



**SACRAMENTO HOUSING
AND REDEVELOPMENT AGENCY**

2019 PROPOSED BUDGET

SHRA 2019 Proposed Budget

Submitted to:

Sacramento City Council

Sacramento County Board of Supervisors

Housing Authority of the City of Sacramento

Housing Authority of the County of Sacramento

Sacramento Housing and Redevelopment
Commission

By
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Executive Director

SHRA

2019 Proposed Budget

ACKNOWLEDGEMENT

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Cover Photos: Upper left, Prime Time Nutrition grocery store;
upper right, Bellview Park; lower right, Powerhouse Science center renovation project;
lower left, Habitat for Humanity Sacramento "The Avenues Project"

California Society of Municipal Finance Officers

Certificate of Award

Operating Budget Excellence Award Fiscal Year 2017-2018

Presented to the

Sacramento Housing & Redevelopment Agency

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

May 10, 2018



A handwritten signature in blue ink, reading "Drew Corbett".

Drew Corbett
CSMFO President

A handwritten signature in blue ink, reading "Craig Boyer".

Craig Boyer, Chair
Professional Standards and
Recognition Committee

Dedicated Excellence in Municipal Financial Reporting



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SECTION A

GENERAL



General Overview – FY 2019

November 6, 2018

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

Honorable Members in Session:

Today, I present to you the Sacramento Housing and Redevelopment Agency's proposed budget for 2019. This budget document provides detailed information about the forecasted revenues and expenditures for the Agency in the coming year.

OVERVIEW OF THE 2019 SHRA PROPOSED BUDGET

The 2019 Proposed Budget recommends total expenses of \$192.7 million and is comprised of the Housing Assistance Payments (HAP) Budget of \$100.3 million; the Operating Budget of \$45.1 million; the Capital Projects Budget of \$39.3 million; the Public Services Budget of \$5.1 million; and the Debt Service and Financial Transactions Budget of \$2.9 million. The 2019 proposed budget represents a \$2 million or 1.1% increase in net appropriations in comparison with the prior year's budget. This change in annual budget appropriations is primarily the result of an increase in capital projects related to the Twin Rivers Redevelopment Project.

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



GENERAL OVERVIEW

As with previous year's budgets, the 2019 budget centers on conveying the Mission, Vision & Goals of the Organization, by

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

Federal Funding Trends

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

The Housing Authority currently has 12,397 vouchers authorized for leasing each month and the program strives to maintain a leasing level between 98-100% utilization of all vouchers authorized by HUD. The Agency also administers an additional 567 certificates for the Shelter Plus Care (SPC) program serving disabled, homeless individuals and families and was recently awarded additional Veterans Affairs Supportive Housing (VASH) vouchers to assist homeless veterans bringing the current total to 643 administered by the Housing Authority.

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

In 2018, the Agency's HAP eligibility was at 98.8% and staff anticipates a slight decrease in 2019. In addition, HUD intentionally provides less funding than required to cover HAP costs in an effort to recapture accumulated HAP reserves from public housing authorities across the country.

GENERAL OVERVIEW

Federal funding for the HCV program is appropriated through two accounts. In addition to the HAP payments that Public Housing Agencies (PHAs) send to landlords on behalf of program participants, Congress also funds the administrative fees to support the operations of the programs. The **HCV Administrative Funding** eligibility is based upon the number of units leased within the Housing Authority's authorized voucher allocation. Once eligibility is determined, HUD uses a formula to determine administrative fees for the Agency. For 2018, the Agency receives \$92.06 per unit for the first 7,200 unit months leased and \$85.92 per unit on all remaining unit months leased. HUD then applies a proration to the formula to reduce fees paid so that the administrative fees paid to the housing authorities match the appropriations provided by Congress. In 2017, the proration was 77.5% of administrative funding eligibility. This proration was increased to 80% of administrative funding eligibility in 2018. The Agency expects funding in 2019 to remain the same given the wide disparity of levels proposed by the administration and Congress.

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

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

GENERAL OVERVIEW

HUD provides an annual **Operating Subsidy** to pay the cost of the Public Housing Program not covered by tenant rents which is appropriated annually through the federal budget process and in recent years has been very erratic. In 2018, the program was funded at 93% of funding eligibility, meaning that the program received only 93% of what HUD believes the Agency needs to run the program. This requires that the Public Housing Program cut operating costs whenever possible and utilize operating reserves. The slight revenue decline reflected in the 2019 budget is based upon federal budget projections.

Between 2003 and 2015, HUD funding for SHRA's **Capital Fund Program (CFP)** decreased 36%, with the sharpest decrease in 2011 of 21%. In 2018, the CFP experienced a 50% increase in funding. 2019 HUD funding for the CFP is not expected to remain at the 2018 levels and should be more in line with 2017 levels.

In spite of the **Community Development Block Grant (CDBG)** program's proven track record, CDBG funding has declined by 25% on a national level from FY 2010 to FY 2017, however in 2018 CDBG experienced a 10% increase.

On a local level, the decrease in appropriations of Federal programs such as Community Development Block Grant (CDBG) and Home Investment Partnership (HOME) since the 2013 sequestration have impacted the number of housing projects, public services and infrastructure improvements the Agency can fund. For 2019, it is anticipated that Agency programs will be funded at levels similar to 2018.

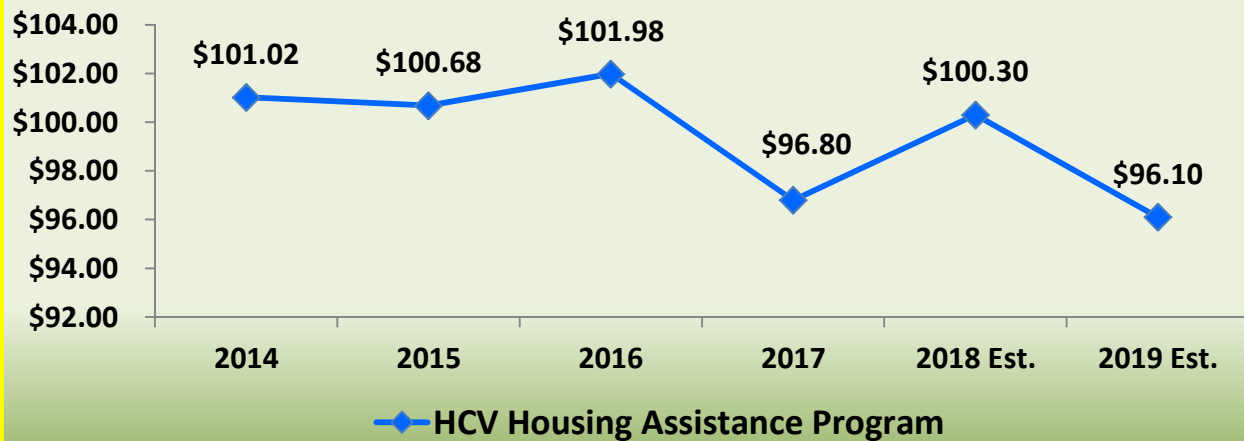
For over 20 years HOME funds have been used by states and localities to design and implement affordable housing based on locally determined need as the funds can be used for new construction, rehab of existing housing, down payment assistance, and tenant-based rental assistance. The annual HUD HOME budget is allocated to states and participating jurisdictions as formula grants. The Agency receives **HOME** entitlement for both the City of Sacramento and the County of Sacramento. As with CDBG funding, appropriations for HOME funds have declined significantly since 2010. In 2018, the HOME program increased 49% due to appropriations from Congress. 2019 levels are anticipated to be relatively status quo with 2018 levels.

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

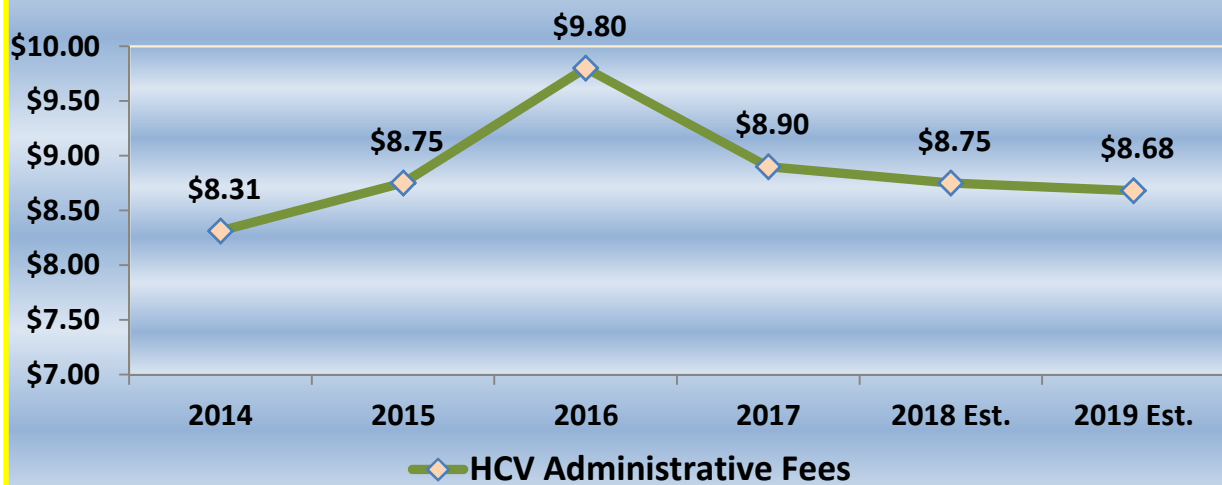
The charts on the following pages provide a visual representation of the trends of the major federal funding administered by the Agency over the past several years and as notated above.

GENERAL OVERVIEW

Housing Choice Voucher Program (In Millions)

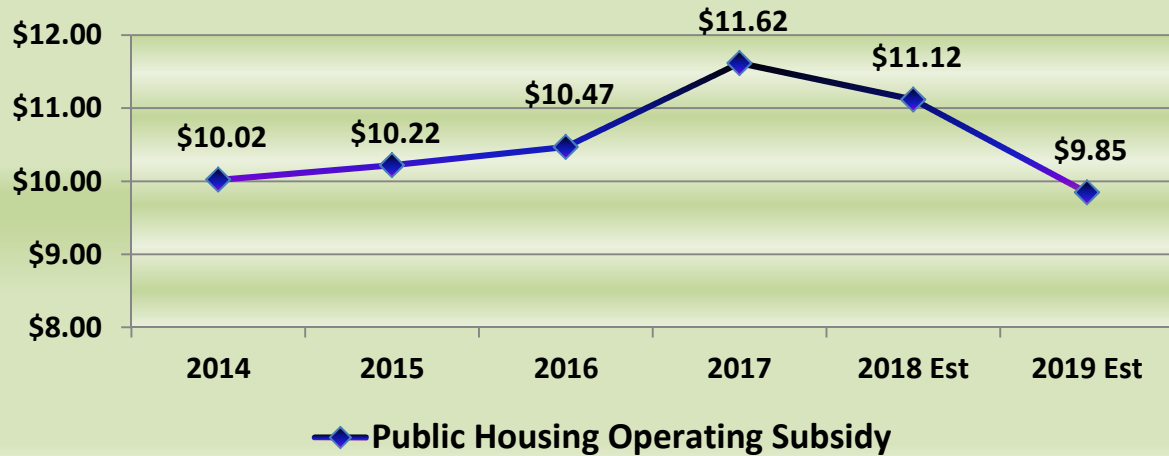


HCV Administrative Fund (In Millions)

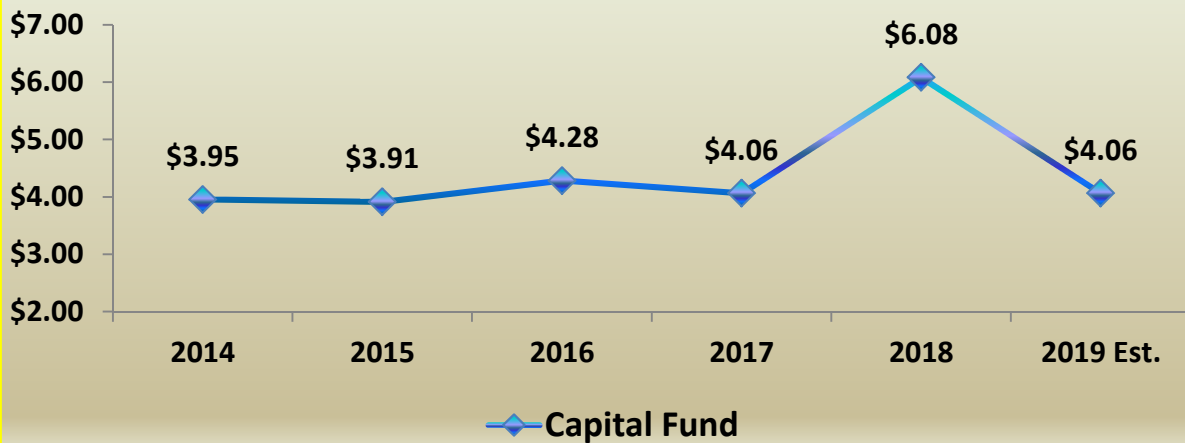


GENERAL OVERVIEW

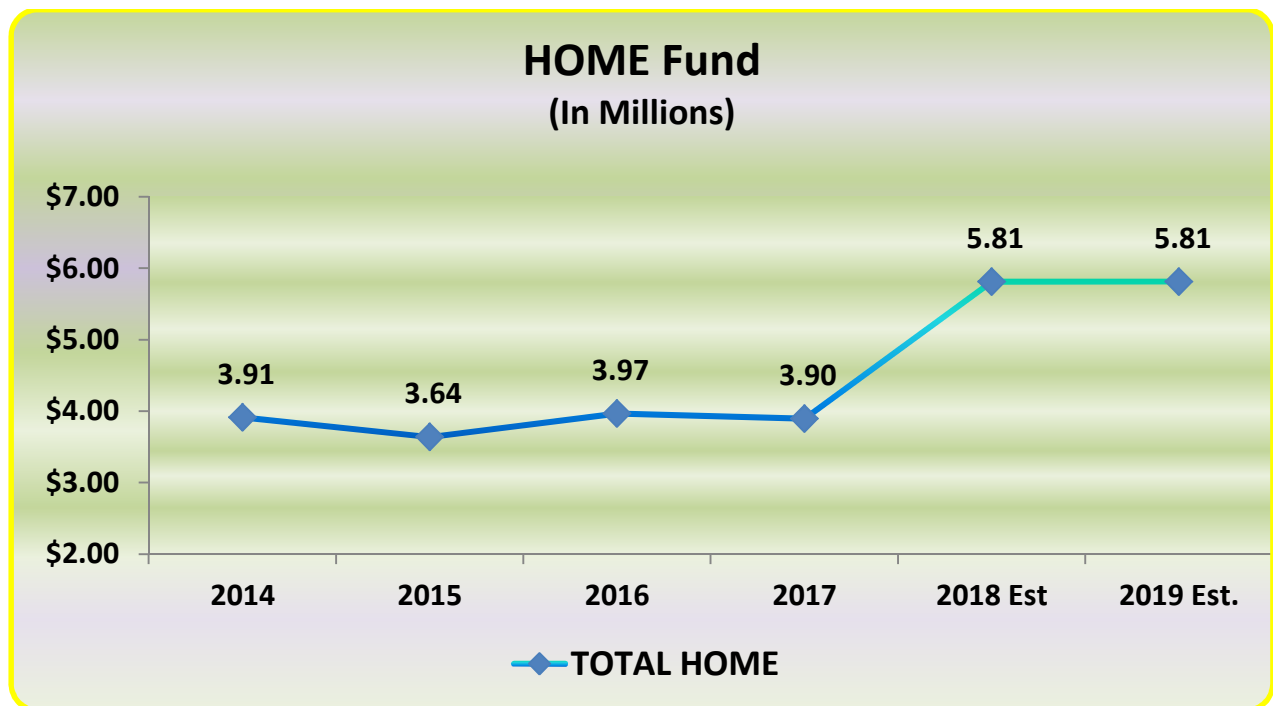
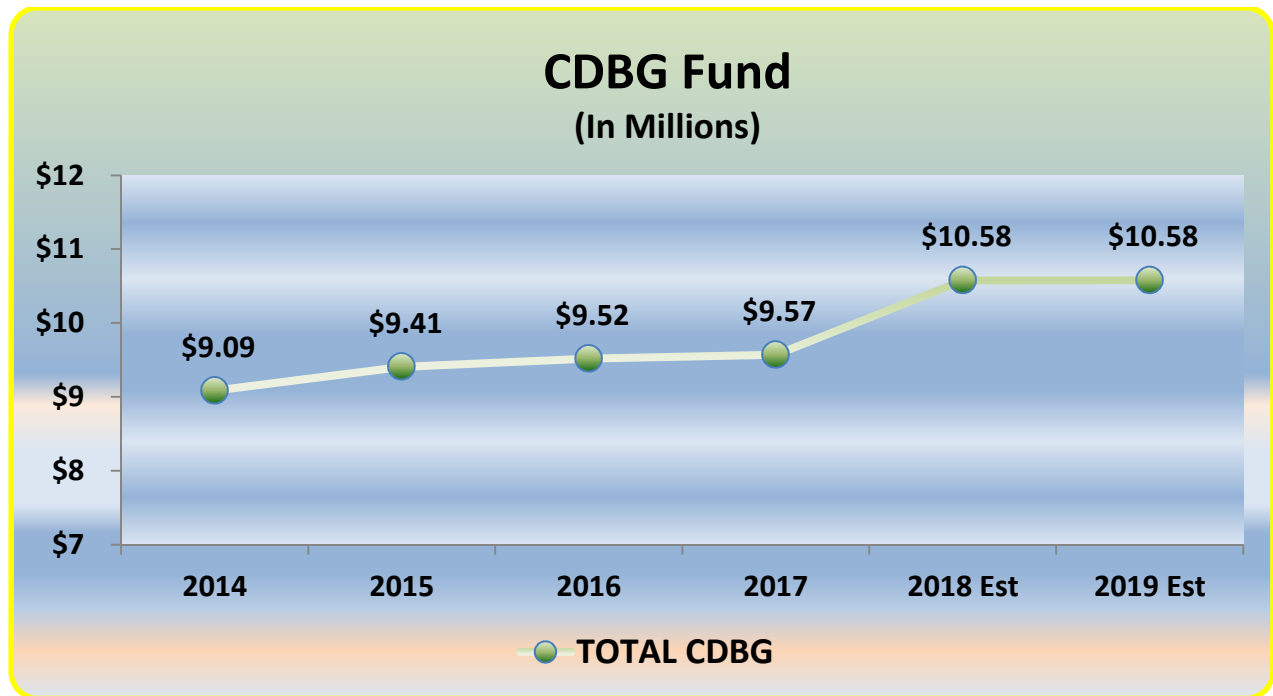
Public Housing Operating Fund
(In Millions)



Public Housing Capital Fund
(In Millions)



GENERAL OVERVIEW



GENERAL OVERVIEW

2018 Accomplishments

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

Promise Zone

Since receiving the designation in April of 2015, more than \$100 million in local, federal and state funds have been awarded to organizations and agencies as a direct result of receiving bonus points or support from the Promise Zone. In addition:

- Alchemist Community Development Corporation was awarded over \$137,000 by the Financial Institution Partnership Opportunity to create a food business incubator that will provide opportunities for job creation, economic growth, and increased access to healthy, local food products that will support the Promise Zone Initiative.
- The Rapid Acceleration Innovation & Leadership in Sacramento (RAILS) Program is a \$1 million annual grant from the City of Sacramento that supports community-based initiatives and programs that develop the entrepreneurial and innovation ecosystem in Sacramento.
- The Sacramento Promise Zone partnered with the National Society of Black Engineers (NSBE), and Sacramento Municipal Utilities District (SMUD) to bring the Summer Engineering Experience for Kids (SEEK) Program back to Sacramento.
- The Samuel Merritt University and Kaiser Permanente designed a bachelor degree program for working registered nurses.
- The Reduction of African American Child Deaths (RAACD) program supports the Health goals of the Promise Zone.
- A ribbon cutting celebration on August 28 launched the opening of a new Sacramento State Downtown campus at 304 S Street.

GENERAL OVERVIEW

- The Sacramento County Office of Education's Early Learning Department convened the Superintendent's Early Learning Committee (SELC) to develop a vision for Sacramento County's youngest learners.
- A new Grocery Outlet brings healthy food options and jobs to north Promise Zone residents. Grocery's Outlet's opening brought over 50 permanent jobs to the area.

Asset Repositioning

- Completed the first phase of relocation of residents and demolition of existing structures in the Twin Rivers Transit Oriented Development project.
- The Sacramento Housing and Redevelopment Agency's began redevelopment activities on the Twin Rivers public housing project. The 22 acre \$310 million dollar neighborhood revitalization project is the largest housing project currently under construction Downtown.
- Completed an Asset Repositioning Plan Update to initiate conversion of the entire Public Housing portfolio to a Project Based Section 8 platform through the use of the Rental Assistance Demonstration (RAD) and Section 18 Demolition and Disposition programs.

Sustainable Communities

- Received the 2017 Pacific Southwest Regional Council of the National Association of Housing & Redevelopment Officials Partnership Innovation Award for the Community CarShare Sacramento Pilot Program.

Neighborhood Stabilization Program (NSP)

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

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

City

- Completed the Midtown Street Lighting (21st -25th between J and K) Project.
- Completed the 4th Avenue Park Playground.

GENERAL OVERVIEW

- Completed the Hite Park Playground.
- Completed the Carl Johnston Park Project.
- Completed the Multi-Park Water Cross-Connection Improvement Project.
- Completed the Mack Road Pedestrian Lighting Project.
- Completed the Pannell Center Pool Kitchen Improvement Project.
- Completed the Fruit Ridge Collaborative Lighting Improvements Project.

County

- Completed the Bellview Park Improvements.
- Completed the Olde Florintown Park Improvements.
- Completed the McComber Parking Lot Improvements.
- Continued ongoing infrastructure and public facilities improvements:
 - In the City, these projects include 3601 Pansy Avenue Garden and Playground, Robertson Community Center Sports Field Improvements, North 16th Street Plan, Susan B. Anthony Elementary School Joint-Use Park Project, Twin Rivers Light Rail Station Design, Midtown Street Lighting (G and I Streets and 16th and 19th Streets), Meadowview Streetscape Improvement Project, and Stanford Settlement Center Improvements
 - In the County, these projects included the Bing Kong Tong Phase II, 44th Avenue Pedestrian and Beautification Phase II, 47th Avenue Pedestrian and Bicycle Improvements, Jack Davis Park Improvements, Rosemont Area Street Light Project, Rutter Park Improvement Improvements and Galt Central Corridor Improvements.

Public Service Programs

- The Agency's Emergency Solutions Grant Rapid Rehousing Program was recognized by the National Alliance to End Homelessness as an innovative best practice for progressive engagement.

GENERAL OVERVIEW

- Continued the Pilot Tenant-Based Rental Assistance program as part of the Housing Opportunities for Persons With AIDS (HOPWA) program.
- Successfully provided for and coordinated health and human services, crisis intervention, independent living skills, drug and alcohol recovery, and community building activities for 175 residents living in downtown SRO's.
- Supported the year-round operation of the Salvation Army Shelter on North B Street and the Volunteers of America Shelter on North A Street.
- The Meals on Wheels program will deliver an estimated 350,000 meals to congregate sites or residences of home-bound individuals; serving approximately 3,877 seniors in total.
- Successfully assisted 150 households with transitioning into permanent housing as part of the Rapid Rehousing program supported by the Emergency Solutions Grant (ESG).
- Continued the ongoing implementation of a comprehensive countywide Fair Housing program covering all jurisdictions within Sacramento County in partnership with all of the incorporated cities and the unincorporated County, Legal Services of Northern California, Self Help Housing, and the Rental Housing Association.
- Continued the Bringing Families Home Program leveraging the Emergency Solutions Grant (ESG) Rapid Rehousing and Prevention funds to support family reunifications by addressing housing supports to end homelessness or housing instability.

Affordable Housing

- Provided approximately \$21 million in Multifamily Loan assistance and approved issuance of \$84 million in Mortgage Revenue Bonds to eight projects for the rehabilitation and construction of 720 of affordable units
 - Courtyard Inn
 - Southwind
 - Twin Rivers Phase I
 - Victory Townhomes
 - Dixianne
 - Nowrwood Annex
 - 700 K
- Completed renovation and/or construction of five multifamily developments totaling 221 newly affordable or preserved units:

GENERAL OVERVIEW

- Pensione K
 - Crossroads Gardens
 - Belvue
- Implemented City Mixed Income and County Affordable Housing Ordinances; including approving the Panhandle Affordable Housing Strategy.
- Managed a \$325 million portfolio of 1,100+ loans.
- Continued to work with stakeholders to update the Multifamily Lending and Mortgage Revenue Bond Policies.
- Certified homebuyers, calculated sales prices, and coordinated recording of regulatory agreements on 15 new and two resale single family homes per the City's Mixed Income and County Affordable Housing Ordinances.
- Approved financing for 75 families for Home Buyer and Mortgage Credit Certificate programs; including 17 families participating in the Welcome Home Program
- Managed the disposition of three vacant lots to Habitat for Humanity and the rehabilitation and sale of one owner-occupied single family home through the NSP program.
- Monitored resident services at 94 multifamily properties.
- Physically inspected over 2,489 resident units in multifamily properties consisting of over 21,227 units.
- Audited over 2,489 tenant files to ensure compliance with income eligibility and property management procedures.
- Completed annual audit confirmations for 86 multifamily developments.
- Provided calculations and prepared invoices for the Supplemental Annual Administrative Fee for 49 multifamily bond developments.
- Completed CDLAC Certifications on 86 Mortgage Revenue Bond Projects.
- Processed 5 loan subordination requests for existing single family home loans.
- Monitored compliance of over 1,200 single family home loans.

GENERAL OVERVIEW

- Provided funding to Boys and Girls Club in North Natomas in order to provide after school and summer programs to children residing in Agency funded developments.
- Managed Capital Operating Reserve Agreements with seven multifamily developments providing supportive housing for 478 extremely low income households.

Job Creation and Employment Opportunities

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

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

Staff in the Resident Services Department assists residents in their efforts to obtain education, training and employment skills. The Housing Authority supports resident training programs in three areas: clerical, painting and janitorial. Approximately 25 residents currently work for the Housing Authority in one of the aforementioned areas and are receiving a wage while learning the technical skills of the program. After completion of the training program, the majority of the graduates have had success transitioning into regular employment.

Housing Administration

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

Housing Choice Voucher Program

The Agency continues to deliver a successful HCV program. In 2018, the Agency is expected to lease 98-100% of our HUD vouchers, providing rental assistance to an estimated 12,397 families each month. The focus of the voucher program in 2019 will be to serve families off of our waiting lists as well as house homeless individuals and families.

In 2018, HUD notified SHRA that the HCV program had received "High Performer" designation for receiving maximum Section 8 Management Assessment Plan (SEMAP) points. This is the assessment that HUD conducts to ensure that the program is run efficiently, and meets all 14

GENERAL OVERVIEW

standards tested through this evaluation process. Staff is continually assessing quality control standards and implementing the tools and technology needed to ensure that we are able to maintain these high standards.

- Awarded additional vouchers from the Department of Veterans Affairs to provide housing opportunities for homeless veterans and their families; bringing the total VASH vouchers to 643 administered by the Housing Authority.
- Awarded \$4.5 million through the Shelter Plus Care program to serve 567 homeless, disabled individuals and families.

Public Housing and Local Housing Programs

The Housing Authorities own and/or manage approximately 3,214 housing units within the City and County of Sacramento. Of these, 2,712 of the units were developed under the federal public housing program administered by the Department of Housing and Urban Development (HUD) and are located throughout the Sacramento region with (1,699 units) in the City and (1,013 units) in the County. In addition to the public housing units, the Housing Authority manages another 502 units of local non-public housing.

In 2018, HUD notified SHRA that the City Housing Authority had received “High Performer” status based upon 2017 operating results. Staff is continuing to streamline operations where possible and diligently monitoring operating activities to ensure that the high standards of performance are maintained into the future. In addition, the Housing Authority:

- Increased resident participation in the Jobs Plus Program by assisting residents at Alder Grove and Marina Vista to become employed. To date, four hundred eighteen (418) residents enrolled in the program and two hundred three (203) Jobs Plus participants obtained full or part time employment.
- Consistently maintained a 98% rent collection rate.
- Established a summer lunch program at Marina Vista and Alder grove sites that provided meals to an average of 30 children per day.
- Enrolled 28 youth participants in a 3-D STEM program at Alder Grove between the ages of 8-17. The Your Place on Mars STEM program participants took home the first place trophy for the middle school age range.
- Maintained an average 98% occupancy rate.

GENERAL OVERVIEW

- Received overall favorable ratings from the residents that responded to the customer service survey; (54%) Excellent & (30%) Good.
- Implemented a new Online Rent Payment System.
- Launched a safety and security program at Marina Vista and Alder Grove that included the use of enhanced security and a parking permit program.

Supportive Services Programs

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

- By midyear 2018, 39 families were enrolled in the City FSS, 40 families were enrolled in the County FSS and 150 families were enrolled in the City ROSS program.
 - Over 82% of City participants and 72% of County participants have accrued escrow balances.
 - The average increase in earned income was \$7,910.
 - Eight participants received Financial Coaching or Education in a classroom setting.
 - Ten residents have successfully completed and graduated from the FSS Program; an additional four residents will graduate by the end of 2018.

Effective/Efficient Governance

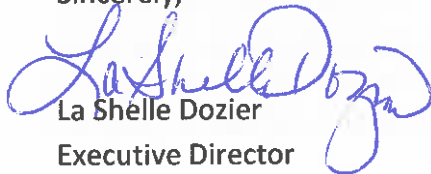
- Provided internship opportunities through the City of Sacramento Summer at City Hall program for six high school students in our Public Information Office, Public Housing, Housing Choice Voucher, Finance, Community Development and Human Resources Departments.
- Developed, tested and implemented a new SHRA website: SHRA.org.
- Implemented new Pay portal system for housing residents to pay bills online.
- Implemented a new Performance Management System that allows more timely and accurate processes to manage employee's performance.

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- Initiated and implemented Van Organization, inventory control and preventative maintenance program.
- Increased social media outreach by adding two new platforms: Instagram and LinkedIn.
- Produced a series of spot interviews for our YouTube channel highlighting Agency programs and activities.

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

Sincerely,


LaShelle Dozier
Executive Director

OVERVIEW OF THE AGENCY



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PROFILE OF THE AGENCY

The Agency is located in Sacramento, California. The City of Sacramento, established in 1849, serves as the capitol for the State of California and is the center of state government. Sacramento also serves as the seat of Sacramento County government. It is the sixth largest populated city in California and the 35th largest in the country. Sacramento County is the 8th largest county in California by population. The State of California, Department of Finance, estimates the population on January 1, 2018, for the city to be 501,344 and 1,529,501 for the county of Sacramento. The City of Sacramento encompasses approximately 100 square miles and is located in the northern section of California's Central Valley. It is a charter city and operates under a Council-Manager form of government. The County of Sacramento encompasses approximately 994 square miles in the middle of the 400 mile long Central Valley. It too operates under a charter form of government and is composed of an elected five-member Board of Supervisors.

The Agency is a joint powers authority formally created in 1982 (but operating since 1973) to provide common professional staffing to the City and County of Sacramento to administer and manage its housing authorities and the city and county federal housing and community development entitlement funds. The Agency is a separate legal entity and is not a component unit of the City or County of Sacramento. The Agency receives no City or County general funds and SHRA is not included in Comprehensive Annual Financial Report of either the City or County of Sacramento.

The members of the joint powers agency included the City and County of Sacramento, the Housing Authorities of the City and County of Sacramento and the Redevelopment Agencies of the City and County of Sacramento. On February 1, 2012, all Redevelopment Agencies in the State of California were eliminated and replaced with a Successor Agency responsible for the wind down of former redevelopment agency activities and obligations. On February 1, 2012, the legal and treasury functions related to the administration and management of the former redevelopment activities and payment of debt for the former redevelopment agencies of the City and County of Sacramento were assumed within the City and County management structure. However, all housing assets and housing functions of the former redevelopment agencies were assumed by the Housing Authority of the City and the Housing Authority of the County to be staffed, managed and administered by the Agency.

The Agency serves as the fiscal agent/administrator and provides the exclusive staffing for the Housing Authorities of the City and County of Sacramento. The Housing Authorities of the City and County were formed in July 1939 and June 1940,

PROFILE OF THE AGENCY

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

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

Long-term financial planning

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

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

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

PROFILE OF THE AGENCY

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

Relevant financial policies

The Agency is committed to increasing the supply of affordable housing and in past years has worked closely with the City and County in the development of inclusionary ordinances, the development of a ten year plan to end chronic homelessness and other policies that will help increase rental housing production and homeownership opportunities. SHRA has developed a multi-faceted Homeless Housing Solution Strategy designed to serve homeless individuals and families in Sacramento using Housing Authority resources. This strategy, to be enacted over a three year period, included several options that will serve a total of 1,755 homes families through vouchers and public housing units. As a lender and developer, the Agency strives to efficiently manage its resources in order to address the range of need and reach special populations, the workforce population, and those who are moving out of the rental market and buying their first homes.

Strategic Goals

The Agency continues to focus its energy and resources on outcomes and improvements that increase efficiencies and strengthen operations both of which are considered crucial elements of its long term strategic planning goals. As such, in our ongoing commitment to openness; transparency; accountability and responsiveness, the Agency launched a redesigned website at shra.org which has improved public awareness with timely information, as well as, easier access to reports and documents. The Agency continues to develop another new feature to the website which will give our customers 24/7 access to do business with us. Anticipated features for 2019 include a portal for HCV voucher residents to complete documentation and certifications online that may have previously required either onsite visit or paper documentation.

Key Indicators were used throughout the fiscal year as a tool to measure, evaluate and develop supporting actions relating to operational improvements. Most importantly they were utilized by management to ensure that resources needed were reflected in the 2019 budget to best ensure that departmental objectives and goals were obtainable and to establish outcomes that best support the Mission of SHRA.



