</b>	<b>2010 Approved Budget</b>	<b>2011 Approved Budget</b>	<b>2012 Approved Budget</b>	<b>Increase (Decrease)</b>
Public Housing	92.20	92.40	93.40	1.00
Public Housing Intake	4.14	4.50	5.25	0.75
<b>Total Public Housing</b>	<b>96.34</b>	<b>96.90</b>	<b>98.65</b>	<b>1.75</b>

<b>Department</b>	<b>2010 Approved Budget</b>	<b>2011 Approved Budget</b>	<b>2012 Approved Budget</b>	<b>Increase (Decrease)</b>
Housing Choice Vouchers	56.80	56.60	59.60	3.00
Housing Choice Vouchers Intake	2.86	2.50	1.75	-0.75
<b>Total Housing Choice Vouchers</b>	<b>59.66</b>	<b>59.10</b>	<b>61.35</b>	<b>2.25</b>

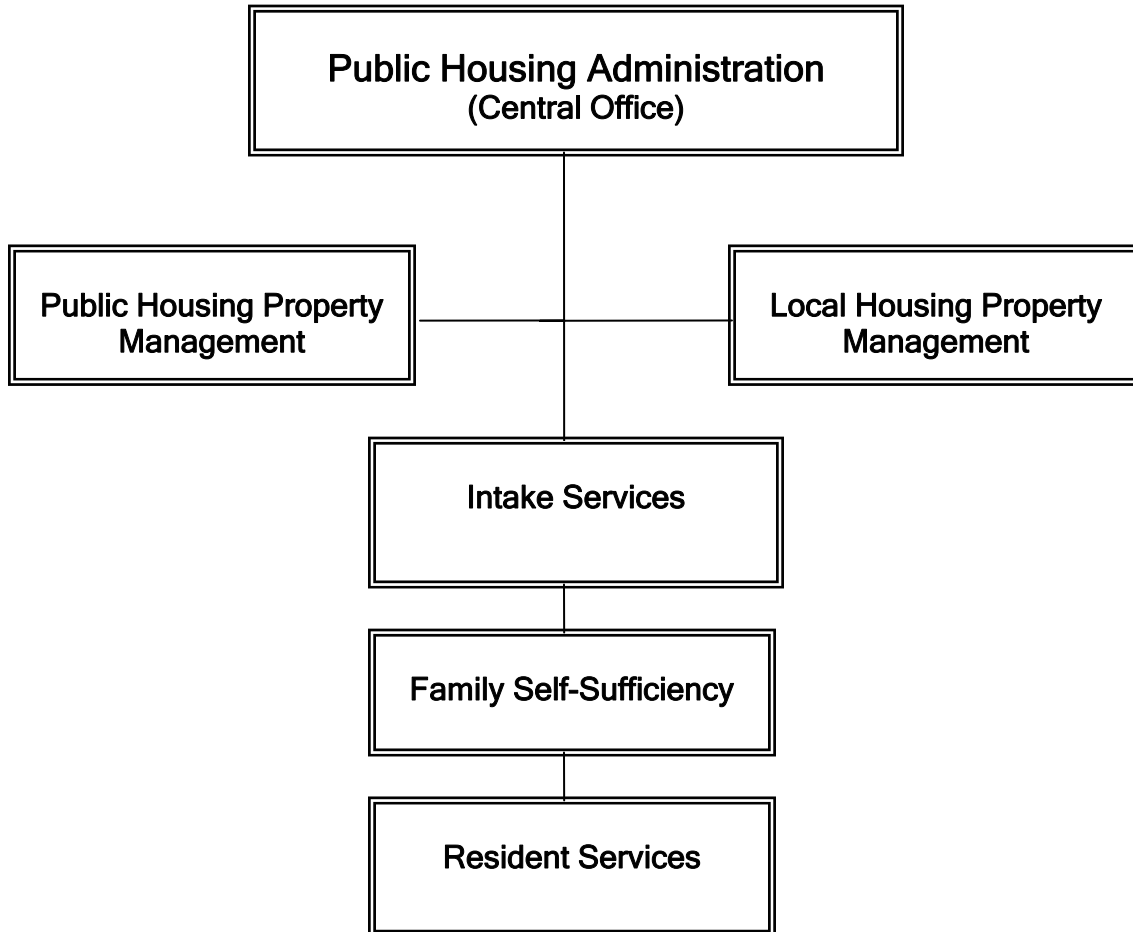


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# Public Housing

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2012 Initiatives
- ▶ 2011 Accomplishments
- ▶ Employee Services Schedule

# Public Housing

## Department Activities

The Housing Authority provides affordable housing for over 7,900 extremely low-, very low- and low-income families, seniors, and disabled individuals through the Conventional Public Housing Program. The Public Housing Program provides 3,012 apartments, duplexes, and some single family homes to qualified low income families. This housing is owned, managed, and maintained by the Housing Authority, making it one of the largest landlords in Sacramento County. The Housing Authority also owns and manages 290 affordable units comprising of tax credits, and local funds. The non-profit arm, Sacramento Housing Authority Repositioning Program Inc. (SHARP), owns and manages 2 project based voucher high-rise consisting of 153 elderly only units.

## Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012
<b>Public Housing Authority</b>			
Salaries and Benefits	\$ 7,361,669	\$ 7,888,121	\$ 7,519,296
Services and Supplies	10,709,530	11,015,348	10,704,607
Interdepartmental Charges	5,446,061	5,200,528	6,615,144
<b>Subtotal</b>	<u>23,517,260</u>	<u>24,103,997</u>	<u>24,839,047</u>
Interdepartmental Charges-Eliminations	(3,506,547)	(3,436,128)	(4,892,175)
<b>Subtotal Public Housing Authority</b>	<u>20,010,713</u>	<u>20,667,869</u>	<u>19,946,872</u>
 <b>Intake Services</b>			
Salaries and Benefits	344,683	456,654	428,551
Services and Supplies	26,739	26,764	26,140
<b>Subtotal</b>	<u>371,422</u>	<u>483,418</u>	<u>454,691</u>
Interdepartmental Charges-Eliminations	(371,422)	(483,418)	(454,691)
<b>Subtotal Intake</b>	<u>-</u>	<u>-</u>	<u>-</u>
 <b>Grand Total</b>	<u>\$ 20,010,713</u>	<u>\$ 20,667,869</u>	<u>\$ 19,946,872</u>

## Activities Detail

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

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

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# Public Housing

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

## **Administrative and PHA Plans**

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

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

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

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# Public Housing

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## **Audit**

All Public Housing activities are audited to determine program compliance. Staff has developed various audit tools. They include on-site review and automated reporting using our YARDI database management system and independent audit by a qualified Certified Public Accounting firm. In 2011, three HUD audits and reviews were conducted on the ARRA program with no comments or findings.

## **Asset Repositioning**

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

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

## **2012 Initiatives**

- Receive the High Performer Status Award from HUD.
- Complete rehabilitation of 626 I Street with funds from an American Reinvestment Recovery Act (ARRA) competitive grant; a part of the Federal stimulus package.
- Complete expenditure of ARRA formula grant for Public Housing rehabilitation.
- Seek HUD approval for the disposition of 3 central-city high-rise developments.
- Seek HUD approval to expand home ownership opportunities through the sale of public housing single family homes subsidized by NSP funds.

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# Public Housing

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- Develop and implement a strategic plan for HUD's Choice Neighborhood Initiative grant, upon notice of award.
- Submit an application for project-based vouchers for three public housing developments

## 2011 Accomplishments

- Surpassed HUD's minimum expenditure requirement and obligation deadline for ARRA formula grants.
- Converted to online parts and supply ordering system resulting in costs savings.
- Completed automation of data base management and reporting system.
- Acquired a 24 unit development through the Agency's NSP Programs.
- Expended 60% of the ARRA \$10 Million competitive grant for the renovation of a 108 unit elderly-only high-rise prior to the HUD deadline.
- HUD awarded funding for two city Resident Opportunities and Self Sufficiency (ROSS) Service Coordinators as well as a city and county Family Self Sufficiency (FSS) Coordinator to develop FSS program and recruit 40 participants. The FSS is a five year program that assists residents with job searches and links to social services, and allows residents to save a portion of rent subsidy towards future major purchases such as a home or car.
- Implemented Global Positioning System (GPS) and Vehicle Fleet Management and Maintenance System for all Agency vehicles.
- Submitted a disposition application for 44 single family units to the Neighborhood Stabilization Program (NSP) for the Property Recycling Program (PRP).

# Public Housing

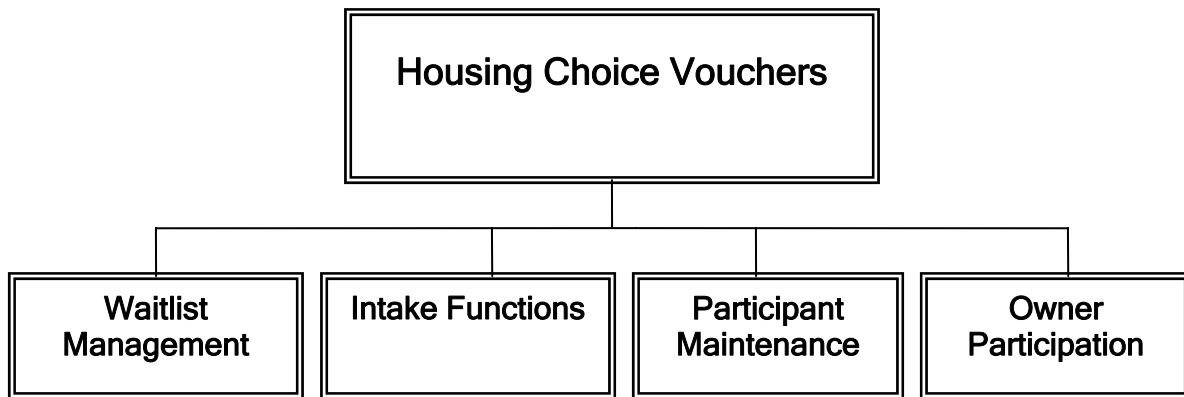
## Employee Services Schedule

	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
<b><u>Public Housing</u></b>				
Assistant Director	1.20	1.20	1.20	0.00
Assistant Site Manager	2.00	2.00	3.00	1.00
Director	1.00	1.00	0.00	-1.00
Housing Assistant	0.00	3.00	3.00	0.00
Housing Authority Analyst	2.00	2.00	2.00	0.00
Housing Authority Specialist	1.00	2.00	3.00	1.00
Housing Authority Supervisor	1.00	1.00	0.00	-1.00
Housing Technician	14.00	13.00	15.00	2.00
Lead Custodian Res Trainee	1.00	0.00	0.00	0.00
Lead Technician Resident Trainee	1.00	0.00	0.00	0.00
Maintenance Lead	10.00	0.00	0.00	0.00
Maintenance specialist	2.00	2.00	2.00	0.00
Maintenance Technician	26.00	38.00	38.00	0.00
Maintenance Worker	9.00	8.00	8.00	0.00
Management Analyst	2.00	2.00	1.00	-1.00
Principal Housing Authority Analyst	1.00	1.00	1.00	0.00
Program Manager	3.00	3.00	3.00	0.00
Program Technician	2.00	1.20	1.20	0.00
Site Manager	13.00	12.00	12.00	0.00
Total PHA Positions	<u>92.20</u>	<u>92.40</u>	<u>93.40</u>	<u>1.00</u>
Housing Assistant	1.30	2.00	2.00	0.00
Housing Authority Specialist	1.30	1.50	2.00	0.50
Housing Authority Supervisor	0.40	0.50	0.50	0.00
Principal Housing Authority Analyst	1.14	0.50	0.50	0.00
Program Manager	0.00	0.00	0.25	0.25
Total Intake Positions	<u>4.14</u>	<u>4.50</u>	<u>5.25</u>	<u>0.75</u>
Total Positions	<u>96.34</u>	<u>96.90</u>	<u>98.65</u>	<u>1.75</u>

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# Housing Choice Vouchers

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2012 Initiatives
- ▶ 2011 Accomplishments
- ▶ Employee Services Schedule



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# Housing Choice Vouchers

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## Department Summary

The Housing Choice Voucher (HCV) program provides rental assistance to low-income families throughout Sacramento County. The Agency has authority to provide approximately 11,600 vouchers and maintains utilization at 98-100% of the vouchers available. Currently there are:

- 170 Veterans Affairs Supportive Housing (VASH) vouchers to assist homeless vets.
- 100 Non-elderly Disabled vouchers to serve families meeting this criteria who are either living in public housing or who are on the public housing waiting list.
- 569 project-based vouchers for the following properties:
  - 283 at Phoenix Park
  - 56 at Saybrook (serving previously homeless families)
  - 40 at Serna (also serving previously homeless families)
  - 77 at Washington Plaza (serving elderly families)
  - 76 at Sutterview (serving elderly families)
  - 37 for the proposed site at 7<sup>th</sup> and H Streets (serving homeless adults)
- 10,828 tenant-based vouchers
- 500 families receive tenant-based assistance through the Shelter Plus Care program which serves homeless families most in need of supportive services in order to maintain housing.
- 18 families receive Shelter Plus Care assistance at the Shasta Hotel
- 14 families receive Shelter Plus Care assistance at Boulevard Courts

# Housing Choice Vouchers

## Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012
<b>Housing Choice Vouchers</b>			
Salaries and Benefits	\$ 4,386,626	\$ 4,833,607	\$ 4,756,299
Services and Supplies	2,443,883	2,657,532	2,378,631
Interdepartmental Charges	1,838,124	1,454,571	1,700,000
<b>Subtotal Housing Choice Vouchers</b>	<u>8,668,633</u>	<u>8,945,710</u>	<u>8,834,930</u>
 <b>Intake Services</b>			
Salaries and Benefits	147,721	195,709	198,282
Services and Supplies	11,460	11,470	12,094
Subtotal Intake	<u>159,181</u>	<u>207,179</u>	<u>210,376</u>
Interdepartmental Charges-Eliminations	<u>(159,181)</u>	<u>(207,179)</u>	<u>(210,376)</u>
<b>Subtotal Intake</b>	<u>-</u>	<u>-</u>	<u>-</u>
 <b>Grand Total</b>	<u>\$ 8,668,633</u>	<u>\$ 8,945,710</u>	<u>\$ 8,834,930</u>

## Activities Detail

### HCV Waitlist Management

It is important to manage a current waiting list of sufficient number to fill vacancies in order to maintain usage of 100% of the vouchers we receive from HUD. Different waiting lists are managed for the various programs in order to be responsive and efficient helping low-income families live where they choose to live.

### Intake Functions

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

### Maintenance of Participating Families

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

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# Housing Choice Vouchers

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## **Owner Participation**

The HCV program could not exist without participating landlords so continuing to market to the landlord community is key. Owner outreach and training and other efforts to make the program accessible to landlords is important. Issuing timely and accurate payments and providing assistance when there are questions or problems are also key elements.

## **2012 Initiatives**

- Implement direct deposits for participating landlords
- Expanded use of electronic correspondence to communicate with applicants, participants and owners/landlords
- Develop processes that will allow applicants and participants to communicate more effectively with staff, specifically to report changes.

## **2011 Accomplishments**

- Took over management of the Shelter Plus Care program from the County.
- Published a Project-based Voucher Strategic Plan
- Implemented the use of handheld devices during inspections so related documents and follow up correspondence occurs immediately and electronically
- Continued expansion of document imaging and management of electronic documents
- Implemented a process to promptly bill other Housing Authorities when we manage the assistance for their families who move into Sacramento County
- Improve business operations for participating landlords by creating a secure portal to track payments, inspections and other related information on line.
- Received a national “Award of Merit” and “Award of Excellence” for our new and innovative method of taking applications for our site-based waiting lists
- Received a score of 86% in HUD’s evaluation (which is 4 points away from becoming a high performing agency) for the fourth year in a row.

# Housing Choice Vouchers

## Employee Services Schedule

	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
<b><u>HCV</u></b>				
Assistant Director	0.80	0.80	0.80	0.00
Assistant Site Manager	0.00	1.00	1.00	0.00
Housing Assistant	12.00	12.00	13.00	1.00
Housing Authority Analyst	2.00	1.00	2.00	1.00
Housing Authority Specialist	32.00	33.00	35.00	2.00
Housing Authority Supervisor	3.00	3.00	4.00	1.00
Management Analyst	1.00	0.00	0.00	0.00
Principal Housing Authority Analyst	4.00	3.00	2.00	-1.00
Program Manager	2.00	2.00	1.00	-1.00
Program Technician	0.00	0.80	0.80	0.00
Subtotal Housing Choice Voucher Positions	<u>56.80</u>	<u>56.60</u>	<u>59.60</u>	<u>3.00</u>
Housing Assistant	0.66	0.00	0.00	0.00
Housing Authority Specialist	0.73	0.50	0.00	-0.50
Housing Authority Supervisor	0.50	0.50	0.50	0.00
Principal Housing Authority Analyst	0.97	1.50	0.50	-1.00
Program Manager	0.00	0.00	0.75	0.75
Subtotal Intake Positions	<u>2.86</u>	<u>2.50</u>	<u>1.75</u>	<u>-0.75</u>
Total Positions	<u>59.66</u>	<u>59.10</u>	<u>61.35</u>	<u>2.25</u>

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## **SECTION E**

### **HOUSING AND COMMUNITY DEVELOPMENT**

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# Housing and Community Development

## Summary of Appropriations and Employee Services Schedule

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<b>Type of Expense</b>	Budget 2010	Budget 2011	Budget 2012
Salaries and Benefits	\$ 4,955,091	\$ 5,309,609	\$ 3,573,947
Services and Supplies	555,717	745,955	492,705
Interdepartmental Charges	4,330,446	2,902,044	2,411,875
<b>Subtotal</b>	<u>9,841,254</u>	<u>8,957,608</u>	<u>6,478,527</u>
Other Charges:			
Debt Services	17,670,176	19,037,947	21,715,966
Financial Transactions/Redevelopment Activities	15,413,020	7,855,777	21,682,229
Capital Expenditures	44,899,146	37,867,681	15,741,450
<b>Required Funding</b>	<u>\$ 87,823,596</u>	<u>\$ 73,719,013</u>	<u>\$ 65,618,172</u>

<b>Department</b>	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
Community Development	22.00	22.00	14.00	-8.00
Development Finance	22.00	27.00	18.00	-9.00
Policy and Planning*	3.00	4.00	0.00	-4.00
<b>Total Positions</b>	<u>47.00</u>	<u>53.00</u>	<u>32.00</u>	<u>-21.00</u>

\*This department has been integrated into the Executive Director's department.