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BUDGET CALENDAR



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BUDGET CALENDAR

SACRAMENTO 2019 BUDGET TIMELINE

| RESPONSIBLE DEPARTMENT/STAFF | ACTION/ACTIVITY | DATE |
|---|---|--------------------------|
| Finance Department/All Departments | Budget Guidelines and Procedures distributed | June 2018 |
| Finance Department/All Departments | E-mail notification of Budget Narrative Links availability | June 2018 |
| Finance Director/All Departments | Department Performance Measure meetings | June 2018 |
| Finance Department/All Departments | E-mail Departments- Budget Worksheet Availability | July 2018 |
| All Departments | 2019 budget Input Window | July - August 2018 |
| All Departments | Final Departmental Budget Narratives Due | August 2018 |
| All Departments | Final Department Budget Performance Measures Due | August 2018 |
| All Departments | Final Department Budget Worksheets Due | August 2018 |
| Executive Director/ Finance Director/ All Departments | Budget Request Meetings with Executive Director | August 2018 |
| Finance Department/ All Departments | Distribution of Transmittal Letter - 2018 Accomplishment Updates | August 2018 |

BUDGET CALENDAR

| RESPONSIBLE DEPARTMENT/STAFF | ACTION/ACTIVITY | DATE |
|---|--|-------------------|
| Executive Director/ Finance Director | Budget and Audit Committee Presentation (Mid-year Budget Update) | September 2018 |
| Executive Director/ Finance Director/ All Departments | Budget Workshop - Overview of Revenue Trends & Projections for 2019 | September 2018 |
| Executive Director/ Finance Director/ All Departments | Transmittal Letter - 2018 Accomplishment Updates Due- All Departments | September 2018 |
| Executive Director/ Finance Director/ All Departments | Commission Budget Workshop Presentations (Revenues)-Housing Authority | September 2018 |
| Executive Director/ Finance Director/ All Departments | Commission Budget Workshop Presentations (Revenues)-Development | October 2018 |
| Executive Director/ Finance Director | Commission Meeting Presentation | October 2018 |
| Executive Director/ Finance Director | City Council Meeting Presentation | November 2017 |
| Executive Director/ Finance Director | Board of Supervisors Meeting Presentation | November 2018 |
| Information Technology | Adopted 2019 Budget Available on SHRA Web Site | December 2018 |
| Finance Department | Adopted 2019 Budget Available in Financial System | January 2019 |

RESOLUTIONS



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RESOLUTION NO. SHRC – 2018-

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

ON DATE OF

October 17, 2018

APPROVAL OF 2019 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITIES FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS

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

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

WHEREAS, Agency's fiscal year is the calendar year from January 1st through December 31.

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

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

Section 1. The proposed actions are administrative and fiscal activities and do not make any commitments to, or give approvals for, specific projects or activities which have the potential to result in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment. Therefore, the proposed actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) per Guidelines Section 15378(b), and are exempt under the National Environmental Policy Act (NEPA) per 24 CFR 58.34(a)(2) and (3). Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

Section 2. The 2019 Operating Budget totaling \$153,436,253 and the 2019 Project Budget totaling \$39,311,160, all as further described in the 2019 Proposed Agency Budget (hereinafter “2019 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 2019 fiscal year. The 2019 Agency Budget incorporates the budgets of the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.

Section 3. A total of 236.5 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.

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

Section 5. The Executive Director, or designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate legal directives of the United States Department of Housing and Urban Development (HUD), the California State Department of Finance and/or the State Controller’s Office and the actions taken by the Successor Agencies of the former Redevelopment Agencies approved by the Successor Agency oversight Boards.

Section 6. The Executive Director, or designee, is authorized to submit the 2018 Annual Housing Operating Budget and all supporting documents to the United States Department of Housing and Urban Development (HUD), including all required amendments for utilities and other miscellaneous adjustments. Furthermore, the Executive Director, or designee, is authorized to amend the Budget to reflect actual HUD approved expenditures and revenues for HUD funded programs and projects.

Section 7. The proposed expenditures under the 2019 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 2019 Housing Operating Budget is reasonable in that:

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

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

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

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

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

Section 13. The Executive Director, or designee, is authorized and directed to approve,

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

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

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

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

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

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

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

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

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

Section 20. The proposed planning and administrative expenses paid for from the low and moderate income housing fund are necessary for the production, improvement and/or preservation of low and moderate income housing during the 2019 Agency Budget year.

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

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

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

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

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

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

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

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

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

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

Section 31. All project appropriations in existence as of December 31, 2018 will be carried over and continued in 2019.

Section 32. All multi-year operating grant budgets in existence as of December 31, 2018 shall be continued in 2019.

Section 33. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2018 may remain in effect in 2019. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2018, but only to the extent that the applicable division's 2018 operating budget appropriations exceeded 2018 expenditures.

Section 34. The Executive Director, or designee, is authorized to incorporate the changes as listed on Exhibit A as part of the 2019 Budget.

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

Section 36. This resolution shall take effect immediately.

CHAIR

ATTEST

CLERK

RESOLUTION NO. 2018-

Adopted by the Sacramento City Council

on date of

APPROVAL OF 2019 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS AND IMPLEMENTING AUTHORIZATIONS INCLUDING AUTHORITY FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS

BACKGROUND

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

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

- Section 1. The proposed actions are administrative and fiscal activities and do not make any commitments to, or give approvals for, specific projects or activities which have the potential to result in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment. Therefore, the proposed actions

do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) per Guidelines Section 15378(b), and are exempt under the National Environmental Policy Act (NEPA) per 24 CFR 58.34(a)(2) and (3). Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

- Section 2. The 2019 Operating Budget totaling \$153,436,253 and the 2019 Project Budget totaling \$39,311,160, all as further described in the 2019 Proposed Agency Budget (hereinafter “2019 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 2019 fiscal year. The 2019 Agency Budget incorporates the budgets of the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.
- Section 3. A total of 236.5 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.
- Section 4. The budgeted amount for any item in the Budget may be amended by majority vote of the governing body of each entity actually undertaking and funding the activity. Such an amendment to the Budget so enacted shall be deemed to have been approved by all of the entities that originally adopted the Budget without further action of the remaining entities.
- Section 5. The Agency is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate legal directives of the California State Department of Finance and/or the State Controller’s Office and the actions taken by the City of Sacramento acting as Successor Agency to the former Redevelopment Agency as approved by the Successor Agency’s Oversight Board regarding housing successor matters.
- Section 6. The Agency is authorized to submit the 2019 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 2019 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 2019 Housing Operating Budget is reasonable in that:
- a. It indicates a source of funding adequate to cover all proposed expenditures.
 - b. It does not provide for the use of federal funding in excess of amounts payable under the provisions of the pertinent regulations.
 - c. It proposes rental charges and expenditures that are consistent with provisions of law and the Annual Contributions Contract.
 - d. It includes asset management project budgets prepared on an individual basis as shown in the schedule of public housing AMP and Central office 2019 budget.
- Section 9. The Housing Authority of the City of Sacramento (Authority), staffed by the Agency, is authorized to submit applications to HUD for the Capital Fund Plan and Program funding. If such grants are awarded, the Agency is authorized to accept the grant or grants, execute all related documents, execute contracts to implement the Capital Fund Program subject to HUD approval of the annual statements and amend the budget accordingly. The Agency is directed to comply with all policies, procedures, and requirements prescribed by HUD as a condition of such grants. The Agency is authorized to submit the Comprehensive Plan or annual statement to HUD, after receiving public comments and resident review and approval of the Sacramento Housing and Redevelopment Agency Commission.
- Section 10. On an annual basis, HUD requires the Authority, staffed by the Agency, to conduct a physical inventory, analyze receivables for collectability, and, accordingly, reconcile and adjust related financial records. The Agency is authorized to amend the Budget and financial records as needed for such adjustments.
- Section 11. The Agency is authorized to purchase all lines of applicable insurance for its properties and operations through local independent agents, direct carriers, or risk retention pools, provided that the insurance requirements, coverage and terms are commercially reasonable and provided that the cost does not exceed the amounts in the approved Budget. The Agency is also authorized to obtain flood insurance through the federal flood insurance program for Agency properties and this coverage may be secured through a local independent agent.
- Section 12. Subject to availability under the Budget of any required funds, the Agency is authorized to approve conversion of HUD funded conventional public housing dwelling units to non-dwelling use or disposition as long as the use or disposition is approved by HUD and consistent with adopted Agency/Housing Authority policy and governing board approvals. The

Agency is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the approved HUD approved conversion.

- Section 13. The Agency is authorized and directed to approve, submit and implement the Public Housing Agency (PHA) Annual Plan and PHA Five-Year Plan and the attachments and/or amendments to such Plans to comply with the Quality Housing and Responsibility Act of 1998, as approved by the Sacramento Housing and Redevelopment Commission.
- Section 14. The Agency is delegated authority to administer and accept specific federal entitlement grant funds, execute all related documents, and amend the Budget in the event that the actual federal entitlement grant funds exceeds or is less than the amount estimated in the Budget. The Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants.
- Section 15. The Agency is authorized to administer ESG and HOPWA funds, or delegate authority to other appropriate entities approved by the governing boards to administer ESG and HOPWA programs, and is also authorized to expend funds and execute contracts with the appropriate entities to carry out the ESG and HOPWA funded activities contained in the approved Action Plan, strictly in accordance with the terms of the approved Action Plan and funding source requirements.
- Section 16. The Agency is authorized to enter into necessary grants and agreements with HUD, the State Housing and Community Development Department (HCD), and other governmental or private entities for homeless programs for which the Agency is the designated recipient of grant funds or contracting agency. The Agency is authorized to accept such grants, execute contracts to implement homeless activities as outlined in the Agency public services schedule and funded in the Budget, and amend the Budget accordingly, provided that the activities are fully funded by the grant or are within the Agency Budget.
- Section 17. The Agency is authorized to submit grant applications on behalf the City of Sacramento for any and all housing and community development activities within the jurisdiction of Agency. If such grants are awarded and approved by the governing board if in excess of \$100,000, Agency is authorized to accept the grant or grants, execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment and projects. Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:

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

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

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

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

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

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

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

- Section 24. The Agency is authorized to transfer project appropriations among fund groups.
- Section 25. The Agency is authorized to amend the Budget to reflect all required debt service payments, pass through payments loan repayments, and other existing obligations based on actual higher or lower revenues.
- Section 26. The Agency is authorized to amend the Operating Budget or Capital Project Budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable redevelopment laws and regulations or changes to the aforementioned.
- Section 27. The Agency is authorized to execute and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to modify the terms of loans and reconcile available revenues as needed to assure receipt of anticipated revenues.
- Section 28. The Agency is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. The Agency is authorized to enter into "loan work outs," to the extent reasonably necessary to protect Agency assets, and in entering such "work outs," the Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property). Further, the Agency is authorized to renegotiate existing Agency debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in a cost savings or provide the Agency with more favorable loan terms.
- Section 29. All project appropriations in existence as of December 31, 2018 will be carried over and continued in 2019.
- Section 30. All multi-year operating grant budgets in existence as of December 31, 2018 shall be continued in 2019.
- Section 31. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2018 may remain in effect in 2019. The Agency is authorized to increase the Budget for valid encumbrances as of December 31, 2018, but only to the extent that the applicable division's 2018 operating budget appropriations exceeded 2018 expenditures.
- Section 32. The Agency is authorized to incorporate the changes listed on Exhibit A as part of the 2019 Budget.

Section 33. If any entity requires a separate resolution to confirm any action approved within this resolution, the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.

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

Section 35. This resolution shall take effect immediately.

Table of Contents:

Exhibit A - Summary of Changes to Sacramento Housing and Redevelopment Agency
Proposed 2019 Budget

EXHIBIT A

SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2019 BUDGET

| | |
|--|-----------------------|
| Approved 2019 Total Operating Budget | \$ 153,436,253 |
| Revised Approved 2019 Total Operating Budget | \$0 |
| Approved 2019 New Projects | \$ 39,311,160 |
| Revised Approved 2019 New Projects | \$0 |
| TOTAL AGENCY BUDGET | \$ 192,747,413 |

RESOLUTION NO. 2018-

Adopted by the Housing Authority of the City of Sacramento

on date of

APPROVAL OF 2019 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS, AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITIES FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS

BACKGROUND

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

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

- Section 1. The above recitals are found to be true and correct and are hereby adopted.
- Section 2. The proposed actions are administrative and fiscal activities and do not make any commitments to, or give approvals for, specific projects or

activities which have the potential to result in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment. Therefore, the proposed actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15378(b), and are exempt under the National Environmental Policy Act (NEPA) pursuant to 24 CFR 58.34(a)(2) and (3). Environmental Review for specific projects will be completed prior to any discretionary or choice limiting action(s) being carried out with regard to such projects.

- Section 3. The 2019 Operating Budget totaling \$153,436,253 and the 2019 Project Budget totaling \$39,311,160, all as further described in the 2019 Proposed Agency Budget (hereinafter “2019 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 2019 fiscal year. The 2019 Agency Budget incorporates the budgets of the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, the Sacramento Housing Development Corporation, and the adoption of those budgets is contingent upon the approval of each of these respective entities.
- Section 4. A total of 236.5 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.
- Section 5. The Executive Director, or designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate legal directives of the California State Department of Finance and/or the State Controller’s Office and the actions taken by the City of Sacramento acting as Successor Agency to the former Redevelopment Agency as approved by the Successor Agency’s Oversight Board regarding housing successor matters.
- Section 6. The budgeted amount for any item in the Budget may be amended by majority vote of the governing body of each entity actually undertaking and funding the activity. Such an amendment to the Budget so enacted shall be deemed to have been approved by all of the entities that originally adopted the Budget without further action of the remaining entities.
- Section 7. The Executive Director, or designee, is authorized to submit the 2019 Annual Housing Operating Budget and all supporting documents to the United States Department of Housing and Urban Development (HUD), including all required amendments for utilities and other miscellaneous adjustments. Furthermore, the Executive Director, or designee, is authorized to amend the Budget to reflect actual HUD approved expenditures and revenues for HUD funded programs and projects. See Exhibit B-1 for a summary of the public housing operating budget.
- Section 8. The proposed expenditures under the 2019 Housing Operating Budget are

necessary for the efficient and economical operation of Agency housing to serve low-income families.

Section 9. The housing financial plan set forth in the 2019 Housing Operating Budget is reasonable in that:

- a. It indicates a source of funding adequate to cover all proposed expenditures.
- b. It does not provide for the use of federal funding in excess of amounts payable under the provisions of the pertinent regulations.
- c. It proposes rental charges and expenditures that are consistent with provisions of law and the Annual Contributions Contract
- d. It includes asset management project budgets prepared on an individual basis as shown in the Schedule of Public Housing AMP and Central Office 2019 Budget attached as Exhibit B-1.

Section 10. Form HUD-52574 (04/2013), attached as Exhibit B-2 for signature by the Chair of the Board of the Housing Authority, provides necessary certifications for submission of the Operating Budgets described in Section 7d.

Section 11. Based on the HUD requirement for public housing authorities to implement Asset Management that includes fee for service, the proposed 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. Such services include, but are not limited to property management services. Subject to applicable laws, regulations and policies governing Agency procurement, the Agency is authorized to competitively procure and execute contracts for such fee for services.

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

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

- Section 14. The Executive Director, or designee, is authorized to purchase all lines of applicable insurance for its properties and operations through local independent agents, direct carriers, or risk retention pools, provided that the insurance requirements, coverage and terms are commercially reasonable and provided that the cost does not exceed the amounts in the approved Budget. The Agency, on behalf of HACS, is also authorized to obtain flood insurance through the federal flood insurance program for HACS properties and this coverage may be secured through a local independent agent.
- Section 15. Subject to availability under the Budget of any required funds, the Executive Director, on behalf of HACS, is authorized to approve conversion of HUD funded conventional public housing dwelling units to non-dwelling use or disposition as long as the use or disposition is approved by HUD and consistent with adopted HACS policy and governing board approvals. The Executive Director, or designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the HUD approved conversion.
- Section 16. The Executive Director, or designee, is authorized and directed, on behalf of HACS, to approve, submit and implement the Public Housing Agency (PHA) Annual Plan and the PHA Five-Year Plan, and the attachments and/or amendments to such Plans to comply with the Quality Housing and Responsibility Act of 1998.
- Section 17. The Executive Director, or designee, is authorized to submit to HUD the One Year Action Plan for Community Development Block Grant (CDBG), Home Investment Partnership (HOME), Emergency Shelter Grant (ESG) and Housing Opportunities for People with AIDS (HOPWA). HACS, staffed by the Agency, is delegated authority to administer federal funds appropriated by HUD and is the designated recipient of funds outlined in the One Year action Plan. If such grants are awarded, the Agency is authorized to accept the grant or grants, execute all related documents and amend the Budget accordingly. The Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Agency is authorized to amend the Capital Reserve Project budget in the event that the actual entitlement exceeds, or is less than, that estimated in the Budget.
- Section 18. The Executive Director, or designee, is authorized to administer funds or delegate authority to other appropriate entities approved by the governing boards to administer ESG and HOPWA programs, and is also authorized to expend funds and execute contracts with the appropriate entities to carry out the ESG and HOPWA funded activities contained in the approved Action Plan, strictly in accordance with the terms of the approved Action Plan and funding source requirements.

- Section 19. The Executive Director, or designee, is authorized to enter into necessary grants and agreements with HUD, the State Housing and Community Development Department (HCD), and other governmental or private entities for homeless programs for which HACS/Agency is the designated recipient of grant funds or contracting agency. The Agency, on behalf of HACS, is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget, and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Executive Director, or designee, is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.
- Section 20. HACS finds and declares that the proposed expenditure of tax increment housing funds, as set forth in approved recognized obligation payment schedules, for activities serving the homeless, including providing subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, as allocated/outlined in the budget, will not cause or exacerbate racial, ethnic or economic segregation and will be beneficial to all former Redevelopment Project Areas by facilitating the production of affordable housing and providing housing for a population which remains in or frequents the former Redevelopment Project Areas and is perceived as a blighting influence by business owners, property owners, workers and residents, and as a result impedes the elimination of blight in the community.
- Section 21. HACS further finds and declares that the proposed expenditure of tax increment housing funds, as set forth in approved recognized obligation payment schedules to provide subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, increases, improves, and preserves the community's supply of low and moderate-income housing available at an affordable housing cost to persons and families that are extremely low, very low, low or moderate income households and will be of benefit to the community.
- Section 22. HACS finds and declares that the proposed planning and administrative expenses which may be paid for from the former low and moderate income housing fund, pursuant to an approved recognized obligation payment schedule, is necessary for the production, improvement and/or preservation of low and moderate income housing during the 2019 Agency Budget year.
- Section 23. HACS is authorized to amend the budget to transfer or accept funding or assets consistent with an approved recognized obligation payment schedule to the Agency or City Redevelopment Agency Successor Agency (RASA) for approved capital projects or operating expenses in compliance with all bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

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

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

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

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

- Section 27. The Agency Budget is controlled at the fund group level. Except as provided in this resolution, no expenditure will exceed the approved Budget.
- Section 28. The Executive Director, or designee, is authorized to amend the Budget to appropriate for expenditure all revenues received in revolving funds.
- Section 29. The Executive Director, or designee, is authorized to increase or decrease operating Budget appropriations up to \$100,000. Operating Budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.
- Section 30. The Executive Director, or designee, is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.
- Section 31. The Executive Director, or designee, is authorized to increase or decrease project budget appropriations by not more than \$100,000 for each project or activity. Project budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.
- Section 32. The Executive Director, or designee, is authorized to transfer any available fund balances from HACS instrumentalities or affiliates to allocate for future HACS projects or to reduce budget shortfalls, provided the use and receipt of funds is not otherwise restricted by law or regulations. Such transactions are subject to HACS instrumentality or affiliate board approval.
- Section 33. The Executive Director, or designee, is authorized to amend the Budget to reflect all required debt service payments, pass through payments, loan repayments, and other existing obligations based on actual higher or lower revenues.
- Section 34. The Executive Director, or designee, is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets in compliance with appropriate approvals, bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.
- Section 35. The Executive Director, or designee, on behalf of HACS serving as the Successor Housing Entity, is authorized to execute, and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to modify the terms of loans and reconcile available revenues as needed for the completion of enforceable housing obligations of the former redevelopment agency to assure receipt of anticipated revenues.
- Section 36. The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect HACS assets under contracts, loans, disposition and development agreements, owner participation

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

- Section 37. All project appropriations in existence as of December 31, 2018 will be carried over and continued in 2019.
- Section 38. All multi-year operating grant budgets in existence as of December 31, 2018 shall be continued in 2019.
- Section 39. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2018 may remain in effect in 2019. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2018, but only to the extent that the applicable division's 2018 operating budget appropriations exceeded 2018 expenditures.
- Section 40. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2019 Budget.
- Section 41. If any entity requires a separate resolution for any action approved within this resolution other than resolutions for approval or amendment of projects, programs or the Agency Budget, the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.
- Section 42. The Executive Director, or designee, or designee, is authorized to delegate the authorities as set out in this resolution.
- Section 43. Form HUD-52574 (04/2013), attached as Exhibit B-2 for signature by the Chair of the Board of the Housing Authority, provides necessary certifications for submission of the Operating Budgets described in Section 8d.
- Section 44. This resolution shall take effect immediately.

Table of Contents:

- Exhibit A: Summary of Changes to Sacramento Housing and Redevelopment Agency
Proposed 2019 Budget
- Exhibit B-1: 2019 City Public Housing Asset Management Projects (AMP) and Central
Office Cost Center (COCC)
- Exhibit B-2: HUD Resolution Approving the 2019 AMP Budgets

EXHIBIT A

SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2019 BUDGET

| | |
|--|----------------|
| Approved 2019 Total Operating Budget | \$ 153,436,253 |
| Revised Approved 2019 Total Operating Budget | \$0 |
| Approved 2019 New Projects | \$ 39,311,160 |
| Revised Approved 2019 New Projects | \$0 |
| TOTAL SHRA BUDGET | \$ 192,747,413 |

City Public Housing AMP, Central Office and Central Services Budget

January 1 - December 31, 2019

PHA Code: CA005
City of Sacramento

| | City AMP 1 | City AMP 2 | City AMP 3 | City AMP 4 | City AMP 5 | City AMP 7 | Total City Public Housing | City COCC Central Office & Central Svc |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|------------------------------------|--|
| Beginning fund equity | \$ 1,754,405 | \$ 3,138,772 | \$ 2,300,425 | \$ 864,404 | \$ 868,175 | \$ 862,505 | 9,788,686 | \$ 199,999 |
| Revenues: | | | | | | | | |
| HUD Operating Subsidy | 1,466,459 | 1,795,088 | 656,490 | 708,898 | 757,812 | 635,724 | 6,020,471 | - |
| Maintenance Charges to Tenants | 3,000 | 3,000 | 3,000 | 10,000 | 10,000 | 7,000 | 36,000 | - |
| Washer/Dryer Income | 600 | 60 | 15,000 | 5,000 | 4,000 | 4,000 | 28,660 | - |
| Rental Income - Dwelling | 875,000 | 850,000 | 900,000 | 660,000 | 650,000 | 530,000 | 4,465,000 | - |
| Rental Income - Commercial | - | - | 330,000 | - | - | - | 330,000 | - |
| Rental income other | 15,000 | 15,000 | - | - | - | - | 30,000 | - |
| Interest Income - Investment | 20,000 | 27,000 | 21,000 | 9,000 | 10,000 | 10,000 | 97,000 | 5,888 |
| Bad Debt Recovery | 3,000 | 1,000 | 1,000 | 1,000 | 2,000 | 1,000 | 9,000 | - |
| Return Check Fee | 30 | 60 | 75 | 30 | 60 | 30 | 285 | - |
| Miscellaneous income | 10,000 | 10,000 | 3,000 | 2,000 | 4,000 | 4,000 | 33,000 | 22,146 |
| Management Fee | - | - | - | - | - | - | - | 1,818,432 |
| IT/Bookkeeping Fee | - | - | - | - | - | - | - | 174,870 |
| Asset Management Fee | - | - | - | - | - | - | - | 218,640 |
| Admin Fee (CFP) | - | - | - | - | - | - | - | 266,389 |
| Central services fees | - | - | - | - | - | - | - | 448,553 |
| Total operating revenue | 2,393,089 | 2,701,208 | 1,929,565 | 1,395,928 | 1,437,872 | 1,191,754 | 11,049,416 | 2,954,918 |
| CFP Mgmt impr transfers | 36,397 | 36,445 | 41,333 | 32,411 | 32,411 | 34,226 | 213,223 | - |
| Local Housing Transfers | - | - | - | - | - | - | - | 520,655 |
| Total revenues and transfers in | 2,429,486 | 2,737,653 | 1,970,898 | 1,428,339 | 1,470,283 | 1,225,980 | 11,262,639 | 3,475,573 |
| Expenditures: | | | | | | | | |
| Employee Services: | | | | | | | | |
| - Management/Maintenance | 776,218 | 732,644 | 504,582 | 464,800 | 356,114 | 376,531 | 3,210,889 | 1,223,556 |
| - Resident Trainees | 36,397 | 36,445 | 41,333 | 32,411 | 32,411 | 34,226 | 213,223 | - |
| Total Employee Services | 812,615 | 769,089 | 545,915 | 497,211 | 388,525 | 410,757 | 3,424,112 | 1,223,556 |
| Services & Supplies: | | | | | | | | |
| - Management/Maintenance | 1,069,535 | 1,285,568 | 936,431 | 632,646 | 779,529 | 541,405 | 5,245,114 | 2,452,016 |
| Other Charges: | | | | | | | | |
| Financial Transactions | 2,813 | 4,926 | 3,989 | 1,705 | 1,541 | 1,427 | 16,401 | - |
| - Central Service Fees | 94,587 | 103,430 | 88,425 | 54,930 | 56,002 | 51,179 | 448,553 | - |
| - Miscellaneous (PILOT, Depr.) | 52,329 | 57,312 | 49,838 | 32,394 | 29,902 | 27,410 | 249,185 | - |
| Management Fee | 287,667 | 314,559 | 268,924 | 167,059 | 170,318 | 155,650 | 1,364,177 | - |
| IT / Bookkeeping Fee | 31,770 | 34,740 | 29,700 | 18,450 | 18,810 | 17,190 | 150,660 | - |
| Asset Management Fee | 43,200 | 46,920 | 39,720 | 25,560 | 25,080 | 23,400 | 203,880 | - |
| Total operating expense | 2,394,516 | 2,616,544 | 1,962,942 | 1,429,955 | 1,469,707 | 1,228,418 | 11,102,082 | 3,675,572 |
| Ending Balance | \$ 1,789,375 | \$ 3,259,881 | \$ 2,308,381 | \$ 862,788 | \$ 868,751 | \$ 860,067 | \$ 9,949,243 | \$ - |

PHA Board Resolution
Approving Operating Budget

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

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

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

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

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

PHA Fiscal Year Beginning: 01/01/2019 Board Resolution Number: _____

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

DATE

- ☒ Operating Budget approved by Board resolution on: 11/6/2018
- ☐ Operating Budget submitted to HUD, if applicable, on: _____
- ☐ Operating Budget revision approved by Board resolution on: _____
- ☐ Operating Budget revision submitted to HUD, if applicable, on: _____

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

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

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

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

| | | |
|---------------------------------|------------|---------|
| Print Board Chairperson's Name: | Signature: | Date: |
| Mayor Darrell Steinberg | | 11/6/18 |

RESOLUTION NO. _____

APPROVAL OF 2019 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITY FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS

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

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

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

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

Section 1. The proposed actions are administrative and fiscal activities and do not make any commitments to, or give approvals for, specific projects or activities which have the potential to result in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment. Therefore, the proposed actions do not constitute a project subject to environmental review under

the California Environmental Quality Act (CEQA) per Guidelines Section 15378(b), and are exempt under the National Environmental Policy Act (NEPA) per 24 CFR 58.34(a)(2) and (3). Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

Section 2. The 2019 Operating Budget totaling \$153,436,253 and the 2019 Project Budget totaling \$39,311,160, all as further described in the 2019 Proposed Agency Budget (hereinafter "2019 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 2019 fiscal year. The 2019 Agency Budget incorporates the budgets of the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.

Section 3. A total of 236.5 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.

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

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

Agency (CRASA) as approved by the CRASA Oversight Board regarding housing successor matters.

Section 6. The Agency is authorized to submit the 2019 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 2019 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 2019 Housing Operating Budget is reasonable in that:

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

Section 9. The Housing Authority of the County of Sacramento (Authority or HACOS), staffed by the Agency, is authorized to submit applications to HUD for the Capital Fund Plan and Program funding. If such grants are awarded, the Agency is authorized to accept the grant or grants, execute all related documents, execute contracts to implement the Capital Fund Program subject to HUD approval of the annual statements and amend

the Budget accordingly. The Agency is directed to comply with all policies, procedures, and requirements prescribed by HUD as a condition of such grants. The Agency is authorized to submit the annual statement to HUD, after receiving public comments and resident review and approval of the Sacramento Housing and Redevelopment Agency Commission.

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

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

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

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

approved by the Sacramento Housing and Redevelopment Agency Commission.

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

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

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

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

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

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

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

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

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

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

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

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

Section 25. The Agency is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

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

Section 27. The Agency is authorized to exercise default remedies and take other actions to protect the Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. The Agency is authorized to enter into "loan work outs," to the extent reasonably necessary to protect the Agency assets, and in entering such "work outs," the Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made

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

Section 28. All project appropriations in existence as of December 31, 2018 will be carried over and continued in 2019.

Section 29. All multi-year operating grant budgets in existence as of December 31, 2018 shall be continued in 2019.

Section 30. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2018 may remain in effect in 2019. The Agency is authorized to increase the Budget for valid encumbrances as of December 31, 2018, but only to the extent that the applicable division's 2018 operating budget appropriations exceeded expenditures.

Section 31. The Agency is authorized to incorporate the changes listed on Exhibit A as part of the 2019 Budget.

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

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

Section 34. This resolution shall take effect immediately.

On a motion by Supervisor _____, seconded by Supervisor _____, the foregoing Resolution was passed and adopted by the Board of Supervisors of the County of Sacramento, State of California, this 6th day of November, 2018, by the following vote, to wit:

AYES: Supervisors,

NOES: Supervisors,

ABSENT: Supervisors,

ABSTAIN: Supervisors,

RECUSAL: Supervisors,

(PER POLITICAL REFORM ACT (§ 18702.5.))

Chair of the Board of Supervisors
of Sacramento County, California

(SEAL)

ATTEST: _____
Clerk, Board of Supervisors

EXHIBIT A

SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2019 BUDGET

| | |
|--|-----------------------|
| Approved 2019 Total Operating Budget | \$ 153,436,253 |
| Revised Approved 2019 Total Operating Budget | \$0 |
| Approved 2019 New Projects | \$ 39,311,160 |
| Revised Approved 2019 New Projects | \$0 |
| TOTAL AGENCY BUDGET | \$ 192,747,413 |

RESOLUTION NO. _____

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

ON DATE OF

**APPROVAL OF 2019 BUDGET FOR THE SACRAMENTO HOUSING AND
REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS,
DELEGATIONS, AND IMPLEMENTING AUTHORITIES; INCLUDING
AUTHORITY FOR HUD SUBMISSIONS, GRANTS AND FUND
TRANSFERS**

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

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

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

WHEREAS, as of February 1, 2012, pursuant to Health and Safety Code Section 34173 and resolution no. 2012-0051, the fiscal administration of the former Redevelopment Agency of the County was assumed within the management structure of the County of Sacramento which elected to

administer the dissolution of its redevelopment agency and manage the County Redevelopment Agency Successor Agency (CRASA). The budget of the former Redevelopment Agency is no longer incorporated within the Agency Budget; and

WHEREAS, Pursuant to Health and Safety Code Section 34176 and resolution no.HA-2012-2329 the County of Sacramento designated the Housing Authority of the County of Sacramento (HACOS), managed and staffed by the Agency, as the local authority to retain the housing-assets and housing-functions previously performed by its Redevelopment Agency.

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

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

Section 2. The proposed actions are administrative and fiscal activities and do not make any commitments to, or give approvals for, specific projects or activities which have the potential to result in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment. Therefore, the proposed actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) per Guidelines Section 15378(b), and are exempt under the National Environmental Policy Act (NEPA) per 24 CFR 58.34(a)(2) and (3). Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

Section 3. The 2019 Operating Budget totaling \$153,436,253 and the 2019 Project Budget totaling \$39,311,160, all as further described in the 2019 Proposed Agency Budget (hereinafter "2019 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 2019 fiscal year. The 2019

Agency Budget incorporates the budgets of the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.

Section 4. A total of 236.5 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.

Section 5. Subject to availability under the Budget or limitations on use of any required funds, the Executive Director or her designees is authorized to amend the Budget as necessary to accept funds, expend funds, or transfer funds among operating budgets or project budgets to complete enforceable housing obligations, comply with legal directives of the California State Department of Finance and/or the State Controller's Office, facilitate the dissolution of redevelopment pursuant to AB x1 26 and AB 1484, or to provide staffing services to County Redevelopment Agency Successor Agency (CRASA). Such transactions must comply with applicable laws and regulations and agreements to provide staffing services for CRASA and are subject to CRASA Oversight Board Approval.

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

Section 7. The Executive Director, or designee, is authorized to submit the 2019 Annual Housing Operating Budget and all supporting documents to the United States Department of Housing and Urban Development (HUD), including all required amendments for utilities and other miscellaneous adjustments. Furthermore, the Executive Director, or designee, is authorized to amend the Budget to reflect actual HUD approved

expenditures and revenues for HUD funded programs and projects. Please see Exhibit B-1 for a summary of the Public Housing operating budget.

Section 8. The proposed expenditures under the 2019 Housing Operating Budget are necessary for the efficient and economical operation of Agency housing to serve low-income families.

Section 9. The housing financial plan set forth in the 2019 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 2019 Budget attached as Exhibit B-1.

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

Section 11. Based on the HUD requirement for public housing authorities to implement Asset Management that includes fee for service, the Budget implements 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. Such services include, but are not limited to property management services. Subject to applicable laws, regulations and policies governing Agency procurement, the Agency is

authorized to competitively procure and execute contracts for such fee for services.

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

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

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

Section 15. Subject to availability under the Budget of any required funds, The Executive Director, or designee, is authorized to approve conversion of HUD funded conventional public housing dwelling

units to non-dwelling use or disposition as long as the use or disposition is approved by HUD and consistent with HACOS policy and governing board approvals. The Executive Director or her designee is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the approved HUD approved conversion.

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

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

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

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

Section 20. HACOS finds and declares that the proposed expenditure of tax increment housing funds, as set forth in approved recognized obligation payment schedules, for activities serving the homeless, including providing subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, as allocated/outlined in the budget, will not cause or exacerbate racial, ethnic or economic segregation and will be beneficial to all former Redevelopment Project Areas by facilitating the production of affordable housing and providing housing for a population which remains in or frequents the former Redevelopment Project Areas and is perceived as a blighting influence by business owners, property owners, workers and residents, and as a result impedes the elimination of blight in the community.

Section 21. HACOS further finds and declares that the proposed expenditure of tax increment housing funds, as set forth in approved recognized payment schedules to provide subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, increases, improves, and preserves the community's supply of low and moderate-income housing

available at an affordable housing cost to persons and families that are extremely low, very low, low or moderate income households and will be of benefit to the community.

Section 22. HACOS finds and declares that the proposed planning and administrative expenses which may be paid for from the former low and moderate income housing fund, pursuant to an approved recognized payment obligation payment schedule, is necessary for the production, improvement and/or preservation of low and moderate income housing during the 2018 Agency Budget year.