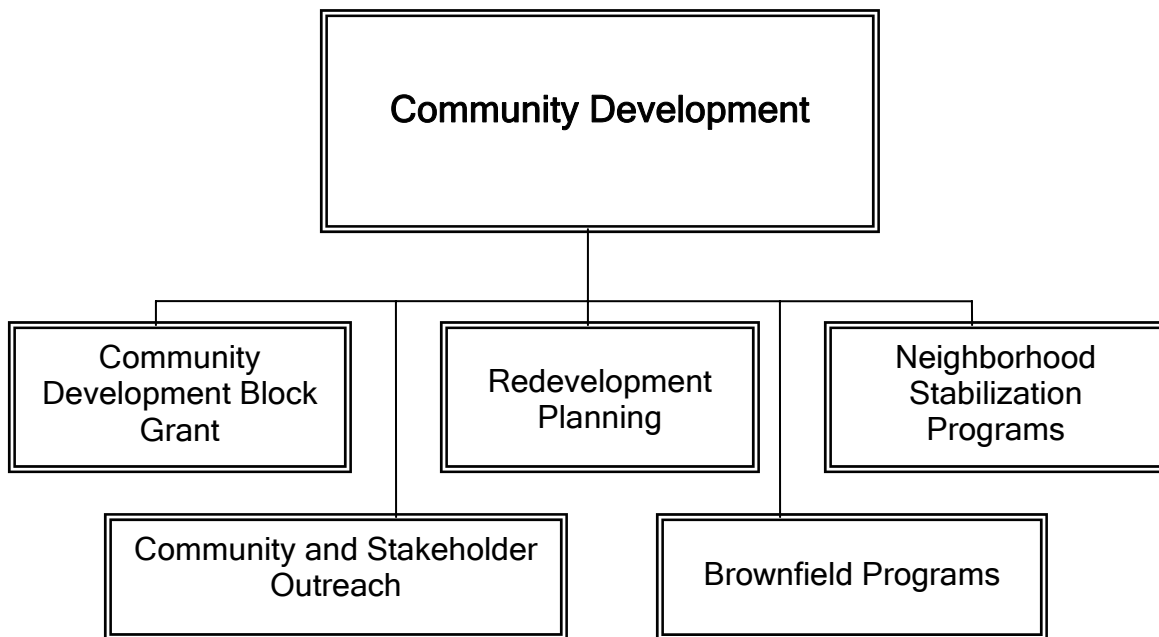
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# Community Development

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2012 Initiatives
- ▶ 2011 Accomplishments
- ▶ Employee Services Schedule

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# Community Development

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## Department Summary

The Community Development Department (Department) works with various stakeholders to bring about positive change through investments in redevelopment project areas and other low income neighborhoods. The primary responsibilities of the department include administration of 12 Redevelopment Project Areas, federally-funded programs including Community Development Block Grant (CDBG) and Neighborhood Stabilization Program (NSP), community outreach, and SHRA's Brownfields Program.

## Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012
Salaries and Benefits	\$ 2,229,791	\$ 2,385,057	\$ 1,668,077
Services and Supplies	250,073	239,017	213,015
Interdepartmental Charges	1,948,700	1,102,708	939,628
<b>Total</b>	<b>\$ 4,428,564</b>	<b>\$ 3,726,782</b>	<b>\$ 2,820,720</b>

## Activities Detail

### **Redevelopment Planning**

The Department administers local tax increment funds for the revitalization of our most blighted communities and former military bases. Redevelopment activities include strategic planning, construction of infrastructure, removal of blighted structures, assembly of property to facilitate development, master planning and re-construction of key economic corridors, and facilitating the reuse of former military bases. These activities encourage new investment and create local jobs.

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

The CDBG program develops 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 for a wide variety of eligible activities including: housing rehabilitation, homeownership assistance, infrastructure construction, public services, and planning activities, among others.

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

NSP is one of the federal stimulus fund packages intended to stabilize neighborhoods that are hardest hit by the foreclosure crisis. In Sacramento funds are used to purchase foreclosed and/or vacant homes and residential properties. While NSP funds are focused on recovery and redevelopment of vacant, abandoned foreclosed homes, there is flexibility in the program for rehabilitation, redevelopment, demolition, re-construction, and land-banking of vacant foreclosed properties.

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# Community Development

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## **Community and Stakeholder Outreach**

The Department undertakes outreach to the local communities as part of the process of developing partnerships with neighborhood groups, business associations, stakeholders, local governments and private entities. Outreach ensures that the partners have a role in the overall planning of activities in their community and involvement in decisions affecting the local communities.

## **Brownfields Program**

The Department administers a Brownfields program targeting real properties on which redevelopment or reuse may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Cleaning up and reinvesting in these properties protects the environment, reduces blight, and takes development pressure off of green space and working lands.

## **2012 Initiatives**

- Complete major infrastructure projects such as Auburn Boulevard, Martin Luther King Boulevard Streetscape in Oak Park, Del Paso Boulevard, Fruitridge Road Streetscape, Zinfandel Drive Sewer Extension and Femoyer Roadway at Mather and Freedom Park Drive Complete Street at McClellan.
- Complete the Mather AFB redevelopment plan amendment to enhance base reuse and redevelopment efforts.
- Complete design for catalyst infrastructure projects on 14<sup>th</sup> Avenue in Army Depot at Eagles Nest Road at Mather, and at the 65<sup>th</sup> Street Light Rail Station.
- Complete long range planning efforts such as the Sacramento Center for Innovation Specific Plan in 65<sup>th</sup> Street.
- Deploy third round of Neighborhood Stabilization Program funding consistent with current efforts to address vacant and foreclosed properties.
- Continue clean-up of strategic Brownfields properties on Del Paso Boulevard and a targeted clean-up effort in the El Monte neighborhood of North Sacramento.
- Complete the 2013-2017 Consolidated Plan Process for federal HUD funding.
- Complete the Mid-term 2009-2014 Implementation Plan Reviews

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# Community Development

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## 2011 Accomplishments

- Completed numerous improvements at McClellan Park that assisted with lease-up of commercial space, enhanced Park security, provided additional parking, improved air operation safety equipment and enhanced the entry points to the Park and airport.
- Continued to assemble the San Juan Opportunity Site on Stockton Boulevard, providing a 5.5 acre opportunity site.
- Completed infrastructure improvements such as the Elvas Avenue Sidewalk and Landscaping Project; the Power Inn Road Beautification; the Redding Avenue Complete Street, Alkali Flat Ornamental Historic Streetlights Project, the Zinfandel Road Extension at Mather, and the Dudley rail crossing and Phase I of the Freedom Park Drive Complete Street at McClellan.
- Completed quality of life projects such as the MLK Community Garden in Oak Park and the Hagginwood Soccer Field in Del Paso Heights.
- Leveraged resources to complete the Boarding House Parking Lot, Restroom, and Water Tank Projects in the Historic Delta Town of Locke.
- Obligated over \$30 million of NSP1 entitlement funds within 18-months of award and impacted over 360 formerly foreclosed upon housing units in the City and County of Sacramento. 160 homes have been rehabilitated and sold/leased with over 800 jobs retained and 84 new hires.
- Successfully submitted applications to HUD for \$8,350,000 for the third round of Neighborhood Stabilization Program and \$600,000 for Choice Neighborhoods.
- Received “No Further Action” status on environmental clean-up projects at 4700 Stockton Boulevard, formerly the River City Motel, and La Valentina.
- Received awards from State of California totaling approximately \$1.4 million in Brownfields funding to remediate hazardous substances at the El Monte neighborhood in North Sacramento and targeted sites on Del Paso Boulevard

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# Community Development

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## Employee Services Schedule

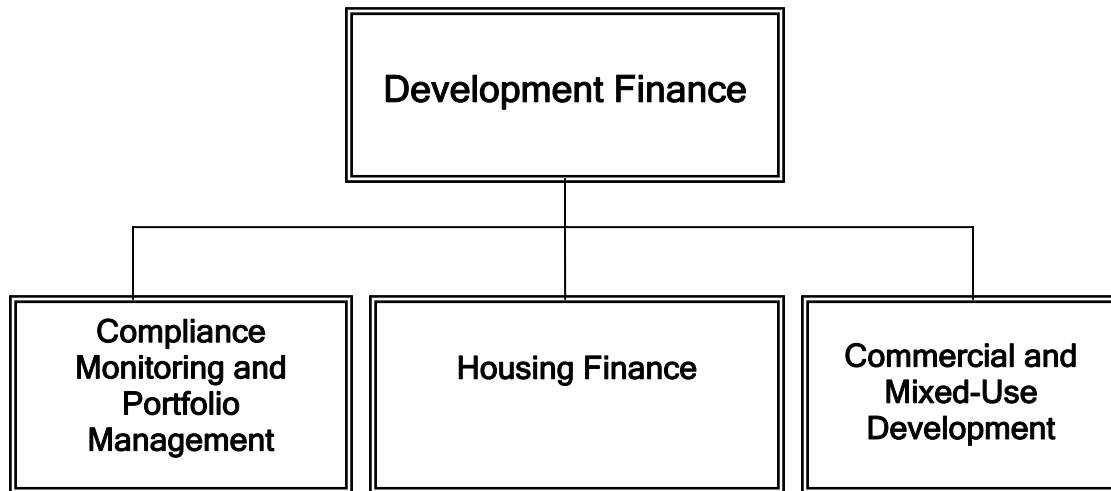
	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
<b><u>Community Development</u></b>				
Assistant Director	3.00	3.00	2.00	-1.00
Director	1.00	1.00	0.00	-1.00
GIS Analyst	1.00	1.00	1.00	0.00
Office Technician	1.00	1.00	1.00	0.00
Program Manager	3.00	3.00	2.00	-1.00
Redevelopment Analyst	2.00	2.00	2.00	0.00
Redevelopment Planner	11.00	11.00	6.00	-5.00
Total Positions	<u>22.00</u>	<u>22.00</u>	<u>14.00</u>	<u>-8.00</u>

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# Development Finance

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2012 Initiatives
- ▶ 2011 Accomplishments
- ▶ Employee Services Schedule

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# Development Finance

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## Department Activities

The Development Finance Department invests public funds in construction and rehabilitation projects that expand and preserve the supply of affordable housing, and mixed-use and commercial development. 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 on-site inspections of housing operations for quality standards, as well as managing key Agency real estate assets.

## Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012
Salaries and Benefits	\$ 2,427,995	\$ 2,275,893	\$ 1,905,870
Services and Supplies	272,301	330,966	279,690
Interdepartmental Charges	2,121,919	1,493,840	1,472,247
<b>Total</b>	<b>\$ 4,822,215</b>	<b>\$ 4,100,699</b>	<b>\$ 3,657,807</b>

\* Department was re-organized in 2011 to include previously separate Loan Processing group.

## Activities Detail

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

The department implements a wide range of single and multifamily programs throughout the City and unincorporated County of Sacramento. Within Redevelopment Areas, the department provides gap financing to catalyst site developments. Staff provides ongoing monitoring of completed projects and regular progress reports. Examples of specialized reports and plans include, but are not limited to:

- Annual Housing Trust Fund Reports.
- Annual Single Room Occupancy (SRO) Preservation Report.
- Bi-Annual County Affordable Housing Report.
- Housing Sections of Annual State Housing and Community Development Report.
- Replacement Housing Reports.



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# Development Finance

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- County Fee Waivers Tracking.
- Annual City and County Housing Element Updates.
- Monthly Portfolio Management Activities/Trend Report.
- Annual AB 987 Report of existing, new and substantially rehabilitated housing units that were developed or otherwise assisted with money from the Low and Moderate Income Housing Fund, or that were replaced after destruction or removal pursuant to Health & Safety Code section 33413.
- Consolidated Annual Performance and Evaluation Report (CAPER) of HOME (federal funds) accomplishments.

## **Multifamily Affordable Housing Financing**

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

## **Affordable Housing Policy Implementation**

Approve and develop Inclusionary Housing Plans and Agreements to ensure new developments in the unincorporated County and new growth areas of the City of Sacramento meet required affordable housing obligations. Monitor and report on adopted policies such as the 10 Year Plan to End Chronic Homelessness and the Single Room Occupancy (SRO) Ordinance.

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

Monitor the development and financing of single family residential subdivisions within Redevelopment Areas. Provide a variety of programs and services that provide owner-occupied rehabilitation loans/grants and homebuyer assistance to income qualified families.

## **Commercial and Mixed Use Development**

Provide loans and rebates to promote economic development and revitalization in adopted Redevelopment Areas.

## **2012 Initiatives**

- Complete web-based multifamily bond reporting system.

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# Development Finance

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- Issue a Request for Qualifications and enter into new Homebuyer Education Agreements.
- Issue a Request for Proposals and enter into an agreement with an affordable housing firm interested in partnering with Agency affiliated non-profits to obtain rehabilitation financing.

## 2011 Accomplishments

- Provided approximately \$20.1 million in Multifamily Loan assistance to 5 projects totaling 477 of affordable units (Quinn Cottages, 700 Block of K Street, Kelsey Village, Forestwood at Folsom, and Willow Point).
- Completed renovation and/or construction of 5 multifamily developments totally 252 newly affordable or preserved units (Mutual at Highlands, Hagginwood Apartments, Maydestone, Forrest Palms, and Boulevard Court Apartments).
- In support of the City's Mixed-Income Housing Ordinance and County's Affordable Housing Ordinance, staff worked with the development community to approve 4 affordable housing plans.
- Submitted applications resulting in an award of \$9.3 million for new Mortgage Credit Certificates (MCC) and \$1.5 million in State CalHome funds
- Approved financing for 150 families for Home Buyer and MCC programs.
- Processed loans, grants, and income certifications necessary to complete rehabilitation of over 325 owner-occupied single family homes.
- Managed a portfolio of over 1,600 loans.
- Physically inspected over 2,500 residential units in 190 multifamily properties and audited over 2,600 tenant files.
- Invested \$13.1 million in commercial and residential developments in 3 Redevelopment Areas (Broadway Triangles, Del Paso Nuevo and McClellan Park).
- Approved 11 new exterior improvement loans and rebates in targeted commercial areas and completed six previously approved commercial improvement projects.

# Development Finance

## Employee Services Schedule

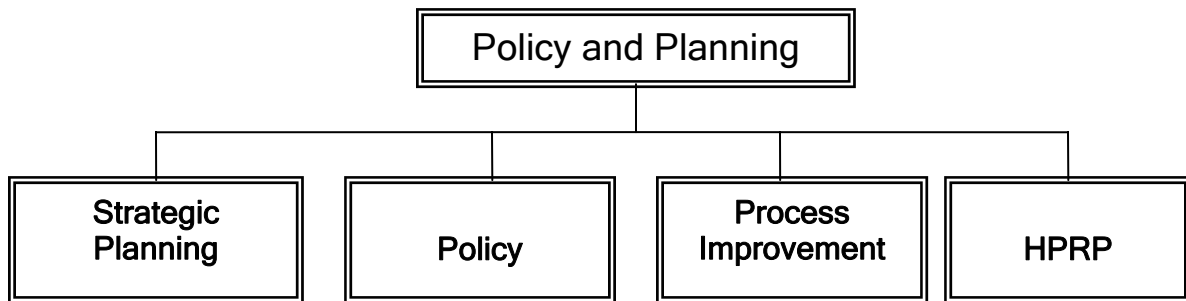
	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
<b><u>Development Finance</u></b>				
Assistant Director	2.00	2.00	1.00	-1.00
Director	1.00	1.00	0.00	-1.00
Housing Finance Analyst	8.00	8.00	4.00	-4.00
Loan Processing Analyst	0.00	2.00	2.00	0.00
Loan Servicing Analyst	1.00	1.00	1.00	0.00
Management Analyst	3.00	3.00	1.00	-2.00
Office Technician	1.00	2.00	1.00	-1.00
Principal Loan Processing Analyst	0.00	1.00	1.00	0.00
Principal Regulatory Compliance Analyst	1.00	1.00	1.00	0.00
Program Manager	2.00	2.00	1.00	-1.00
Program Technician	1.00	1.00	1.00	0.00
Real Estate Analyst	0.00	0.00	0.00	0.00
Redevelopment Analyst	1.00	1.00	1.00	0.00
Regulatory Compliance Analyst	1.00	1.00	1.00	0.00
Senior Management Analyst	0.00	0.00	1.00	1.00
Supervisor	0.00	1.00	1.00	0.00
Total Positions	<u>22.00</u>	<u>27.00</u>	<u>18.00</u>	<u>-9.00</u>

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# Policy and Planning

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This department has been integrated into the Executive Director's department.

- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Employee Services Schedule

# Policy and Planning

## Department Summary

The Policy and Planning Department provides strategic planning development, assists in forming strategic partnerships and coordinates resources to support programs that align with the Agency's mission. The Department oversees legislative policy issues, the grants management system, and facilitates key research and knowledge generation and sharing to increase Agency effectiveness. Department develops high-quality policy and program recommendations and assists with cross agency process improvements.

## Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012
Salaries and Benefits	\$ 297,305	\$ 648,659	\$ -
Services and Supplies	33,343	175,972	-
Interdepartmental Charges	259,827	305,496	-
<b>Total</b>	<b>\$ 590,475</b>	<b>\$ 1,130,127</b>	<b>\$ -</b>

## Employee Services Schedule

	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
<b><u>Policy and Planning</u></b>				
Assistant Director	1.00	1.00	0.00	-1.00
Deputy Executive Director	0.00	1.00	0.00	-1.00
Management Analyst	1.00	1.00	0.00	-1.00
Redevelopment Analyst	1.00	1.00	0.00	-1.00
<b>Total Positions</b>	<b>3.00</b>	<b>4.00</b>	<b>0.00</b>	<b>-4.00</b>

## **SECTION F**

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

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# Real Estate and Construction Services

## Summary of Appropriations and Employee Services Schedule

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<b>Type of Expense</b>	Budget 2010	Budget 2011	Budget 2012
Salaries and Benefits	\$ 3,560,733	\$ 3,010,732	\$ 2,055,363
Services and Supplies	344,409	345,631	404,216
Interdepartmental Charges	834,462	1,505,367	1,287,526
<b>Total</b>	<b>\$ 4,739,604</b>	<b>\$ 4,861,730</b>	<b>\$ 3,747,105</b>

<b>Department</b>	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
RE & CS Administration	2.50	3.50	2.00	-1.50
Procurement Services	10.00	10.00	5.00	-5.00
Construction and Design Services	10.57	11.47	8.00	-3.47
Real Estate Services*	4.00	4.00	0.00	-4.00
Public Housing Design and Construction Services	6.43	5.53	4.00	-1.53
Loan Processing	5.00	0.00	0.00	0.00
<b>Total Real Estate and Construction Services</b>	<b>38.50</b>	<b>34.50</b>	<b>19.00</b>	<b>-15.50</b>

\*This department has been integrated into the RE & CS Administration department.

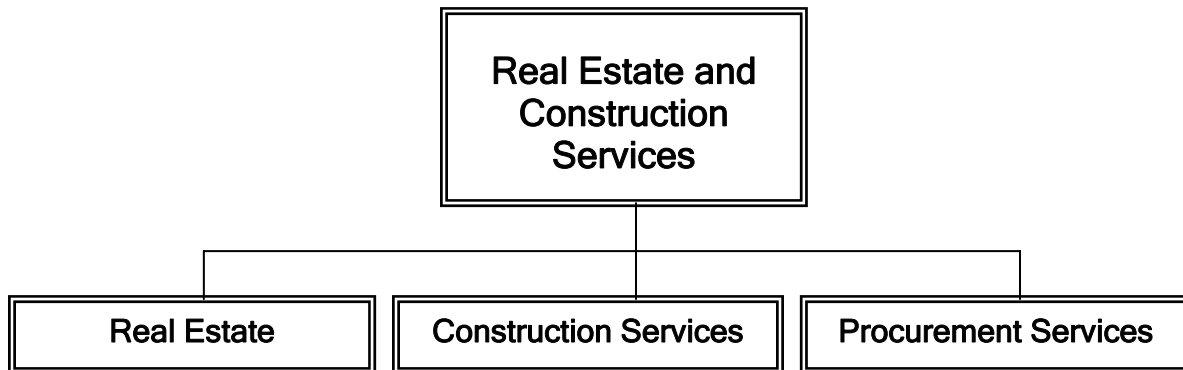


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# Real Estate and Construction Services

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2012 Initiatives
- ▶ 2011 Accomplishments
- ▶ Employee Services Schedule

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# Real Estate and Construction Services

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## Department Summary

The Real Estate and Construction Services Department is composed of three divisions:

1. Real Estate
2. Construction Services
3. Procurement Services

The members of these divisions 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
- Historical preservation
- Design and construction of projects

## Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012
Salaries and Benefits	\$ 3,560,733	\$ 3,010,732	\$ 2,055,363
Services and Supplies	344,409	345,631	404,216
Interdepartmental Charges	834,462	1,505,367	1,287,526
<b>Total</b>	<b>\$ 4,739,604</b>	<b>\$ 4,861,730</b>	<b>\$ 3,747,105</b>

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# Real Estate and Construction Services

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## Activities Detail

### **Real Estate**

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

### **Construction Services**

Construction Services is responsible for the design, management, and contract compliance of a wide variety of Agency and private party construction projects in both the City and County. Projects include rehabilitation and new construction loans to owners and developers, commercial storefront upgrades, the Emergency Repair and Accessibility Program grants (ERP-A), Rehabilitation Loans and various Single Family Loan Programs, and finally, the design and delivery of capital improvement projects and modernization of the conventional housing stock.

### **Procurement Services**

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

## 2012 Initiatives

- Continue to support the various Neighborhood Stabilization Programs (NSP) with real estate and construction services; rehabilitation of single family homes for homeownership and the rehabilitation of 3 fourplexes at Norcade Circle and one fourplex at Coral Gables for Agency ownership.
- Manage the rehabilitation of 626 and 630 I Street, a 12-story mixed used building owned by the Agency. The top nine (9) floors will house seniors with the bottom three floors occupied by the Housing Choice Voucher department.
- Continue the modernization of various public housing properties.
- Oversee 250 emergency repairs for qualified low income residents.

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## Real Estate and Construction Services

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- Continue to provide construction oversight for the many lending programs the Agency offers, including the Hotel Berry, 7<sup>th</sup> and H, and La Valentina.
- Continue to work with interested parties to lease available space at 600 I Street.
- Continue to transfer City controlled or used properties to the City of Sacramento as allowed by pending litigation.
- Continue and conclude negotiations to sell Cotton Lane and Bannon at North B Street vacant land to the City of Sacramento.
- Market and dispose of surplus real estate assets, including 320 Commerce Circle.

### 2011 Accomplishments

- Rehabilitation of the 17 unit Hagginwood Manor.
- Oversaw the rehabilitation of 50 single family homes sold through the NSP program.
- Monitored the construction improvements on 200 single family projects for homeowners and homebuyers.
- Completed of the infrastructure construction for the phase 6 of Del Paso Nuevo.
- Completed the soil remediation of several Agency sites, including La Valentina and Rio Linda Superblock.
- Leased the 3,510 SF deli space at 600 I Street to Billy's Market & Deli; lease term is 15.4 years plus two five-year options.
- Completed various streetscape projects, Locke water tank and parking lot projects, Chinese Community project and the demolition of various other properties.
- Completed the ARRA and many other Public Housing projects, including the renovation of the Tiara and Mariposa sites.
- Purchased and rehabilitated additional Morrison Creek Estates condo units, leading to full encumbrance of project budget.

# Real Estate and Construction Services

## Employee Services Schedule

	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
<b><u>RE &amp; CS Administration</u></b>				
Assistant Director	1.00	1.00	1.00	0.00
Clerical Assistant	0.50	0.50	0.00	-0.50
Director	1.00	1.00	0.00	-1.00
Management Analyst	0.00	1.00	0.00	-1.00
Real Estate Analyst	0.00	0.00	1.00	1.00
Subtotal RE & CS Administration	2.50	3.50	2.00	-1.50
<b><u>Procurement Services</u></b>				
Buyer	3.00	4.00	1.00	-3.00
Compliance Analyst	3.00	3.00	2.00	-1.00
Office Technician	1.00	1.00	0.00	-1.00
Principal Procurement Services Analyst	1.00	1.00	1.00	0.00
Program Technician	1.00	0.00	0.00	0.00
Supervisor	1.00	1.00	1.00	0.00
Subtotal Procurement	10.00	10.00	5.00	-5.00
<b><u>Construction and Design Services</u></b>				
Construction Technician	4.40	5.30	4.00	-1.30
Office Technician	0.67	0.67	0.00	-0.67
Principal Construction Architect	2.00	1.00	0.00	-1.00
Principal Construction Technician	1.30	1.30	1.00	-0.30
Program Manager	1.20	1.20	0.00	-1.20
Project Manager	1.00	1.00	0.00	-1.00
Senior Management Analyst	0.00	1.00	3.00	2.00
Subtotal Construction and Design	10.57	11.47	8.00	-3.47
<b><u>Real Estate Services</u></b>				
Housing Finance Analyst	1.00	0.00	0.00	0.00
Program Manager	2.00	2.00	0.00	-2.00
Real Estate Analyst	0.00	1.00	0.00	-1.00
Real Estate Specialist	1.00	1.00	0.00	-1.00
Subtotal Real Estate Services	4.00	4.00	0.00	-4.00
<b><u>Public Housing Design and Construction Services</u></b>				
Architectural CAD Operator	1.00	0.00	0.00	0.00
Construction Technician	2.60	2.70	3.00	0.30
Office Technician	0.33	0.33	0.00	-0.33
Principal Construction Technician	1.70	1.70	0.00	-1.70
Program Manager	0.80	0.80	1.00	0.20
Subtotal Public Housing Design and Construction	6.43	5.53	4.00	-1.53
<b><u>Loan Processing</u></b>				
Loan Processing Analyst	1.00	0.00	0.00	0.00
Office Technician	1.00	0.00	0.00	0.00
Principal Loan Processing Analyst	1.00	0.00	0.00	0.00
Redevelopment Analyst	1.00	0.00	0.00	0.00
Supervisor	1.00	0.00	0.00	0.00
Subtotal Loan Processing	5.00	0.00	0.00	0.00
Total Positions	38.50	34.50	19.00	-15.50

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## **SECTION G**

### **AFFILIATED ORGANIZATIONS**



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# Affiliated Organizations

## Summary of Appropriations and Employee Services Schedule

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<b>Type of Expense</b>	Budget 2010	Budget 2011	Budget 2012
Services and Supplies	\$ 61,961	\$ 55,001	\$ 71,032
Interdepartmental Charges	96,625	113,013	177,434
<b>Subtotal</b>	<u>158,586</u>	<u>168,014</u>	<u>248,466</u>
Other Charges:			
Debt Services	19,611,669	19,612,254	23,541,180
Financial Transactions/Redevelopment Activities	13,812,506	6,463,596	8,444,697
Public Services	5,281,647	4,502,050	-
Capital Projects	1,445,844	4,496,337	150,000
<b>Subtotal</b>	<u>40,151,666</u>	<u>35,074,237</u>	<u>32,135,877</u>
Interdepartmental Charges-Eliminations			(4,000,000)
<b>Required Funding</b>	<u><u>\$ 40,310,252</u></u>	<u><u>\$ 35,242,251</u></u>	<u><u>\$ 28,384,343</u></u>

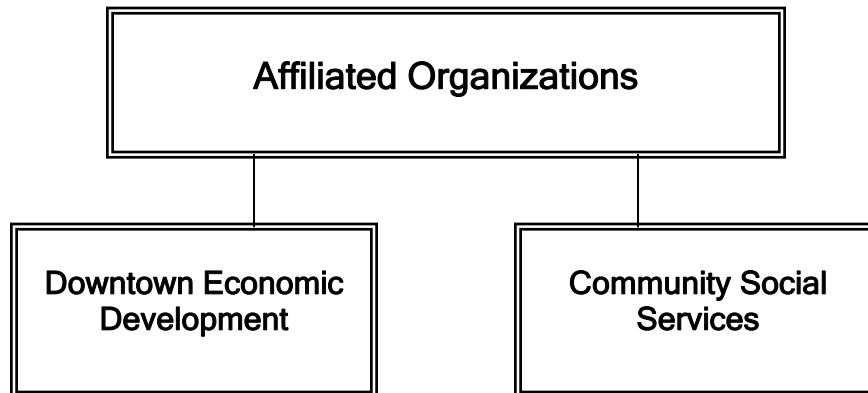
	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
<b><u>Community Social Services</u></b>				
Account Clerk	1.00	1.00	1.00	0.00
Program Manager	1.00	1.00	1.00	0.00
Storekeeper	1.00	0.00	0.00	0.00
<b>Total Positions</b>	<u><u>3.00</u></u>	<u><u>2.00</u></u>	<u><u>2.00</u></u>	<u><u>0.00</u></u>

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# Affiliated Organizations

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- ▶ Department Summaries
- ▶ Appropriation Summary
- ▶ 2012 Initiatives
- ▶ 2011 Accomplishments
- ▶ Employee Services Schedule

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# Affiliated Organizations

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## Department Summaries

### Downtown Economic Development

Since September 1997, the Agency has contracted with the City of Sacramento's Downtown Economic Development Department to attract new business and industry to the City while expanding and retaining existing business through redevelopment activities in the Merged Downtown and River District (formerly Richards Boulevard) redevelopment project areas. The Railyards redevelopment project area was adopted in 2008 and was included as a responsibility of the City Downtown Economic Development Department.

### Activities Detail

Downtown Development focuses on redevelopment and revitalization of the Downtown Sacramento core, including the River District (formerly Richards Boulevard) Redevelopment and Railyards Project Areas. Specific areas of focus include:

- Business Attraction, Expansion and Retention
- Retail, entertainment, and cultural arts facilities.
- The Sacramento and American River waterfronts
- Central City housing
- J,K,L Corridor Redevelopment.
- New commercial and office projects.
- Public area beautification.
- Infrastructure and transportation improvements
- Economic development legislation.

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# Affiliated Organizations

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## Appropriation Summary

### Downtown Economic Development

Type of Expense	Budget 2010	Budget 2011	Budget 2012
Services and Supplies	\$ 61,961	\$ 55,001	\$ 71,032
Interdepartmental Charges	96,625	113,013	177,434
Debt Services	19,611,669	19,612,254	23,541,180
Redevelopment and Financial Transactions	13,812,506	6,463,596	8,444,697
<b>Subtotal</b>	<b>33,582,761</b>	<b>26,243,864</b>	<b>32,234,343</b>
Interdepartmental Charges-Eliminations			(4,000,000)
<b>Total</b>	<b>\$ 33,582,761</b>	<b>\$ 26,243,864</b>	<b>\$ 28,234,343</b>

## 2012 Initiatives

### Downtown Economic Development

- Begin construction on mixed-use project on the 700 K block
- Complete construction and open new light rail line to River District
- Have groundbreaking for new Earth, Space and Science Center, part of the Powerhouse Science Center project on waterfront
- Foster new housing development in Railyards
- Secure financing and begin housing development at Township 9
- Further Township 9 infrastructure improvements
- Obtain design funding and finish designs for New Sacramento Courthouse in Railyards
- Assist development of new Entertainment and Sports Complex
- Complete commercial kiosk and operational water feature in St. Rose of Lima Park
- Bring 15 new retail leases to Downtown

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## Affiliated Organizations

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- Initiate redevelopment of the Marshall Hotel
- Complete 1012 Street with a new commercial user
- Further development of the 800 K block
- Develop enhanced business attraction campaign
- Complete Streetcar Study
- Bring a new user to vacant building at 730 I Street

### 2011 Accomplishments

#### Downtown Economic Development

- Completed construction of new terminal at 420 Richards Boulevard.
- Opened three new commercial venues at 10<sup>th</sup> and K Street
- Entered into a Disposition and Development Agreement with D&S Development and CFY for the 700 K Street block.
- Continued project development on the 800 K Street block with DSTI, CIM and Domus.
- Worked with Downtown Sacramento Partnership to bring 17 new retail leases to Downtown
- Completed award winning Specific Plan for the River District
- Accomplished real estate transaction with General Produce; retaining 80 jobs
- Secured entitlements and initial financing for the Powerhouse Science Center
- Reintroduced cars to K Street
- Completed infrastructure study for Central Business District

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# Affiliated Organizations

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## Community Social Services

Since the beginning of 1994, the Community/Social Services programs have been managed by the County of Sacramento Department of Human Assistance (DHA). Beginning in 2012 several functions administered by DHA will be transitioned to the newly formed non-profit Sacramento Steps Forward (SSF).

SSF will coordinate several funding sources including Agency funds to support continuum of care programs including: transitional housing programs and permanent supportive housing programs.

DHA will continue to coordinate Homeless Shelter programs and substance abuse treatment activities.

Other non-profits will administer Senior Nutrition programs.

## Appropriation Summary

### Community Social Services

<u>Type of Expense</u>	<u>Budget 2010</u>	<u>Budget 2011</u>	<u>Budget 2012</u>
Public Services	<u>\$ 5,281,647</u>	<u>\$ 4,502,050</u>	<u>\$ -</u>

## 2012 Initiatives

### Community Social Services

- Expand upon winter Shelter solution using Nomadic faith-based approach.
- Transition the homeless delivery system to a new organization, Sacramento Steps Forward.
- Wind down HPRP and begin preparing for the implementation of the HEARTH Act beginning with the new Emergency Solutions Grant (ESG).

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# Affiliated Organizations

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## 2011 Accomplishments

### Community Social Services

- Maintained crisis, transitional and permanent housing for 3,000 despite severe County funding reductions.
- SHRA implemented the HPRP program serving over 2,300 families and initiated 211 intake processes.
- Began the transition of the homeless delivery system from the County to a new organization, Sacramento Steps Forward.
- Senior Nutrition Program fed over 5,500 individuals.
- Detox facility provides services to 2,041 homeless.