Section 23. HACOS is authorized to amend the budget to transfer or accept funding or assets consistent with an approved recognized payment obligation schedule to the Agency or County RASA for approved capital projects or operating expenses in compliance with all bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

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

Section 25. The Executive Director, or designee, is authorized to submit grant applications on behalf of the Housing Authority of the County for any and all housing and community development activities within the jurisdiction of the Agency. If such grants are awarded, and approved by the governing board if in excess of \$100,000, the Agency is authorized to accept the grant or grants, execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents, and amend the Budget. Budget expenditure and amendments for such grants are

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

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

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

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

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

Section 29. The Executive Director, or designee, is authorized to increase or decrease operating Budget appropriations up to \$100,000.

Operating Budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.

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

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

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

Section 33. The Executive Director, or designee, is authorized to amend the Budget to reflect all required debt service payments, pass through payments, loan repayments and other existing obligations based on actual higher or lower revenues.

Section 34. The Executive Director, or designee, is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

Section 35. The Executive Director, or designee, on behalf HACOS serving as the County Successor Housing Entity, is authorized to execute, and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to modify the terms of loans and reconcile available revenues as needed for the completion of

enforceable housing obligations of the former redevelopment agency to assure receipt of anticipated revenues.

Section 36. The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. Agency is authorized to enter into "loan work outs," to the extent reasonably necessary to protect Agency assets, and in entering such "work outs," Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria. Further, The Executive Director, or designee, is authorized to renegotiate existing Agency debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in a cost savings or provide the Agency with more favorable loan terms.

Section 37. All project appropriations in existence as of December 31, 2018 will be carried over and continued in 2019.

Section 38. All multi-year operating grant budgets in existence as of December 31, 2018 shall be continued in 2019.

Section 39. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2018 may remain in effect in 2019. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2018, but only to the extent that the applicable division's 2018 operating budget appropriations exceeded 2018 expenditures.

Section 40. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2019 Budget.

Section 41. If any entity requires a separate resolution to confirm any action approved within this resolution the Sacramento Housing

and Redevelopment Commission is delegated the authority to approve and deliver such resolution.

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

Section 43. This resolution shall take effect immediately.

On a motion by Member _____,
seconded by Member _____, the foregoing Resolution was passed
and adopted by the Housing Authority of the County of Sacramento, State of
California, this 8th day of November, 2018, by the following vote, to wit:

AYES: Members,

NOES: Members,

ABSTAIN: Members,

ABSENT: Members,

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

SEAL:

ATTEST: _____
Clerk

EXHIBIT A

SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2019 BUDGET

| | |
|--|-----------------------|
| Approved 2019 Total Operating Budget | \$ 153,436,253 |
| Revised Approved 2019 Total Operating Budget | \$0 |
| Approved 2019 New Projects | \$ 39,311,160 |
| Revised Approved 2019 New Projects | \$0 |
| TOTAL SHRA BUDGET | \$ 192,747,413 |

County Public Housing AMP, Central Office and Central Services Budget

January 1 - December 31, 2019

PHA Code: CA007
County of Sacramento

| | County <u>AMP 1</u> | County <u>AMP 2</u> | County <u>AMP 3</u> | County <u>AMP 5</u> | Total County Public Housing | County COCC Central Office & Central Svc |
|---------------------------------|------------------------|------------------------|------------------------|------------------------|--------------------------------------|--|
| Beginning fund equity | \$ 875,219 | \$ 549,234 | \$ 1,274,415 | \$ 1,060,856 | \$ 3,759,724 | \$ - |
| Revenues: | | | | | | |
| HUD Operating Subsidy | 600,000 | 794,560 | 1,476,370 | 953,537 | 3,824,467 | - |
| Maintenance Charges to Tenants | - | 3,000 | 3,800 | 5,000 | 11,800 | - |
| Washer/Dryer Income | - | 7,000 | 4,500 | 2,000 | 13,500 | - |
| Rental Income - Dwelling | - | 780,000 | 847,000 | 570,000 | 2,197,000 | - |
| Rental Income - Other | - | - | 10,500 | 7,620 | 18,120 | - |
| Interest Income - Investment | - | 2,000 | 8,500 | 5,000 | 15,500 | - |
| Bad Debt Recovery | - | 1,000 | 1,100 | 4,000 | 6,100 | - |
| Miscellaneous income | - | 6,000 | 5,800 | 4,000 | 15,800 | - |
| Return Check Fee | - | 45 | 75 | 60 | 180 | - |
| Management Fee | - | - | - | - | - | 1,657,923 |
| IT/Bookkeeping Fee | - | - | - | - | - | 70,740 |
| Asset Management Fee | - | - | - | - | - | 92,520 |
| Admin Fee (CFP) & (HCV) | - | - | - | - | - | 1,875,632 |
| Washer/Dryer Income | - | - | - | - | - | - |
| Central services fees | - | - | - | - | - | 283,795 |
| Total operating revenue | 600,000 | 1,593,605 | 2,357,645 | 1,551,217 | 6,102,467 | 3,980,610 |
| CFP operating transfers | - | 30,000 | - | - | 30,000 | - |
| CFP Mgmt impr transfers | - | 32,411 | 32,411 | 31,622 | 96,444 | - |
| AMP to AMP transfers | (250,000) | 250,000 | - | - | - | - |
| Total revenues and transfers in | 350,000 | 1,906,016 | 2,390,056 | 1,582,839 | 6,228,911 | 3,980,610 |
| Expenditures: | | | | | | |
| Employee Services: | | | | | | |
| - Management/Maintenance | - | 508,593 | 706,865 | 433,156 | 1,648,614 | 484,240 |
| - Resident Trainees | - | 32,411 | 32,411 | 31,622 | 96,444 | - |
| Total Employee Services | - | 541,004 | 739,276 | 464,778 | 1,745,058 | 484,240 |
| Services & Supplies: | | | | | | |
| - Management/Maintenance | - | 912,372 | 1,180,517 | 782,160 | 2,875,049 | 3,496,095 |
| Other Charges: | | | | | | |
| Financial Transactions | - | 1,612 | 1,858 | 1,580 | 5,050 | 275 |
| - Central Service Fees | - | 93,876 | 104,708 | 85,210 | 283,794 | - |
| - Miscellaneous (PILOT, Depr.) | - | 44,359 | 49,905 | 40,978 | 135,242 | - |
| Management Fee | - | 211,879 | 236,326 | 192,321 | 640,526 | - |
| IT / Bookkeeping Fee | - | 23,400 | 26,100 | 21,240 | 70,740 | - |
| Asset Management Fee | - | 31,320 | 32,280 | 28,920 | 92,520 | - |
| Total operating expense | - | 1,859,822 | 2,370,970 | 1,617,187 | 5,847,979 | 3,980,610 |
| Ending Balance | \$ 1,225,219 | \$ 595,428 | \$ 1,293,501 | \$ 1,026,508 | \$ 4,140,656 | \$ - |

PHA Board Resolution
Approving Operating Budget

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

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

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

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

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

PHA Fiscal Year Beginning: 01/01/2019 Board Resolution Number: _____

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

DATE

- ☒ Operating Budget approved by Board resolution on: 11/8/2018
- ☐ Operating Budget submitted to HUD, if applicable, on: _____
- ☐ Operating Budget revision approved by Board resolution on: _____
- ☐ Operating Budget revision submitted to HUD, if applicable, on: _____

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

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

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

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

| | | |
|--|------------|-------|
| Print Board Chairperson's Name: Don Nottoli | Signature: | Date: |
|--|------------|-------|

RESOLUTION NO. SHDC ____

**ADOPTED BY THE SACRAMENTO HOUSING DEVELOPMENT
CORPORATION**

ON DATE OF

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

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

Section 1. Approval of the budget is an administrative and fiscal activity and does not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15378(b), and is exempt under the National Environmental Policy Act (NEPA) pursuant to 24 CFR 58.34(a)(2) and (3). Actions necessary for the effective management of the Riverview Plaza Residential Project property are exempt under CEQA pursuant to Guidelines Section 15301 and are either exempt under NEPA pursuant to 24 CFR 58.34(a)(3) or categorically excluded pursuant 24 CFR 58.35(b)(3).

Section 2. The Budget totaling \$731,795 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 "2019 Proposed Budget", a copy of which is on file with the Agency Clerk, is approved as the Operating Budget for the 2019 fiscal year for the Sacramento Housing Development Corporation (2019 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

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 (SHDC). The Executive Director is authorized to accept such grants, to amend the 2019 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 2019 Budget hereby adopted.

Section 7. The Executive Director is authorized to incorporate the changes listed on Exhibit A as part of the 2019 Budget.

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

On a motion by Director _____,
seconded by Director _____, the foregoing
Resolution was passed and adopted by the Sacramento Housing
Development Corporation, State of California, this 6th day of November,
2018, by the following vote, to wit:

AYES: Directors,

NOES: Directors,

ABSTAIN: Directors,

ABSENT: Directors,

ABSTAIN: Directors,

(PER POLITICAL REFORM ACT (§ 18702.5.))

Chair, Board of Directors
Sacramento Housing Development
Corporation

(SEAL)

ATTEST: _____
Clerk

SECTION B

FINANCIAL MANAGEMENT POLICIES

FINANCIAL MANAGEMENT POLICIES

Revenue Policy

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

Debt Policy

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

FINANCIAL MANAGEMENT POLICIES

Interdepartmental Charges / Indirect Cost Recovery

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

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

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

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

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

FINANCIAL MANAGEMENT POLICIES

The methodology that is used is as follows:

Direct Labor in each fund, divided by the Direct Labor for all funds included in the pool, equals the percentage of indirect costs to be charged to that particular fund from that cost pool. For example, if Division 27 - Community Development represents 20% of the direct labor relative to all of the funds that are to be allocated overhead, then Division 27 would be charged 20% of the indirect cost from the Supportive Services fund, such as Executive Director, HR, Finance, IT, etc.

| Department | Total | 40/41 Housing Admin 36.00% | 46 Housing Admin 36.00% | 27 Community Development 20.00% | 29 RE/CS Admin 8.00% |
|--------------------------------------|---------------------|-------------------------------|----------------------------|------------------------------------|-------------------------|
| 10 Governing Boards | \$ 25,065 | \$ 9,021 | \$ 9,023 | \$ 5,013 | \$ 2,005 |
| 11 Executive Director | \$ 978,782 | \$ 352,361 | \$ 352,361 | \$ 195,756 | \$ 78,303 |
| 12 Legal Services | \$ 858,363 | \$ 309,011 | \$ 309,011 | \$ 171,673 | \$ 68,669 |
| 13 Human Resources | \$ 1,537,134 | \$ 553,368 | \$ 553,368 | \$ 307,427 | \$ 122,971 |
| 15 Finance | \$ 1,512,992 | \$ 544,677 | \$ 544,677 | \$ 302,598 | \$ 121,039 |
| 16 Info Mgmt. & Tech Services | \$ 1,885,287 | \$ 678,703 | \$ 678,703 | \$ 377,062 | \$ 150,823 |
| 17 Agency Clerk | \$ 394,965 | \$ 142,187 | \$ 142,187 | \$ 78,993 | \$ 31,597 |
| 30 Procurement | \$ 514,048 | \$ 185,057 | \$ 185,057 | \$ 102,810 | \$ 41,124 |
| 50 Capital Projects - Admin Services | \$ 11,438 | \$ 4,118 | \$ 4,118 | \$ 2,288 | \$ 915 |
| Total Claimable Costs | \$ 7,718,074 | \$ 2,778,503 | \$ 2,778,505 | \$ 1,543,620 | \$ 617,446 |

Annual Audit

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

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

Budget Policies and Procedures

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

Budget Basis

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

Responsibility

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

FINANCIAL MANAGEMENT POLICIES

Budget Review

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

Budget Adoption

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

Budget Implementation

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

Budget Control

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

Accounting Structure and Principles

Accounting System

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

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

Basis of Accounting

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

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

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

Fund Descriptions

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

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

Proprietary Funds

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

FINANCIAL MANAGEMENT POLICIES

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

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

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

Governmental Funds

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

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

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

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

Account Groups

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

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

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



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SECTION C

REVENUE DESCRIPTION, TRENDS AND ESTIMATES

Enterprise Funds - Housing

Public Housing:

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

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

Revenue Estimate

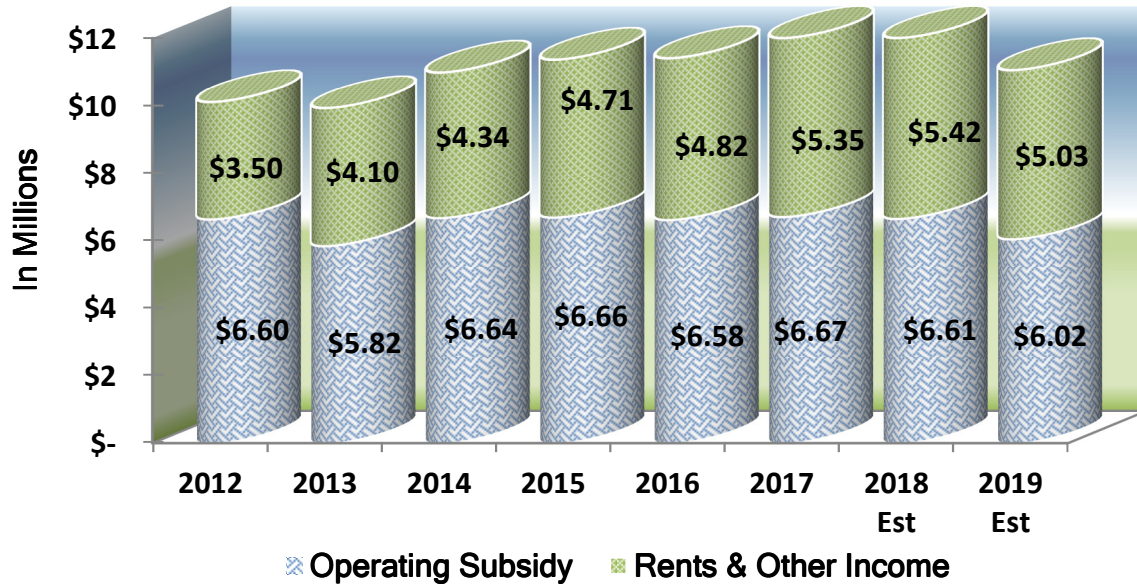
In 2018 the Agency continued to receive a 93% subsidy proration, meaning that the program is only receiving 93% of what HUD believes the Agency needs to run the program. This requires the public housing program to cut operating costs wherever possible and utilize its meager operating reserves.

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

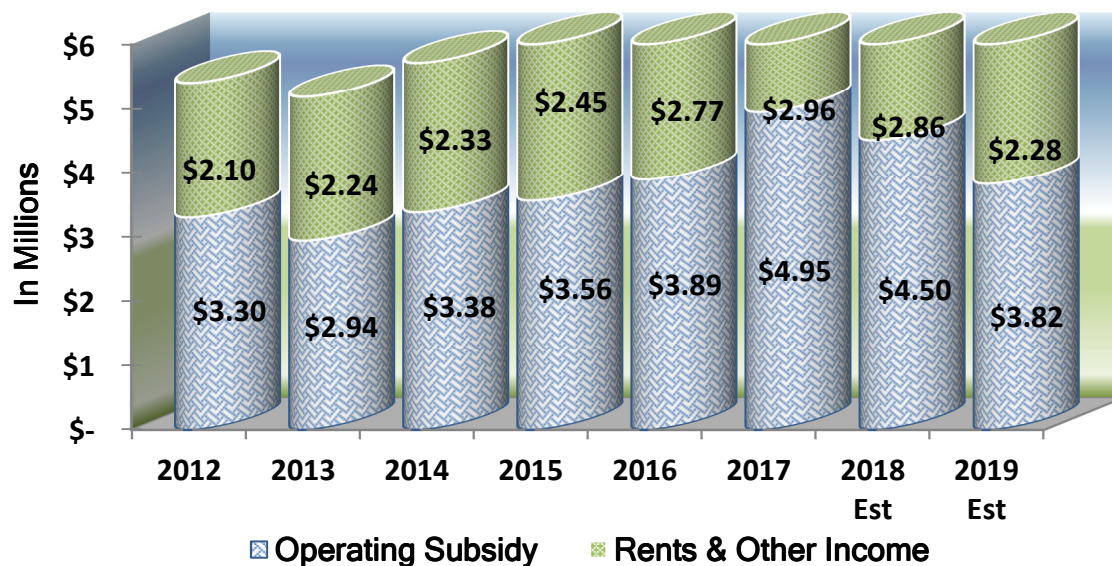
The Agency anticipates a slight decrease in funding for 2019 compared to 2018 based upon federal budget projections to date.

MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

Public Housing Program (City)



Public Housing Program (County)



MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

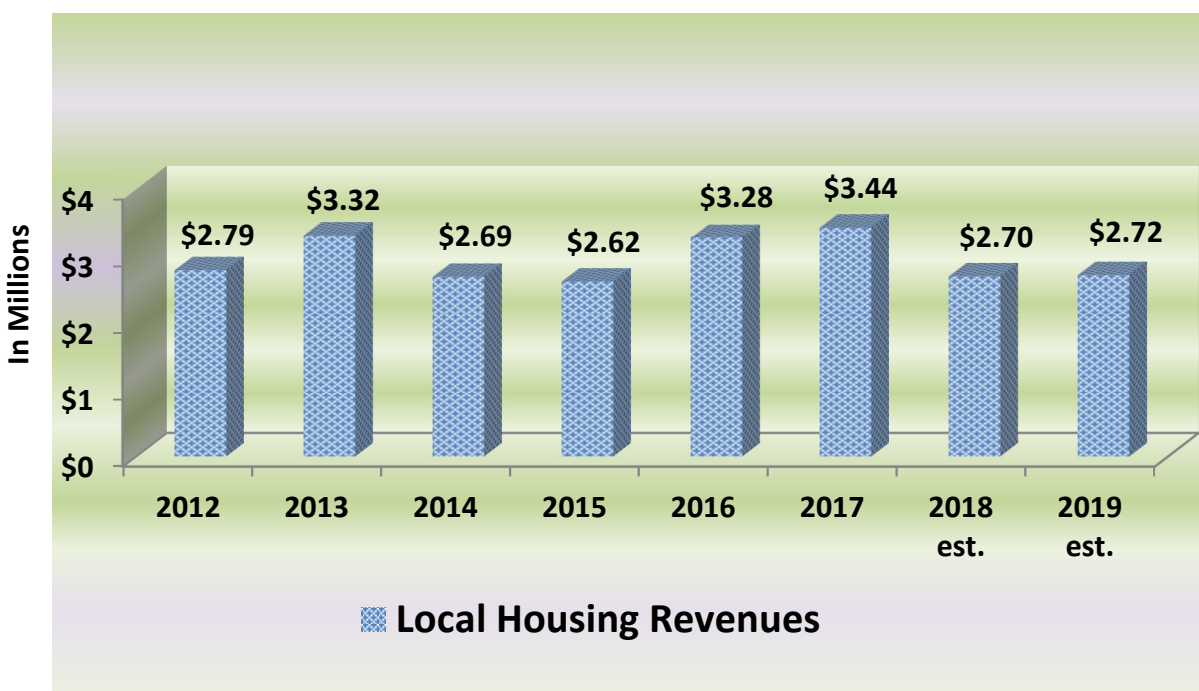
Public Housing (Non-Federal):

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

Revenue Estimate

These local housing project units not regulated by HUD have shown positive revenue trends. Rental income and Housing Assistance Payments (HAP) revenue is projected to be relatively status quo with 2018 levels.

Local Housing Projects



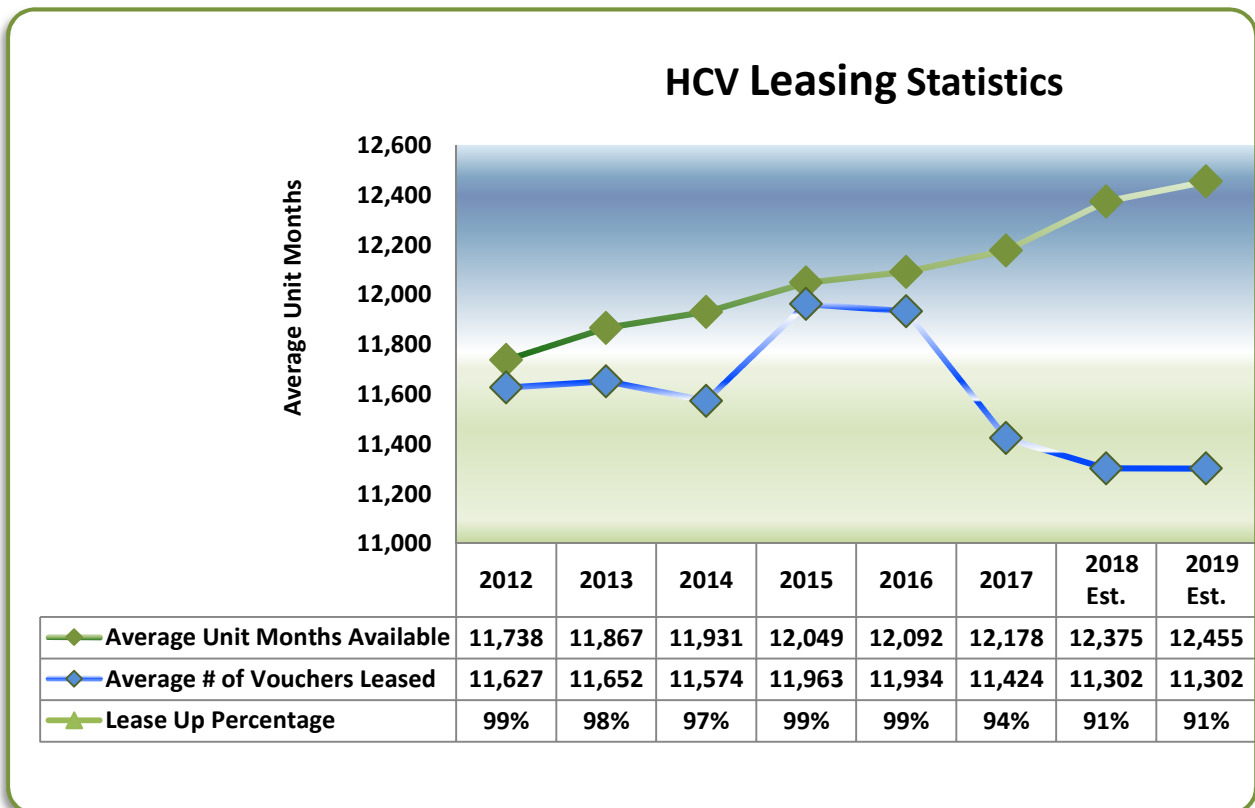
MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

Housing Choice Voucher Program (HCV):

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

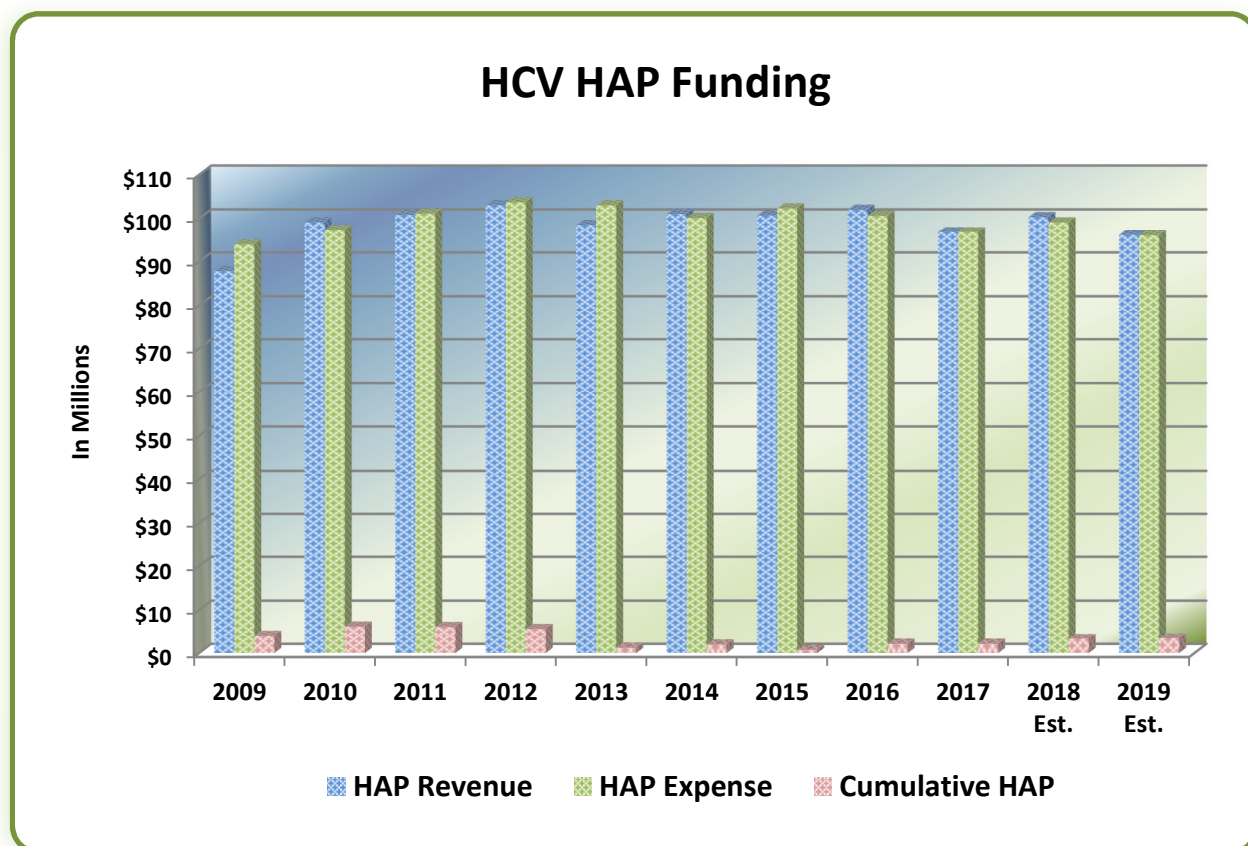
Revenue Estimate

Revenue under the HCV program is received from HUD in the form of Housing Assistance Payments (HAP) and Administrative Fees (AF). The federal appropriations process dictates the amount of funding that will be allocated to the HCV program on a national level. Jurisdictional funding allocations are performance based, with the funding level determined by the number of authorized vouchers leased. Currently, the Housing Authority has 12,397 vouchers authorized for leasing each month. In recent years the program has effectively maintained a leasing level between 98% - 100% utilization of all vouchers authorized by HUD. Due to the tight rental market, families are finding it very hard to lease up units in Sacramento County.



MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

Despite the Agency being entitled to maximum funding for the program, HUD intentionally provides less funding than required to cover HAP costs in an effort to recapture accumulated HAP reserves from public housing authorities across the country. In 2018, HUD prorated our HAP eligibility at 98.8% and the Agency anticipates a similar funding level for 2019 based upon the current proposals moving through Congress.

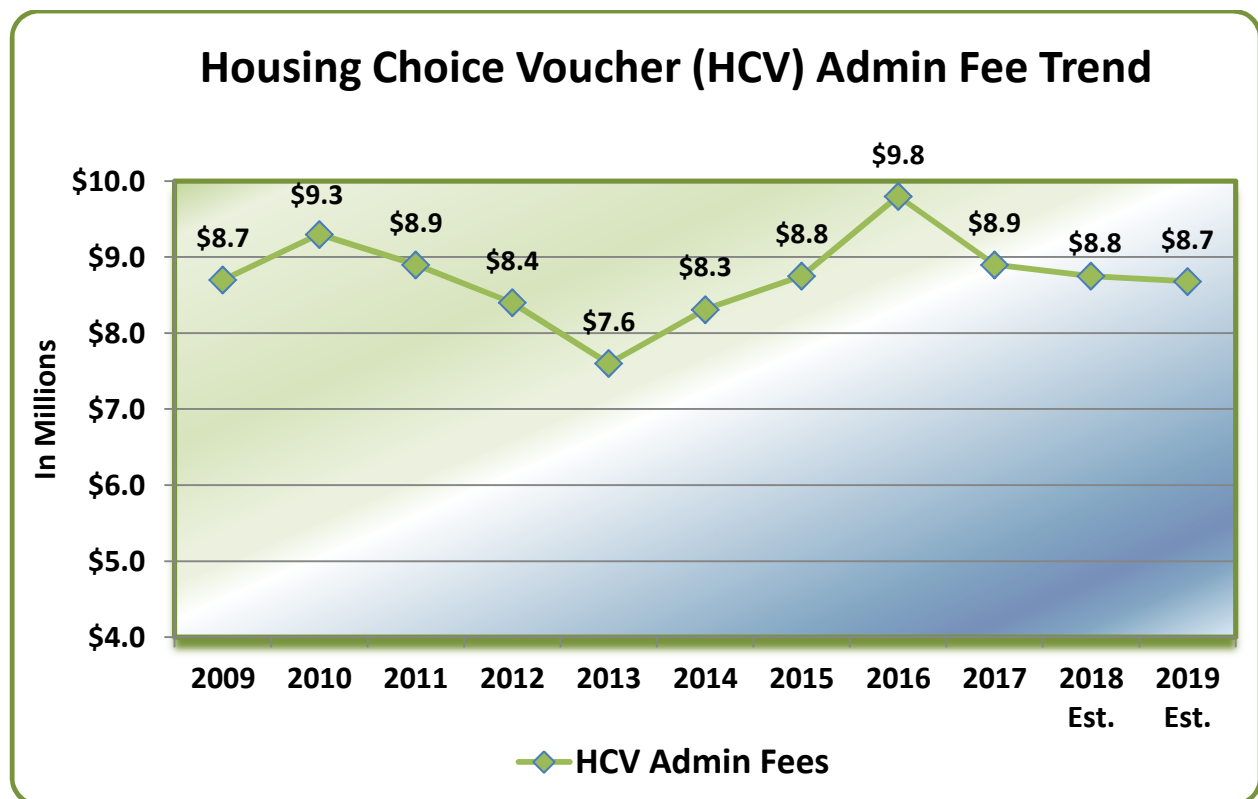


MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

The **HCV Administrative Fee** funding eligibility is based upon the number of units leased within the Housing Authority's authorized voucher allocation; currently 12,397 units per month. Once eligibility is determined, HUD uses a formula to determine administrative fees for the Agency. For 2018, the Agency receives \$92.06 per unit for the first 7,200 unit months leased and \$85.92 per unit on all remaining unit months leased. HUD then applies a proration to the formula to reduce fees paid so that the administrative fees paid to housing authorities' matches the appropriations provided by Congress. In 2017 the pro-ration was increased to 77.5% of administrative funding eligibility. This proration was increased to 80% of administrative funding eligibility in 2018.

Revenue Estimate

The Agency expects funding in 2019 to remain the same given the wide array of funding levels proposed by the administration and Congress.



MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

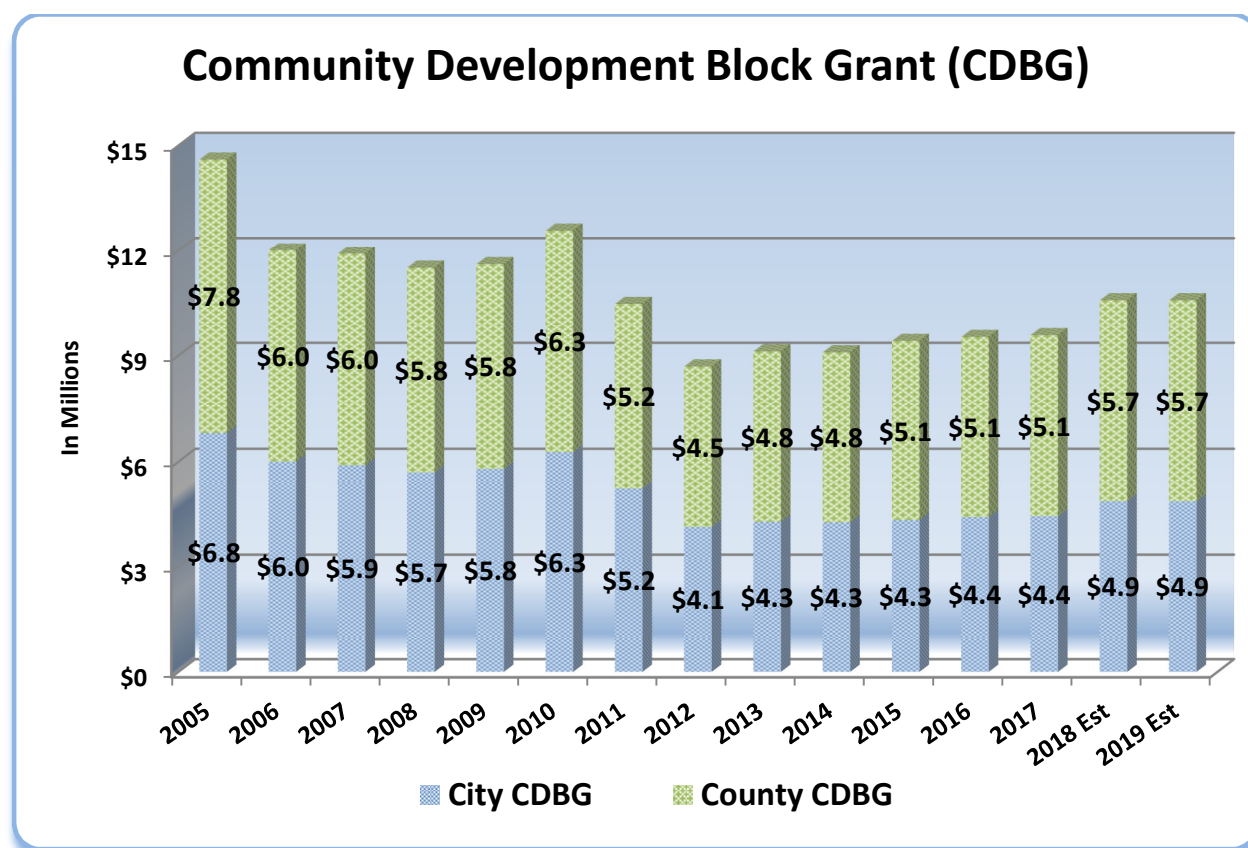
Other Governmental Funds (Special Revenue):

Community Development Block Grant (CDBG):

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

Revenue Estimate

The annual HUD CDBG entitlement budget is allocated to cities and counties based on a formula comprised of several measures. The Agency receives grants for both the City of Sacramento and the County of Sacramento. Since 2010, CDBG appropriations have been cut by 25%. However, in 2018 the CDBG experienced a 10% increase in funding. Revenues are projected to be relatively status quo with 2018 levels.