## Employee Services Schedule

	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget	Increase (Decrease)
<b><u>Community Social Services</u></b>				
Account Clerk	1.00	1.00	1.00	0.00
Program Manager	1.00	1.00	1.00	0.00
Storekeeper	1.00	0.00	0.00	0.00
Total Positions	<u>3.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>



## PUBLIC SERVICES BY CATEGORY

	City	County	Total	Source
<b>Administration</b>				
Homeless Administration	\$ 114,875	\$ -	\$ 114,875	CDBG - City
Homeless Administration	-	134,000	134,000	CDBG - County
Homeless Administration	79,317	-	79,317	PILOT - City
Homeless Administration	-	117,992	117,992	PILOT - County
Homeless Administration		300,000	300,000	Multi-Family Supplemental Assessment
DHA Transition of Homeless Administration		133,000	133,000	Multi-Family Supplemental Assessment
	<u>194,192</u>	<u>684,992</u>	<u>879,184</u>	
<b>Community Services</b>				
SRO Collaborative	<u>120,000</u>	<u>-</u>	<u>120,000</u>	CDBG - City
<b>Rental Assistance</b>				
LSS	194,421	-	194,421	Downtown - L/M
Transitional Living Community Support	237,307	-	237,307	Downtown - L/M
VOA Readiness	244,272	-	244,272	Joint TI L/M
Mutual Housing at the Highlands	-	296,000	296,000	Aggregate County TI L/M
Boulevard Court	-	396,864	396,864	Joint TI L/M
Shasta Hotel	100,000	-	100,000	Downtown - L/M
	<u>776,000</u>	<u>692,864</u>	<u>1,468,864</u>	
<b>Senior Services</b>				
Senior Services	<u>23,234</u>	<u>-</u>	<u>23,234</u>	PILOT - City
<b>Senior Nutrition</b>				
Senior Nutrition Administration	11,750	-	11,750	CDBG - City
Senior Nutrition Program	419,875	-	419,875	CDBG - City
Senior Nutrition Administration	-	11,750	11,750	CDBG - County
Senior Nutrition Program	-	367,028	367,028	CDBG - County
Senior Nutrition Services	104,639	-	104,639	PILOT - City
Senior Nutrition	<u>536,264</u>	<u>378,778</u>	<u>915,042</u>	
<b>Shelter</b>				
Detox Facility	<u>-</u>	<u>156,212</u>	<u>156,212</u>	CDBG - County
<b>Total</b>	<u>\$ 1,649,690</u>	<u>\$ 1,912,846</u>	<u>\$ 3,562,536</u>	

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## **SECTION H**

### **PROJECTS AND PROGRAMS SCHEDULE**

PROJECTS BY TYPE

Project Type	Funding Source	Description	Appropriation
Commercial	Com/Ind Revolving (CDBG) Loans - City	Commercial Revitalization program	\$ 9,996
	Com/Ind Revolving (CDBG) Loans - County	Commercial Revitalization program	13,000
	Redevelopment Area - County Florin Road	Development Assistance	432,602
	Redevelopment Area - Franklin Boulevard	Development Assistance	408,606
	Redevelopment Area - Oak Park	Development Assistance	586,521
		Subtotal	<u>\$ 1,450,725</u>
Housing Authority Capital Projects	Conventional Housing - Capital Fund Program - City - 2012	Modernization	\$ 1,355,619
	Conventional Housing - Capital Fund Program - County - 2012	Modernization	761,493
		Subtotal	<u>\$ 2,117,112</u>
Housing Development and Preservation	CalHOME - City - 2008	Rehab loans	\$ 42,500
	CalHOME Revolving Loan Fund - City	First-time Homebuyer Assistance Program	4,900
	CalHOME Revolving Loan Fund - County	First-time Homebuyer Assistance Program	4,064
	Community Development Block Grant - City - 2012	Minor Repair & ADA for Seniors & Low Inc. Homeownership	46,000
	Community Development Block Grant - City - 2012	Emergency Repair Program/Accessibility Grant Program	200,000
	Community Development Block Grant - City - 2012	Las Victorianas Rehabilitation	250,000
	Community Development Block Grant - County - 2012	Minor Repair & ADA for Seniors & Low Inc. Homeownership	46,000
	Community Development Block Grant - County - 2012	Emergency Repair Program/Accessibility Grant Program	300,000
	First Time Home Buyer CDBG Revolving Loan - City	First-time Homebuyer Assistance Program	6,682
	HOME - City 2012	Multi-family Acquisition Rehab	1,243,486
	HOME - City 2012	Multi-family New Construction	1,243,487
	HOME - County 2012	Citrus Heights First Time Home-Buyer Prog Administration	6,363
	HOME - County 2012	Citrus Heights First Time Home-Buyer Prog	276,580
	HOME - County 2012	Multi-Family Acquisition Rehab	1,112,571
	HOME - County 2012	Multi-family New Construction	1,112,572
	HOME Revolving Loans - City	Multi-family Housing Acquisition/Rehab	352,189
	HOME Revolving Loans - City	Multi-family Housing New Construction	352,189
	HOME Revolving Loans - County	Multi-family Housing New Construction	253,750
	HOME Revolving Loans - County	Multi-family Rehab	253,750
	Housing Trust Fund - City	Multi-family New construction	319,729
	Housing Trust Fund - County	Housing Development Assistance	504,519
	MHSA	Housing Development Assistance	1,110,002
	Multi-Family Rental Rehab Program - City	Multi-family Housing Acqui/Rehab	67,755
	Redev Area - Stockton Boulevard - L/M - CIP	Housing Development Assistance	542,927
	Redevelopment Area - Florin Road - Low/Mod - CIP	Housing Development Assistance	113,375
	Redevelopment Area - Merged Downtown - L/M - CIP	Housing Development Assistance	150,000
	Rehab Revolving (CDBG) Loans - County	Shasta Hotel Improvements	63,411
	Rehabilitation Revolving (CDBG) Loans - City	Single Family Rehabilitation Program	103,455
		Single Family Rehabilitation Program	<u>\$ 10,082,256</u>
		Subtotal	

PROJECTS BY TYPE

Project Type	Funding Source	Description	Appropriation
H - 2	Infrastructure and Public Improvements	Community Development Block Grant - City - 2012	
		Community Development Block Grant - City - 2012	
		Community Development Block Grant - City - 2012	
		Community Development Block Grant - City - 2012	
		Community Development Block Grant - City - 2012	
		Community Development Block Grant - City - 2012	
		Community Development Block Grant - City - 2012	
		Community Development Block Grant - City - 2012	
		Community Development Block Grant - County - 2012	
		Community Development Block Grant - County - 2012	
		Community Development Block Grant - County - 2012	
		Community Development Block Grant - County - 2012	
		Community Development Block Grant - County - 2012	
		Community Development Block Grant - County - 2012	
		Community Development Block Grant - County - 2012	
		Community Development Block Grant - County - 2012	
		Community Development Block Grant - County - 2012	
		Community Development Block Grant - County - 2012	
		Community Development Block Grant - County - 2012	
		Community Development Block Grant - County - 2012	
		Community Development Block Grant - County - 2012	
		Rebuilding Dreams	\$ 85,000
		CIP Scoping & Design	100,000
		Community Gardens	108,000
		Choice Neighborhood Initiative (Twin Rivers/River Dist)	137,000
		Joint Use Fitness Facility with Twin Rivers Schood Dist.	400,000
		Choice Neighborhood Initiative (Northwest Land Park)	480,000
		Capital Reserve	556,371
		Rainbow Park Community Garden	50,000
		Capital Improvement Project District 1	80,000
		Jean Harvie Community Center Water Line	145,200
		CIP Scoping & Design	100,000
		ADA Sidewalks	130,000
		Galt Quiet Zone Safety Improvements	150,000
		Folsom Infrastructure Improvements	150,000
		Community Resource Project	200,000
		Capital Reserve	486,898
		Streetscape Improvements	1,000,000
		Subtotal	\$ 4,358,469
		TOTAL	\$ 18,008,562

# PROJECTS BY FUNDING SOURCE

Funding Source	Project Type	Description	Appropriation	Environmental
Conventional Housing - Capital Fund Program - City - 2012	Housing Authority Capital Projects	Modernization	\$ 1,355,619	Not completed
		Subtotal	<u>\$ 1,355,619</u>	
Conventional Housing - Capital Fund Program - Co - 2012	Housing Authority Capital Projects	Modernization	\$ 761,493	Not completed
		Subtotal	<u>\$ 761,493</u>	
Redevelopment Area - Merged Downtown - L/M - CIP	Housing Development and Preservation	Shasta Hotel Improvements	\$ 150,000	Not completed
		Subtotal	<u>\$ 150,000</u>	
Redevelopment Area - Oak Park	Commercial	Development Assistance	\$ 586,521	Not completed
		Subtotal	<u>\$ 586,521</u>	
Redevelopment Area - Franklin Boulevard	Commercial	Development Assistance	\$ 408,606	Not completed
		Subtotal	<u>\$ 408,606</u>	
Redev Area - Stockton Boulevard - L/M - CIP	Housing Development and Preservation	Housing Development Assistance	\$ 542,927	Not completed
		Subtotal	<u>\$ 542,927</u>	
Redevelopment Area - County Florin Road	Commercial	Development Assistance	\$ 432,602	Not completed
		Subtotal	<u>\$ 432,602</u>	
Redevelopment Area - Florin Road - Low/Mod - CIP	Housing Development and Preservation	Housing Development Assistance	\$ 113,375	Not completed
		Subtotal	<u>\$ 113,375</u>	
Community Development Block Grant - City - 2012	Housing Development and Preservation	Emergency Repair Program/Accessibility Grant Program	\$ 200,000	Not completed
Community Development Block Grant - City - 2012	Housing Development and Preservation	Minor Repair & ADA for Seniors & Low Inc. Homeownership	\$ 46,000	Not completed
Community Development Block Grant - City - 2012	Housing Development and Preservation	Las Victorianas Rehabilitation	250,000	Not completed
Community Development Block Grant - City - 2012	Infrastructure and Public Improvements	Choice Neighborhood Initiative (Twin Rivers/River Dist)	137,000	Not completed
Community Development Block Grant - City - 2012	Infrastructure and Public Improvements	Joint Use Fitness Facility with Twin Rivers School Dist.	400,000	Not completed
Community Development Block Grant - City - 2012	Infrastructure and Public Improvements	Choice Neighborhood Initiative (Northwest Land Park)	480,000	Not completed
Community Development Block Grant - City - 2012	Infrastructure and Public Improvements	Rebuilding Dreams	85,000	Not completed
Community Development Block Grant - City - 2012	Infrastructure and Public Improvements	Community Gardens	108,000	Not completed
Community Development Block Grant - City - 2012	Infrastructure and Public Improvements	CIP Scoping & Design	100,000	Not completed
Community Development Block Grant - City - 2012	Infrastructure and Public Improvements	Capital Reserve	556,371	Not completed
		Subtotal	<u>\$ 2,362,371</u>	
Community Development Block Grant - County - 2012	Housing Development and Preservation	Emergency Repair Program/Accessibility Grant Program	\$ 300,000	Not completed
Community Development Block Grant - County - 2012	Housing Development and Preservation	Minor Repair & ADA for Seniors & Low Inc. Homeownership	\$ 46,000	Not completed
Community Development Block Grant - County - 2012	Infrastructure and Public Improvements	Capital Improvement Project District 1	80,000	Not completed
Community Development Block Grant - County - 2012	Infrastructure and Public Improvements	Community Resource Project	200,000	Not completed
Community Development Block Grant - County - 2012	Infrastructure and Public Improvements	Rainbow Park Community Garden	50,000	Not completed
Community Development Block Grant - County - 2012	Infrastructure and Public Improvements	ADA Sidewalks	130,000	Not completed
Community Development Block Grant - County - 2012	Infrastructure and Public Improvements	CIP Scoping & Design	100,000	Not completed

# PROJECTS BY FUNDING SOURCE

Funding Source	Project Type	Description	Appropriation	Environmental
Community Development Block Grant - County - 2012	Infrastructure and Public Improvements	Streetscape Improvements	1,000,000	Not completed
Community Development Block Grant - County - 2012	Infrastructure and Public Improvements	Galt Quiet Zone Safety Improvements	150,000	Not completed
Community Development Block Grant - County - 2012	Infrastructure and Public Improvements	Folsom Infrastructure Improvements	150,000	Not completed
Community Development Block Grant - County - 2012	Infrastructure and Public Improvements	Jean Harvie Community Center Water Line	145,200	Not completed
Community Development Block Grant - County - 2012	Infrastructure and Public Improvements	Capital Reserve	486,898	Not completed
		Subtotal	<u>\$ 2,838,098</u>	
Com/Ind Revolving (CDBG) Loans - City	Commercial	Commercial Revitalization program	\$ 9,996	Not completed
		Subtotal	<u>\$ 9,996</u>	
Com/Ind Revolving (CDBG) Loans - County	Commercial	Commercial Revitalization program	\$ 13,000	Not completed
		Subtotal	<u>\$ 13,000</u>	
Rehabilitation Revolving (CDBG) Loans - City	Housing Development and Preservation	Single Family Rehabilitation Program	\$ 103,455	Not completed
		Subtotal	<u>\$ 103,455</u>	
Rehab Revolving (CDBG) Loans - County	Housing Development and Preservation	Single Family Rehabilitation Program	\$ 63,411	Not completed
		Subtotal	<u>\$ 63,411</u>	
Multi-Family Rental Rehab Program - City	Housing Development and Preservation	Multi-family Housing Acqui/Rehab	\$ 67,755	Not completed
		Subtotal	<u>\$ 67,755</u>	
First Time Home Buyer CDBG Revolving Loan - City	Housing Development and Preservation	First-time Homebuyer Assistance Program	\$ 6,682	Not completed
		Subtotal	<u>\$ 6,682</u>	
Housing Trust Fund - City	Housing Development and Preservation	Housing Development Assistance	\$ 319,729	Not completed
		Subtotal	<u>\$ 319,729</u>	
Housing Trust Fund - County	Housing Development and Preservation	Housing Development Assistance	\$ 504,519	Not completed
		Subtotal	<u>\$ 504,519</u>	
CalHOME Revolving Loan Fund - City	Housing Development and Preservation	First-time Homebuyer Assistance Program	\$ 4,900	Not completed
		Subtotal	<u>\$ 4,900</u>	
CalHOME Revolving Loan Fund - County	Housing Development and Preservation	First-time Homebuyer Assistance Program	\$ 4,064	Not completed
		Subtotal	<u>\$ 4,064</u>	

# PROJECTS BY FUNDING SOURCE

Funding Source	Project Type	Description	Appropriation	Environmental
CalHOME - City - 2008	Housing Development and Preservation	Rehab loans	\$ 42,500	Not completed
		Subtotal	<u>\$ 42,500</u>	
HOME - City 2012	Housing Development and Preservation	Multi-family New Construction	\$ 1,243,487	Not completed
HOME - City 2012	Housing Development and Preservation	Multi-Family Acquisition Rehab	1,243,486	Not completed
		Subtotal	<u>\$ 2,486,973</u>	
HOME - County 2012	Housing Development and Preservation	Multi-family New Construction	\$ 1,112,572	Not completed
HOME - County 2012	Housing Development and Preservation	Multi-Family Acquisition Rehab	1,112,571	Not completed
HOME - County 2012	Housing Development and Preservation	Citrus Heights First Time Home-Buyer Prog	276,580	Not completed
HOME - County 2012	Housing Development and Preservation	Citrus Heights First Time Home-Buyer Prog Administration	6,363	Not completed
		Subtotal	<u>\$ 2,508,086</u>	
HOME Revolving Loans - City	Housing Development and Preservation	Multi-family Housing Acquisition/Rehab	\$ 352,189	Not completed
HOME Revolving Loans - City	Housing Development and Preservation	Multi-family Housing New Construction	352,189	Not completed
		Subtotal	<u>\$ 704,378</u>	
HOME Revolving Loans - County	Housing Development and Preservation	Multi-family Rehab	\$ 253,750	Not completed
HOME Revolving Loans - County	Housing Development and Preservation	Multi-family New construction	253,750	Not completed
		Subtotal	<u>\$ 507,500</u>	
MHSA	Housing Development and Preservation	Housing Development Assistance	\$ 1,110,002	Not completed
		Subtotal	<u>\$ 1,110,002</u>	
		TOTAL	<u>\$ 18,008,562</u>	

Notes:

Not Completed:

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



**DEFUNDING**

Funding Source	Project Type	Description	Appropriation
Redevelopment Area - Merged Downtown	Commercial	Pre-Development Assistance	\$ 450,000
Redevelopment Area - Merged Downtown	Commercial	R Street conversion	3,624
Redevelopment Area - Merged Downtown	Commercial	Pioneer Bridge	46,138
Redevelopment Area - Merged Downtown	Commercial	Downtown Acquisition	7,647
Redevelopment Area - Merged Downtown	Commercial	Docks	34,331
Redevelopment Area - Merged Downtown	Commercial	Old Sacramento Restrooms	10,751
Redevelopment Area - Merged Downtown	Commercial	Exterior Rebate Program	162,110
Redevelopment Area - Merged Downtown	Commercial	Reserve for Property Tax Appeals	485,332
Redevelopment Area - Merged Downtown	Commercial	Development Assistance	2,757,201
Redevelopment Area - Merged Downtown	Commercial	700/800 K Street Development	9,200
Redevelopment Area - Merged Downtown	Infrastructure and Public Improvements	J/K/L Street Enhancements	25,000
		Subtotal	<u>\$ 3,991,334</u>
Redevelopment Area - Downtown - L/M - CIP	Housing Development and Preservation	Housing Development Assistance	\$ 724,619
		Subtotal	<u>\$ 724,619</u>
Redevelopment Area - Del Paso Heights	Commercial	Development Assistance	\$ 1,838,411
		Subtotal	<u>\$ 1,838,411</u>
Redev Area - Del Paso Heights - Debt Service	Commercial	SERAF Reserve	\$ 168,368
		Subtotal	<u>\$ 168,368</u>
Redevelopment Area - Alkali Flat	Commercial	Development Assistance	\$ 164,052
		Subtotal	<u>\$ 164,052</u>
Debt Service - Alkali Flat	Commercial	SERAF Reserve	\$ 67,607
		Subtotal	<u>\$ 67,607</u>
Debt Service - Oak Park	Commercial	SERAF Reserve	\$ 372,172
		Subtotal	<u>\$ 372,172</u>
2005 TAB Oak Park CIP TE	Infrastructure and Public Improvements	Broadway Streetscape	\$ 1,100,000
2005 TAB Oak Park CIP TE	Infrastructure and Public Improvements	MLK Blvd Corridor Improvements	700,000
		Subtotal	<u>\$ 1,800,000</u>

**DEFUNDING**

Funding Source	Project Type	Description	Appropriation
Redevelopment Area - River District	Commercial	Development Assistance	\$ 228,821
Redevelopment Area - River District	Commercial	Richards Blvd Plan Amendment	5,895
Redevelopment Area - River District	Commercial	470 Bannon Street	525
		Subtotal	<u>\$ 235,241</u>
Debt Service-River District	Commercial	SERAF Reserve	\$ 97,239
		Subtotal	<u>\$ 97,239</u>
Redevelopment Area - Franklin Boulevard	Commercial	Development Assistance	\$ 737,134
		Subtotal	<u>\$ 737,134</u>
Debt Service-Franklin Boulevard	Commercial	SERAF Reserve	\$ 33,122
		Subtotal	<u>\$ 33,122</u>
Redevelopment Area - Stockton Boulevard	Commercial	Development Assistance	\$ 128,514
		Subtotal	<u>\$ 128,514</u>
Debt Service-Stockton Boulevard	Commercial	SERAF Reserve	\$ 161,555
		Subtotal	<u>\$ 161,555</u>
Redevelopment Area - Auburn Boulevard	Commercial	Development Assistance	\$ 120,369
		Subtotal	<u>\$ 120,369</u>
Redevelopment Area - Auburn Boulevard - Low/Mod	Housing Development and Preservation	Housing Development Assistance	\$ 7,856
		Subtotal	<u>\$ 7,856</u>
Debt Service - Auburn Boulevard	Commercial	SERAF Reserve	\$ 18,909
		Subtotal	<u>\$ 18,909</u>
Redevelopment Area - Army Depot	Commercial	Development Assistance	\$ 598,916
Redevelopment Area - Army Depot	Commercial	Exterior Rebate Program	209,033
		Subtotal	<u>\$ 807,949</u>

**DEFUNDING**

Funding Source	Project Type	Description	Appropriation
Debt Service - Army Depot	Commercial	SERAF Reserve	\$ 170,421
		Subtotal	<u>\$ 170,421</u>
Redevelopment Area - Mather	Commercial	Development Assistance	\$ 2,282,105
		Subtotal	<u>\$ 2,282,105</u>
Debt Service -Mather	Commercial	SERAF Reserve	\$ 338,929
		Subtotal	<u>\$ 338,929</u>
Redevelopment Area - McClellan	Commercial	Development Assistance	\$ 1,463,718
		Subtotal	<u>\$ 1,463,718</u>
Debt Service - McClellan	Commercial	SERAF Reserve	\$ 190,568
		Subtotal	<u>\$ 190,568</u>
Debt Service - 65th Street	Commercial	SERAF Reserve	\$ 36,570
		Subtotal	<u>\$ 36,570</u>
Community Development - Misc. Grants - County Community Development - Misc. Grants - County	Commercial Commercial	Capital Center Pump Station Developers Assistance	\$ 658,637 512,728
		Subtotal	<u>\$ 1,171,365</u>
Affordability	Housing Development and Preservation	Developers assistance	\$ 220,483
		Subtotal	<u>\$ 220,483</u>
In Lieu	Housing Development and Preservation	Developers assistance	\$ 292,929
		Subtotal	<u>\$ 292,929</u>
Headquarters-801 12th St	Commercial	Move costs	\$ 117,721
		Subtotal	<u>\$ 117,721</u>
		TOTAL	<u>\$ 17,759,260</u>

## Section I

## GLOSSARY

## GLOSSARY

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

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

**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.

**BASE VALUE** - The total assessed value of property within a project area in the year in which the redevelopment project is approved.