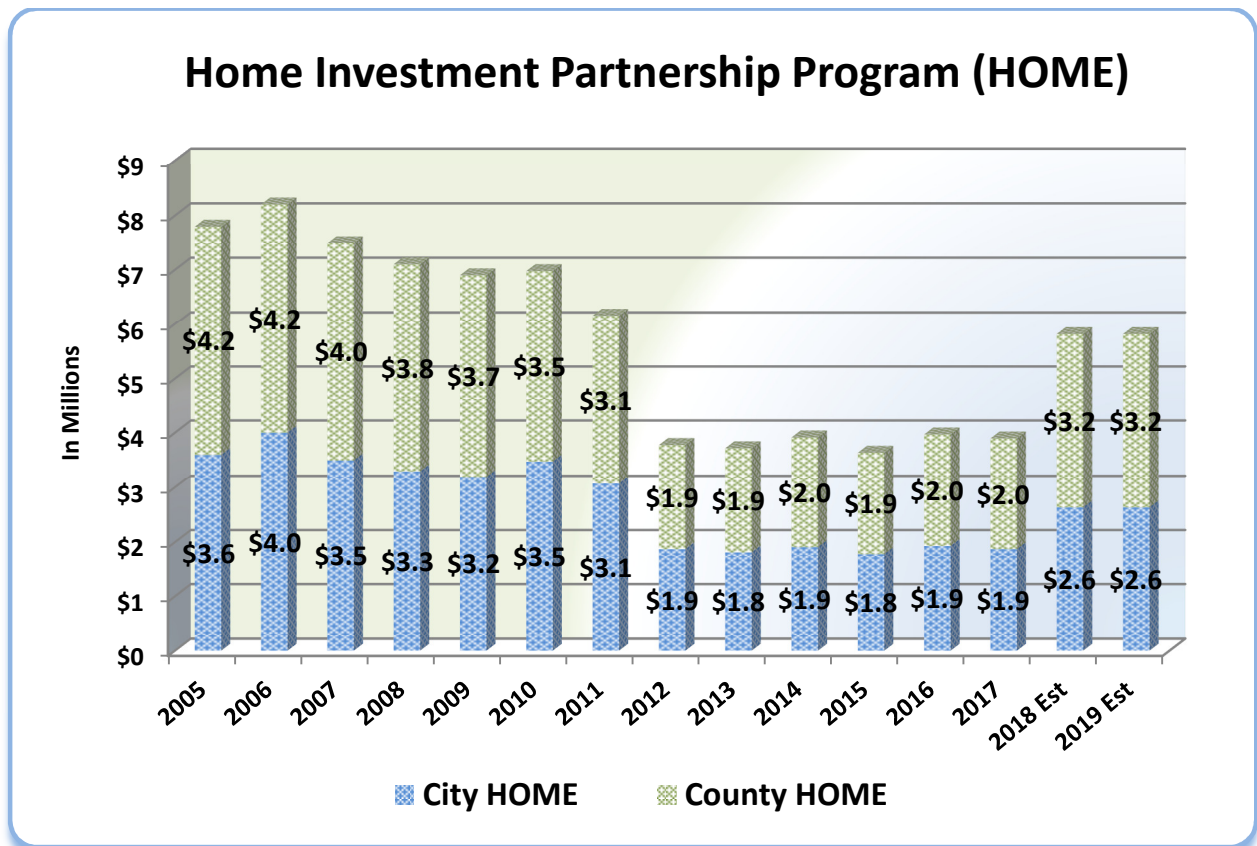


Home Investment Partnership Program (HOME):

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

Revenue Estimate

The annual HUD HOME budget is allocated to states and participating jurisdictions as formula grants. The Agency receives HOME entitlement for both the City of Sacramento and the County of Sacramento. Since 2010, appropriations for HOME have declined by 47%. In 2018, the HOME program increased 49% due to appropriations from Congress. 2019 levels are projected to be relatively status quo with 2018 levels.



MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

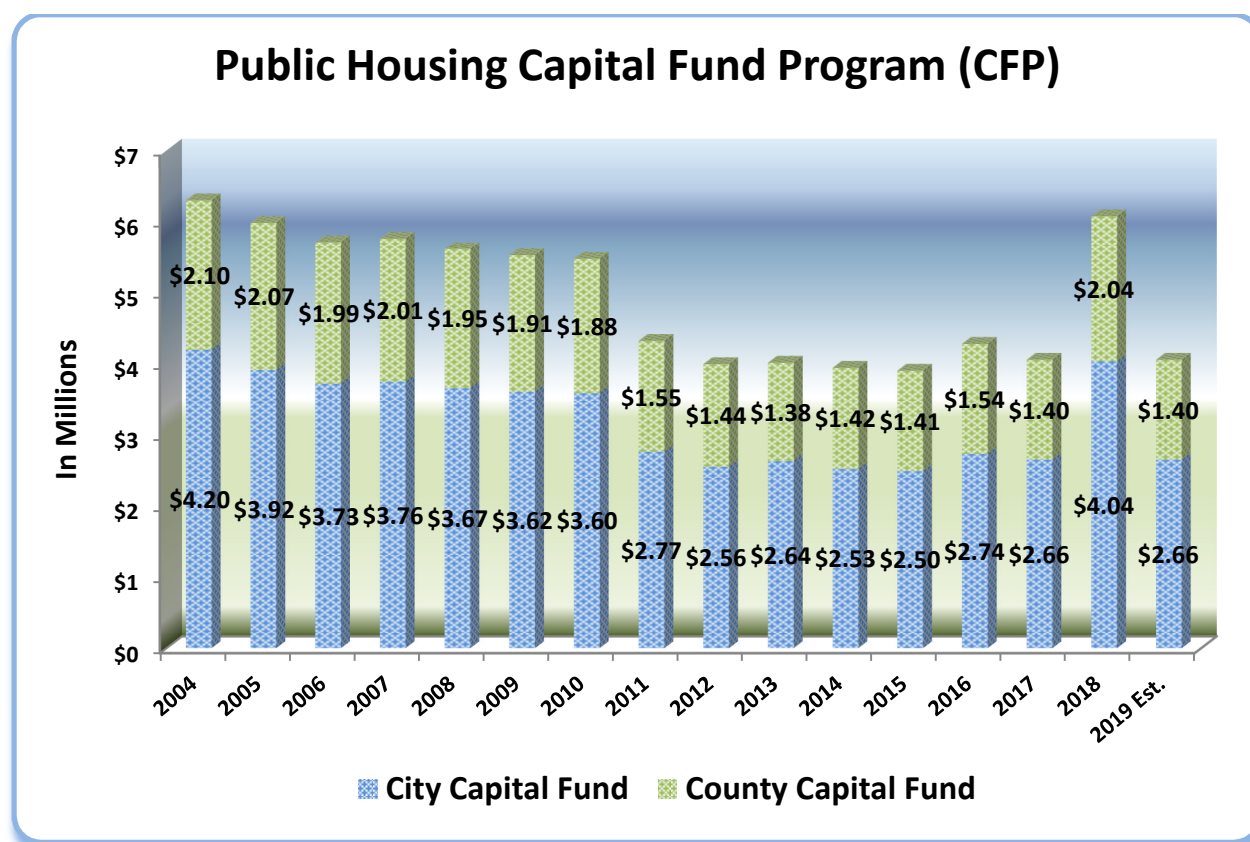
Other Governmental Funds:

Capital Fund Program (CFP):

The HUD **Capital Fund Program (CFP)** provides funding specifically intended for the development, financing, modernization, and management of improvements for properties owned under the HUD public housing program. Funds are allocated annually via a formula. The Agency receives funding for the public housing properties owned by the City and County Housing Authorities. Between 2003 and 2015, HUD funding for the capital improvements and modernization of Public Housing properties decreased 36% with the sharpest decrease in 2011 of 21%.

Revenue Estimate

In 2018, the CFP experienced a 50% increase in funding. 2019 HUD funding for the CFP is not expected to remain at the 2018 levels and should be more in line with 2017 levels. Revenue estimates are based on the current year grant amounts and are adjusted based upon Federal appropriation proposals.



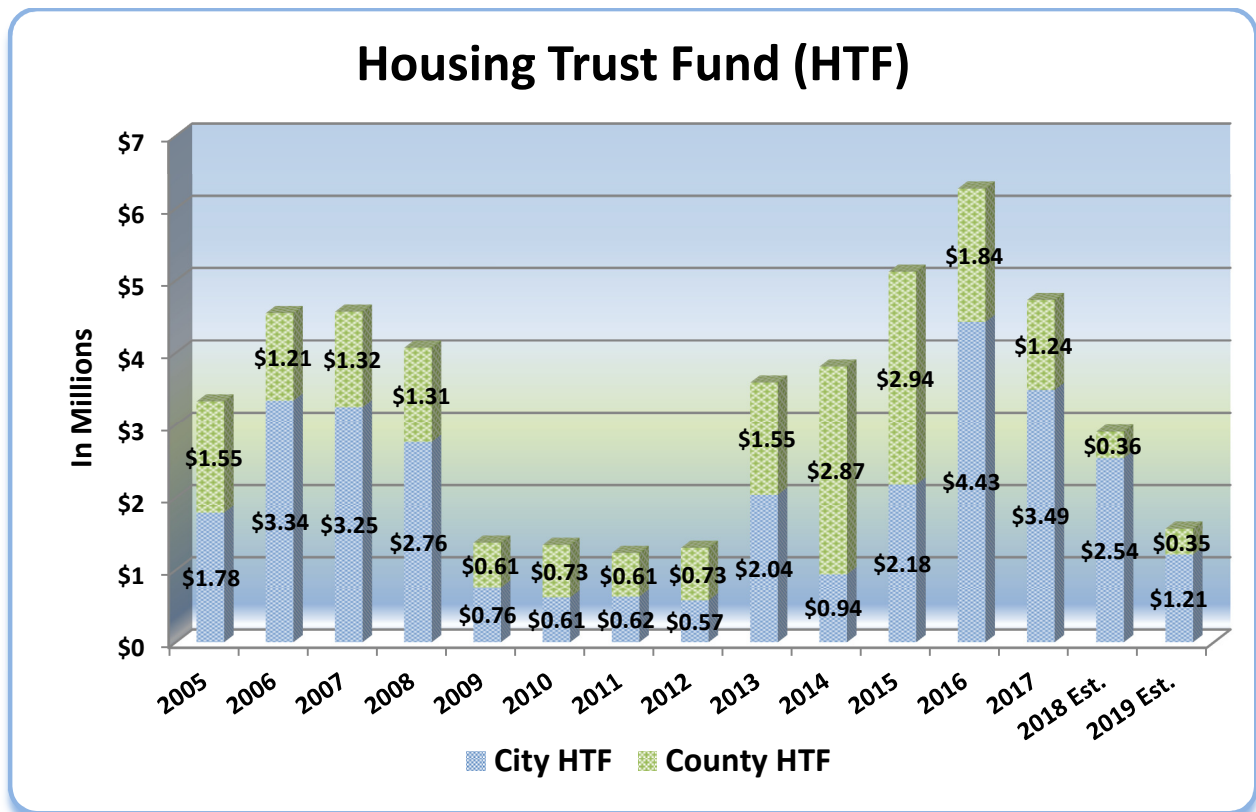
MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

Housing Trust Funds (HTF):

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

Revenue Estimate

Housing Trust Fund fees dropped dramatically from 2009 to 2012 due to the sharp decline in the number of commercial building permits issued. Since 2013 there has been a rise in revenue due to an increase in building permits and loan repayments. Revenue estimates for 2019 decreased from the prior year due to not anticipating as many repayments of prior years' outstanding loans.



Choice Neighborhoods Implementation Grant

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

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

During 2017, predevelopment work continues, including securing entitlements, in preparation for breaking ground. The Agency began the process of relocating residents and our housing development partner began seeking commitments for gap financing.

Revenue Estimate

Revenues will fluctuate annually since they are drawn based upon actual construction related expenditures.

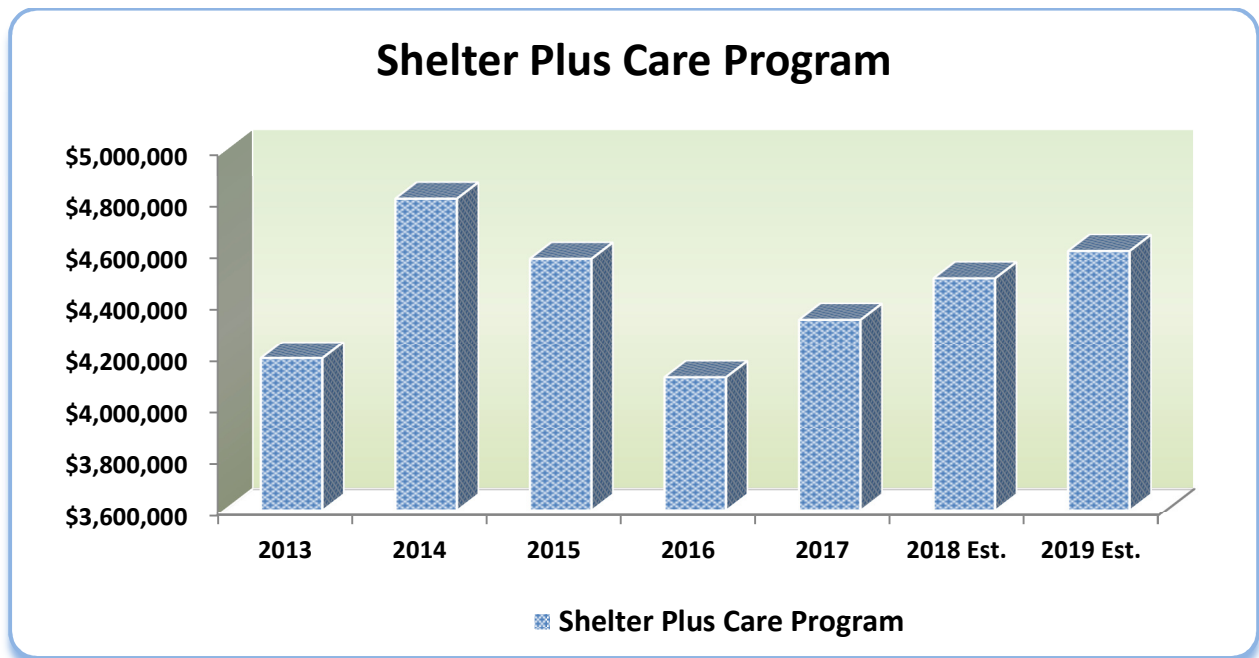
Shelter Plus Care Program

The **Shelter Plus Care Program** is a rental assistance program that provides housing assistance to homeless disabled individuals and families. These families are also linked to supportive services with case management from local service providers to keep the families stabilized in housing. The McKinney Vento Homeless Assistance Act established the legislative authority to fund the homeless programs nationwide and it was recently amended by the Hearth Act in 2009. The Agency applies for the funding through a local competitive process to receive the funds from HUD. In 2017 the Agency was awarded approximately \$4.5 million to serve 567 homeless families in Sacramento County.

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

Revenue Estimate

The Agency anticipates the 2019 revenues for the Shelter Plus Care Program to be status quo with those of 2018.



OTHER REVENUE DESCRIPTION, TRENDS AND ESTIMATES

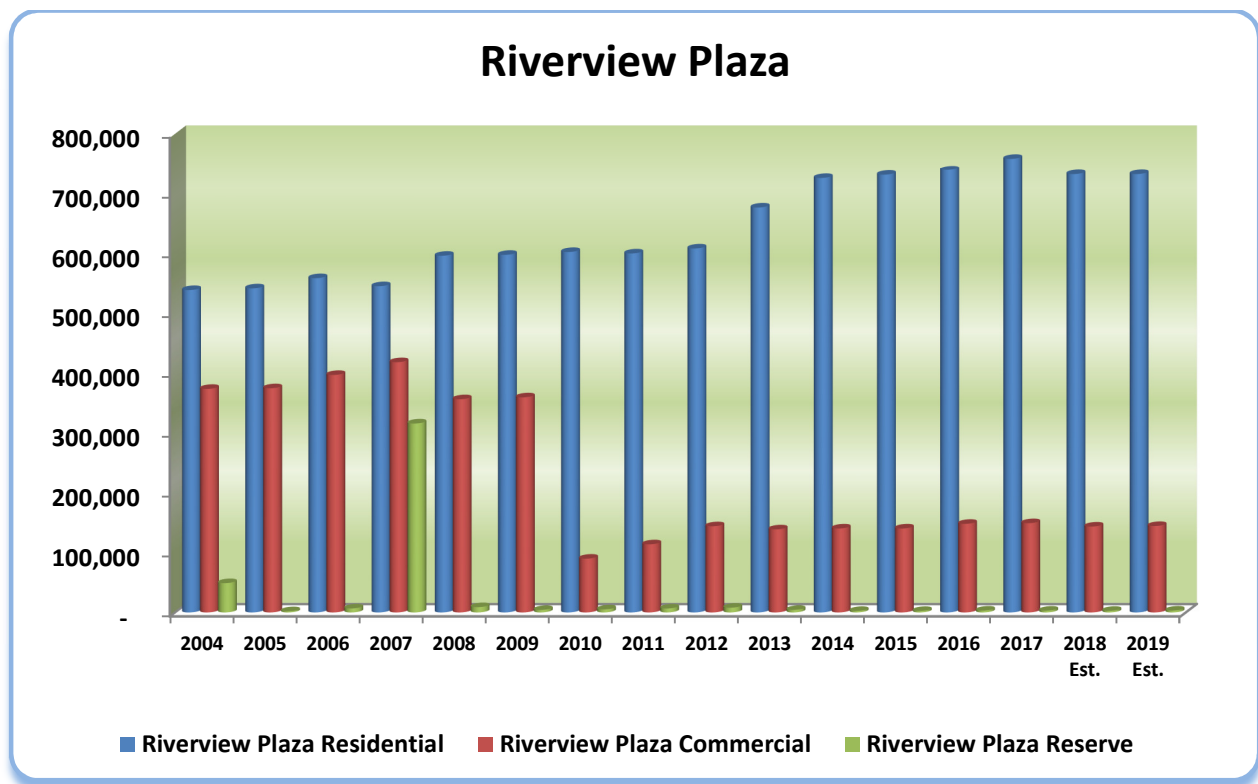
Riverview Plaza

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

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

Revenue Estimates

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





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SECTION C-1

FUND STRUCTURE

Sacramento Housing and Redevelopment Agency

Governmental Funds

Proprietary Funds

Special Revenue Funds

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

Capital Project Funds

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

City Debt Services Funds

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

Internal Service Funds

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

Enterprise Funds

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

Sacramento Housing and Redevelopment Agency

Governmental Funds

Proprietary Funds

City Special Revenue Funds

- ❖ Affordable Housing
- ❖ Begin
- ❖ Begin State Prop 46
- ❖ CalHome
- ❖ Community Development Block Grant (CDBG)
- ❖ CDBG - NSP 1
- ❖ CDBG - NSP 3
- ❖ CDBG - Program Income
- ❖ CDBG - Revolving Loan Fund (RLF) 1st Time Homebuyer
- ❖ CDBG - RLF (Commercial)
- ❖ CDBG - RLF (Multi-Family)
- ❖ CDBG - RLF (Single Family)
- ❖ CDBG - Section 108 - Del Paso Nuevo
- ❖ CDBG - Section 108 - Globe Mills
- ❖ Comprehensive Alcohol Treatment Center (CATC)
- ❖ Emergency Solutions Grant (ESG)
- ❖ Globe Mills Economic Development Initiative Grant (EDI)
- ❖ HOME
- ❖ HOME - American Dream DownPayment Initiative
- ❖ HOME - RLF
- ❖ Housing Opportunities for Persons with AIDS (HOPWA)
- ❖ Housing Trust
- ❖ Housing Successor Agency Project Fund (HSA)
- ❖ Inclusionary Housing
- ❖ Jobs Plus Grant
- ❖ Local Tax
- ❖ Miscellaneous Development Grants
- ❖ Miscellaneous Grants
- ❖ Mixed Income Housing Ordinance (MIHO)
- ❖ Non-Housing Project Delivery
- ❖ ROSS PH FSS Grant
- ❖ ROSS PH Service Coordinator
- ❖ Shasta Trust
- ❖ State/Local Housing Grants
- ❖ Supplemental Administration Fees

City Capital Project Funds

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

County Capital Project Funds

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

City Debt Services Funds

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

County Special Revenue Funds

- ❖ Affordable Housing
- ❖ Affordable Housing Ordinance (AHO) Monitoring
- ❖ CalHome
- ❖ Community Development Block Grant (CDBG)
- ❖ CDBG - NSP 1
- ❖ CDBG - NSP 3
- ❖ CDBG - Program Income
- ❖ CDBG - Revolving Loan Fund (RLF) 1st Time Homebuyer
- ❖ CDBG - RLF (Commercial)
- ❖ CDBG - RLF (Multi-Family)
- ❖ CDBG - RLF (Single Family)
- ❖ Choice Neighborhood Initiative Grant (CNI)
- ❖ County Economic Development Activities
- ❖ Emergency Solutions Grant (ESG)
- ❖ HOME
- ❖ HOME - American Dream DownPayment Initiative
- ❖ HOME - RLF
- ❖ Housing Successor Agency Project Fund (HSA)
- ❖ Housing Trust
- ❖ Inclusionary Housing
- ❖ Local Tax
- ❖ Mental Health Services
- ❖ Miscellaneous Development Grants
- ❖ Miscellaneous Grants
- ❖ Non-Housing Project Delivery
- ❖ Performance, Partnerships Pilot Program (P3) Grant
- ❖ ROSS PH FSS Grant
- ❖ Shelter Plus Care
- ❖ State/Local Housing Grants
- ❖ Supplemental Administration Fees
- ❖ 12th Street Triangle

Internal Service Funds

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

Combined Special Revenue Funds

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

City Enterprise Funds

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

County Enterprise Funds

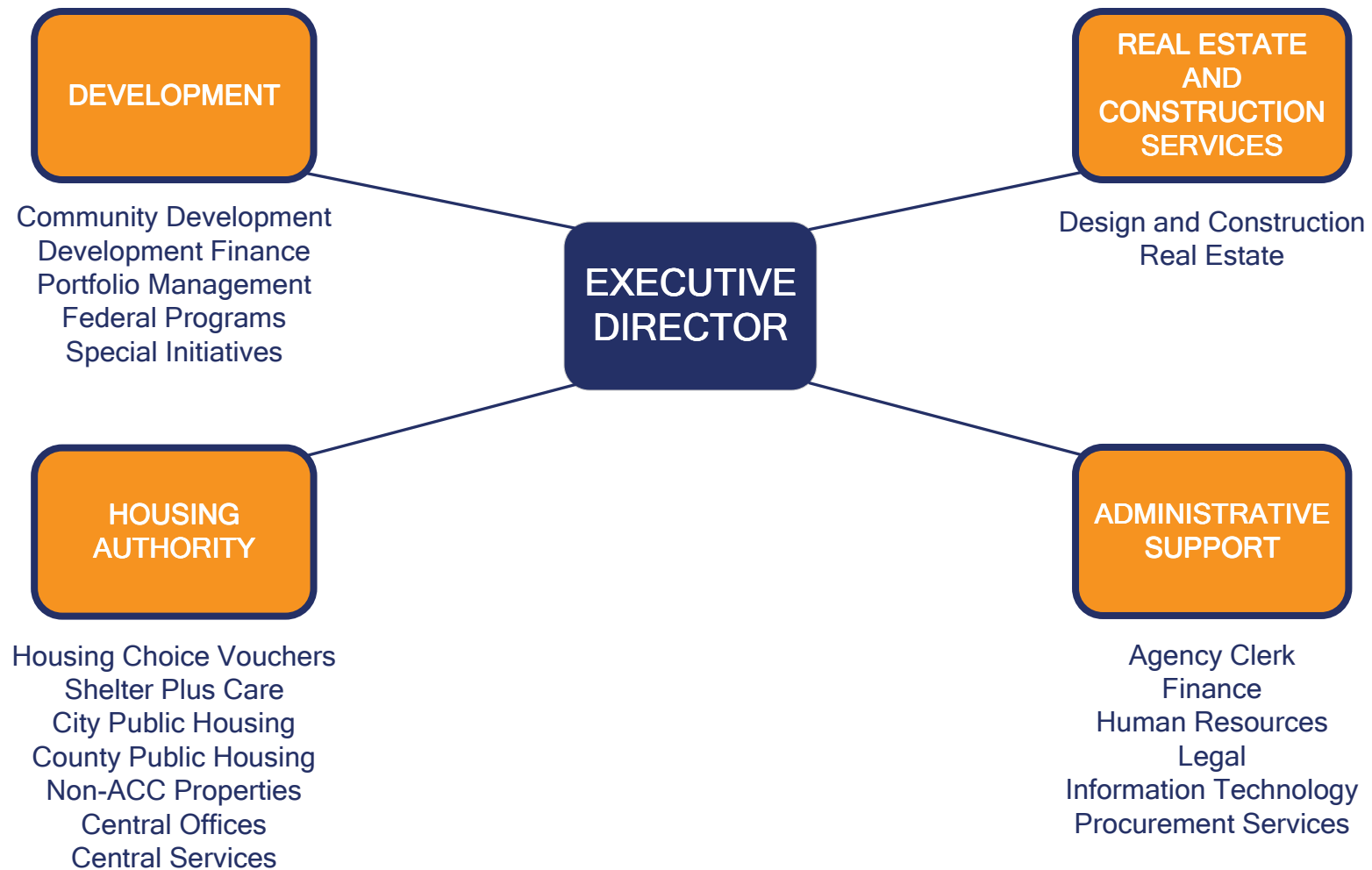
- ❖ Central Office Cost Center (COCC)
- ❖ Housing Choice Voucher (HCV)
- ❖ Mortgage Revenue Bond Program (MRB)
- ❖ Norcade Circle
- ❖ Public Housing - Asset Management Projects (AMP) 1 - 5

SECTION D

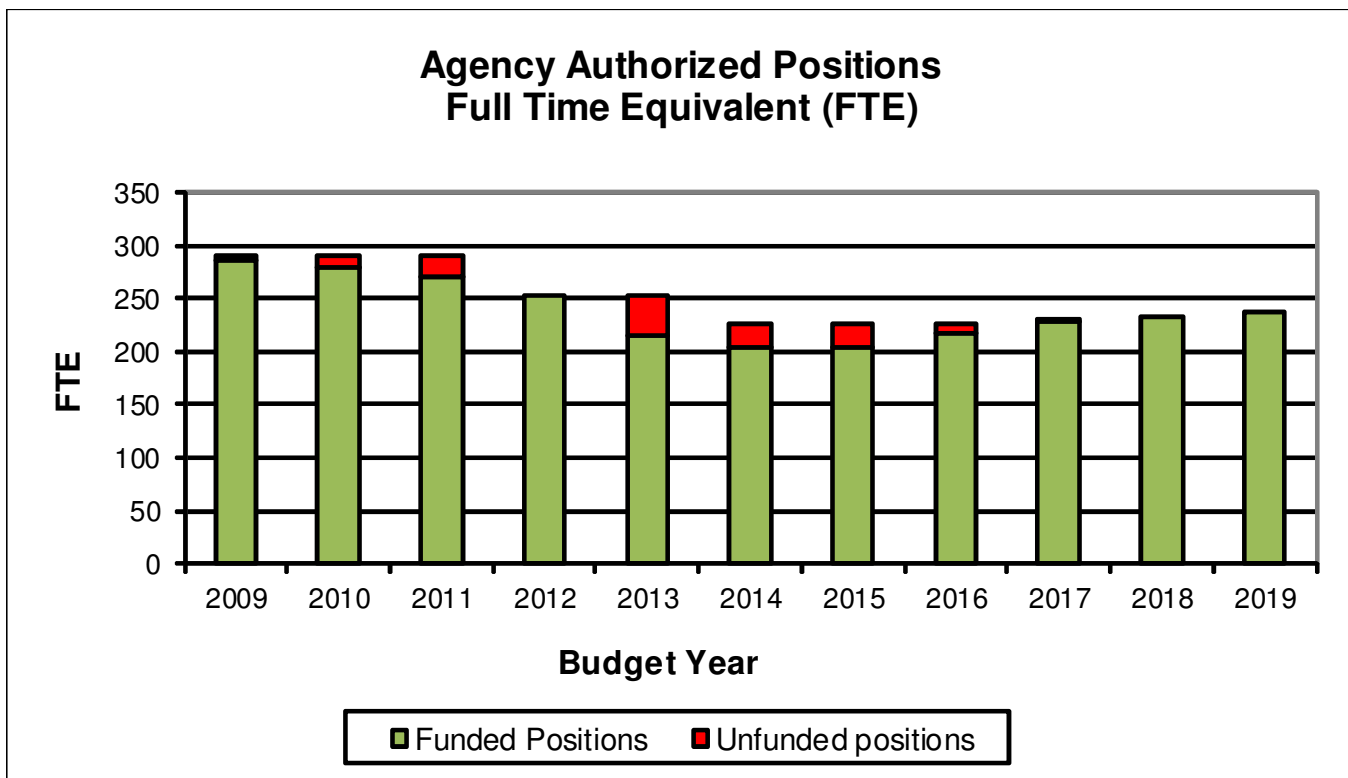
BUDGET SUMMARIES



Sacramento Housing and Redevelopment Agency Department/Division Organization Chart



The 2019 budget increased full time equivalent positions (FTE) to 236.50 from the prior year FTE of 232.5. In total, the Agency has reduced authorized FTE positions by 20 percent since 2011 when the Agency had 291 FTE positions.



Summary of Full Time Equivalent Positions (FTE) By Department - FY 2019

| Department | 2015 Budget | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget | Increase (Decrease) |
|--|----------------|----------------|----------------|----------------|----------------|------------------------|
| Executive Director | 3.00 | 3.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| Legal | 3.00 | 3.50 | 4.50 | 4.50 | 4.50 | 0.00 |
| Human Resources | 5.60 | 7.60 | 7.00 | 6.20 | 5.95 | -0.25 |
| Finance | 12.00 | 13.00 | 13.00 | 12.00 | 12.00 | 0.00 |
| IMTS | 8.00 | 9.00 | 10.00 | 10.00 | 10.10 | 0.10 |
| Agency Clerk | 2.00 | 1.50 | 1.50 | 2.50 | 2.60 | 0.10 |
| Procurement | 4.00 | 4.00 | 4.00 | 4.00 | 5.05 | 1.05 |
| Subtotal Administrative Support | 37.60 | 41.60 | 44.00 | 43.20 | 44.20 | 1.00 (1) |
| Public Housing | 93.40 | 91.40 | 87.90 | 88.00 | 87.00 | -1.00 |
| Public Housing Intake | 3.90 | 4.00 | 3.35 | 3.35 | 3.60 | 0.25 |
| Subtotal Public Housing | 97.30 | 95.40 | 91.25 | 91.35 | 90.60 | -0.75 |
| Housing Choice Vouchers | 53.60 | 53.60 | 58.10 | 61.00 | 59.90 | -1.10 |
| Housing Choice Vouchers Intake | 5.10 | 6.00 | 7.65 | 9.65 | 10.50 | 0.85 |
| Subtotal Housing Choice Vouchers | 58.70 | 59.60 | 65.75 | 70.65 | 70.40 | -0.25 |
| Development | 8.00 | 22.00 | 23.00 | 21.00 | 22.00 | 1.00 |
| Development Finance | 13.50 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Subtotal Housing and Community Development | 21.50 | 22.00 | 23.00 | 21.00 | 22.00 | 1.00 (2) |
| Real Estate and Construction Services | 9.40 | 6.40 | 6.00 | 6.30 | 9.30 | 3.00 (3) |
| Total | 224.50 | 225.00 | 230.00 | 232.50 | 236.50 | 4.00 |

(1) New position, Contracts Administrator.

(2) Additional Program Manager position for Choice Neighborhoods (CNI) grant and redevelopment of Twin Rivers.

(3) Additional Construction Architect and Construction Engineer position to assist the workload from the Program Manager and Engineer Project Manager.

See page D-7 for position changes.