**BASE YEAR** - The year in which the redevelopment plan is adopted.

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

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

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

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

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

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

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

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

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

**CBO** - See Community Based Organizations.

**CDBG** - Community Development Block Grant

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

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

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

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

COST - The estimated expenditure for a particular resource.

CSBG (Community Services Block Grant) - The CSBG program provides States and Indian Tribes with funds to lessen poverty in communities. The funds provide a range of services and activities to assist the needs of low-income individuals including the homeless, migrants and the elderly.

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

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

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

DEFICIT - An excess of expenditures over resources.

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

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

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

EDUCATION REIMBURSEMENT AUGMENTATION FUND - A State-mandated payment from all redevelopment areas to the State of California due to the budget crisis.

ERAF - see EDUCATION REIMBURSEMENT AUGMENTATION FUND above.

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

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

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

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

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

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

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

FINANCIAL TRANSACTIONS - Costs of operations that are beyond the control of an operating organization. Examples include (1) fees charged by the City Treasurer for his services in investing Agency funds, (2) fees that the County of Sacramento charges the Agency for collection and processing of tax increment revenues, (3) pass-through agreements and loan processing fees, and (4) Education Revenue Augmentation Fund (ERAF) charges.

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

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

FTE - See Full Time Equivalent

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



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

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

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

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

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

HAP - See Housing Assistance Payment.

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

HPRP - Homelessness Prevention and Rapid Re-Housing Program.

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

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

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

HUD OPERATING SUBSIDY - Provided annually by HUD, this should be the difference between the income generated by housing and the cost to operate the housing. However, depending on Congressional

appropriations each year the annual entitlement to public housing authorities is often less than the need.

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

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

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

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

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

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

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

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

**NSP** - Neighborhood Stabilization Program

**NEIGHBORHOOD STABILIZATION PROGRAM** - HUD's Neighborhood Stabilization Program provides emergency assistance to state and local governments to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight within their communities. The Neighborhood Stabilization Program (NSP) provides grants to every state and certain local communities to purchase foreclosed

or abandoned homes and to rehabilitate, resell, or redevelop these homes in order to stabilize neighborhoods and stem the decline of house values of neighboring homes.

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

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

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

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

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

**OVERHEAD** - See Indirect Costs.

**PAC** - See Project Area Committee.

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

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

**PROJECT AREA** - The area which is designated in the redevelopment plan for redevelopment and revitalization.

**PROJECT AREA COMMITTEE** - Elected citizens committee composed of project area residents, businesspersons, and representatives of organizations to consult with and advise the Agency.

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

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

**REDEVELOPMENT PLAN** - Plan for revitalizing and redevelopment of land within the project area in order to eliminate blight and remedy the conditions which caused it.

**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.

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

**SERAF** - See Supplemental Education Revenue Augmentation Fund below.

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

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

**SUPPLEMENTAL EDUCATION REVENUE AUGMENTATION FUND (SERAF)** - A State-mandated payment from all redevelopment areas to the State of California due to the budget crisis. The California Redevelopment Association has filed suit to halt the transfer of funds by challenging its constitutionality.

TANF-ECF -The Temporary Assistance for Needy Families (TANF) Emergency Contingency Fund (ECF) provides federal stimulus funds through September 2010 to help low income families by supporting increases in basic assistance, short-term benefits, and subsidized employment.

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

TAX ALLOCATION BOND - A bond or financial obligation issued by the Agency in order to generate revenues to implement the redevelopment plan. The bond is repaid with tax increments flowing to the Agency as a result of actions of the Agency to revitalize the project area.

TAX INCREMENT - The increase in property taxes within the redevelopment project area that result from increases in the project area assessed value that exceeds the base year assessed value.

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

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

VOLUNTARY ALTERNATIVE REDEVELOPMENT PROGRAM - provides for the continuation of redevelopment if an agency agrees to pay the State under a "Voluntary Alternative Redevelopment Program" (VARP).

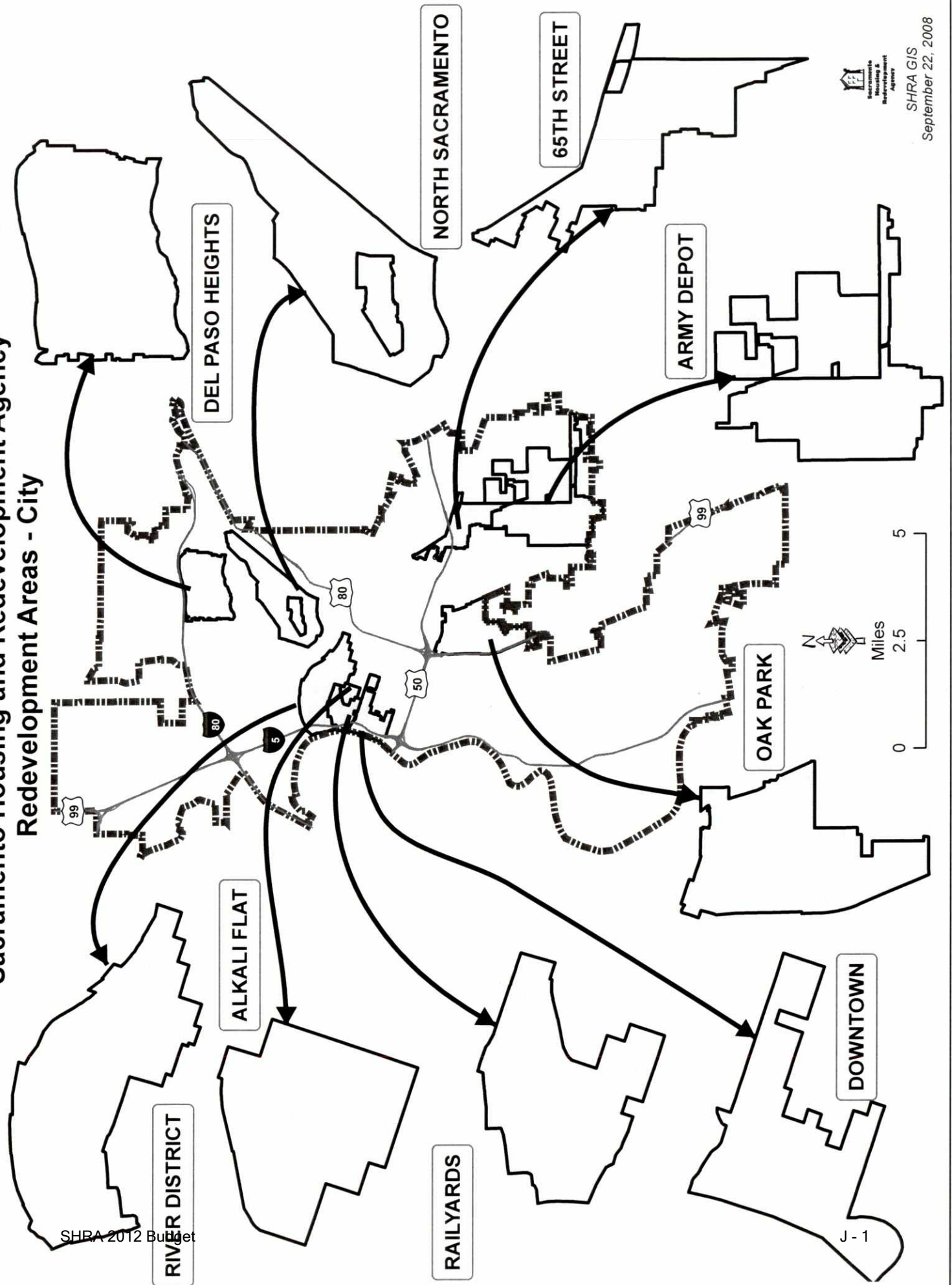
VARP - See Voluntary Alternative Redevelopment Program above.

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## SECTION J

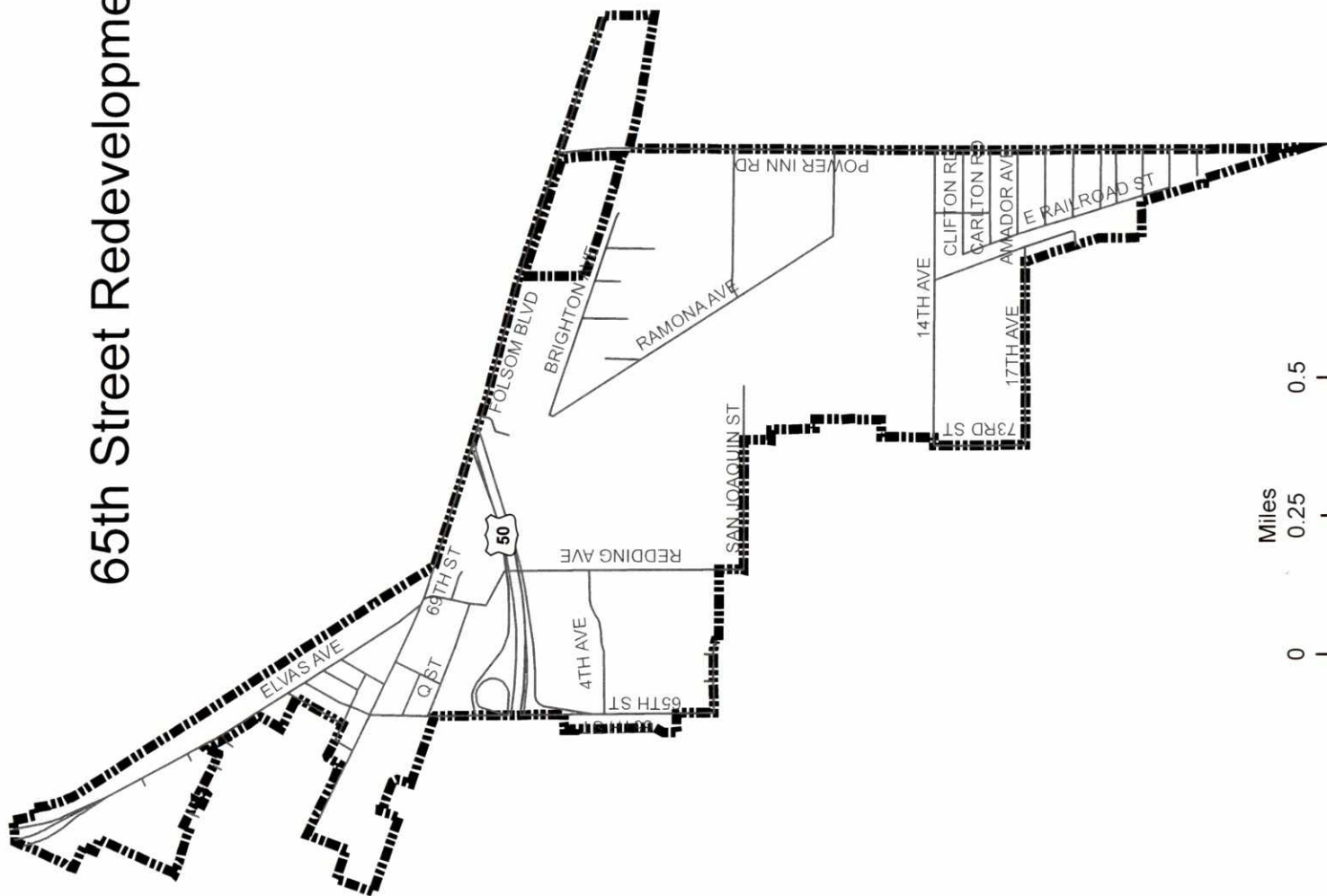
### MAPS

# Sacramento Housing and Redevelopment Agency Redevelopment Areas - City

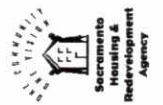
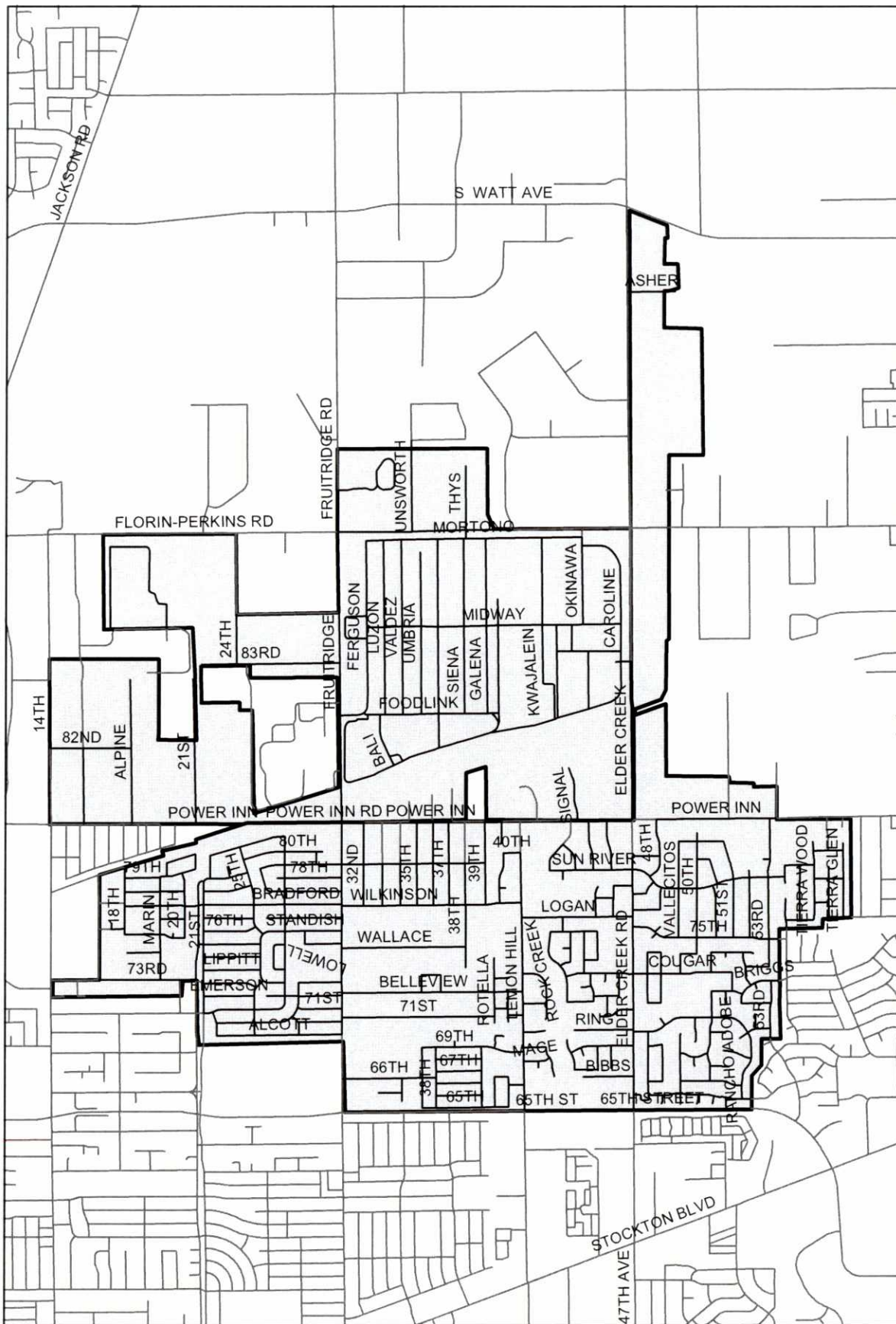




# 65th Street Redevelopment Area



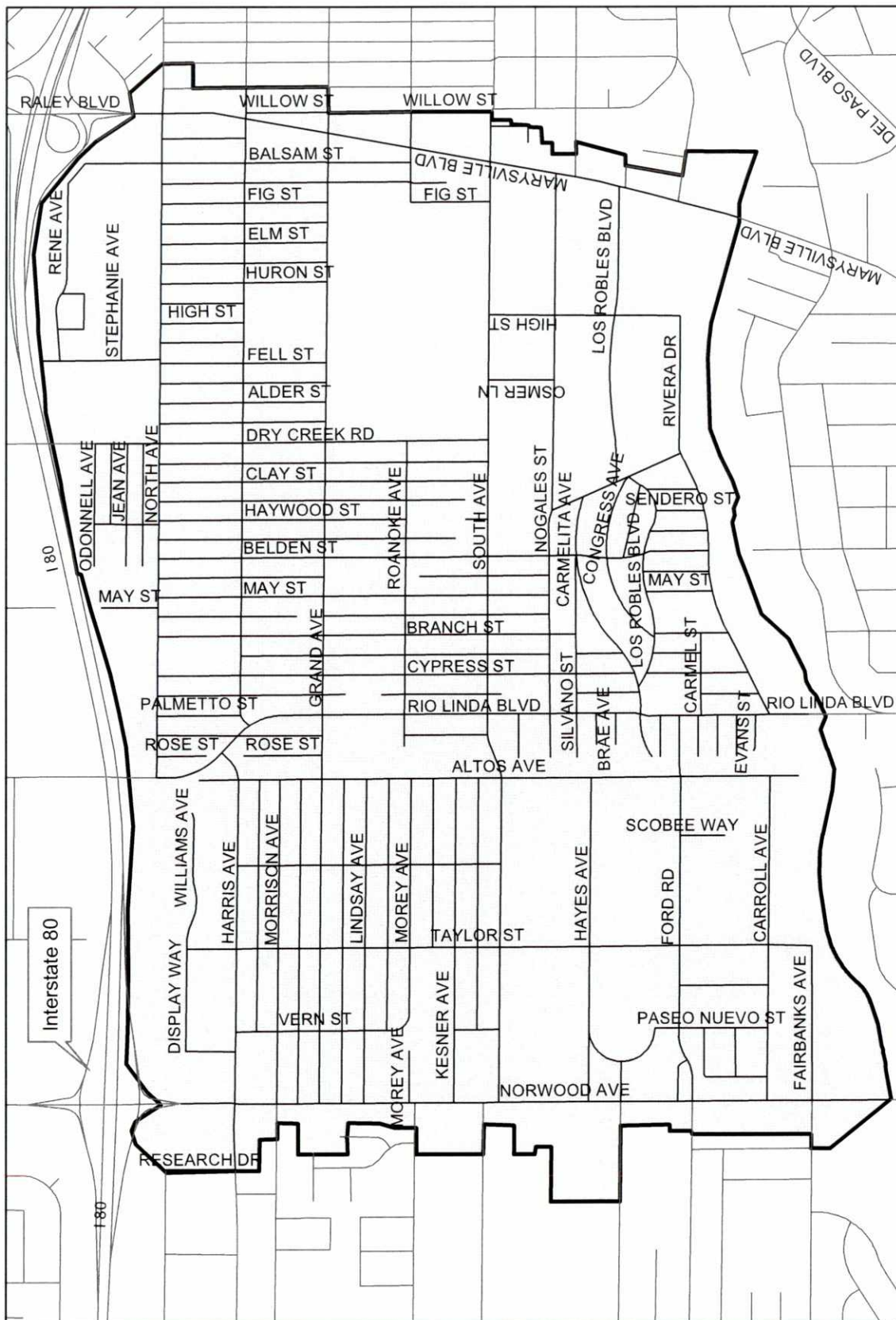
# Army Depot RDA



**Legend**

Army Depot RDA

# Del Paso Heights Redevelopment Area

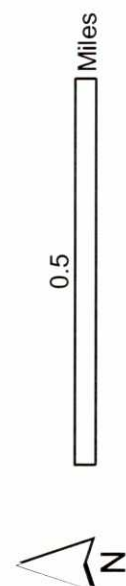


**Legend**

Del Paso RDA

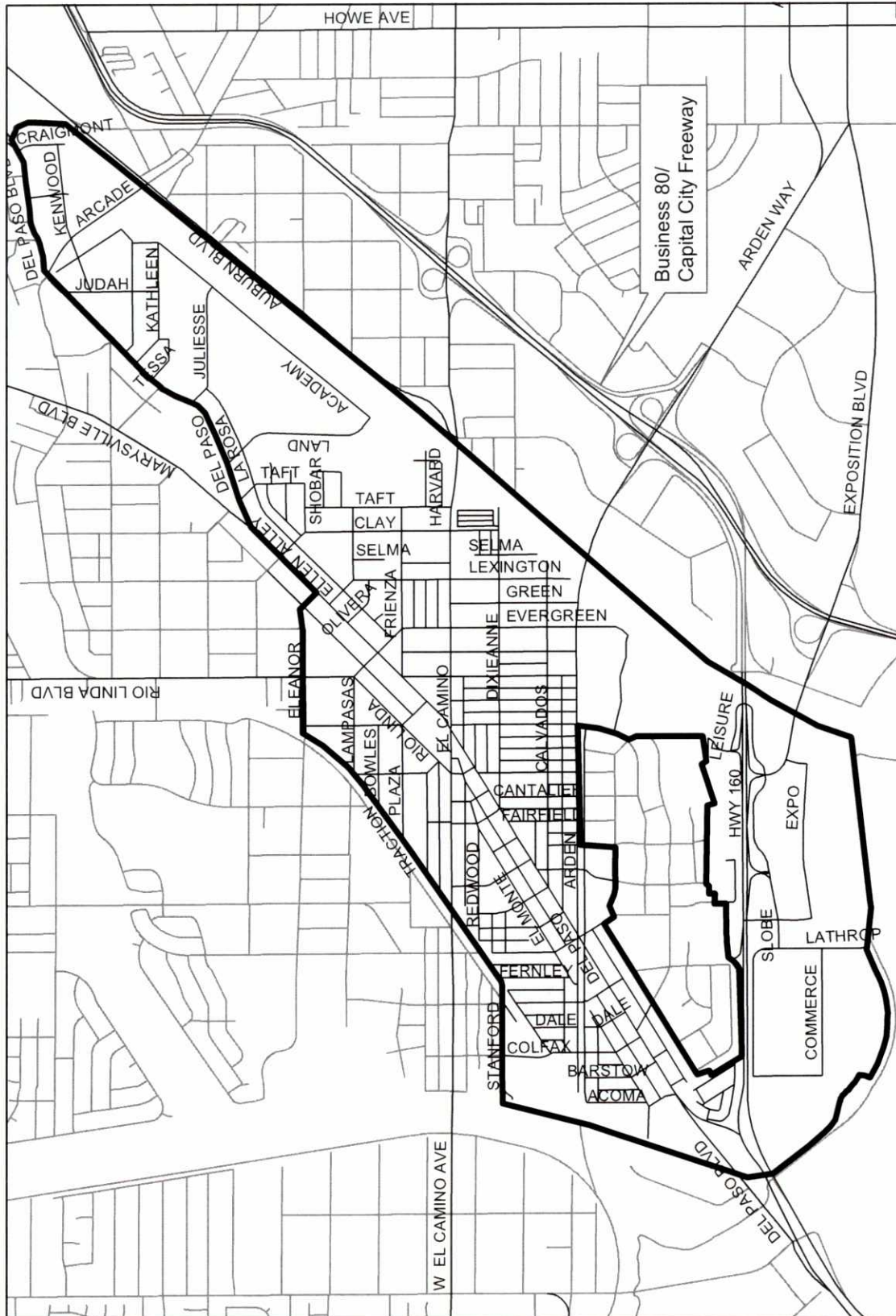


This is a detailed street map of the Capitol Mall area in Sacramento, California. The map shows a grid of streets including Capitol Mall, N Street, O Street, P Street, Q Street, R Street, S Street, T Street, U Street, V Street, W Street, X Street, Y Street, and Z Street. It also shows major highways like Highway 50 and Highway 99, and landmarks like the Capitol Building and the Sacramento River. The map is oriented with North at the top.