SUMMARY OF FULL TIME EQUIVALENT POSITIONS (FTE) BY DEPARTMENT

| | 2018 Budget | 2019 Budget | Increase (Decrease) |
|---|----------------|----------------|------------------------|
| <u>Executive Director</u> | | | |
| Executive Assistant | 1.00 | 1.00 | 0.00 |
| Executive Director | 1.00 | 1.00 | 0.00 |
| Management Analyst | 1.00 | 1.00 | 0.00 |
| Public Information Officer | 1.00 | 1.00 | 0.00 |
| Total Positions | <u>4.00</u> | <u>4.00</u> | <u>0.00</u> |
| <u>Legal</u> | | | |
| Agency Counsel | 1.00 | 1.00 | 0.00 |
| Confidential Administrative Specialist | 0.50 | 0.50 | 0.00 |
| General Counsel | 1.00 | 1.00 | 0.00 |
| Management Analyst | 2.00 | 2.00 | 0.00 |
| Total Positions | <u>4.50</u> | <u>4.50</u> | <u>0.00</u> |
| <u>Human Resources</u> | | | |
| Confidential Administrative Assistant | 1.50 | 0.50 | -1.00 |
| Director | 0.70 | 0.45 | -0.25 |
| Human Resources Assistant | 1.00 | 1.00 | 0.00 |
| Human Resources Specialist | 0.00 | 1.00 | 1.00 |
| Management Analyst | 1.00 | 1.00 | 0.00 |
| Program Manager | 1.00 | 1.00 | 0.00 |
| Senior Human Resources Analyst | 1.00 | 1.00 | 0.00 |
| Total Positions | <u>6.20</u> | <u>5.95</u> | <u>-0.25</u> |
| <u>Finance</u> | | | |
| Accountant | 5.00 | 5.00 | 0.00 |
| Accounting Technician | 2.00 | 2.00 | 0.00 |
| Director | 1.00 | 1.00 | 0.00 |
| Finance Specialist-Payroll | 1.00 | 1.00 | 0.00 |
| Management Analyst | 1.00 | 1.00 | 0.00 |
| Program Manager | 2.00 | 2.00 | 0.00 |
| Total Positions | <u>12.00</u> | <u>12.00</u> | <u>0.00</u> |
| <u>Information Technology</u> | | | |
| Director | 0.00 | 0.10 | 0.10 |
| IT Applications & Development Analyst | 4.00 | 4.00 | 0.00 |
| IT Business Analyst | 1.00 | 1.00 | 0.00 |
| IT Customer Services Support Specialist | 2.00 | 2.00 | 0.00 |
| IT Network/Midrange Specialist | 2.00 | 2.00 | 0.00 |
| Program Manager | 1.00 | 1.00 | 0.00 |
| Total Positions | <u>10.00</u> | <u>10.10</u> | <u>0.10</u> |



Summary of Full Time Equivalent Positions (FTE) By Department - FY 2019

| | 2018 Budget | 2019 Budget | Increase (Decrease) |
|---|----------------|----------------|------------------------|
| <u>Agency Clerk</u> | | | |
| Agency Clerk | 1.00 | 1.00 | 0.00 |
| Confidential Administrative Assistant | 0.00 | 0.00 | 0.00 |
| Confidential Administrative Specialist | 0.50 | 0.50 | 0.00 |
| Director | 0.00 | 0.10 | 0.10 |
| Office Assistant | 1.00 | 1.00 | 0.00 |
| Total Positions | <u>2.50</u> | <u>2.60</u> | <u>0.10</u> |
| <u>Procurement Services</u> | | | |
| Compliance/Procurement Analyst | 3.00 | 3.00 | 0.00 |
| Contracts Administrator | 0.00 | 1.00 | 1.00 |
| Director | 0.00 | 0.05 | 0.05 |
| Staff Manager | 0.00 | 1.00 | 1.00 |
| Supervisor | 1.00 | 0.00 | -1.00 |
| Total Positions | <u>4.00</u> | <u>5.05</u> | <u>1.05</u> (1) |
| <u>Public Housing Authority</u> | | | |
| Assistant Director | 1.20 | 1.20 | 0.00 |
| Housing Authority Analyst | 1.00 | 1.00 | 0.00 |
| Housing Program Specialist | 4.00 | 0.00 | -4.00 |
| Housing Technician | 13.00 | 13.00 | 0.00 |
| Leasing Agent | 3.00 | 3.00 | 0.00 |
| Maintenance Lead | 11.00 | 10.00 | -1.00 |
| Maintenance Specialist | 2.00 | 2.00 | 0.00 |
| Maintenance Technician | 11.00 | 10.00 | -1.00 |
| Maintenance Worker | 13.00 | 14.00 | 1.00 |
| Management Analyst | 1.00 | 1.00 | 0.00 |
| Principal Housing Technician | 0.00 | 4.00 | 4.00 |
| Principal Resident Services Technician | 1.00 | 1.00 | 0.00 |
| Program Manager | 3.00 | 3.00 | 0.00 |
| Program Technician | 1.20 | 1.20 | 0.00 |
| Resident Services Supervisor | 1.00 | 1.00 | 0.00 |
| Resident Services Technician | 4.00 | 4.00 | 0.00 |
| Resident Trainee Program Lead-Custodial | 1.00 | 1.00 | 0.00 |
| Resident Trainee Program Lead-Clerical | 0.10 | 0.10 | 0.00 |
| Resident Trainee Program Lead-Maintenance | 1.00 | 1.00 | 0.00 |
| Resident Trainee Program Supervisor | 0.50 | 0.50 | 0.00 |
| Semi-Skilled Laborer | 3.00 | 4.00 | 1.00 |
| Site Manager I | 6.00 | 5.00 | -1.00 |
| Site Manager II | 6.00 | 6.00 | 0.00 |
| Total PHA Positions | <u>88.00</u> | <u>87.00</u> | <u>-1.00</u> (2) |
| <u>Intake Services</u> | | | |
| Housing Assistant | 2.00 | 2.00 | 0.00 |
| Housing Program Specialist | 0.00 | 1.00 | 1.00 |
| Housing Program Technician I | 1.00 | 0.00 | -1.00 |
| Program Manager | 0.20 | 0.35 | 0.15 |
| Supervisor | 0.15 | 0.25 | 0.10 |
| Total Intake Positions | <u>3.35</u> | <u>3.60</u> | <u>0.25</u> |
| Total Positions | <u>91.35</u> | <u>90.60</u> | <u>-0.75</u> |

SUMMARY OF FULL TIME EQUIVALENT POSITIONS (FTE) BY DEPARTMENT

| | 2018 Budget | 2019 Budget | Increase (Decrease) |
|---|----------------|----------------|------------------------|
| Housing Choice Vouchers and Intake | | | |
| Assistant Director | 0.80 | 0.80 | 0.00 |
| Housing Assistant | 4.00 | 6.00 | 2.00 |
| Housing Authority Analyst | 1.00 | 1.00 | 0.00 |
| Housing Program Specialist | 19.00 | 18.00 | -1.00 |
| Housing Program Technician I | 10.00 | 11.00 | 1.00 |
| Housing Program Technician II | 13.00 | 9.00 | -4.00 |
| Housing Services Coordinator | 0.00 | 1.00 | 1.00 |
| Management Analyst | 1.00 | 1.00 | 0.00 |
| Office Technician | 1.00 | 1.00 | 0.00 |
| Principal Housing Program Specialist | 2.00 | 1.50 | -0.50 |
| Program Integrity Analyst | 1.00 | 1.00 | 0.00 |
| Program Manager | 1.50 | 1.65 | 0.15 |
| Program Technician | 0.80 | 0.80 | 0.00 |
| Resident Trainee Program Lead-Clerical | 0.90 | 0.90 | 0.00 |
| Resident Trainee Program Supervisor | 0.50 | 0.50 | 0.00 |
| Supervisor | 4.50 | 4.75 | 0.25 |
| Subtotal Housing Choice Voucher Positions | 61.00 | 59.90 | -1.10 |
| Intake Services | | | |
| Housing Program Specialist | 4.00 | 3.00 | -1.00 |
| Housing Program Technician I | 2.00 | 2.00 | 0.00 |
| Housing Program Technician II | 3.00 | 5.00 | 2.00 |
| Principal Housing Program Specialist | 0.00 | 0.50 | 0.50 |
| Program Manager | 0.30 | 0.00 | -0.30 |
| Supervisor | 0.35 | 0.00 | -0.35 |
| Subtotal Intake Positions | 9.65 | 10.50 | 0.85 |
| Total Positions | 70.65 | 70.40 | -0.25 |
| Development | | | |
| Assistant Director | 2.00 | 2.00 | 0.00 |
| Community Development Analyst | 2.00 | 2.00 | 0.00 |
| Director | 1.00 | 1.00 | 0.00 |
| GIS Analyst | 1.00 | 1.00 | 0.00 |
| Grant Writer | 1.00 | 1.00 | 0.00 |
| Housing Finance Analyst | 3.00 | 3.00 | 0.00 |
| Loan Servicing Analyst | 2.00 | 2.00 | 0.00 |
| Management Analyst | 0.00 | 0.00 | 0.00 |
| Office Technician | 1.00 | 1.00 | 0.00 |
| Program Manager | 3.00 | 4.00 | 1.00 |
| Redevelopment Planner | 1.00 | 1.00 | 0.00 |
| Regulatory Compliance Analyst | 2.00 | 2.00 | 0.00 |
| Senior Program Analyst | 2.00 | 2.00 | 0.00 |
| Total Positions | 21.00 | 22.00 | 1.00 |

(3)

Summary of Full Time Equivalent Positions (FTE) By Department - FY 2019

| | 2018 Budget | 2019 Budget | Increase (Decrease) |
|---|----------------|----------------|------------------------|
| <u>Real Estate and Construction Services</u> | | | |
| Construction Architect | 0.00 | 1.00 | 1.00 |
| Construction Engineer | 0.00 | 1.00 | 1.00 |
| Construction Technician | 2.00 | 2.00 | 0.00 |
| Director | 0.30 | 0.30 | 0.00 |
| Engineering Project Manager | 1.00 | 1.00 | 0.00 |
| Office Technician | 0.00 | 1.00 | 1.00 |
| Principal Construction Technician | 1.00 | 1.00 | 0.00 |
| Program Manager | 1.00 | 1.00 | 0.00 |
| Real Estate Coordinator | 1.00 | 1.00 | 0.00 |
| Total Positions | <u>6.30</u> | <u>9.30</u> | <u>3.00</u> (4) |
| <u>Department Summary</u> | | | |
| Executive Director | 4.00 | 4.00 | 0.00 |
| Legal | 4.50 | 4.50 | 0.00 |
| Human Resources | 6.20 | 5.95 | -0.25 |
| Finance | 12.00 | 12.00 | 0.00 |
| IMTS | 10.00 | 10.10 | 0.10 |
| Agency Clerk | 2.50 | 2.60 | 0.10 |
| Procurement | <u>4.00</u> | <u>5.05</u> | <u>1.05</u> |
| Subtotal Administrative Support | <u>43.20</u> | <u>44.20</u> | <u>1.00</u> |
| Public Housing | 88.00 | 87.00 | -1.00 |
| Public Housing Intake | <u>3.35</u> | <u>3.60</u> | <u>0.25</u> |
| Subtotal Public Housing | <u>91.35</u> | <u>90.60</u> | <u>-0.75</u> |
| Housing Choice Vouchers | 61.00 | 59.90 | -1.10 |
| Housing Choice Vouchers Intake | <u>9.65</u> | <u>10.50</u> | <u>0.85</u> |
| Subtotal Housing Choice Vouchers | <u>70.65</u> | <u>70.40</u> | <u>-0.25</u> |
| Development | <u>21.00</u> | <u>22.00</u> | <u>1.00</u> |
| Subtotal Housing and Community Development | <u>21.00</u> | <u>22.00</u> | <u>1.00</u> |
| Real Estate and Construction Services | <u>6.30</u> | <u>9.30</u> | <u>3.00</u> |
| Subtotal Real Estate and Construction Services | <u>6.30</u> | <u>9.30</u> | <u>3.00</u> |
| Total | <u>232.50</u> | <u>236.50</u> | <u>4.00</u> |

- (1) 1 new Contracts Administrator position. Supervisor position reclassified to Staff Manager position.
 (2) 1 Site Manager position from County AMP 1 /Twin Rivers was eliminated.
 (3) 1 additional Program Manager position for Choice Neighborhoods (CNI).
 (4) 3 new positions, Construction Architect, Construction Engineer, and Office Technician.

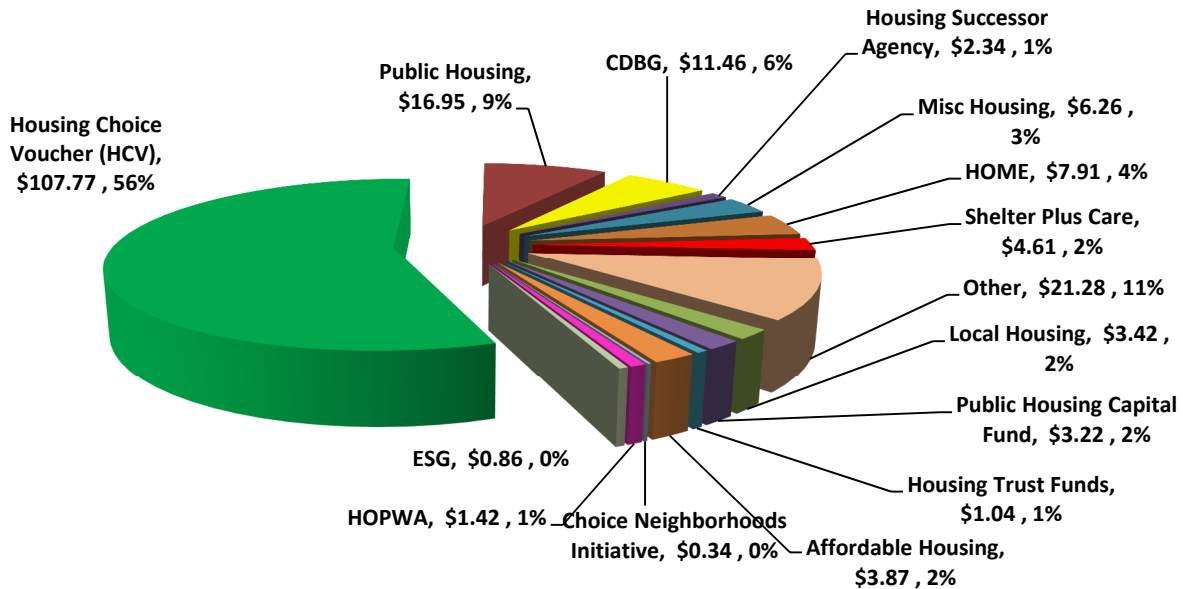
| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget |
|--|----------------------------|----------------------------|----------------------------|
| <u>Operations:</u> | | | |
| Salaries and Benefits | \$ 20,891,628 | \$ 22,342,008 | \$ 24,719,916 |
| Services & Supplies | 15,272,808 | 17,003,960 | 18,297,664 |
| HAPs Payments | 108,071,387 | 105,577,774 | 106,002,960 |
| Debt Service | 3,153,447 | 2,347,337 | 3,345,047 |
| Financial Transactions | 561,208 | 407,541 | 672,295 |
| Public Services | 5,237,669 | 5,707,190 | 5,978,537 |
| Total Operations | \$ 153,188,147 | \$ 153,385,810 | \$ 159,016,419 |
| <u>Projects:</u> | | | |
| Housing Development and Preservation | \$ 19,393,817 | \$ 16,660,079 | \$ 20,754,777 |
| Housing Authority Capital Projects | 2,814,727 | 2,138,678 | 3,253,877 |
| Infrastructure and Public Improvements | 8,673,963 | 7,396,740 | 7,499,703 |
| Total Projects | \$ 30,882,507 | \$ 26,195,497 | \$ 31,508,357 |
| Total Budget | \$ 184,070,654 | \$ 179,581,307 | \$ 190,524,776 |

BUDGET APPROPRIATION COMPARISON SCHEDULE

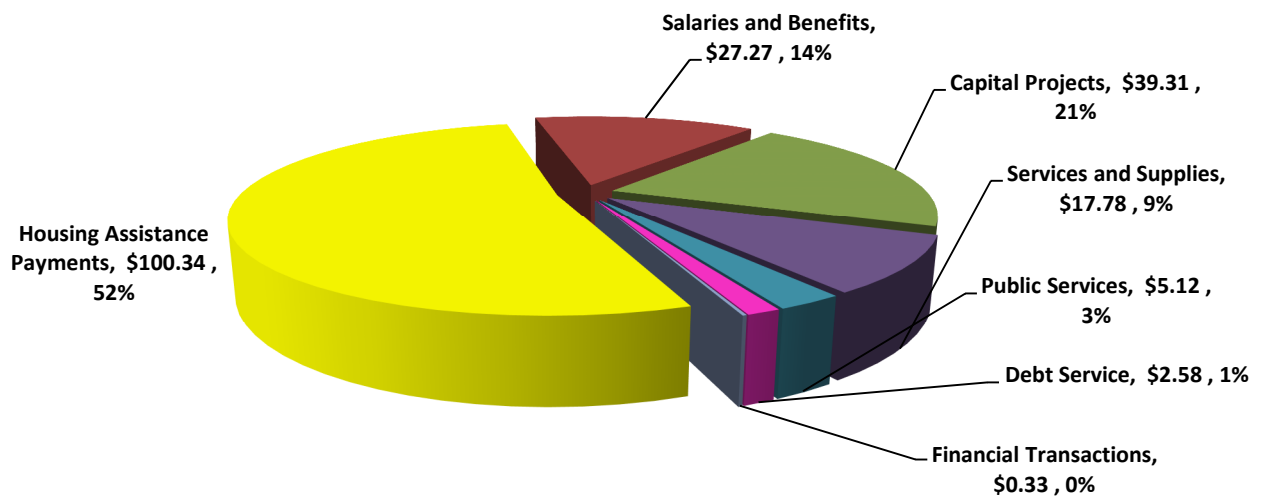
| 2018 Approved Budget | 2019 Approved Budget | Variance 2018 to 2019 | | |
|----------------------------|----------------------------|-----------------------|--------|--|
| | | Amount | % | |
| | | | | <u>Operations:</u> |
| \$ 24,435,339 | \$ 27,271,544 | \$ 2,836,205 | 11.6% | Salaries and Benefits |
| 17,906,929 | 17,783,164 | (123,765) | -0.7% | Services & Supplies |
| 100,749,057 | 100,344,675 | (404,382) | -0.4% | HAPs Payments |
| 2,155,943 | 2,591,231 | 435,288 | 20.2% | Debt Service |
| 3,260,488 | 326,379 | (2,934,109) | -90.0% | Financial Transactions |
| 6,700,602 | 5,119,260 | (1,581,342) | -23.6% | Public Services |
| <u>\$ 155,208,358</u> | <u>\$ 153,436,253</u> | <u>\$ (1,772,105)</u> | -1.1% | Total Operations |
| | | | | <u>Projects:</u> |
| \$ 28,047,588 | \$ 14,393,849 | \$ (13,653,739) | -48.7% | Housing Development and Preservation |
| 2,912,283 | 18,503,066 | 15,590,783 | 535.3% | Housing Authority Capital Projects |
| 4,554,593 | 6,414,245 | 1,859,652 | 40.8% | Infrastructure and Public Improvements |
| <u>\$ 35,514,464</u> | <u>\$ 39,311,160</u> | <u>\$ 3,796,696</u> | 10.7% | Total Projects |
| <u>\$ 190,722,822</u> | <u>\$ 192,747,413</u> | <u>\$ 2,024,591</u> | 1.1% | Total Budget |

SHRA 2019 BUDGET \$192,747,413

Appropriations By Resource (Dollars in Millions)



Appropriations By Category (Dollars in Millions)



| | <u>Housing</u> | <u>Other Governmental</u> | <u>Internal Service</u> | <u>Gross Total</u> | <u>Net Total (1)</u> |
|---|----------------------|-------------------------------|-----------------------------|------------------------|--------------------------|
| RESOURCES | | | | | |
| Estimated Fund Balance - January 1 | \$ 31,750,353 | \$ 9,245,232 | \$ 1,652,655 | \$ 42,648,240 | \$ 42,648,240 |
| Interest Revenue | 400,733 | 1,176,580 | 121,917 | 1,699,230 | 1,699,230 |
| Intergovernmental | - | 2,474,074 | - | 2,474,074 | 2,474,074 |
| Repayment on Loans | 88,583 | 1,353,466 | 49,685 | 1,491,734 | 1,491,734 |
| Dwelling Rents | 9,061,432 | - | - | 9,061,432 | 9,061,432 |
| Grants | 10,890,371 | 39,547,096 | - | 50,437,467 | 50,437,467 |
| Housing Vouchers - Administration | 8,708,210 | 303,188 | - | 9,011,398 | 9,011,398 |
| Housing Vouchers - HAP | 96,038,163 | 4,306,512 | - | 100,344,675 | 100,344,675 |
| Miscellaneous | 5,052,659 | 2,924,062 | 47,228 | 8,023,949 | 8,023,949 |
| Interdepartmental Charges | 7,056,878 | - | 8,797,010 | 15,853,888 | - |
| Net Transfers | (998,433) | (1,650,113) | 2,648,546 | - | - |
| Subtotal Operating Revenues | <u>136,298,596</u> | <u>50,434,865</u> | <u>11,664,386</u> | <u>198,397,847</u> | <u>182,543,959</u> |
| Defundings | 96,832 | 2,857,954 | 1,149,145 | 4,103,931 | 4,103,931 |
| Gross Resources | <u>168,145,781</u> | <u>62,538,051</u> | <u>14,466,186</u> | <u>245,150,018</u> | <u>229,296,130</u> |
| Less Interfund Transactions | (7,056,878) | - | (1,078,936) | (8,135,814) | - |
| Less Interdepartmental Charges | - | - | (7,718,074) | (7,718,074) | - |
| Net Resources (1) | <u>161,088,903</u> | <u>62,538,051</u> | <u>5,669,176</u> | <u>229,296,130</u> | <u>229,296,130</u> |
| APPROPRIATIONS | | | | | |
| Salaries and Benefits | 16,107,331 | 3,680,247 | 7,483,966 | 27,271,544 | 27,271,544 |
| Services and Supplies | 13,990,171 | 378,253 | 3,414,740 | 17,783,164 | 17,783,164 |
| Housing Assistance Payments | 96,038,163 | 4,306,512 | - | 100,344,675 | 100,344,675 |
| Debt Service | 69,400 | 1,477,162 | 1,044,669 | 2,591,231 | 2,591,231 |
| Financial Transactions | 468,049 | 166,575 | 76,182 | 710,806 | 326,379 |
| Public Services | 1,160,807 | 3,958,453 | - | 5,119,260 | 5,119,260 |
| Interdepartmental Charges | 12,661,482 | 2,219,938 | 588,041 | 15,469,461 | - |
| Subtotal Operating expenditures | <u>140,495,403</u> | <u>16,187,140</u> | <u>12,607,598</u> | <u>169,290,141</u> | <u>153,436,253</u> |
| Capital Projects | 554,033 | 38,757,127 | - | 39,311,160 | 39,311,160 |
| Gross Appropriations | <u>141,049,436</u> | <u>54,944,267</u> | <u>12,607,598</u> | <u>208,601,301</u> | <u>192,747,413</u> |
| Less Interfund Transactions | (7,056,878) | - | (1,078,936) | (8,135,814) | - |
| Less Interdepartmental Charges | - | - | (7,718,074) | (7,718,074) | - |
| Net Appropriations (1) | <u>133,992,558</u> | <u>54,944,267</u> | <u>3,810,588</u> | <u>192,747,413</u> | <u>192,747,413</u> |
| Estimated Fund Balance-December 31 | <u>\$ 27,096,345</u> | <u>\$ 7,593,784</u> | <u>\$ 1,858,588</u> | <u>\$ 36,548,717</u> | <u>\$ 36,548,717</u> |

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

2019 FUND EQUITY - ENTERPRISE FUNDS - HOUSING

City Enterprise - Housing

| | City Public Housing | City Local Housing | City Misc Housing | City Component Units | Subtotal |
|---|---------------------------|--------------------------|-------------------------|----------------------------|----------------------|
| RESOURCES | | | | | |
| Estimated Fund Balance - January 1 | \$ 9,788,686 | \$ 2,557,780 | \$ 3,238,400 | \$ 82,765 | \$ 15,667,631 |
| Interest Revenue | 97,000 | 32,899 | 51,307 | 2,000 | 183,206 |
| Repayment on Loans | - | - | - | - | - |
| Dwelling Rents | 4,495,000 | 1,655,312 | - | 600,000 | 6,750,312 |
| Grants | 6,020,471 | - | 831,115 | - | 6,851,586 |
| Housing Vouchers - Administration | - | - | - | - | - |
| Housing Vouchers - HAP | - | - | - | - | - |
| Miscellaneous | 436,945 | 927,738 | 1,529,791 | 130,000 | 3,024,474 |
| Interdepartmental Charges | - | - | 2,941,026 | - | 2,941,026 |
| Net Transfers | 213,223 | (415,255) | 520,655 | - | 318,623 |
| Subtotal Operating Revenues | 11,262,639 | 2,200,694 | 5,873,894 | 732,000 | 20,069,227 |
| Defundings | - | - | - | - | - |
| Gross Resources | 21,051,325 | 4,758,474 | 9,112,294 | 814,765 | 35,736,858 |
| Less Interfund Transactions | - | - | (2,941,026) | - | (2,941,026) |
| Net Resources (1) | 21,051,325 | 4,758,474 | 6,171,268 | 814,765 | 32,795,832 |
| APPROPRIATIONS | | | | | |
| Salaries and Benefits | 3,424,112 | 554,740 | 2,387,632 | 175,072 | 6,541,556 |
| Services and Supplies | 5,245,114 | 1,804,637 | 544,743 | 445,118 | 8,039,612 |
| Housing Assistance Payments | - | - | - | - | - |
| Debt Service | - | 69,400 | - | - | 69,400 |
| Financial Transactions | 265,586 | 12,303 | 6,559 | 300 | 284,748 |
| Public Services | - | - | 597,334 | - | 597,334 |
| Interdepartmental Charges | 2,167,270 | 146,878 | 2,333,374 | 111,305 | 4,758,827 |
| Subtotal Operating expenditures | 11,102,082 | 2,587,958 | 5,869,642 | 731,795 | 20,291,477 |
| Capital Projects | - | - | 554,033 | - | 554,033 |
| Gross Appropriations | 11,102,082 | 2,587,958 | 6,423,675 | 731,795 | 20,845,510 |
| Less Interfund Transactions | - | - | (2,941,026) | - | (2,941,026) |
| Net Appropriations (1) | 11,102,082 | 2,587,958 | 3,482,649 | 731,795 | 17,904,484 |
| Estimated Fund Balance-December 31 | \$ 9,949,243 | \$ 2,170,516 | \$ 2,688,619 | \$ 82,970 | \$ 14,891,348 |

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

2019 FUND EQUITY - ENTERPRISE FUNDS - HOUSING

County Enterprise - Housing

| County Public Housing | County Local Housing | County Misc Housing | County Housing Choice Vouchers | Subtotal | Total Enterprise Funds-Housing |
|-----------------------|----------------------|---------------------|--------------------------------|--------------------|--------------------------------|
| \$ 3,759,724 | \$ - | \$ 7,400,441 | \$ 4,922,557 | \$ 16,082,722 | \$ 31,750,353 |
| 15,500 | - | 162,027 | 40,000 | 217,527 | 400,733 |
| - | - | 88,583 | - | 88,583 | 88,583 |
| 2,215,120 | 96,000 | - | - | 2,311,120 | 9,061,432 |
| 3,824,467 | - | 214,318 | - | 4,038,785 | 10,890,371 |
| - | - | - | 8,708,210 | 8,708,210 | 8,708,210 |
| - | - | - | 96,038,163 | 96,038,163 | 96,038,163 |
| 47,380 | 4,270 | 1,976,535 | - | 2,028,185 | 5,052,659 |
| - | - | 4,115,852 | - | 4,115,852 | 7,056,878 |
| 126,444 | - | (1,443,500) | - | (1,317,056) | (998,433) |
| 6,228,911 | 100,270 | 5,113,815 | 104,786,373 | 116,229,369 | 136,298,596 |
| - | - | 96,832 | - | 96,832 | 96,832 |
| 9,988,635 | 100,270 | 12,611,088 | 109,708,930 | 132,408,923 | 168,145,781 |
| - | - | (4,115,852) | - | (4,115,852) | (7,056,878) |
| 9,988,635 | 100,270 | 8,495,236 | 109,708,930 | 128,293,071 | 161,088,903 |
| 1,745,058 | - | 1,295,045 | 6,525,672 | 9,565,775 | 16,107,331 |
| 2,875,049 | 97,900 | 606,806 | 2,370,804 | 5,950,559 | 13,990,171 |
| - | - | - | 96,038,163 | 96,038,163 | 96,038,163 |
| - | - | - | - | - | 69,400 |
| 140,292 | 2,370 | 34,003 | 6,636 | 183,301 | 468,049 |
| - | - | 563,473 | - | 563,473 | 1,160,807 |
| 1,087,580 | - | 3,991,123 | 2,823,952 | 7,902,655 | 12,661,482 |
| 5,847,979 | 100,270 | 6,490,450 | 107,765,227 | 120,203,926 | 140,495,403 |
| - | - | - | - | - | 554,033 |
| 5,847,979 | 100,270 | 6,490,450 | 107,765,227 | 120,203,926 | 141,049,436 |
| - | - | (4,115,852) | - | (4,115,852) | (7,056,878) |
| 5,847,979 | 100,270 | 2,374,598 | 107,765,227 | 116,088,074 | 133,992,558 |
| \$ 4,140,656 | \$ - | \$ 6,120,638 | \$ 1,943,703 | \$ 12,204,997 | \$ 27,096,345 |

RESOURCES

Estimated Fund Balance - January 1

Interest Revenue
 Repayment on Loans
 Dwelling Rents
 Grants
 Housing Vouchers - Administration
 Housing Vouchers - HAP
 Miscellaneous
 Interdepartmental Charges
 Net Transfers
 Subtotal Operating Revenues

Defundings

Gross Resources

Less Interfund Transactions

Net Resources (1)

APPROPRIATIONS

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

Capital Projects

Gross Appropriations

Less Interfund Transactions

Net Appropriations (1)

Estimated Fund Balance-December 31

2019 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

City Special Revenue

| | City CDBG | City CDBG RLF | City CDBG NSP 3 | City HOME | City HOME RLF | City Misc Grants | City Housing Trust |
|---|------------------|---------------------|-----------------------|------------------|---------------------|------------------------|--------------------------|
| RESOURCES | | | | | | | |
| Estimated Fund Balance - January 1 | \$ 2,804 | \$ 604,320 | \$ 130,194 | \$ 17,438 | \$ 488,011 | \$ 864 | \$ (286,477) |
| Interest Revenue | - | 18,027 | - | - | 154,214 | 1,522 | 129,030 |
| Intergovernmental | - | - | - | - | - | 998,229 | - |
| Repayment on Loans | - | 34,806 | - | - | 534,139 | - | 77,996 |
| Dwelling Rents | - | - | - | - | - | - | - |
| Grants | 4,864,247 | - | - | 2,633,111 | - | 16,490,000 | - |
| Housing Vouchers - Administration | - | - | - | - | - | - | - |
| Housing Vouchers - HAP | - | - | - | - | - | - | - |
| Miscellaneous | - | - | - | - | - | - | 1,000,000 |
| Interdepartmental Charges | - | - | - | - | - | - | - |
| Net Transfers | (517,072) | - | - | - | - | (481,157) | - |
| Subtotal Operating Revenues | 4,347,175 | 52,833 | - | 2,633,111 | 688,353 | 17,008,594 | 1,207,026 |
| Defundings | 425,000 | - | - | - | - | - | - |
| Gross Resources | 4,774,979 | 657,153 | 130,194 | 2,650,549 | 1,176,364 | 17,009,458 | 920,549 |
| Less Interfund Transactions | - | - | - | - | - | - | - |
| Less Interdepartmental Charges | - | - | - | - | - | - | - |
| Net Resources (1) | 4,774,979 | 657,153 | 130,194 | 2,650,549 | 1,176,364 | 17,009,458 | 920,549 |
| APPROPRIATIONS | | | | | | | |
| Salaries and Benefits | 556,645 | 28,394 | - | 150,925 | 57,322 | 226,624 | 151,510 |
| Services and Supplies | 51,089 | 3,212 | - | 18,613 | 6,419 | - | 16,560 |
| Housing Assistance Payments | - | - | - | - | - | - | - |
| Debt Service | 321,180 | - | - | - | - | 517,072 | - |
| Financial Transactions | 3,000 | 2,221 | - | - | 8,581 | 918 | 13,280 |
| Public Services | 598,207 | - | - | - | - | - | - |
| Pilot and Miscellaneous | - | - | - | - | - | - | - |
| Interdepartmental Charges | 357,245 | 19,932 | - | 111,211 | 40,239 | 198,683 | 108,037 |
| Subtotal Operating expenditures | 1,887,366 | 53,759 | - | 280,749 | 112,561 | 943,297 | 289,387 |
| Capital Projects | 2,884,809 | - | - | 2,369,800 | 1,036,315 | 16,064,693 | 631,162 |
| Gross Appropriations | 4,772,175 | 53,759 | - | 2,650,549 | 1,148,876 | 17,007,990 | 920,549 |
| Less Interdepartmental Charges | - | - | - | - | - | - | - |
| Net Appropriations (1) | 4,772,175 | 53,759 | - | 2,650,549 | 1,148,876 | 17,007,990 | 920,549 |
| Estimated Fund Balance-December 31 | \$ 2,804 | \$ 603,394 | \$ 130,194 | \$ - | \$ 27,488 | \$ 1,468 | \$ - |

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

Note 2: Housing Authority as Successor Housing Agency

2019 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

City Special Revenue

| City Affordable Housing | City Housing Authority- HSA Funds (2) | City HOPWA | City ESG | City CalHOME | Subtotal |
|-------------------------------|--|------------------|----------------|-----------------|-------------------|
| \$ 674,489 | \$ 634,290 | \$ - | \$ - | \$ 714,375 | \$ 2,980,308 |
| 16,495 | 310,000 | - | - | 12,000 | 641,288 |
| - | 867,628 | - | - | - | 1,865,857 |
| - | 90,000 | - | - | - | 736,941 |
| - | - | - | - | - | - |
| - | - | 1,177,649 | 399,920 | - | 25,564,927 |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| 500,000 | - | - | - | - | 1,500,000 |
| - | - | - | - | - | - |
| - | - | - | - | - | (998,229) |
| 516,495 | 1,267,628 | 1,177,649 | 399,920 | 12,000 | 29,310,784 |
| - | - | 240,657 | - | - | 665,657 |
| 1,190,984 | 1,901,918 | 1,418,306 | 399,920 | 726,375 | 32,956,749 |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| 1,190,984 | 1,901,918 | 1,418,306 | 399,920 | 726,375 | 32,956,749 |
| 52,467 | 210,327 | 19,192 | 16,348 | - | 1,469,754 |
| 5,935 | 4,011 | 2,664 | 2,170 | - | 110,673 |
| - | - | - | - | - | - |
| - | 470,764 | - | - | - | 1,309,016 |
| 2,891 | 69,665 | - | - | 2,436 | 102,992 |
| - | 396,864 | 873,193 | 369,926 | - | 2,238,190 |
| - | - | - | - | - | - |
| 36,831 | - | 13,473 | 11,476 | - | 897,127 |
| 98,124 | 1,151,631 | 908,522 | 399,920 | 2,436 | 6,127,752 |
| 1,092,860 | 750,287 | 509,784 | - | - | 25,339,710 |
| 1,190,984 | 1,901,918 | 1,418,306 | 399,920 | 2,436 | 31,467,462 |
| - | - | - | - | - | - |
| 1,190,984 | 1,901,918 | 1,418,306 | 399,920 | 2,436 | 31,467,462 |
| \$ - | \$ - | \$ - | \$ - | \$ 723,939 | \$ 1,489,287 |

RESOURCES

Estimated Fund Balance - January 1

Interest Revenue
Intergovernmental
Repayment on Loans
Dwelling Rents
Grants
Housing Vouchers - Administration
Housing Vouchers - HAP
Miscellaneous
Interdepartmental Charges
Net Transfers
Subtotal Operating Revenues

Defundings

Gross Resources

Less Interfund Transactions
Less Interdepartmental Charges

Net Resources (1)

APPROPRIATIONS

Salaries and Benefits
Services and Supplies
Housing Assistance Payments
Debt Service
Financial Transactions
Public Services
Pilot and Miscellaneous
Interdepartmental Charges
Subtotal Operating expenditures

Capital Projects

Gross Appropriations

Less Interdepartmental Charges

Net Appropriations (1)