**Downtown**  
**River**

# North Sacramento Redevelopment Area

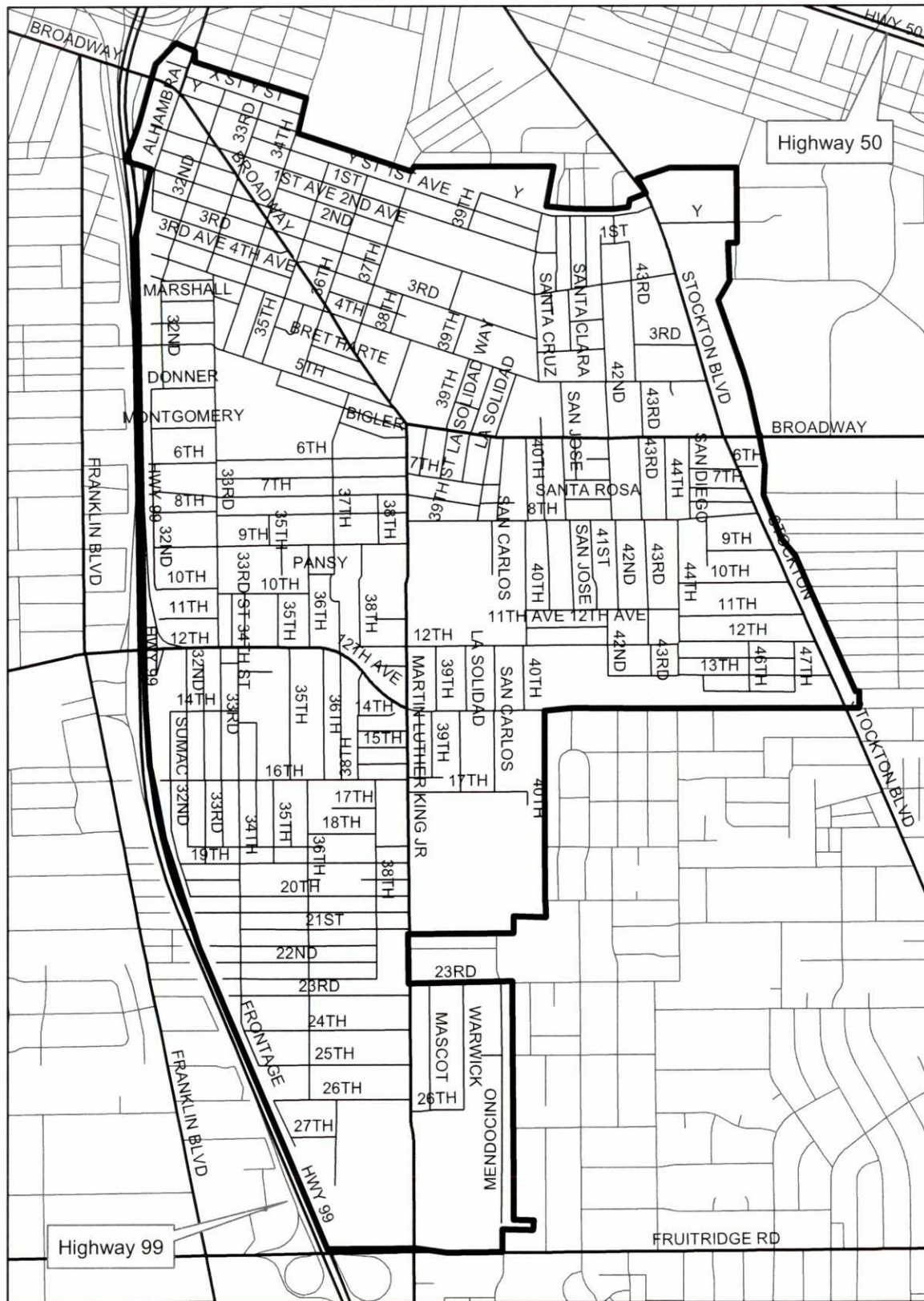


**Legend**

North Sacramento RDA

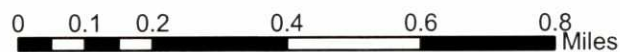


## Oak Park Redevelopment Area

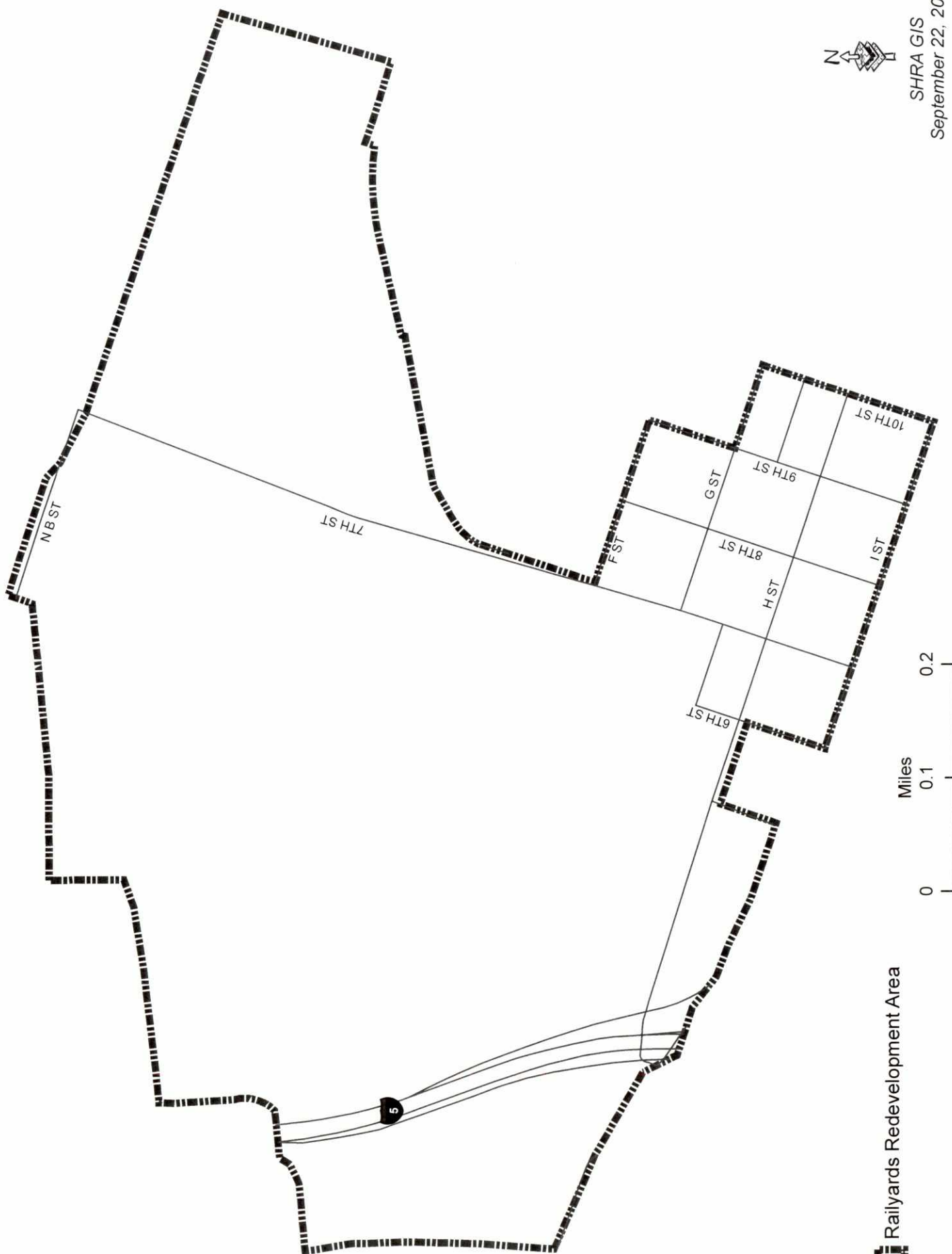


### Legend

SHRA 2012 Budget

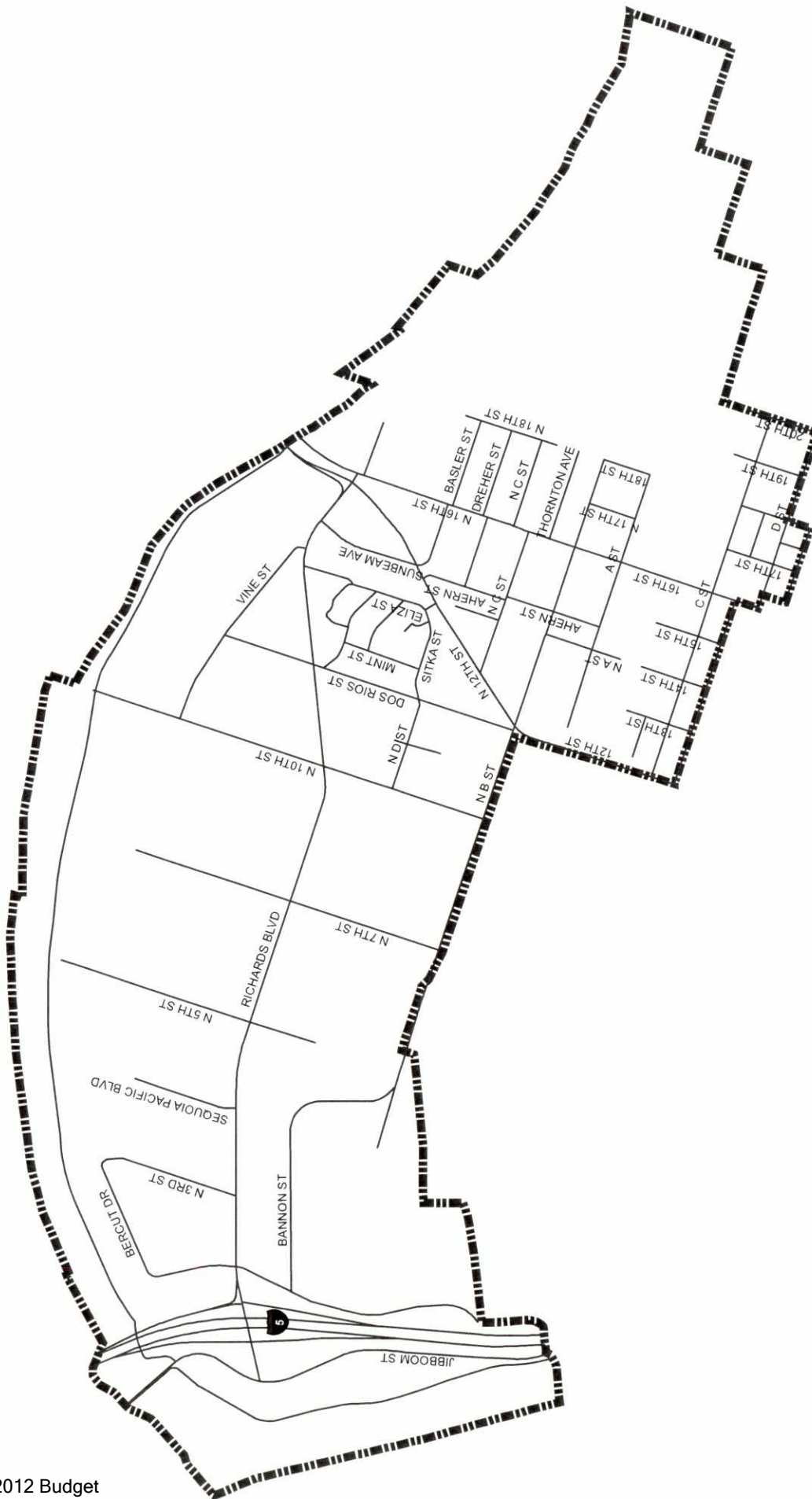


# Railyards Redevelopment Area



# River District Redevelopment Area

SHRA 2012 Budget

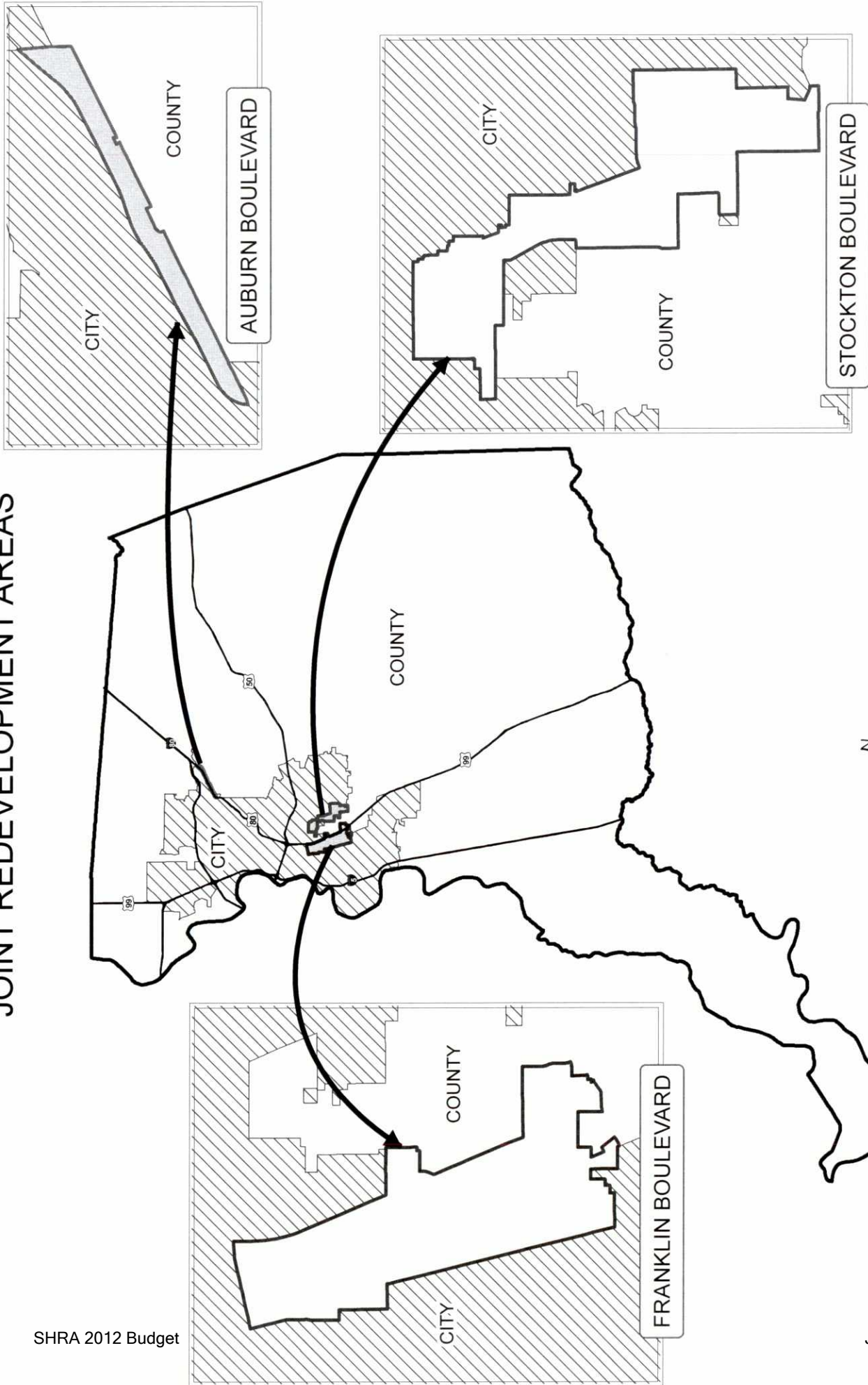




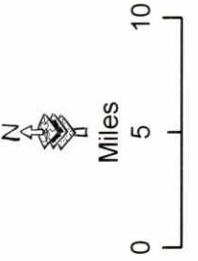
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# CITY / COUNTY JOINT REDEVELOPMENT AREAS

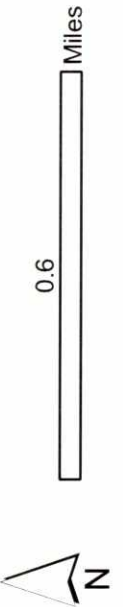
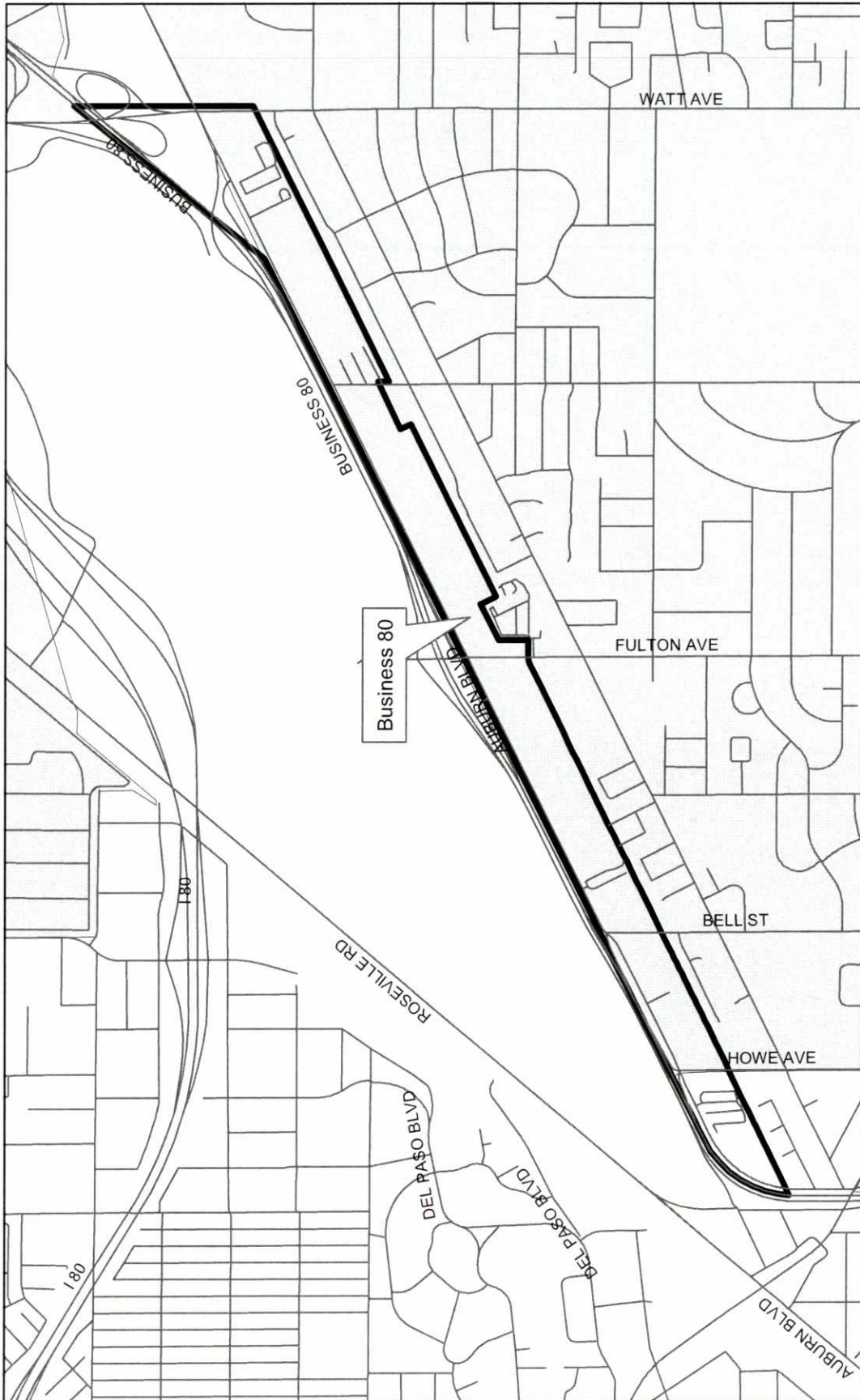
SHRA 2012 Budget



SHRA GIS  
September 25, 2008



# Auburn Boulevard RDA

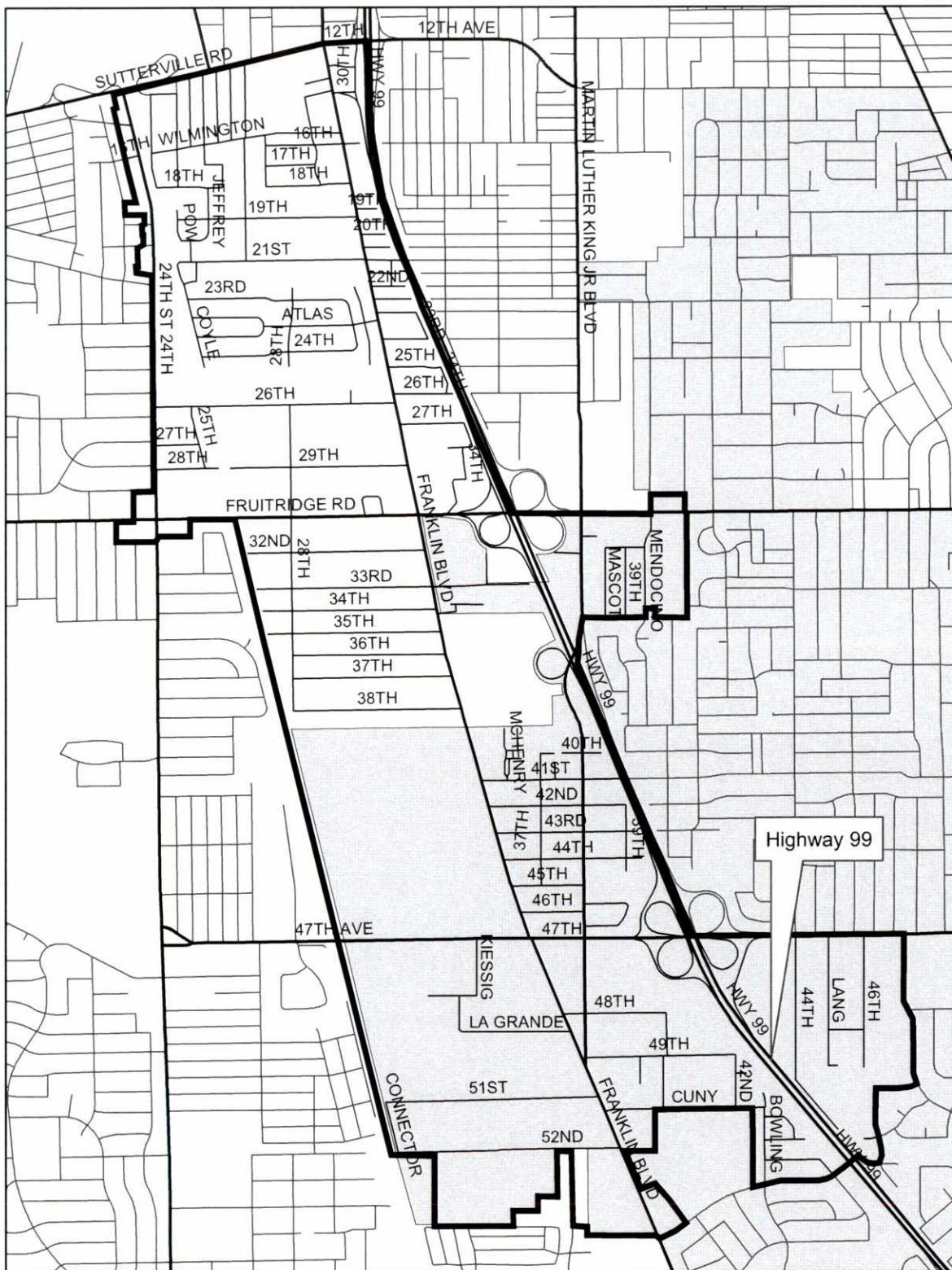


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

- City of Sacramento
- Sacramento County
- Auburn Blvd. RDA



# Franklin Boulevard Redevelopment Area



## Legend

-  City of Sacramento
-  Sacramento County
-  Franklin Boulevard RDA

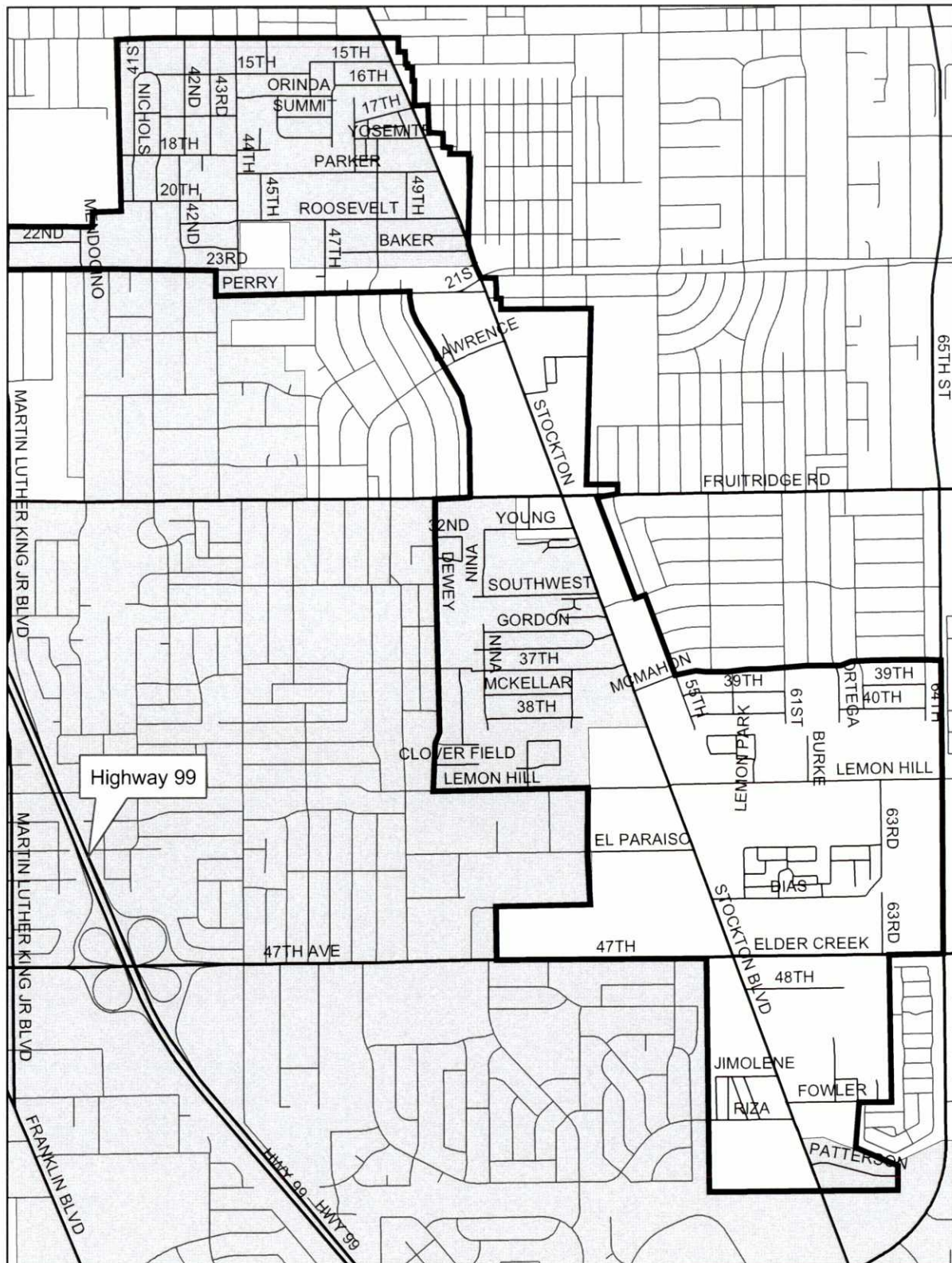
SHRA 2012 Budget



0 0.1 0.2 0.4 0.6 0.8 Miles

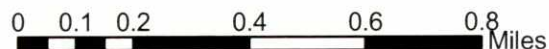


# Stockton Boulevard Redevelopment Area



## Legend

- City of Sacramento
- Stockton Blvd. RDA
- Sacramento County

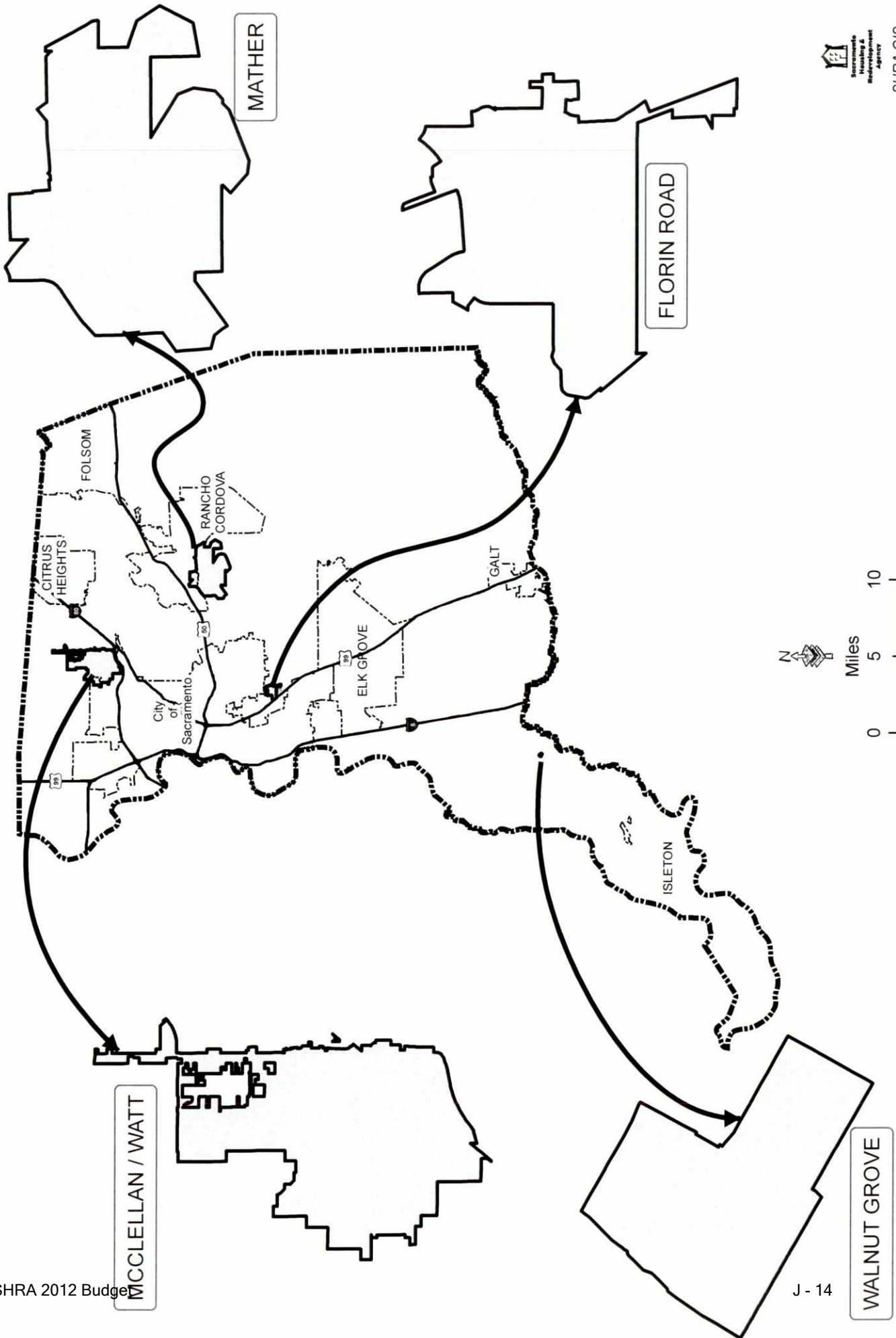


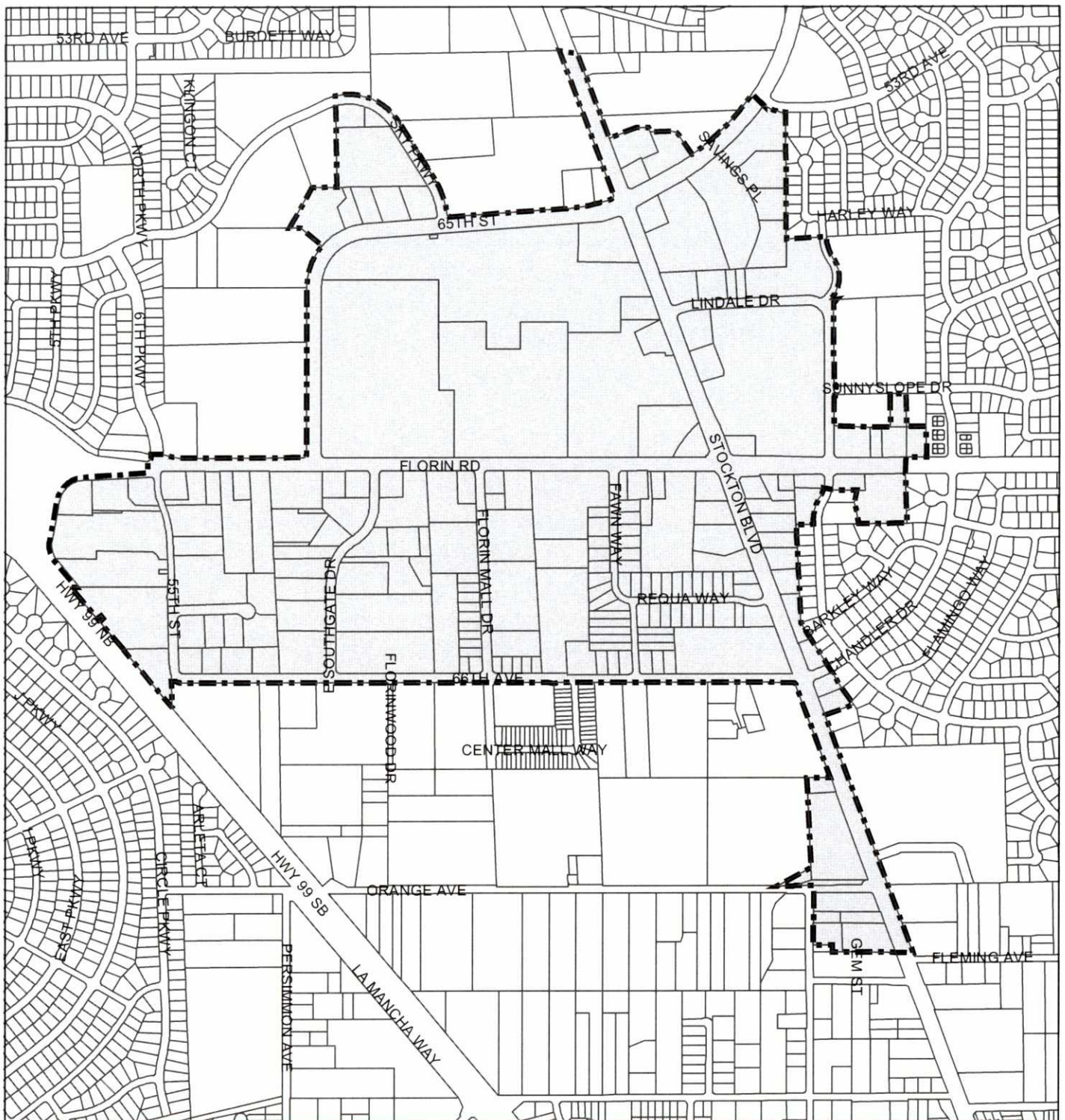
SHRA 2012 Budget



# Sacramento Housing and Redevelopment Agency Redevelopment Areas - County

SHRA 2012 Budget





## Florin Road Redevelopment Area

J - 15

Created by Russell Danao-Schroeder

07/11/2005

### Legend

 Redevelopment Area

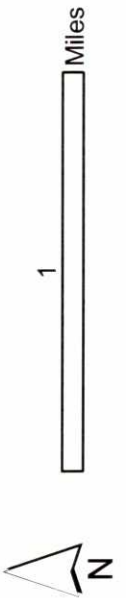
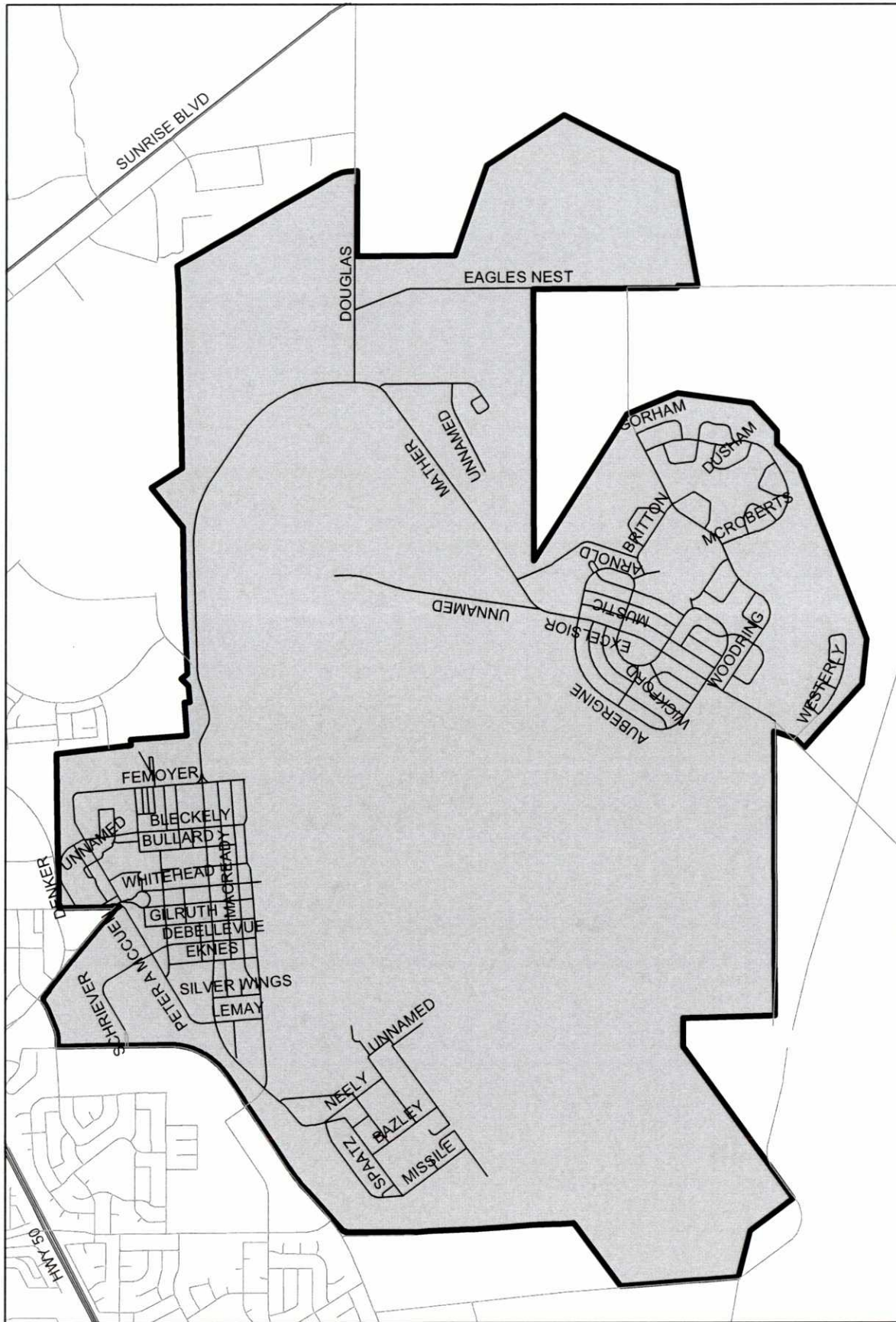
0 240 480 720 960 Feet



SHRA 2012 Budget

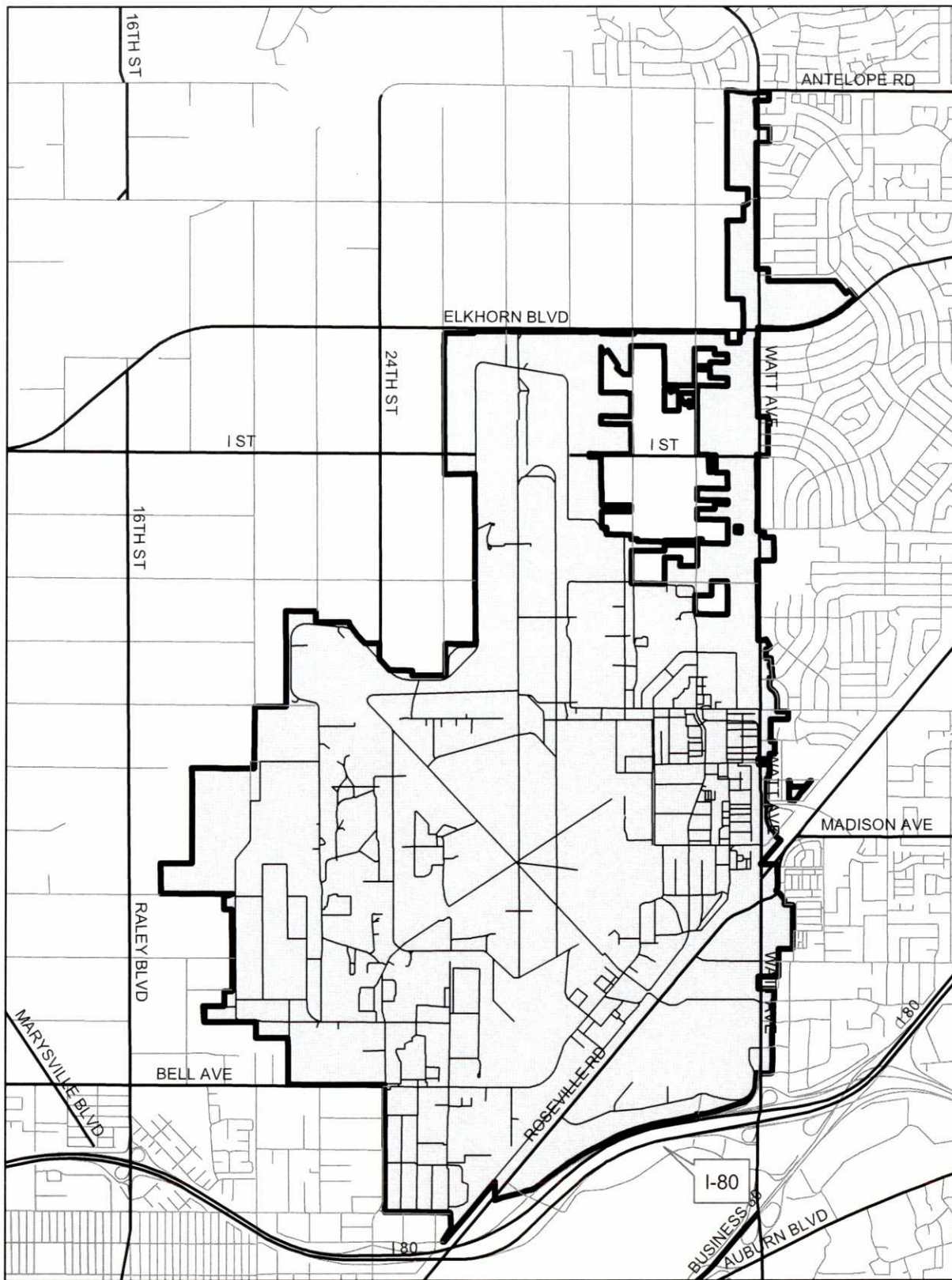


# Mather Field RDA





# McClellan/ Watt Ave. RDA



## Legend

 McClellan/Watt

J - 17



1 Miles



SHRA 2012 Budget

**SECTION K**

**APPENDIX**

## **SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY GOALS AND STRATEGIES**

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

### **GOAL 1**

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

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

### **GOAL 2**

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

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

- Participate in supportive housing programs by partnering with public and non-profit organizations.

### **GOAL 3**

#### **REVITALIZE LOWER INCOME NEIGHBORHOODS TO CREATE HEALTHY AND SUSTAINABLE COMMUNITIES**

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

## **GOAL 4**

### **ELIMINATE BLIGHT AND PROMOTE ECONOMIC DEVELOPMENT ON COMMERCIAL CORRIDORS AND CONVERTED MILITARY BASES**

- Facilitate investment in infrastructure and capital improvements.
- Develop and market financial incentives to maximize private investment.
- Actively address obsolete land uses, ownership issues, and other impediments to redevelopment.
- Establish and strengthen partnerships to support a vibrant and sustainable business environment.
- Target and market key sites and opportunities for business reinvestment.
- Link Agency assistance to jobs and business opportunities for low-income and local residents.

## **GOAL 5**

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

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

## **Strategic Activities**

Below are activities identified during the process that should be included within the specific strategies of the goals listed. Agency Directors and Managers should include these activities as they set priorities for the coming year.

### **GOAL 1**

#### **DEVELOP, PRESERVE, AND FINANCE A CONTINUUM OF AFFORDABLE HOUSING OPPORTUNITIES TO CITY/COUNTY RESIDENTS**

- Explore use of manufactured housing.
- Housing Choice Vouchers (formerly Section 8) for homebuyer programs.
- Housing Choice Voucher set-asides for supportive housing.
- Housing elements of general plans.

### **GOAL 2**

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

- Housing Choice Vouchers for project-based assistance.
- Housing Choice Voucher set-asides to a specific group of clients.
- Develop resident empowerment strategies.
- Tenant- and project-based Housing Choice Vouchers for supportive housing.

### **GOAL 3**

- Capital improvement projects prioritized first for health and safety.



INVESTING IN COMMUNITIES