Estimated Fund Balance-December 31

2019 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

County Special Revenue

| | County CDBG | County CDBG RLF | County CDBG NSP 3 | County HOME | County HOME RLF | County Misc Grants | County Housing Trust |
|---|----------------|-----------------------|-------------------------|----------------|-----------------------|--------------------------|----------------------------|
| Revenues | | | | | | | |
| Estimated Fund Balance - January 1 | \$ - | \$ 1,058,542 | \$ 56,792 | \$ - | \$ 61,050 | \$ 792,247 | \$ (1,944,681) |
| Interest Revenue | - | 1,164 | - | - | 358,517 | 18,016 | 42,838 |
| | - | - | - | - | - | 312,217 | - |
| Repayment on Loans | - | 23,507 | - | - | 534,139 | - | 57,379 |
| Dwelling Rents | - | - | - | - | - | - | - |
| Grants | 5,713,987 | - | - | 3,180,255 | - | 226,012 | - |
| Housing Vouchers - Administration | - | - | - | - | - | - | - |
| Housing Vouchers - HAP | - | - | - | - | - | - | - |
| Miscellaneous | - | - | - | - | - | 24,062 | 250,000 |
| Interdepartmental Charges | - | - | - | - | - | - | - |
| Net Transfers | - | - | - | - | - | (312,217) | - |
| Total Agency Revenue | 5,713,987 | 24,671 | - | 3,180,255 | 892,656 | 268,090 | 350,217 |
| Defundings | 477,888 | - | - | - | - | - | 1,714,409 |
| Gross Resources | 6,191,875 | 1,083,213 | 56,792 | 3,180,255 | 953,706 | 1,060,337 | 119,945 |
| | - | - | - | - | - | - | - |
| | - | - | - | - | - | - | - |
| Net Resources | 6,191,875 | 1,083,213 | 56,792 | 3,180,255 | 953,706 | 1,060,337 | 119,945 |
| Appropriations | | | | | | | |
| Salaries and Benefits | 589,961 | 38,557 | - | 169,833 | 103,117 | 20,756 | 64,600 |
| Services and Supplies | 54,803 | 4,362 | - | 21,269 | 14,061 | 54,147 | 7,268 |
| Housing Assistance Payments | - | - | - | - | - | - | - |
| Debt Service | - | - | - | - | - | 168,146 | - |
| Financial Transactions | - | 2,675 | - | - | 10,082 | 10,321 | 2,058 |
| Public Services | 791,991 | - | - | - | - | 205,256 | - |
| Pilot and Miscellaneous | - | - | - | - | - | - | - |
| Interdepartmental Charges | 422,263 | 27,067 | - | 126,923 | 72,387 | - | 46,019 |
| Subtotal Operating expenditures | 1,859,018 | 72,661 | - | 318,025 | 199,647 | 458,626 | 119,945 |
| Capital Projects | 4,332,857 | 371,579 | - | 2,862,230 | 733,858 | - | - |
| Gross Appropriations | 6,191,875 | 444,240 | - | 3,180,255 | 933,505 | 458,626 | 119,945 |
| Less Interdepartmental Charges | - | - | - | - | - | - | - |
| Net Appropriations (1) | 6,191,875 | 444,240 | - | 3,180,255 | 933,505 | 458,626 | 119,945 |
| Estimated Fund Balance-December 31 | \$ - | \$ 638,973 | \$ 56,792 | \$ - | \$ 20,201 | \$ 601,711 | \$ - |

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

Note 2: Housing Authority as Successor Housing Agency

2019 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

County Special Revenue

| County Affordable Housing | County Housing Authority-HSA Funds (2) | County ESG | County CalHOME | County Shelter Plus Care | Choice Neighborhoods Initiative Grant | Subtotal |
|---------------------------|--|----------------|----------------|--------------------------|---------------------------------------|-------------------|
| \$ 1,497,213 | \$ 133,524 | \$ - | \$ 473,269 | \$ - | \$ - | \$ 2,127,956 |
| 34,278 | 9,000 | - | 12,911 | - | - | 476,724 |
| - | 296,000 | - | - | - | - | 608,217 |
| - | - | - | 1,500 | - | - | 616,525 |
| - | - | - | - | - | - | - |
| - | - | 461,638 | - | - | 336,321 | 9,918,213 |
| - | - | - | - | 303,188 | - | 303,188 |
| - | - | - | - | 4,306,512 | - | 4,306,512 |
| 1,150,000 | - | - | - | - | - | 1,424,062 |
| - | - | - | - | - | - | - |
| - | - | - | - | - | - | (312,217) |
| 1,184,278 | 305,000 | 461,638 | 14,411 | 4,609,700 | 336,321 | 17,341,224 |
| - | - | - | - | - | - | 2,192,297 |
| 2,681,491 | 438,524 | 461,638 | 487,680 | 4,609,700 | 336,321 | 21,661,477 |
| - | - | - | - | - | - | - |
| - | - | - | - | - | - | - |
| 2,681,491 | 438,524 | 461,638 | 487,680 | 4,609,700 | 336,321 | 21,661,477 |
| 50,903 | 45,768 | 18,955 | - | 253,959 | 336,321 | 1,692,730 |
| 5,760 | 291 | 2,360 | - | 49,229 | - | 213,550 |
| - | - | - | - | 4,306,512 | - | 4,306,512 |
| - | - | - | - | - | - | 168,146 |
| 5,400 | 1,640 | - | 2,131 | - | - | 34,307 |
| - | 296,000 | 427,016 | - | - | - | 1,720,263 |
| - | - | - | - | - | - | - |
| 35,733 | - | 13,307 | - | - | - | 743,699 |
| 97,796 | 343,699 | 461,638 | 2,131 | 4,609,700 | 336,321 | 8,879,207 |
| 2,583,695 | 94,825 | - | - | - | - | 10,979,044 |
| 2,681,491 | 438,524 | 461,638 | 2,131 | 4,609,700 | 336,321 | 19,858,251 |
| - | - | - | - | - | - | - |
| 2,681,491 | 438,524 | 461,638 | 2,131 | 4,609,700 | 336,321 | 19,858,251 |
| \$ - | \$ - | \$ - | \$ 485,549 | \$ - | \$ - | \$ 1,803,226 |

RESOURCES

Estimated Fund Balance - January 1

Interest Revenue
Intergovernmental
Repayment on Loans
Dwelling Rents
Grants
Housing Vouchers - Administration
Housing Vouchers - HAP
Miscellaneous
Interdepartmental Charges
Net Transfers
Subtotal Operating Revenues

Defundings

Gross Resources

Less Interfund Transactions
Less Interdepartmental Charges

Net Resources (1)

APPROPRIATIONS

Salaries and Benefits
Services and Supplies
Housing Assistance Payments
Debt Service
Financial Transactions
Public Services
Pilot and Miscellaneous
Interdepartmental Charges
Subtotal Operating expenditures

Capital Projects

Gross Appropriations

Less Interdepartmental Charges

Net Appropriations (1)

Estimated Fund Balance-December 31

2019 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

City Capital Projects Funds

| | City Capital Fund | City Public Housing Homeownership | City Purchase and Resale Entity (PRE) | City Commerce Circle | Subtotal |
|---|-------------------------|--|--|----------------------------|---------------------|
| RESOURCES | | | | | |
| Estimated Fund Balance - January 1 | \$ 1,615,517 | \$ - | \$ 145,346 | \$ 1,341,316 | \$ 3,102,179 |
| Interest Revenue | - | 2,455 | 29,044 | 20,400 | 51,899 |
| Intergovernmental | - | - | - | - | - |
| Repayment on Loans | - | - | - | - | - |
| Dwelling Rents | - | - | - | - | - |
| Grants | 2,663,885 | - | - | - | 2,663,885 |
| Housing Vouchers - Administration | - | - | - | - | - |
| Housing Vouchers - HAP | - | - | - | - | - |
| Miscellaneous | - | - | - | - | - |
| Interdepartmental Charges | - | - | - | - | - |
| Net Transfers | (213,223) | - | - | - | (213,223) |
| Subtotal Operating Revenues | 2,450,662 | 2,455 | 29,044 | 20,400 | 2,502,561 |
| Defundings | - | - | - | - | - |
| Gross Resources | 4,066,179 | 2,455 | 174,390 | 1,361,716 | 5,604,740 |
| Less Interfund Transactions | - | - | - | - | - |
| Less Interdepartmental Charges | - | - | - | - | - |
| Net Resources (1) | 4,066,179 | 2,455 | 174,390 | 1,361,716 | 5,604,740 |
| APPROPRIATIONS | | | | | |
| Salaries and Benefits | 183,435 | - | 82,227 | - | 265,662 |
| Services and Supplies | 26,200 | - | 1,218 | - | 27,418 |
| Housing Assistance Payments | - | - | - | - | - |
| Debt Service | - | - | - | - | - |
| Financial Transactions | - | 315 | 19,268 | 2,048 | 21,631 |
| Public Services | - | - | - | - | - |
| Pilot and Miscellaneous | - | - | - | - | - |
| Interdepartmental Charges | 266,389 | - | 71,677 | - | 338,066 |
| Subtotal Operating expenditures | 476,024 | 315 | 174,390 | 2,048 | 652,777 |
| Capital Projects | 1,598,330 | - | - | - | 1,598,330 |
| Gross Appropriations | 2,074,354 | 315 | 174,390 | 2,048 | 2,251,107 |
| Less Interdepartmental Charges | - | - | - | - | - |
| Net Appropriations (1) | 2,074,354 | 315 | 174,390 | 2,048 | 2,251,107 |
| Estimated Fund Balance-December 31 | \$ 1,991,825 | \$ 2,140 | \$ - | \$ 1,359,668 | \$ 3,353,633 |

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

2019 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

County Capital Projects Funds

| County Capital Fund | County Public Housing Homeownership | County Purchase and Resale Entity (PRE) | Subtotal | Total Other Governmental Funds | |
|---------------------|-------------------------------------|---|------------------|--------------------------------|---|
| | | | | | RESOURCES |
| \$ 814,707 | \$ - | \$ 220,082 | \$ 1,034,789 | \$ 9,245,232 | Estimated Fund Balance - January 1 |
| - | 2,303 | 4,366 | 6,669 | 1,176,580 | Interest Revenue |
| - | - | - | - | 2,474,074 | Intergovernmental |
| - | - | - | - | 1,353,466 | Repayment on Loans |
| - | - | - | - | - | Dwelling Rents |
| 1,400,071 | - | - | 1,400,071 | 39,547,096 | Grants |
| - | - | - | - | 303,188 | Housing Vouchers - Administration |
| - | - | - | - | 4,306,512 | Housing Vouchers - HAP |
| - | - | - | - | 2,924,062 | Miscellaneous |
| - | - | - | - | - | Interdepartmental Charges |
| (126,444) | - | - | (126,444) | (1,650,113) | Net Transfers |
| 1,273,627 | 2,303 | 4,366 | 1,280,296 | 50,434,865 | Subtotal Operating Revenues |
| - | - | - | - | 2,857,954 | Defundings |
| 2,088,334 | 2,303 | 224,448 | 2,315,085 | 62,538,051 | Gross Resources |
| - | - | - | - | - | Less Interfund Transactions |
| - | - | - | - | - | Less Interdepartmental Charges |
| 2,088,334 | 2,303 | 224,448 | 2,315,085 | 62,538,051 | Net Resources (1) |
| | | | | | APPROPRIATIONS |
| 136,822 | - | 115,279 | 252,101 | 3,680,247 | Salaries and Benefits |
| 25,750 | - | 862 | 26,612 | 378,253 | Services and Supplies |
| - | - | - | - | 4,306,512 | Housing Assistance Payments |
| - | - | - | - | 1,477,162 | Debt Service |
| - | 377 | 7,268 | 7,645 | 166,575 | Financial Transactions |
| - | - | - | - | 3,958,453 | Public Services |
| - | - | - | - | - | Pilot and Miscellaneous |
| 140,007 | - | 101,039 | 241,046 | 2,219,938 | Interdepartmental Charges |
| 302,579 | 377 | 224,448 | 527,404 | 16,187,140 | Subtotal Operating expenditures |
| 840,043 | - | - | 840,043 | 38,757,127 | Capital Projects |
| 1,142,622 | 377 | 224,448 | 1,367,447 | 54,944,267 | Gross Appropriations |
| - | - | - | - | - | Less Interdepartmental Charges |
| 1,142,622 | 377 | 224,448 | 1,367,447 | 54,944,267 | Net Appropriations (1) |
| \$ 945,712 | \$ 1,926 | \$ - | \$ 947,638 | \$ 7,593,784 | Estimated Fund Balance-December 31 |

2019 FUND EQUITY - INTERNAL SERVICES FUNDS

| | Total Internal Services |
|---|--|
| <u>RESOURCES</u> | |
| Estimated Fund Balance - January 1 | \$ 1,652,655 |
| Interest Revenue | 121,917 |
| Repayment on Loans | 49,685 |
| Miscellaneous | 47,228 |
| Interdepartmental Charges | 8,797,010 |
| Net Transfers | 2,648,546 |
| Subtotal Operating Revenues | <u>11,664,386</u> |
| Defundings | 1,149,145 |
| Gross Resources | <u>14,466,186</u> |
| Less Interfund Transactions | (1,078,936) |
| Less Interdepartmental Charges | (7,718,074) |
| Net Resources (1) | <u>5,669,176</u> |
| <u>APPROPRIATIONS</u> | |
| Salaries and Benefits | 7,483,966 |
| Services and Supplies | 3,414,740 |
| Debt Service | 1,044,669 |
| Financial Transactions | 76,182 |
| Interdepartmental Charges | 588,041 |
| Subtotal Operating expenditures | <u>12,607,598</u> |
| Capital Projects | - |
| Gross Appropriations | <u>12,607,598</u> |
| Less Interfund Transactions | (1,078,936) |
| Less Interdepartmental Charges | (7,718,074) |
| Net Appropriations (1) | <u>3,810,588</u> |
| Estimated Fund Balance-December 31 | <u><u>\$ 1,858,588</u></u> |

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

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

| Description | 2015 Budget | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <u>Housing</u> | | | | | |
| City Public Housing | \$ 17,765,442 | \$ 19,111,197 | \$ 20,052,657 | \$ 20,671,236 | \$ 21,051,325 |
| City Local Housing | 3,444,984 | 4,343,315 | 4,676,268 | 4,970,704 | 4,758,474 |
| City Misc Housing | 7,326,123 | 6,771,710 | 9,034,949 | 7,827,237 | 9,112,294 |
| City Component Units | 4,488,588 | 1,126,346 | 940,403 | 824,174 | 814,765 |
| County Public Housing | 6,623,794 | 7,745,824 | 7,263,488 | 9,964,699 | 9,988,635 |
| County Local Housing | 132,331 | 101,946 | 104,860 | 102,288 | 100,270 |
| County Misc Housing | 11,553,706 | 14,439,519 | 16,655,862 | 18,895,045 | 12,611,088 |
| County Housing Choice Vouchers | 118,318,011 | 114,645,656 | 118,025,164 | 114,466,973 | 109,708,930 |
| County Shelter Plus Care | 5,016,991 | 4,526,276 | 4,537,818 | 4,579,835 | 4,609,700 |
| Transfers In | | | | | |
| Sub total Enterprise | 174,669,970 | 174,911,789 | 181,291,469 | 182,302,191 | 172,755,481 |
| <u>Other Governmental</u> | | | | | |
| City CDBG | 4,521,911 | 5,600,979 | 4,757,576 | 4,683,497 | 4,774,979 |
| City CDBG - RLF | 211,578 | 63,400 | 90,829 | 119,611 | 657,153 |
| City CDBG-NSP 1 | 145,000 | 156,460 | - | - | - |
| City CDBG-NSP 3 | 18,000 | 696,000 | 15,000 | - | 130,194 |
| City HOME | 1,818,295 | 1,813,714 | 1,931,299 | 2,038,509 | 2,650,549 |
| City HOME - RLF | 209,212 | 376,528 | 343,418 | 2,106,375 | 1,176,364 |
| City Misc Grants | 3,022,593 | 38,967 | 131,076 | 730,849 | 17,009,458 |
| City Housing Trust | 1,938,922 | 1,223,826 | 2,000,000 | 8,827,675 | 920,549 |
| City Affordable Housing | 1,162 | 501,000 | 774,095 | 500,000 | 1,190,984 |
| City Housing Successor Agency | 6,856,116 | 4,526,032 | 6,808,934 | 4,407,646 | 1,901,918 |
| City HOPWA | - | 1,759,255 | 1,556,131 | 1,240,448 | 1,418,306 |
| City ESG | - | 380,592 | 390,322 | 397,932 | 399,920 |
| City CalHOME | - | 172,323 | 505,320 | 485,598 | 726,375 |
| County Choice Neighborhoods Initiative | - | 2,100,000 | 182,251 | 2,244,462 | 336,321 |
| County CDBG | 5,252,596 | 5,771,618 | 6,688,636 | 5,378,032 | 6,191,875 |
| County CDBG - RLF | 2,485,718 | 967,997 | 166,349 | 593,593 | 1,083,213 |
| County CDBG-NSP 1 | 134,999 | 95,000 | 25,000 | - | - |
| County CDBG-NSP 3 | - | 55,000 | 11,421 | - | 56,792 |
| County HOME | 1,932,649 | 1,715,632 | 2,047,153 | 2,054,781 | 3,180,255 |
| County HOME - RLF | 810,444 | 822,004 | 1,583,537 | 1,836,897 | 953,706 |
| County Misc Grants | 4,377,115 | 1,017,820 | 890,453 | 1,594,740 | 1,060,337 |
| County Housing Trust | 2,777,505 | 2,159,927 | 2,902,338 | 258,262 | 119,945 |
| County Affordable Housing | 483,394 | 1,769,852 | 1,594,200 | 1,878,931 | 2,681,491 |
| County Housing Successor Agency | 869,500 | 1,003,672 | 450,000 | 589,603 | 438,524 |
| County ESG | - | 429,246 | 456,547 | 459,029 | 461,638 |
| County CalHOME | - | 210,083 | 303,554 | 351,978 | 487,680 |
| City Capital Fund | 4,315,397 | 3,778,255 | 3,085,574 | 3,971,412 | 4,066,179 |
| City Public Housing Homeownership | - | 163,943 | 305,055 | 317,391 | 2,455 |
| City Section 32 | - | 88,880 | 2,108 | - | - |
| City Purchase and Resale Entity (PRE) | - | - | 802,500 | 328,692 | 174,390 |
| City Commerce Circle | - | 1,307,576 | 1,325,171 | 1,338,686 | 1,361,716 |
| County Capital Fund | 1,373,927 | 1,772,997 | 1,738,875 | 2,126,431 | 2,088,334 |
| County Public Housing Homeownership | - | 477,945 | 301,691 | 163,922 | 2,303 |
| County Section 32 | - | 51,204 | 23,232 | 1,857 | - |
| County Purchase and Resale Entity (PRE) | - | - | - | 399,277 | 224,448 |
| Sub total Other Governmental | 43,556,033 | 40,967,727 | 44,189,645 | 51,426,116 | 57,928,351 |
| <u>Internal Services</u> | | | | | |
| Sub total Internal Services | 15,502,952 | 13,953,044 | 15,438,325 | 13,675,659 | 14,466,186 |
| Gross Total (1) | \$ 233,728,955 | \$ 229,832,560 | \$ 240,919,439 | \$ 247,403,966 | \$ 245,150,018 |
| Less Interdepartmental Charges | (11,996,321) | (13,238,285) | (16,247,710) | (15,445,694) | (15,853,888) |
| Net Total (2) | \$ 221,732,634 | \$ 216,594,275 | \$ 224,671,729 | \$ 231,958,272 | \$ 229,296,130 |

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 FY 2019

| Description | 2015 Budget | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <u>Housing</u> | | | | | |
| City Public Housing | \$ 10,591,115 | \$ 11,088,570 | \$ 11,170,628 | \$ 10,949,928 | \$ 11,102,082 |
| City Local Housing | 2,284,532 | 2,343,884 | 2,553,195 | 2,671,364 | 2,587,958 |
| City Misc Housing | 3,461,088 | 4,577,996 | 6,492,592 | 5,619,908 | 6,423,675 |
| City Component Units | 2,569,099 | 720,580 | 825,310 | 769,785 | 731,795 |
| County Public Housing | 5,541,789 | 5,574,742 | 6,131,544 | 6,033,305 | 5,847,979 |
| County Local Housing | 53,666 | 101,946 | 104,860 | 102,288 | 100,270 |
| County Misc Housing | 5,705,294 | 6,288,277 | 7,484,535 | 9,912,511 | 6,490,450 |
| County Housing Choice Vouchers | 111,236,546 | 110,259,676 | 114,226,965 | 108,111,013 | 107,765,227 |
| County Shelter Plus Care | 5,016,991 | 4,526,276 | 4,537,818 | 4,579,835 | 4,609,700 |
| Sub total Enterprise | 146,460,120 | 147,581,947 | 153,527,447 | 148,749,937 | 145,659,136 |
| <u>Other Governmental</u> | | | | | |
| City CDBG | 4,521,911 | 5,600,979 | 5,314,689 | 4,680,696 | 4,772,175 |
| City CDBG - RLF | 211,578 | 63,400 | 90,829 | 119,365 | 53,759 |
| City CDBG-NSP 1 | 145,000 | 156,460 | - | - | - |
| City CDBG-NSP 3 | 18,000 | 696,000 | 15,000 | - | - |
| City HOME | 1,818,295 | 1,689,436 | 1,931,499 | 2,038,709 | 2,650,549 |
| City HOME - RLF | 209,212 | 376,328 | 343,218 | 2,106,175 | 1,148,876 |
| City Misc Grants | 2,972,974 | 20,494 | 131,076 | 730,849 | 17,007,990 |
| City Housing Trust | 1,938,922 | 421,031 | 2,000,000 | 8,827,675 | 920,549 |
| City Affordable Housing | 75 | 501,000 | 774,095 | 35,000 | 1,190,984 |
| City Housing Successor Agency | 6,856,116 | 4,526,032 | 6,808,934 | 4,407,646 | 1,901,918 |
| City HOPWA | - | 1,759,255 | 1,556,131 | 1,239,018 | 1,418,306 |
| City ESG | - | 380,592 | 390,322 | 397,932 | 399,920 |
| City CalHOME | - | 156,113 | 505,320 | 485,598 | 2,436 |
| County Choice Neighborhoods Initiative | - | 2,100,000 | 182,251 | 2,244,462 | 336,321 |
| County CDBG | 5,252,596 | 5,771,618 | 6,688,636 | 5,378,032 | 6,191,875 |
| County CDBG - RLF | 2,485,718 | 967,997 | 166,349 | 593,593 | 444,240 |
| County CDBG-NSP 1 | 134,999 | 95,000 | 25,000 | - | - |
| County CDBG NSP 3 | - | 55,000 | 11,421 | - | - |
| County HOME | 1,932,649 | 1,694,556 | 2,047,353 | 2,055,281 | 3,180,255 |
| County HOME - RLF | 810,444 | 822,004 | 1,583,337 | 1,836,397 | 933,505 |
| County Misc Grants | 3,787,000 | 275,177 | 268,164 | 1,189,481 | 458,626 |
| County Housing Trust | 2,777,505 | 2,129,609 | 2,902,338 | 258,262 | 119,945 |
| County Affordable Housing | 452,059 | 1,769,552 | 1,594,200 | 2,343,931 | 2,681,491 |
| County Housing Successor Agency | 869,500 | 1,003,672 | 450,000 | 589,603 | 438,524 |
| County ESG | - | 429,246 | 456,547 | 459,029 | 461,638 |
| County CalHOME | - | 192,462 | 303,554 | 351,978 | 2,131 |
| City Capital Fund | 1,612,740 | 1,686,757 | 1,956,680 | 1,931,802 | 2,074,354 |
| City Public Housing Homeownership | - | 123,111 | 305,055 | 317,390 | 315 |
| City Section 32 | - | 88,880 | 2,108 | - | - |
| City Purchase and Resale Entity (PRE) | - | - | 802,500 | 328,692 | 174,390 |
| City Commerce Circle | - | - | 2,263 | 2,000 | 2,048 |
| County Capital Fund | 861,500 | 882,798 | 1,091,730 | 1,023,963 | 1,142,622 |
| County Public Housing Homeownership | - | 120,592 | 301,691 | 163,922 | 377 |
| County Section 32 | - | 51,204 | 23,232 | 1,857 | - |
| County Purchase and Resale Entity (PRE) | - | - | - | 399,277 | 224,448 |
| Sub total Other Governmental | 39,668,793 | 34,506,355 | 41,025,522 | 46,537,615 | 50,334,567 |
| <u>Internal Services</u> | | | | | |
| Sub total Internal Services | 9,938,061 | 10,731,290 | 12,219,517 | 10,880,964 | 12,607,598 |
| Gross Total (1) | \$ 196,066,974 | \$ 192,819,592 | \$ 206,772,486 | \$ 206,168,516 | \$ 208,601,301 |
| Less Interdepartmental Charges | (11,996,321) | (13,238,285) | (16,247,710) | (15,445,694) | (15,853,888) |
| Net Total (2) | \$ 184,070,653 | \$ 179,581,307 | \$ 190,524,776 | \$ 190,722,822 | \$ 192,747,413 |

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

Note 2: Net total reflects appropriations net of interdepartmental charges

Budget to Actual Resource Summaries By Fund - 2019

| Description | 2017 Budget | 2017 Revised Budget | 2017 Actuals | 2018 Budget | 2018 Revised Budget | 2018 Estimated | 2019 Budget |
|---|-----------------------|---------------------------|-----------------------|-----------------------|---------------------------|-----------------------|-----------------------|
| Housing | | | | | | | |
| City Public Housing | \$ 20,052,657 | \$ 20,104,917 | \$ 22,109,510 | \$ 20,671,236 | \$ 20,611,619 | \$ 20,817,735 | \$ 21,051,325 |
| City Local Housing | 4,676,268 | 4,887,562 | 5,167,461 | 4,970,704 | 5,055,019 | 5,105,569 | 4,758,474 |
| City Misc Housing | 9,034,949 | 9,347,593 | 9,977,267 | 7,827,237 | 8,827,575 | 8,915,851 | 9,112,294 |
| City Component Units | 940,403 | 907,484 | 912,469 | 824,174 | 852,550 | 861,076 | 814,765 |
| County Public Housing | 7,263,488 | 8,817,633 | 10,061,683 | 9,964,699 | 9,812,597 | 9,910,723 | 9,988,635 |
| County Local Housing | 104,860 | 100,721 | 311,578 | 102,288 | 98,903 | 99,892 | 100,270 |
| County Misc Housing | 16,655,862 | 18,702,426 | 17,868,817 | 18,895,045 | 17,248,670 | 17,421,157 | 12,611,088 |
| County Housing Choice Vouchers | 118,025,164 | 118,011,479 | 114,451,531 | 114,466,973 | 114,525,243 | 114,639,768 | 109,708,930 |
| County Shelter Plus Care | 4,537,818 | 4,510,749 | 4,340,641 | 4,579,835 | 4,499,753 | 4,544,751 | 4,609,700 |
| Sub total Enterprise | 181,291,469 | 185,390,564 | 185,200,957 | 182,302,191 | 181,531,929 | 182,316,521 | 172,755,481 |
| Other Governmental | | | | | | | |
| City CDBG | 4,757,576 | 4,779,896 | 4,724,709 | 4,683,497 | 4,867,051 | 4,867,051 | 4,774,979 |
| City CDBG - RLF | 90,829 | 495,631 | 640,438 | 119,611 | 681,938 | 688,757 | 657,153 |
| City CDBG-NSP 1 | - | - | 23,801 | - | - | - | - |
| City CDBG-NSP 3 | 15,000 | 249,445 | 394,705 | - | 210,194 | 212,296 | 130,194 |
| City HOME | 1,931,299 | 2,055,946 | 2,238,639 | 2,038,509 | 2,650,549 | 2,650,549 | 2,650,549 |
| City HOME - RLF | 343,418 | 2,222,065 | 2,430,919 | 2,106,375 | 2,494,186 | 2,519,128 | 1,176,364 |
| City Misc Grants | 131,076 | 285,089 | 1,477,977 | 730,849 | 435,496 | 439,851 | 17,009,458 |
| City Housing Trust | 2,000,000 | 6,122,161 | 6,278,495 | 8,827,675 | 5,607,958 | 5,664,038 | 920,549 |
| City Affordable Housing | 774,095 | 709,182 | 1,375,292 | 500,000 | 1,805,941 | 1,824,000 | 1,190,984 |
| City Housing Successor Agency | 6,808,934 | 7,455,365 | 8,814,450 | 4,407,646 | 4,040,165 | 4,080,567 | 1,901,918 |
| City HOPWA | 1,556,131 | 1,531,037 | 1,293,245 | 1,240,448 | 1,177,649 | 1,177,649 | 1,418,306 |
| City ESG | 390,322 | 397,932 | 527,745 | 397,932 | 399,920 | 399,920 | 399,920 |
| City CalHOME | 505,320 | 980,918 | 1,439,916 | 485,598 | 1,199,973 | 1,211,973 | 726,375 |
| County Choice Neighborhoods Initiative | 182,251 | 182,251 | 893,852 | 2,244,462 | 94,462 | 94,462 | 336,321 |
| County CDBG | 6,688,636 | 6,717,904 | 6,123,699 | 5,378,032 | 5,713,987 | 5,713,987 | 6,191,875 |
| County CDBG - RLF | 166,349 | 1,806,728 | 1,899,287 | 593,593 | 1,199,417 | 1,211,411 | 1,083,213 |
| County CDBG-NSP 1 | 25,000 | - | - | - | - | - | - |
| County CDBG-NSP 3 | 11,421 | - | 51,535 | - | 56,792 | 56,792 | 56,792 |
| County HOME | 2,047,153 | 2,054,781 | 627,957 | 2,054,781 | 3,180,255 | 3,180,255 | 3,180,255 |
| County HOME - RLF | 1,583,537 | 1,974,267 | 3,347,006 | 1,836,897 | 1,808,392 | 1,826,476 | 953,706 |
| County Misc Grants | 890,453 | 713,470 | 711,624 | 1,594,740 | 1,878,719 | 1,897,506 | 1,060,337 |
| County Housing Trust | 2,902,338 | 981,570 | 1,594,274 | 258,262 | (1,869,986) | (1,776,487) | 119,945 |
| County Affordable Housing | 1,594,200 | 1,805,679 | 2,010,740 | 1,878,931 | 2,743,761 | 2,771,199 | 2,681,491 |
| County Housing Successor Agency | 450,000 | 487,103 | 543,444 | 589,603 | 857,344 | 865,917 | 438,524 |
| County ESG | 456,547 | 459,029 | 1,174,680 | 459,029 | 461,638 | 461,638 | 461,638 |
| County CalHOME | 303,554 | 653,295 | 1,111,587 | 351,978 | 825,247 | 833,499 | 487,680 |
| City Capital Fund | 3,085,574 | 3,330,557 | 3,522,457 | 3,971,412 | 4,663,416 | 4,663,416 | 4,066,179 |
| City Public Housing Homeownership | 305,055 | 528,499 | 528,104 | 317,391 | 274,243 | 274,243 | 2,455 |
| City Section 32 | 2,108 | 37,904 | 37,910 | - | - | - | - |
| City Purchase and Resale Entity (PRE) | 802,500 | 2,491,866 | 2,327,348 | 328,692 | 2,670,397 | 2,697,101 | 174,390 |
| City Commerce Circle | 1,325,171 | 1,325,829 | 1,326,100 | 1,338,686 | 1,343,316 | 1,343,316 | 1,361,716 |
| County Capital Fund | 1,738,875 | 1,744,782 | 1,676,536 | 2,126,431 | 2,374,284 | 2,374,284 | 2,088,334 |
| County Public Housing Homeownership | 301,691 | 515,253 | 562,881 | 163,922 | 230,992 | 230,992 | 2,303 |
| County Section 32 | 23,232 | 5,422 | 5,389 | 1,857 | - | - | - |
| County Purchase and Resale Entity (PRE) | - | 1,485,972 | 694,322 | 399,277 | 1,466,956 | 1,481,626 | 224,448 |
| Sub total Other Governmental | 44,189,645 | 56,586,828 | 62,431,063 | 51,426,116 | 55,544,652 | 55,937,412 | 57,928,351 |
| Internal Services | | | | | | | |
| Sub total Internal Services | 15,438,325 | 13,117,200 | 13,119,335 | 13,675,659 | 12,935,244 | 13,147,028 | 14,466,186 |
| Gross Total (1) | \$ 240,919,439 | \$ 255,094,592 | \$ 260,751,355 | \$ 247,403,966 | \$ 250,011,825 | \$ 251,400,961 | \$ 245,150,018 |
| Less Interdepartmental Charges | (16,247,710) | (15,876,174) | (16,195,901) | (15,445,694) | (15,154,966) | (15,154,966) | (15,853,888) |
| Net Total (2) | \$ 224,671,729 | \$ 239,218,418 | \$ 244,555,454 | \$ 231,958,272 | \$ 234,856,859 | 236,245,995 | \$ 229,296,130 |

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 fundings.

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

Budget to Actual Appropriation Summaries By Fund - 2019

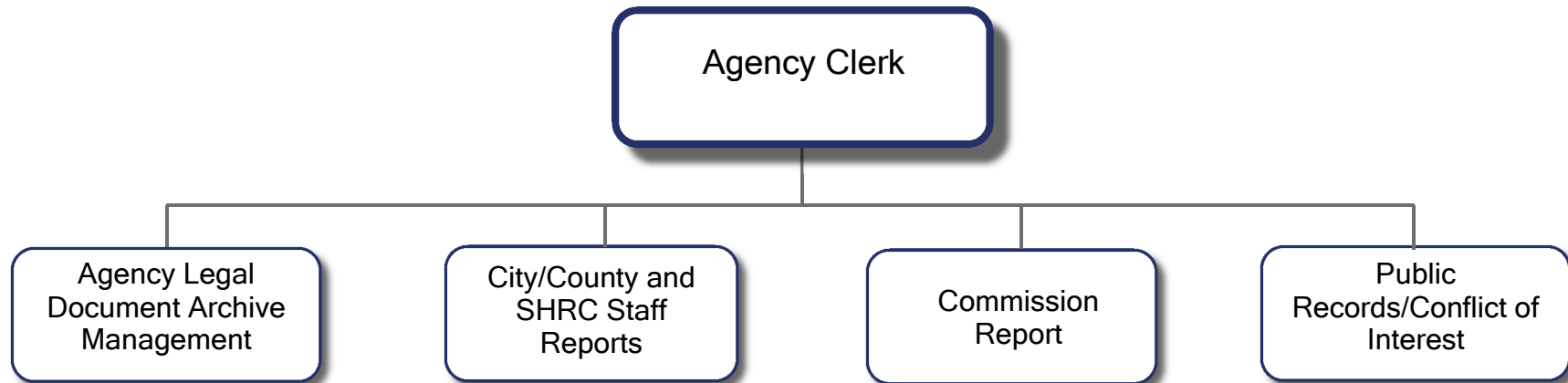
| Description | 2017 Budget | 2017 Revised Budget | 2017 Actuals | 2018 Budget | 2018 Revised Budget | 2018 Estimated | 2019 Budget |
|---|-----------------------|---------------------------|-----------------------|-----------------------|---------------------------|-----------------------|-----------------------|
| Housing | | | | | | | |
| City Public Housing | \$ 11,170,628 | \$ 10,624,797 | \$ 12,400,877 | \$ 10,949,928 | \$ 11,068,313 | \$ 11,178,996 | \$ 11,102,082 |
| City Local Housing | 2,553,195 | 2,690,698 | 2,516,316 | 2,671,364 | 2,552,299 | 2,577,822 | 2,587,958 |
| City Misc Housing | 6,492,592 | 6,839,054 | 5,520,097 | 5,619,908 | 5,589,175 | 5,645,067 | 6,423,675 |
| City Component Units | 825,310 | 825,310 | 865,431 | 769,785 | 769,785 | 777,483 | 731,795 |
| County Public Housing | 6,131,544 | 6,011,239 | 7,113,995 | 6,033,305 | 6,139,178 | 6,200,570 | 5,847,979 |
| County Local Housing | 104,860 | 100,721 | 72,785 | 102,288 | 98,903 | 99,892 | 100,270 |
| County Misc Housing | 7,484,535 | 6,647,597 | 6,476,294 | 9,912,511 | 9,810,855 | 9,908,964 | 6,490,450 |
| County Housing Choice Vouchers | 114,226,965 | 109,505,979 | 110,011,768 | 108,111,013 | 109,602,686 | 109,712,289 | 107,765,227 |
| County Shelter Plus Care | 4,537,818 | 4,510,749 | 4,340,641 | 4,579,835 | 4,499,753 | 4,544,751 | 4,609,700 |
| Sub total Enterprise | 153,527,447 | 147,756,144 | 149,318,204 | 148,749,937 | 150,130,947 | 150,645,832 | 145,659,136 |
| Other Governmental | | | | | | | |
| City CDBG | 5,314,689 | 4,779,896 | 4,724,709 | 4,680,696 | 4,867,051 | 4,867,051 | 4,772,175 |
| City CDBG - RLF | 90,829 | 422,125 | 41,859 | 119,365 | 416,069 | 420,230 | 53,759 |
| City CDBG-NSP 1 | - | - | - | - | - | - | - |
| City CDBG-NSP 3 | 15,000 | 169,445 | 1,055,150 | - | - | - | - |
| City HOME | 1,931,499 | 1,889,747 | 2,054,900 | 2,038,709 | 2,633,111 | 2,633,111 | 2,650,549 |
| City HOME - RLF | 343,218 | 465,890 | 35,615 | 2,106,175 | 2,106,692 | 2,127,759 | 1,148,876 |
| City Misc Grants | 131,076 | 263,791 | 1,510,416 | 730,849 | 434,632 | 438,978 | 17,007,990 |
| City Housing Trust | 2,000,000 | 2,637,891 | 1,616,309 | 8,827,675 | 8,778,194 | 8,865,976 | 920,549 |
| City Affordable Housing | 774,095 | 77,730 | 119,055 | 35,000 | 1,131,452 | 1,142,767 | 1,190,984 |
| City Housing Successor Agency | 6,808,934 | 6,370,938 | 2,596,996 | 4,407,646 | 4,407,646 | 4,451,722 | 1,901,918 |
| City HOPWA | 1,556,131 | 1,446,074 | 803,245 | 1,239,018 | 1,293,527 | 1,293,527 | 1,418,306 |
| City ESG | 390,322 | 397,932 | 571,352 | 397,932 | 399,920 | 399,920 | 399,920 |
| City CalHOME | 505,320 | 505,320 | 418,795 | 485,598 | 485,598 | 490,454 | 2,436 |
| County Choice Neighborhoods Initiative | 182,251 | 182,251 | 601,896 | 2,244,462 | 94,462 | 94,462 | 336,321 |
| County CDBG | 6,688,636 | 6,717,904 | 6,150,999 | 5,378,032 | 5,713,987 | 5,713,987 | 6,191,875 |
| County CDBG - RLF | 166,349 | 1,609,385 | 426,759 | 593,593 | 593,593 | 599,529 | 444,240 |
| County CDBG-NSP 1 | 25,000 | - | 50,786 | - | - | - | - |
| County CDBG NSP 3 | 11,421 | - | 184,290 | - | - | - | - |
| County HOME | 2,047,353 | 2,024,016 | 569,429 | 2,055,281 | 3,180,255 | 3,180,255 | 3,180,255 |
| County HOME - RLF | 1,583,337 | 1,737,870 | 1,105,382 | 1,836,397 | 1,847,342 | 1,865,815 | 933,505 |
| County Misc Grants | 268,164 | 314,653 | 237,872 | 1,189,481 | 1,229,408 | 1,241,702 | 458,626 |
| County Housing Trust | 2,902,338 | 2,877,289 | 1,503,061 | 258,262 | 224,695 | 226,942 | 119,945 |
| County Affordable Housing | 1,594,200 | 1,594,200 | 178,701 | 2,343,931 | 1,246,548 | 1,259,013 | 2,681,491 |
| County Housing Successor Agency | 450,000 | 450,000 | 460,920 | 589,603 | 589,603 | 595,499 | 438,524 |
| County ESG | 456,547 | 459,029 | 1,215,541 | 459,029 | 461,638 | 461,638 | 461,638 |
| County CalHOME | 303,554 | 303,554 | 483,539 | 351,978 | 351,978 | 355,498 | 2,131 |
| City Capital Fund | 1,956,680 | 1,795,153 | 2,445,773 | 1,931,802 | 2,802,519 | 2,830,544 | 2,074,354 |
| City Public Housing Homeownership | 305,055 | 216,488 | 257,001 | 317,390 | 274,243 | 276,985 | 315 |
| City Section 32 | 2,108 | 37,904 | 90,256 | - | - | - | - |
| City Purchase and Resale Entity (PRE) | 802,500 | 2,175,174 | 1,675,444 | 328,692 | 2,525,051 | 2,550,302 | 174,390 |
| City Commerce Circle | 2,263 | 2,263 | 2,429 | 2,000 | 2,000 | 2,500 | 2,048 |
| County Capital Fund | 1,091,730 | 812,041 | 1,154,403 | 1,023,963 | 1,473,272 | 1,488,005 | 1,142,622 |
| County Public Housing Homeownership | 301,691 | 355,111 | 385,058 | 163,922 | 230,992 | 233,302 | 377 |
| County Section 32 | 23,232 | 3,565 | 281,657 | 1,857 | - | - | - |
| County Purchase and Resale Entity (PRE) | - | 1,098,695 | 392,364 | 399,277 | 1,246,874 | 1,259,343 | 224,448 |
| Sub total Other Governmental | 41,025,522 | 44,193,324 | 35,401,961 | 46,537,615 | 51,042,352 | 51,366,816 | 50,334,567 |
| Internal Services | | | | | | | |
| Sub total Internal Services | 12,219,517 | 11,058,093 | 11,619,813 | 10,880,964 | 12,593,035 | 12,703,802 | 12,607,598 |
| Gross Total (1) | \$ 206,772,486 | \$ 203,007,561 | \$ 196,339,978 | \$ 206,168,516 | \$ 213,766,334 | \$ 214,716,450 | \$ 208,601,301 |
| Less Interdepartmental Charges | (16,247,710) | (15,876,174) | (16,195,901) | (15,445,694) | (15,154,966) | (15,154,966) | (15,853,888) |
| Net Total (2) | \$ 190,524,776 | \$ 187,131,387 | \$ 180,144,077 | \$ 190,722,822 | \$ 198,611,368 | \$ 199,561,484 | \$ 192,747,413 |

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

Note 2: Net total reflects appropriations net of interdepartmental charges

SECTION E

ADMINISTRATIVE SUPPORT



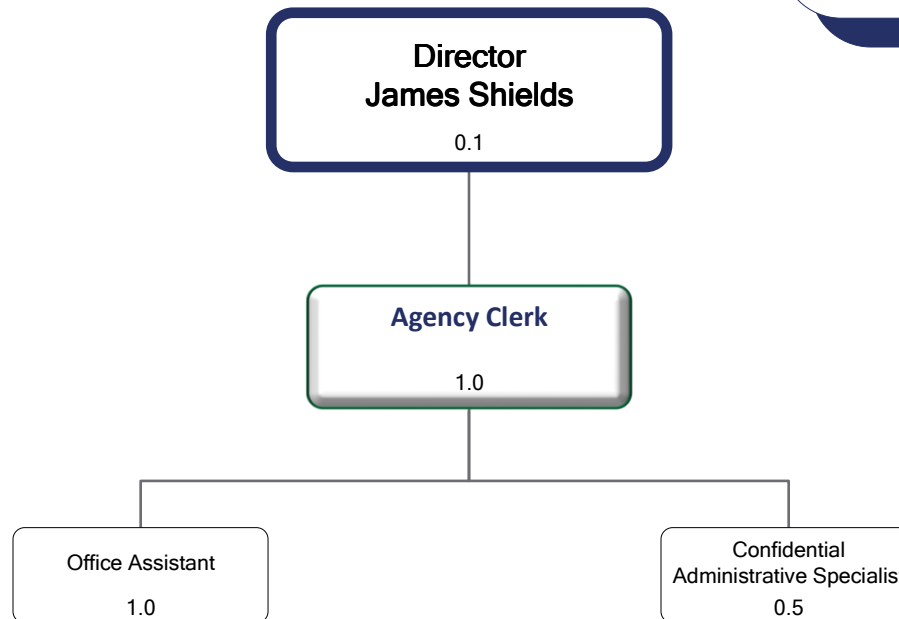
- ▶ Organization Chart
- ▶ Department Summary
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- ▶ Employee Services Schedule
- ▶ Key Indicators

Agency Clerk

FY 2019 Organizational Chart

Existing FTE = 2.6 Adopted FTE = 2.6

Legend:



AGENCY CLERK

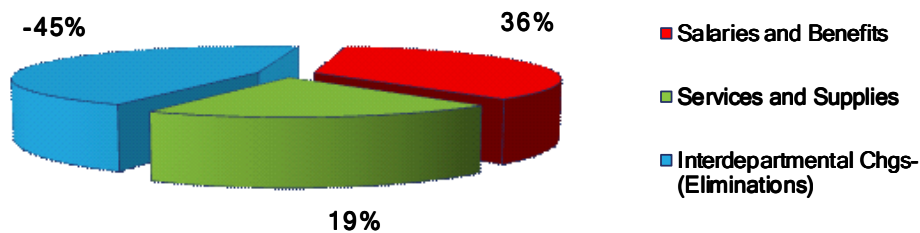
Department Summary

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

Appropriation Summary

| Type of Expense | Budget 2015 | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 |
|--|----------------|----------------|----------------|----------------|----------------|
| Salaries and Benefits | \$ 207,706 | \$ 196,455 | \$ 199,059 | \$ 260,532 | \$ 313,016 |
| Services and Supplies | 170,995 | 174,490 | 324,491 | 171,820 | 171,790 |
| Subtotal | 378,701 | 370,945 | 523,550 | 432,352 | 484,806 |
| Interdepartmental Charges-Eliminations | (219,467) | (304,341) | (381,548) | (322,805) | (394,965) |
| Required Funding | \$ 159,234 | \$ 66,604 | \$ 142,002 | \$ 109,547 | \$ 89,841 |

Expense Summary



AGENCY CLERK

Activities Detail

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

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

2019 Goals and Objectives

- Implement electronic system to automate staff report process.
- Finalize updated records retention policy to comply with current standards and requirements.
- Implement new internal "intranet" for staff and provide centralized access to policies, procedures and forms.
- Continue to find ways to utilize both electronic signature application (DocuSign) and electronic storage/collaboration application (Box.com) to improve productivity and efficiency of Agency staff.
- Implement "Success at the Podium" training
- Foster a culture that recognizes its employees for their contributions to the Agency.

AGENCY CLERK

2018 Accomplishments

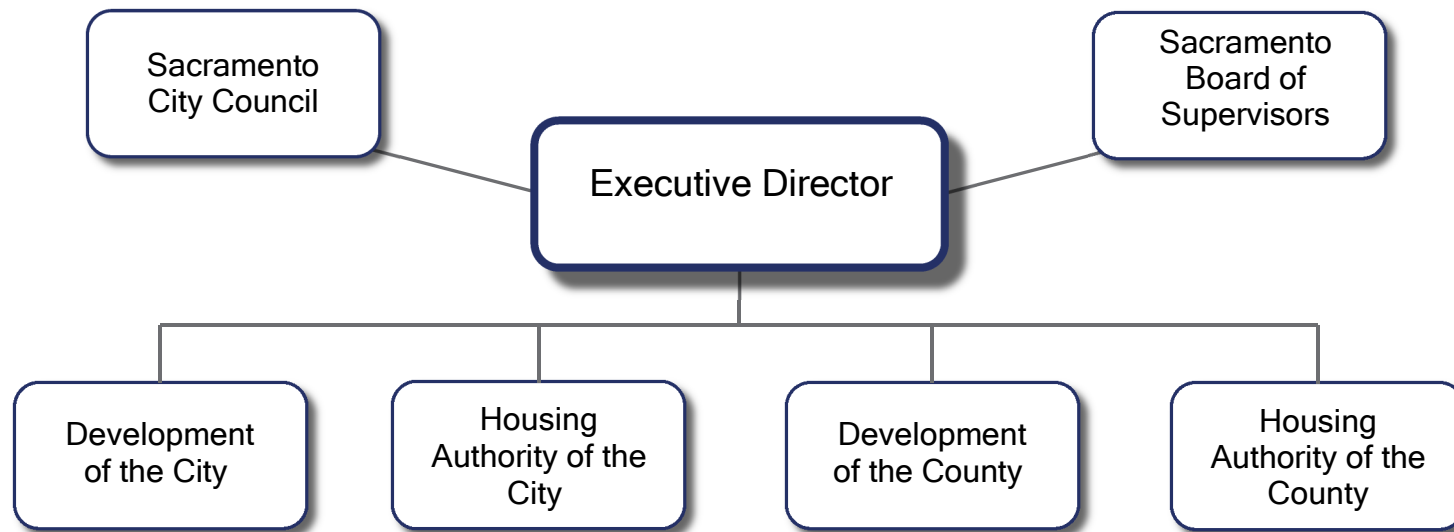
- Implemented electronic Statement of Economic Interest (Form 700) process for 150 staff and commission members. Worked with Human Resources department to utilize electronic filing for new employees and retirees.
- Improved productivity utilizing electronic signature application (DocuSign) and electronic storage/collaboration application (Box.com) for Agency documents.
- Managed process to generate approximately 150 staff reports for the Commission, City Council, and Board of Supervisors.
- Transitioned 5000 records from paper to electronic archive (Box.com). Assisted all Agency departments to review their archived paper documents. Destroyed boxes that are no longer required to be retained.
- Processed and assisted over 60 individuals with public records requests and assisted legal department with records subpoena inquiries.
- Working in conjunction with PIO, managed social media accounts. Currently have over 2000 Facebook followers and 800 Twitter followers.
- Worked with Legal Department and IMTS to finalize and train staff on new Legal Department Document Review Procedure.

Employee Services Schedule

| | 2015 Budget | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget | Increase (Decrease) |
|--|----------------|----------------|----------------|----------------|----------------|------------------------|
| <u>Agency Clerk</u> | | | | | | |
| Agency Clerk | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Confidential Administrative Assistant | 0.00 | 0.50 | 0.00 | 0.00 | 0.00 | 0.00 |
| Confidential Administrative Specialist | 0.00 | 0.00 | 0.50 | 0.50 | 0.50 | 0.00 |
| Director | 0.00 | 0.00 | 0.00 | 0.00 | 0.10 | 0.10 |
| Office Assistant | 1.00 | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| Total Positions | <u>2.00</u> | <u>1.50</u> | <u>1.50</u> | <u>2.50</u> | <u>2.60</u> | <u>0.10</u> |

AGENCY CLERK

| Key Indicators | FY 16 Actual | FY 17 Actual | FY 18 Projected | FY 18 Mid-Year Projected | FY 19 Estimated |
|---|-----------------|-----------------|--------------------|--------------------------------|--------------------|
| Output: | | | | | |
| # of public records requests responded to | 52 | 95 | 85 | 45 | 80 |
| # of staff reports reviewed and processed | 64 | 65 | 60 | 29 | 60 |
| # of SHRC agenda related documents posted on the website | 26 | 26 | 26 | 13 | 26 |
| # of documents processed through DocuSign (e-sign application) | 418 | 2900 | 3500 | 1725 | 3500 |
| # of files (documents, photos, etc.) loaded into Box for retention | 65,000 | 72000 | 80000 | 85000 | 100000 |
| Effectiveness: | | | | | |
| % of public records requests responded to within 10 days | 100% | 100% | 100% | 100% | 100% |
| % of reports submitted to the Clerk's office on time for final review per required staff report review guidelines | 50% | 60% | 80% | 70% | 90% |
| % of SHRC agenda related documents posted on the website on time | 100% | 100% | 100% | 100% | 100% |
| Efficiency: | | | | | |
| % of contracts processed through DocuSign (e-sign application) resulting in fully executed contracts in 7 days or less. | 55% | 93% | 92% | 92% | 92% |



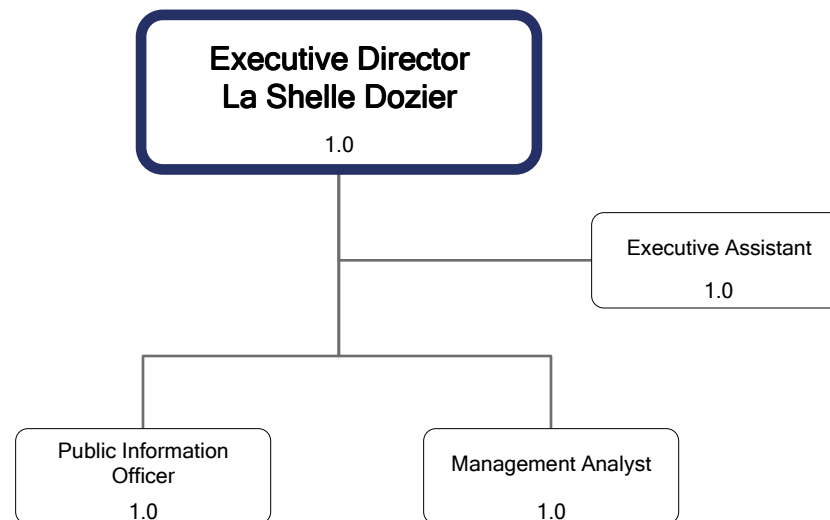
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- ▶ Key Indicator

Executive Director

FY 2019 Organizational Chart

Existing FTE = 4 Adopted FTE = 4

Legend:



EXECUTIVE DIRECTOR

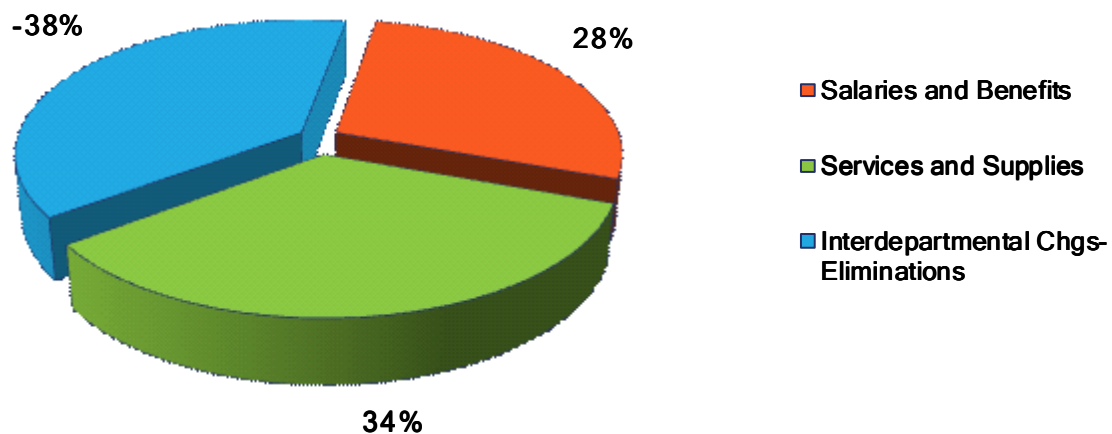
Department Summary

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

Appropriation Summary

| Type of Expense | Budget 2015 | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 |
|--|----------------|----------------|----------------|----------------|----------------|
| Salaries and Benefits | \$ 486,859 | \$ 484,445 | \$ 657,887 | \$ 651,465 | \$ 714,977 |
| Services and Supplies | 385,090 | 512,189 | 712,689 | 773,608 | 885,920 |
| Subtotal | 871,949 | 996,634 | 1,370,576 | 1,425,073 | 1,600,897 |
| Interdepartmental Charges-Eliminations | (490,511) | (737,738) | (815,821) | (743,613) | (978,782) |
| Required Funding | \$ 381,438 | \$ 258,896 | \$ 554,755 | \$ 681,460 | \$ 622,115 |

Expense Summary



EXECUTIVE DIRECTOR

Activities Detail

- Maintaining collaborative partnerships with the City, County, State and Federal agencies to assist and promote affordable housing and development activities.
- Effective communications and public outreach to residents, neighborhood associations, community groups, business associations, elected officials, government agencies, and the media.
- Implementing effective and efficient management practices to enhance customer service and project delivery.

2019 Goals and Objectives

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

EXECUTIVE DIRECTOR

- Continue our commitment to informing and educating residents and community stakeholders on a variety of issues ranging from fiscal challenges and opportunities to affordable housing and development.
- Continue developing and implementing effective media and public relations strategies through proactive outreach and timely responses to inquiries and requests for public information.
- Continue implementing the Communications Strategic Plan to improve the Agency's public image and awareness about housing programs and Agency-assisted projects.
- Continue implementing strategies to communicate effectively with residents in our affordable housing communities.
- Continue providing accountability to the public on the Agency's Transparency web page in administering local and federal programs and funding.
- Continue providing intermediary assistance through the Agency Ombudsman Program to address concerns by residents in housing assistance programs and to achieve timely resolution at the lowest level.
- Continue to serve as a regional resource for distressed homeowners by providing referrals and information through partnerships with home loan counseling agencies, mortgage lenders and federal program providers.

2018 Accomplishments

- Implemented a Leadership Development Program to provide opportunities for staff to be prepared for leadership opportunities within the Agency.
- Created a new marketing brochure to promote the Agency's programs and services.
- Implemented a Transparency web page to provide accountability and access to the public in administering Agency activities and local and federal programs and funding.
- Developed a three-year plan to serve the homeless in the City and County by aligning Public Housing Authority resources to provide turn-over vouchers and public housing units to assist up to 1,755 households experiencing homelessness.
- Completed ethics and workplace violence prevention training for all Agency staff.

EXECUTIVE DIRECTOR

- Developed a Diversity and Inclusion Strategic Plan to build and lead a diverse workforce and inclusive workplace to deliver outstanding public service to the communities we serve.

Conducted strategic planning sessions for management staff to establish department objectives to achieve the Agency's organizational goals.

- Delivered annual State of the Agency address to all staff to communicate the direction and goals of the organization, and the accomplishments achieved by all departments.
- Launched LinkedIn and Instagram social media pages to complement our Facebook, Twitter and YouTube social media and broaden the reach of our communications with stakeholders and customers.
- Provided internship opportunities through the City of Sacramento Summer at City Hall program for 6 high school students in our Public Information Office, Public Housing, Housing Choice Voucher, Finance and Human Resources Departments.
- Attracted 17 media reports about Agency projects and activities.
- Responded to an average of 3 calls per day to residents inquiring about affordable housing opportunities.
- Responded to more than 118 inquiries to the Agency Ombudsman Program from housing assistance program residents and community members.
- Produced the Agency's annual report for 2017.
- Produced a new marketing brochure for the Agency.

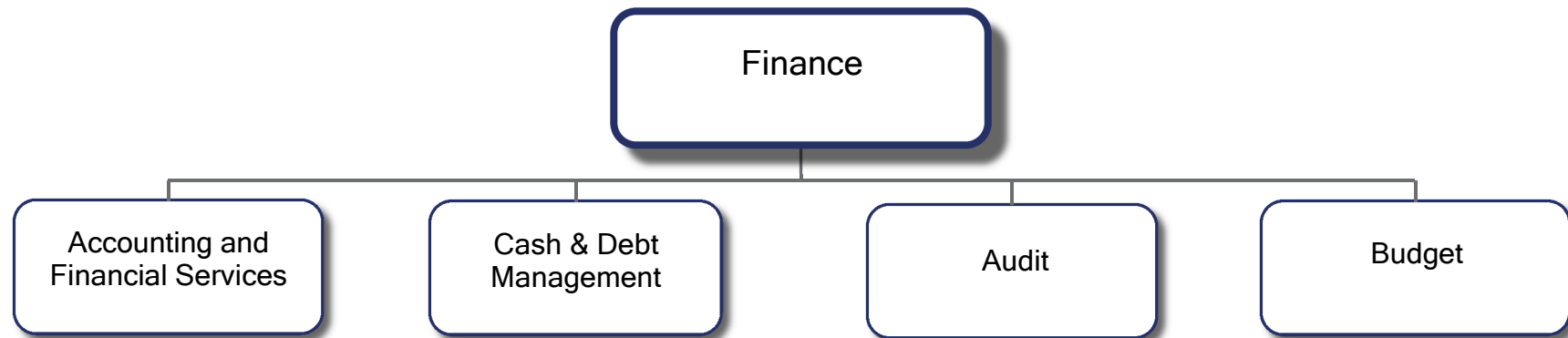
Employee Services Schedule

| | 2015 Budget | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget | Increase (Decrease) |
|---------------------------------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <u>Executive Director</u> | | | | | | |
| Confidential Administrative Assistant | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Executive Assistant | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Executive Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Management Analyst | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Public Information Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Total Positions | 3.00 | 3.00 | 4.00 | 4.00 | 4.00 | 0.00 |

EXECUTIVE DIRECTOR

Public Information Officer

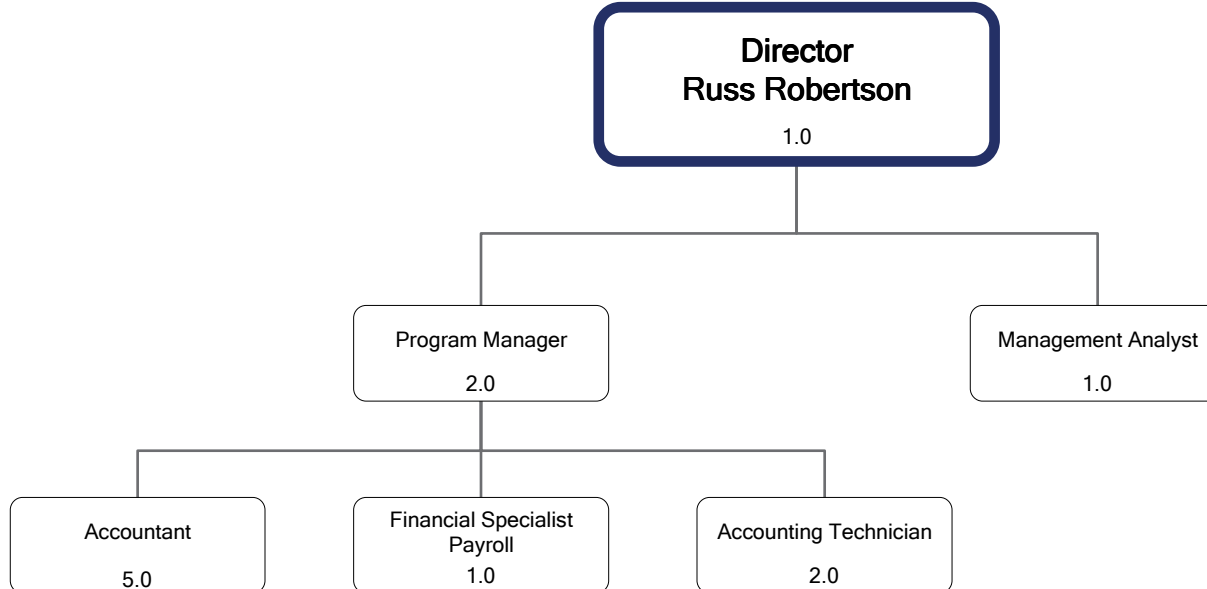
| Key Indicators | FY 16 Actual | FY 17 Actual | FY 18 Projected | FY 18 Mid-year Projected | FY 19 Estimated |
|--|-----------------|-----------------|--------------------|--------------------------------|--------------------|
| Output: | | | | | |
| # of postings on Facebook | 23 | 85 | 125 | 95 | 800 |
| # of Tweets on Twitter | 266 | 278 | 652 | 400 | 800 |
| # of videos on YouTube | 12 | 15 | 12 | 6 | 10 |
| # of Ombudsman inquiry responses | 346 | 188 | 300 | 125 | 150 |
| # of news releases posted to the website | 16 | 18 | 12 | 6 | 10 |
| # of E-Newsletters distributed to stakeholders | NA | 1 | 12 | 6 | 12 |
| # of strategic media opportunities completed | NA | 4 | 8 | 4 | 8 |
| # of events or programs attracting media attention | 6 | 10 | 24 | 12 | 30 |
| # of Changing Lives success story videos produced | NA | 13 | 13 | 8 | 15 |
| # of videos produced about HUD projects/programs | NA | 9 | 5 | 3 | 3 |
| Effectiveness: | | | | | |
| Increase in # of Likes on Facebook | NA | NA | 2000 | 1425 | 1890 |
| Increase in # of Followers on Twitter | NA | 1175 | 1300 | 1038 | 2075 |
| Increase in # of Subscribers on YouTube | 21 | 75 | 125 | 100 | 100 |



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Existing FTE = 12 Adopted FTE = 12

Legend:



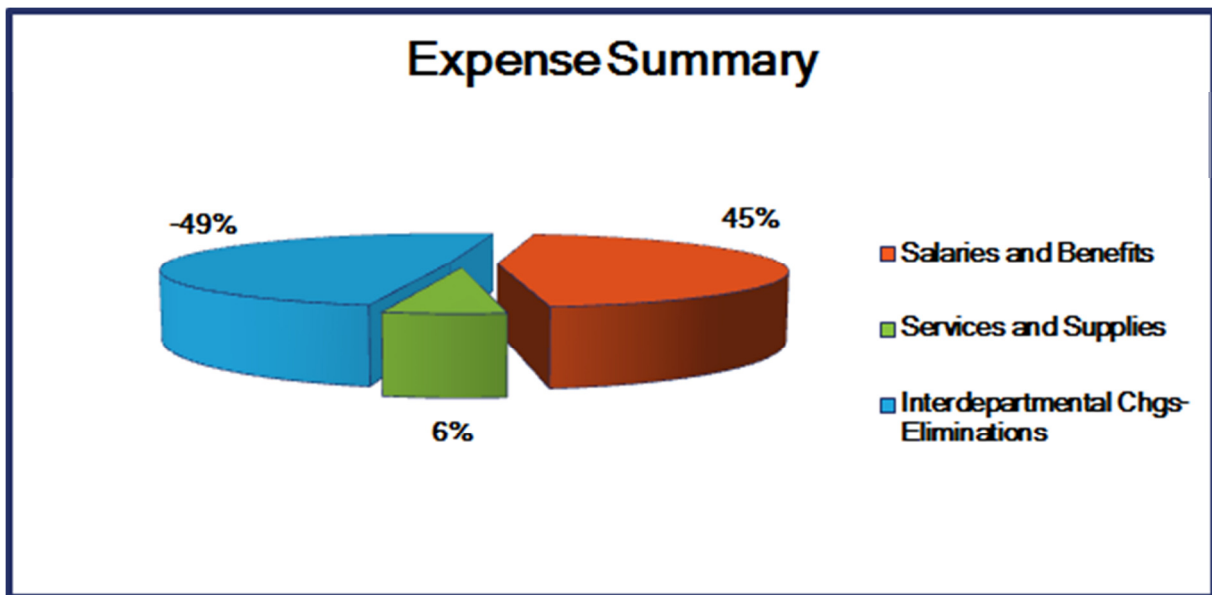
FINANCE

Department Summary

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

Appropriation Summary

| Type of Expense | Budget 2015 | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 |
|--|----------------|----------------|----------------|----------------|----------------|
| Salaries and Benefits | \$ 1,464,171 | \$ 1,488,150 | \$ 1,439,811 | \$ 1,451,446 | \$ 1,388,914 |
| Services and Supplies | 199,308 | 257,110 | 290,945 | 180,689 | 172,975 |
| Subtotal | 1,663,479 | 1,745,260 | 1,730,756 | 1,632,135 | 1,561,889 |
| Interdepartmental Charges-Eliminations | (1,395,826) | (1,547,379) | (1,956,544) | (1,513,061) | (1,512,992) |
| Required Funding | \$ 267,653 | \$ 197,881 | \$ (225,788) | \$ 119,074 | \$ 48,897 |



Activities Detail

Accounting and Financial Services

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

- Annual Public Housing Operating Subsidy Budget.
- Monthly reporting in the HUD Voucher Management System.
- Annual filing of the Housing Authority Financial Data Submission to HUD.
- Monthly NSP reporting on the Shelter Plus Care.

Cash Management

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

Debt Management

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

Audit

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

Budget

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

2019 Goals/Objectives

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

2018 Accomplishments

- Continued to Receive the Government Finance Officers Award for Excellence in Financial Reporting.
- Successfully modified the budget document to receive the Excellence Award in budgeting from CSMFO.
- Successfully implemented a mid-year budget presentation process.
- Submitted the 2017 Comprehensive Annual Financial Report (CAFR) to the Government Finance Officers Association for consideration for the Excellence in Financial Reporting Award.

FINANCE

Employee Services Schedule

| | 2015 Budget | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget | Increase (Decrease) |
|----------------------------|----------------|----------------|---------------------|----------------|----------------|------------------------|
| <u>Finance</u> | | | | | | |
| Account Clerk | 0.00 | 0.00 | 1.00 ⁽¹⁾ | 0.00 | 0.00 | 0.00 |
| Accountant | 4.00 | 5.00 | 5.00 | 5.00 | 5.00 | 0.00 |
| Accounting Technician | 3.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Finance Analyst | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Finance Specialist-Payroll | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Management Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Program Manager | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Total Positions | 12.00 | 13.00 | 13.00 | 12.00 | 12.00 | 0.00 |

(1) 1 position was left unfunded for 2017.

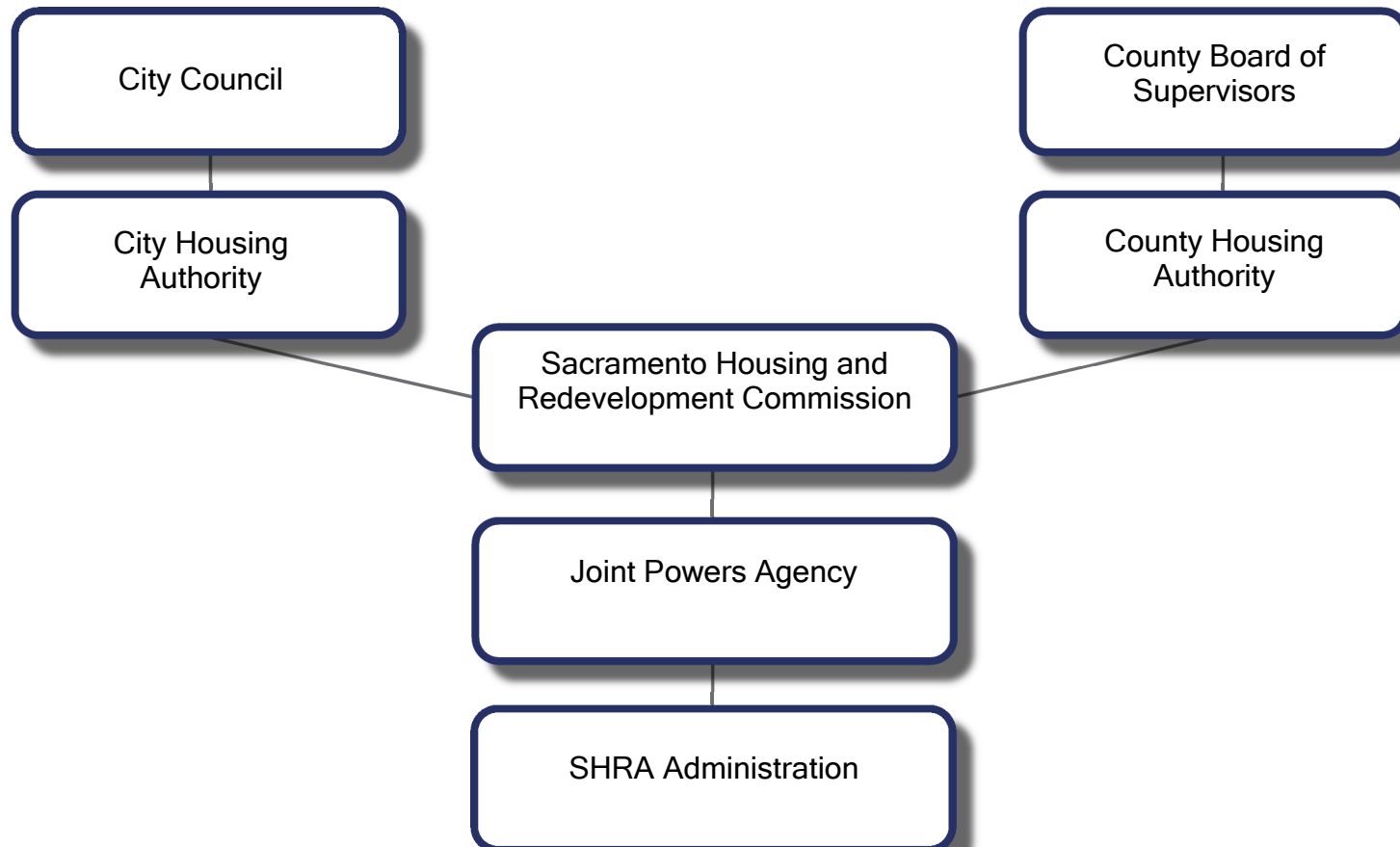
FINANCE

| Key Indicators | FY 16 Actual | FY 17 Actual | FY 18 Projected | FY 18 Mid-Year Projected | FY 19 Estimated |
|--|-----------------|-----------------|--------------------|--------------------------------|--------------------|
| Output: | | | | | |
| # of Accounts Payable (A/P) Checks Processed | 6,345 | 6,427 | 6,500 | 6,700 | 6,800 |
| # of Electronic Fund Transfers (EFT) Processed | 47,491 | 50,792 | 52,000 | 53,000 | 54,000 |
| # of 1099 Miscellaneous Forms Prepared | 5,342 | 5,328 | 5,350 | 5,400 | 5,450 |
| # of Payrolls completed on time | 26 | 26 | 26 | 26 | 26 |
| # of Applications submitted to the CSMFO Budget Award Program | 1 | 1 | 1 | 1 | 1 |
| # of Applications submitted to the GFOA Financial Reporting Award Program | N/A | 1 | 1 | 1 | 1 |
| Prepare an easy-to-read, briefer version of the annual budget (Budget-In-Brief) | N/A | N/A | N/A | N/A | N/A |
| # of HUD Audits | 0 | 1 | N/A | N/A | N/A |
| Effectiveness: | | | | | |
| % of Invoices paid within 5 days of submittal to Finance | 100% | 100% | 100% | 100% | 100% |
| % of Payrolls completed on time | 100% | 100% | 100% | 100% | 100% |
| % of Employee payrolls processed error free by Payroll staff per pay period. | 100% | 100% | 100% | 100% | 100% |
| # of Budget Awards received from CSMFO | 1 | 1 | 1 | 1 | 1 |
| # of Certificates of Achievements for Excellence in Financial Reporting received from GFOA | 1 | 1 | 1 | 1 | 1 |
| Obtain an Unmodified Audit Opinion on Comprehensive Annual Financial Report(CAFR) | 1 | 1 | 1 | 1 | 1 |
| % of HUD audits completed with no Finance related findings/comments | N/A | 100% | N/A | N/A | N/A |

FINANCE

| Key Indicators | FY 16 Actual | FY 17 Actual | FY 18 Projected | FY 18 Mid-Year Projected | FY 19 Estimated |
|--|-----------------|-----------------|--------------------|--------------------------------|--------------------|
| Efficiency | | | | | |
| Time to process posting of receivable transactions from Yardi into OneSolution (hours spent by Finance)/work hours | 312/2080 | 312/2080 | 310/2080 | 300/2080 | 295/2080 |
| Time to process purchase card transactions before month end close (hours spent by Finance)/work hours | 180/2080 | 180/2080 | 170/2080 | 165/2080 | 160/2080 |
| Estimated % of budget process efficiency gained by utilizing budget software as opposed to excel spreadsheets. | N/A | N/A | N/A | N/A | N/A |

Governing Boards



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

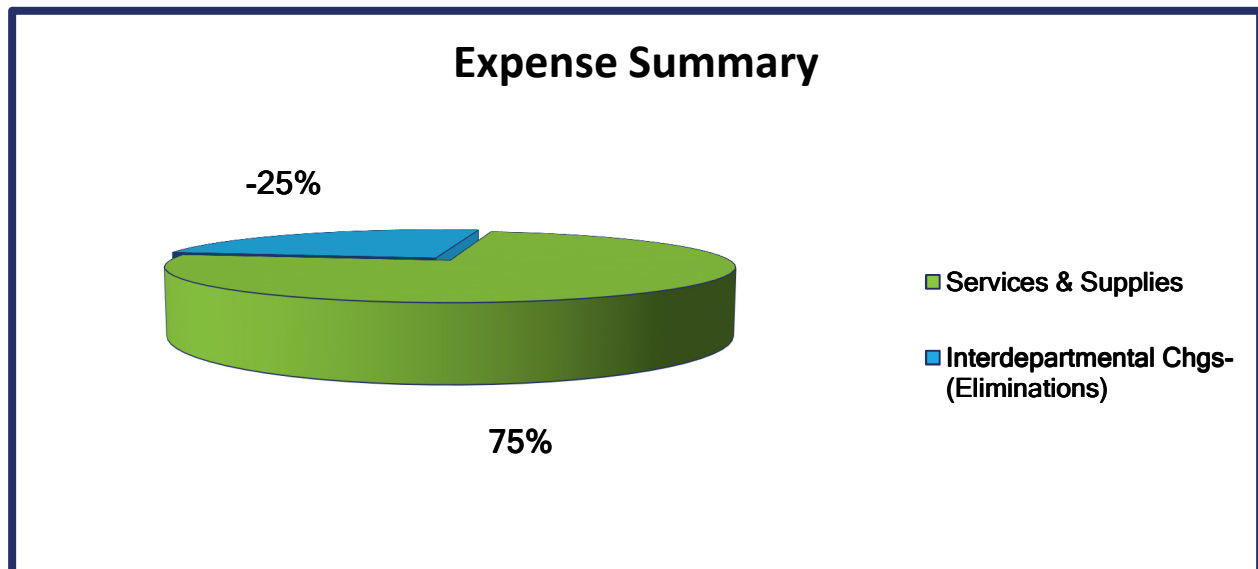
GOVERNING BOARDS

Department Summary

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

Appropriation Summary

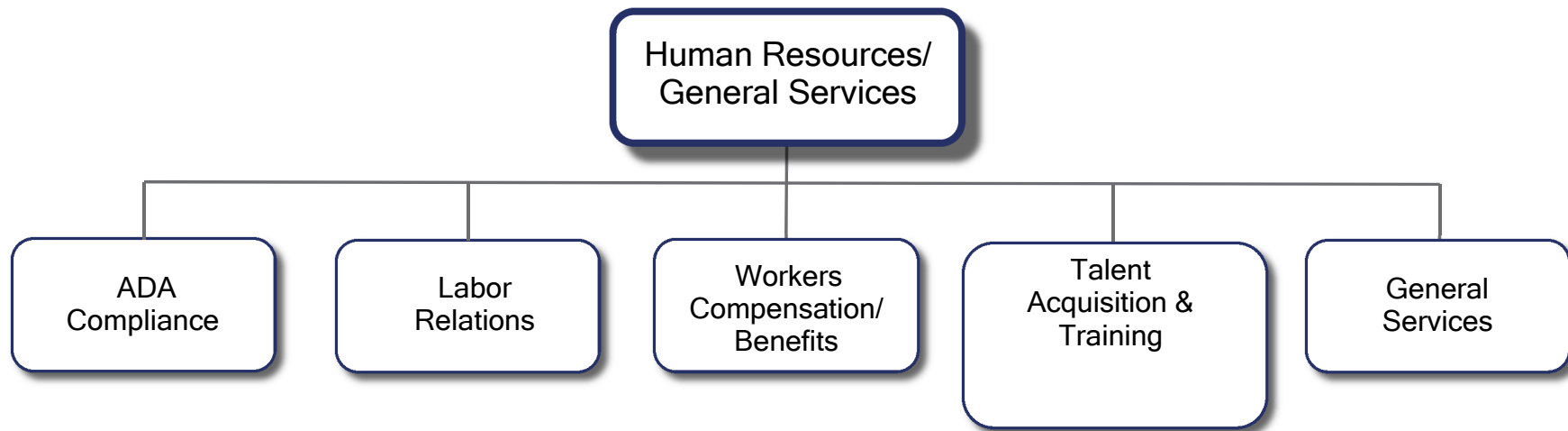
| Type of Expense | Budget 2015 | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 |
|--|------------------|------------------|------------------|------------------|------------------|
| Services and Supplies | \$ 60,000 | \$ 65,000 | \$ 65,000 | \$ 75,000 | \$ 75,000 |
| Interdepartmental Charges-Eliminations | (35,427) | (47,029) | (51,097) | (33,070) | (25,065) |
| Required Funding | \$ 24,573 | \$ 17,971 | \$ 13,903 | \$ 41,930 | \$ 49,935 |



GOVERNING BOARDS

Activities Detail

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



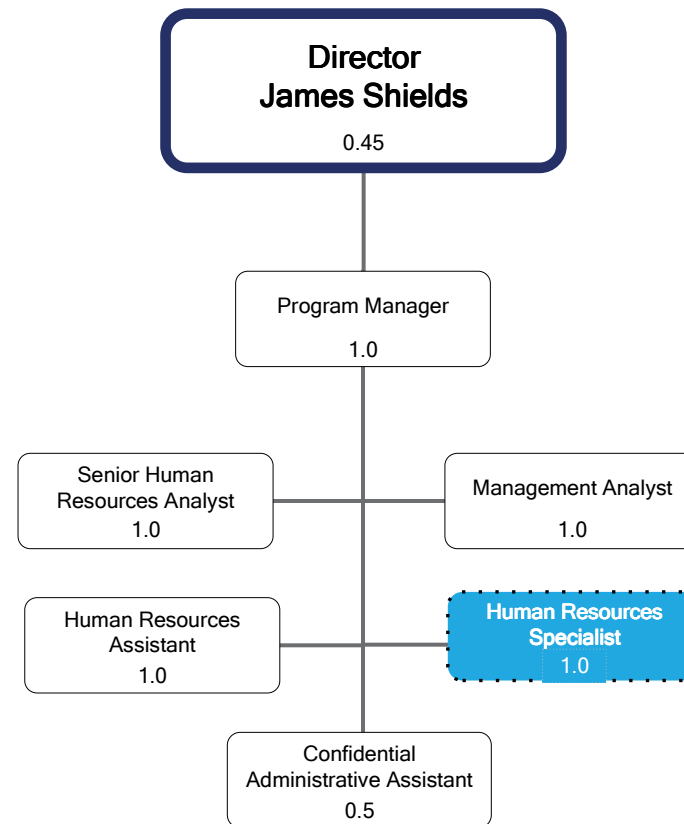
- ▶ Organization Chart
- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2019 Goals and Objectives
- ▶ 2018 Accomplishments
- ▶ Employee Services Schedule
- ▶ Key Indicators

Human Resources

FY 2019 Organizational Chart

Existing FTE = 5.95 Adopted FTE = 5.95

Legend:



HUMAN RESOURCES

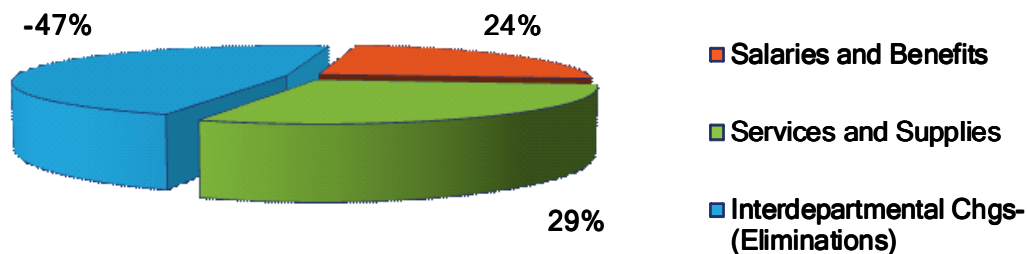
Department Summary

The **Human Resources Department** provides agency-wide guidance on recruitment, training & development, retention and performance management. Responsibilities include: developing, implementing and maintaining a system of personnel administration which includes labor negotiations, recruitment, selection and training of employees; the HRIS system database; employment assistance to management, employees and applicants; and position classification and salary plans, safety and workers compensation.

Appropriation Summary

| Type of Expense | Budget 2015 | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 |
|--|----------------|----------------|----------------|----------------|----------------|
| Salaries and Benefits | \$ 712,075 | \$ 925,401 | \$ 896,216 | \$ 765,668 | \$ 790,206 |
| Services and Supplies | 372,896 | 788,917 | 774,995 | 607,191 | 958,316 |
| Subtotal | 1,084,971 | 1,714,318 | 1,671,211 | 1,372,859 | 1,748,522 |
| Interdepartmental Charges-Eliminations | (867,254) | (984,393) | (1,349,646) | (1,537,134) | (1,537,134) |
| Required Funding | \$ 217,717 | \$ 729,925 | \$ 321,565 | \$ (164,275) | \$ 211,388 |

Expense Summary



HUMAN RESOURCES

Activities Detail

Recruitment & Retention

Developing and facilitating programs that aim at increasing the quality of workforce through placing, training and retaining highly qualified individuals who have the right background, education, knowledge and competencies to perform at above average levels.

Personnel Rules and Labor Agreements

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

Employee Performance Appraisal System

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

New Employee Onboarding

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

Safety and Wellness Programs

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

Worker's Compensation Program

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

Health and Welfare Insurance Programs

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

Temporary Services Contracts

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

HUMAN RESOURCES

General Services

Manage the Agency's U.S. mail processing services and equipment, in-house photocopy and reproduction services and coordinates the Agency's use of outside photocopy, reproduction and binding services. The department also operates and maintains a vehicle pool for downtown staff for short-term and occasional use.

2019 Goals and Objectives

- Implement a Learning Management System for the Agency
- Develop and implement a customized customer service training program
- Develop a follow up training for Diversity and Inclusion targeted to specific work groups
- Enhance Perform system by incorporating employee self-evaluation and goal setting

2018 Accomplishments

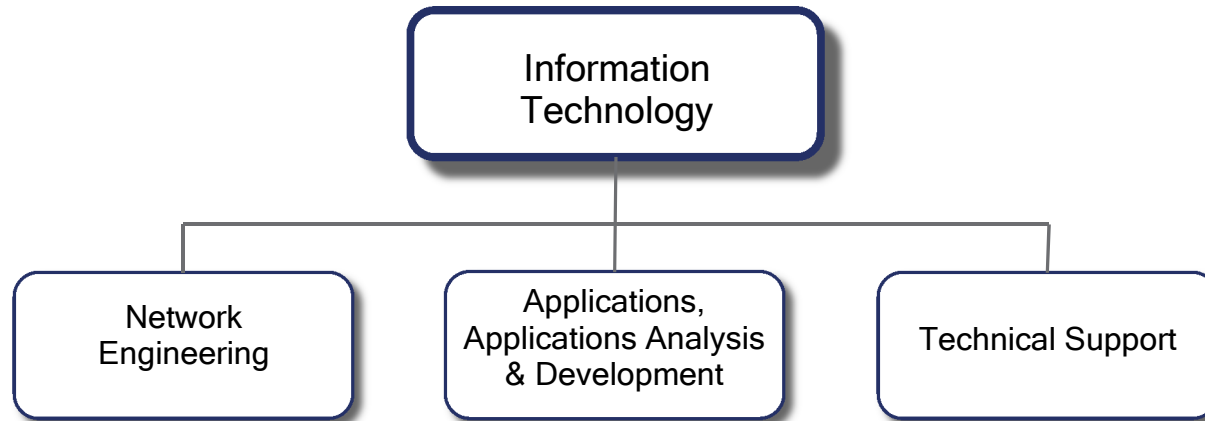
- Launched an Agency wide Leadership Development Program
- Rolled out all Agency Diversity and Inclusion Strategic Plan and staff training on plan
- Developed and delivered professional development sessions for management and staff:
 - Interview skills for success
 - Communication 360
 - Discovering the YOU @ SHRA
 - Training the workplace trainer
 - Navigating challenging dialogue
 - The power of mindfulness at work
 - Team cohesion
 - Emotional intelligence
- Implemented a new Agency wide online performance management system
- Moved all employee files to digital format

Employee Services Schedule

| | 2015 Budget | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget | Increase (Decrease) |
|---------------------------------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| Human Resources | | | | | | |
| Confidential Administrative Assistant | 0.00 | 1.00 | 1.00 | 1.50 | 0.50 | -1.00 |
| Director | 0.60 | 0.60 | 1.00 | 0.70 | 0.45 | -0.25 |
| Human Resources Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Human Resources Specialist | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Management Analyst | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Office Assistant | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Program Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Risk Services Manager | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Senior Management Analyst | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Senior Human Resources Analyst | 2.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Total Positions | 5.60 | 7.60 | 7.00 | 6.20 | 5.95 | -0.25 |

HUMAN RESOURCES

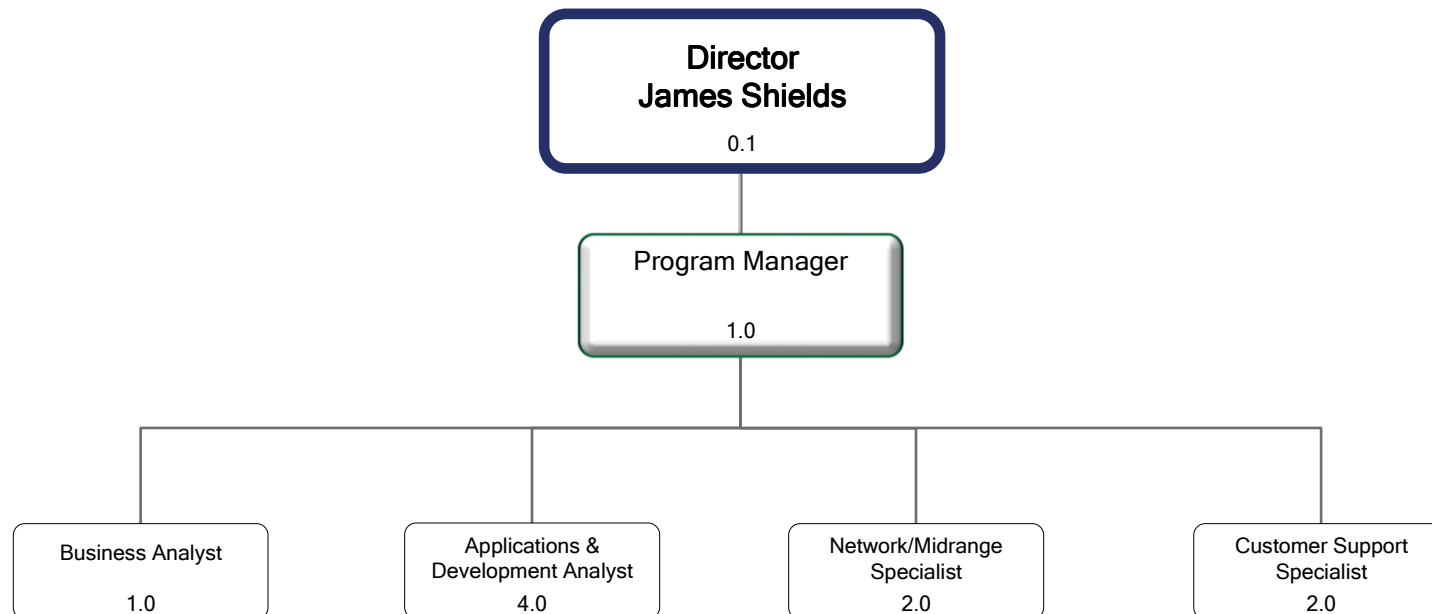
| Key Indicators | FY 16 Actual | FY 17 Actual | FY 18 Projected | FY 18 Mid- Year Projected | FY 19 Estimated |
|---|-----------------|-----------------|--------------------|---------------------------------|--------------------|
| Output: | | | | | |
| # of annual employee performance appraisals administered timely | 190 | 203 | 210 | N/A | 210 |
| # of completed probationary plans | 30 | 40 | 40 | 29 | 40 |
| # of recruitments conducted | 47 | 36 | 35 | 22 | 35 |
| # of new employees hired | 64 | 48 | 40 | 29 | 40 |
| # of Supervisor trainings provided / # of participants | N/A | 12/100 | 8/90 | 4/50 | 8/80 |
| # of Attendees in Agency's Lifedajo wellness program | 120 | N/A | N/A | N/A | N/A |
| # of employees promoted | 2 | 15 | 15 | 8 | 15 |
| # of interns hired | 7 | 2 | 1 | 0 | 1 |
| Effectiveness: | | | | | |
| % of annual employee performance appraisals administered timely | 93% | 97% | 98% | N/A | 99% |
| % of completed Probationary Performance Plans | 75% | 83% | 100% | 100% | 100% |
| # of lost work days due to work related injury or illness | 56 | 0 | 100 | 82 | 0 |
| Efficiency: | | | | | |
| Online open enrollment (hours of HR prep time) | 100 | 80 | 75 | N/A | 50 |
| Time to complete new hire paperwork (hours spent by HR) | 1.5 | 1.0 | .75 | 1.0 | .50 |



- ▶ Organization Chart
- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2019 Goals and Objectives
- ▶ 2018 Accomplishments
- ▶ Employee Services Schedule
- ▶ Key Indicator

Existing FTE = 10.1 Adopted FTE = 10.1

Legend:



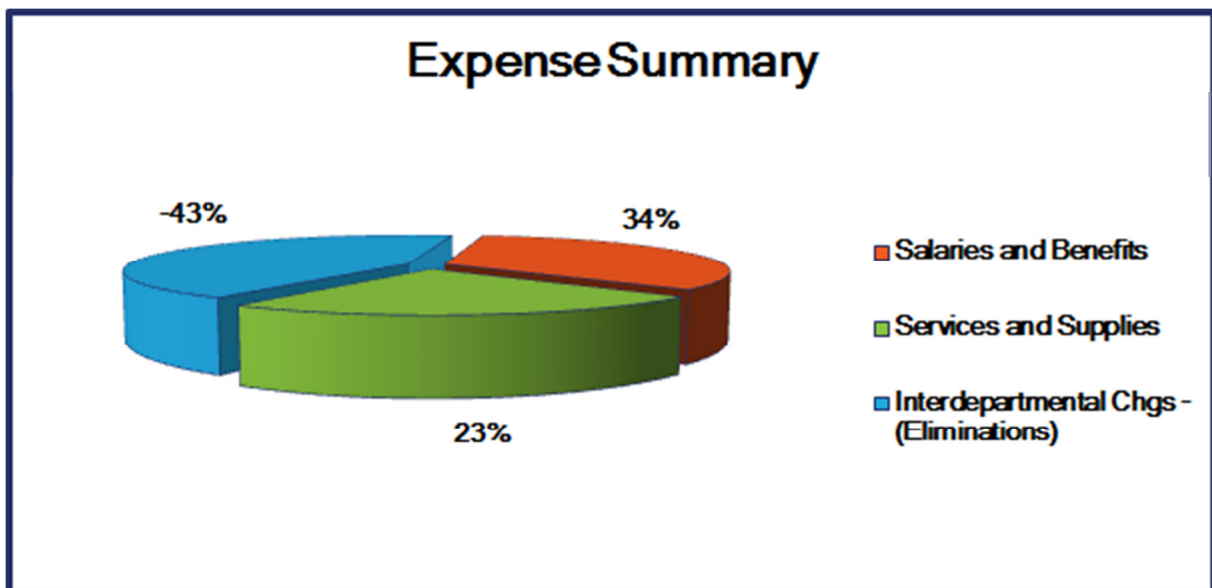
INFORMATION TECHNOLOGY

Department Summary

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

Appropriation Summary

| Type of Expense | Budget 2015 | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 |
|--|------------------------|------------------------|------------------------|------------------------|------------------------|
| Salaries and Benefits | \$ 1,047,049 | \$ 1,150,250 | \$ 1,356,412 | \$ 1,333,894 | \$ 1,464,302 |
| Services and Supplies | 599,413 | 815,149 | 836,155 | 983,625 | 1,013,471 |
| Subtotal | 1,646,462 | 1,965,399 | 2,192,567 | 2,317,519 | 2,477,773 |
| Interdepartmental Charges-Eliminations | (1,063,130) | (1,136,214) | (1,943,625) | (1,894,374) | (1,885,287) |
| Required Funding | \$ 583,332 | \$ 829,185 | \$ 248,942 | \$ 423,145 | \$ 592,486 |



INFORMATION TECHNOLOGY

Activities Detail

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

2019 Goals and Objectives

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

2018 Accomplishments

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

INFORMATION TECHNOLOGY

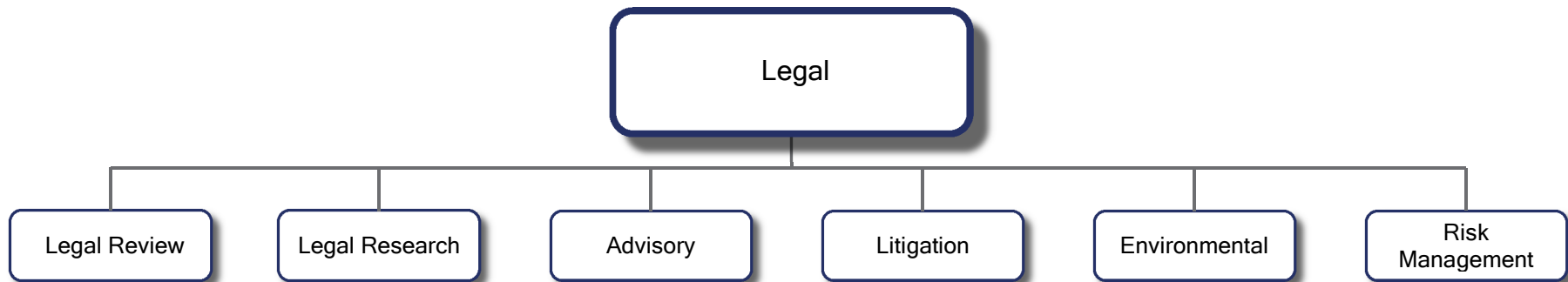
- Upgraded Agency's phone system (Shortel).
- Replaced VMware Server hardware and deployed additional Storage Area Network (SAN).
- Completion of Resident Portal.

Employee Services Schedule

| | 2015 Budget | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget | Increase (Decrease) |
|--|----------------|----------------|----------------|----------------|----------------|------------------------|
| <u>Information Technology</u> | | | | | | |
| Director | 0.00 | 0.00 | 0.00 | 0.00 | 0.10 | 0.10 |
| IT Applications & Development Analyst | 3.00 | 3.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| IT Business Analyst | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| IT Customer Services Support Specialist | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| IT Network/Midrange Specialist | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| IT MANAGER | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| Principal IT Customer Support Specialist | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Program Manager | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Total Positions | 8.00 | 9.00 | 10.00 | 10.00 | 10.10 | 0.10 |

INFORMATION TECHNOLOGY

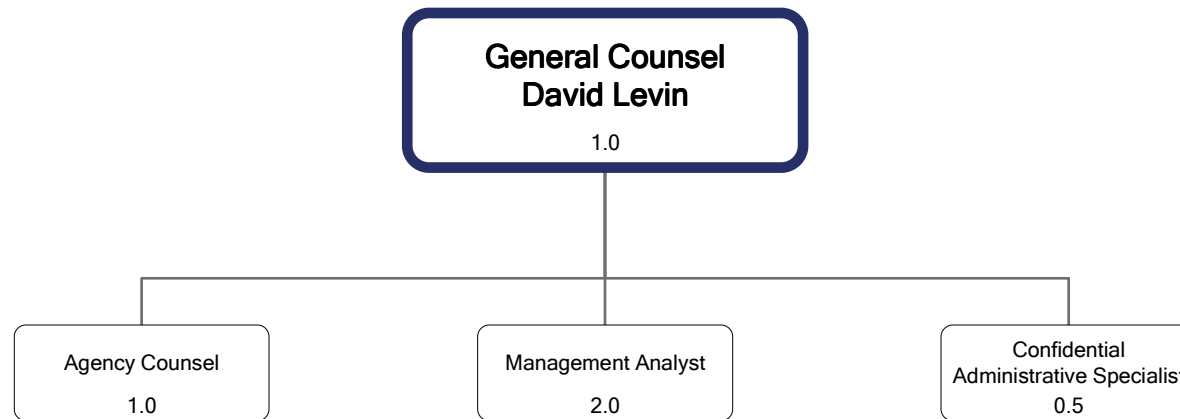
| Key Indicators | FY 16 Actual | FY 17 Actual | FY 18 Projected | FY 18 Mid-Year Projected | FY 19 Estimated |
|--|-----------------|-----------------|--------------------|--------------------------------|--------------------|
| Output: | | | | | |
| # of work orders opened | 3,143 | 3,278 | 3250 | 1632 | 3300 |
| # of helpdesk phone calls received | 1,324 | 1487 | 1450 | 756 | 1487 |
| # of data backups performed | 260 | 260 | 260 | 130 | 260 |
| Effectiveness: | | | | | |
| # of work orders closed | 3,120 | 3,265 | 3187 | 1623 | 3280 |
| # of helpdesk phone calls responded to within 1 business day | 935 | 987 | 968 | 436 | 976 |
| # of data backups validated | 260 | 260 | 260 | 130 | 260 |
| Efficiency: | | | | | |
| # of work orders closed in 24 hours | 1,326 | 1430 | 1478 | 776 | 1503 |



- ▶ Organization Chart
- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2019 Goals and Objectives
- ▶ 2018 Accomplishments
- ▶ Employee Services Schedule
- ▶ Key Indicator

Existing FTE = 4.5 Adopted FTE = 4.5

Legend:



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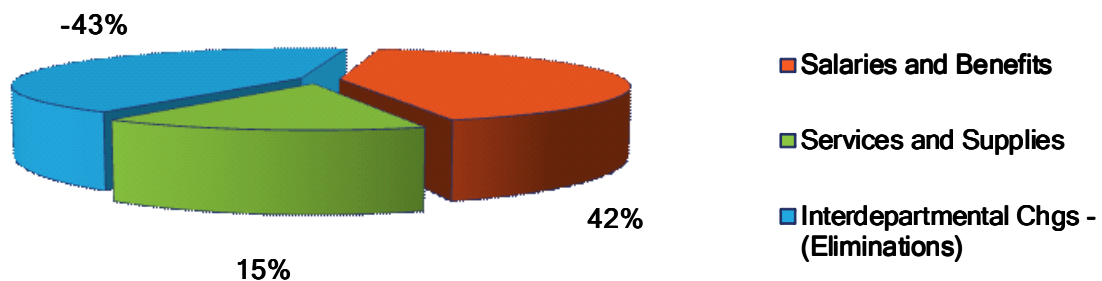
Department Summary

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

Appropriation Summary

| Type of Expense | Budget 2015 | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 |
|--|----------------|----------------|----------------|----------------|----------------|
| Salaries and Benefits | \$ 486,841 | \$ 500,774 | \$ 671,221 | \$ 692,644 | \$ 842,867 |
| Services and Supplies | 103,090 | 261,853 | 278,675 | 301,965 | 299,378 |
| Subtotal | 589,931 | 762,627 | 949,896 | 994,609 | 1,142,245 |
| Interdepartmental Charges-Eliminations | (427,922) | (472,151) | (708,985) | (562,897) | (858,363) |
| Required Funding | \$ 162,009 | \$ 290,476 | \$ 240,911 | \$ 431,712 | \$ 283,882 |

Expense Summary



Activities Detail

Document Preparation & Review

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

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

Legal Research & Counseling

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

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

Litigation

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

LEGAL

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

Risk Management

Support the housing authority, legal, finance, human resources, real estate and procurement departments in reviewing, obtaining and securing insurance coverages. In addition to performing the daily task of maintaining all Agency insurance needs, the processing and review of all Agency property, general liability and auto insurance claims, claims adjusting and contract review there are several ongoing tasks completed each year. Support agency non-profit affiliates in the securing, binding and maintaining of Property and Liability coverage. Advise nonprofit housing providers associated with the Agency on property loss matters and general liability claims.

- Annual renewal of policies including but not limited to Property, liability and auto insurance for all Agency owned properties.
- Annual renewal of Boiler & Machinery coverage and property & liability insurance for all Agency Non-profit affiliates.
- Annual renewal of Directors and Officers, Crime & Employment Practices for Agency operations and nonprofit affiliates
- Obtain special need insurance coverage (Excess limits, Builders Risk) for new and rehab building projects.
- Annual renewal of National Flood Coverage protection for Agency & Non-profit affiliates.
- Complete annual Risk Action Management Plan report for HAI Group
- Review and update property and auto schedules to reflect current Agency owned assets.
- Respond and manage operations related to lawsuits filed against the Housing Authority.
- Develop Best Practices and implement training for staff and residents.

2019 Goals and Objectives

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

LEGAL

- Develop a Project Information Form for collecting necessary project details for environmental reviews from City and County staff.
- Work with the Office of Historic Preservation to update the Programmatic Agreement between the Agency and the California State Historic Preservation Officer.
- Work with local Native American tribes to identify projects in the annual Action Plan which may potentially impact Native American resources so as to begin consultation early and involve the tribes prior to project design.
- Update Agency Personal Protective Equipment program and provide training to Housing Authority staff.
- Research, review and secure higher limit coverage for Cyber Security Insurance.
- Plan and administer behind the wheel defensive driving observation for Agency employees.
- Develop, distribute and train employees on new Agency Emergency Plan for a Civil Disturbance.

2018 Accomplishments

- Provided a wide variety of transactional and advisory services to the Agency (and its constituent members) on a wide variety of housing, community development and public infrastructure projects and programs.
- Provided legal advisory services and monitored for compliance with multiple external audits of the Agency and Agency administered projects and programs.
- Defended Agency and disposed of federal and state fair housing complaints with federal and state determination of Agency compliance with fair housing law.
- In-house representation of Agency in Writs on public housing/HCV hearings and procedures with successful outcomes resulting in significant savings
- Provided in-house training sessions to assist housing management staff in the handling of procedures and presentations regarding hearings. Training topics included due, handling claims and documentation for evidence, and fair hearings.
- Provided in-house training session to assist staff in understanding and complying with the California Environmental Quality Act and the National Environmental Policy Act.

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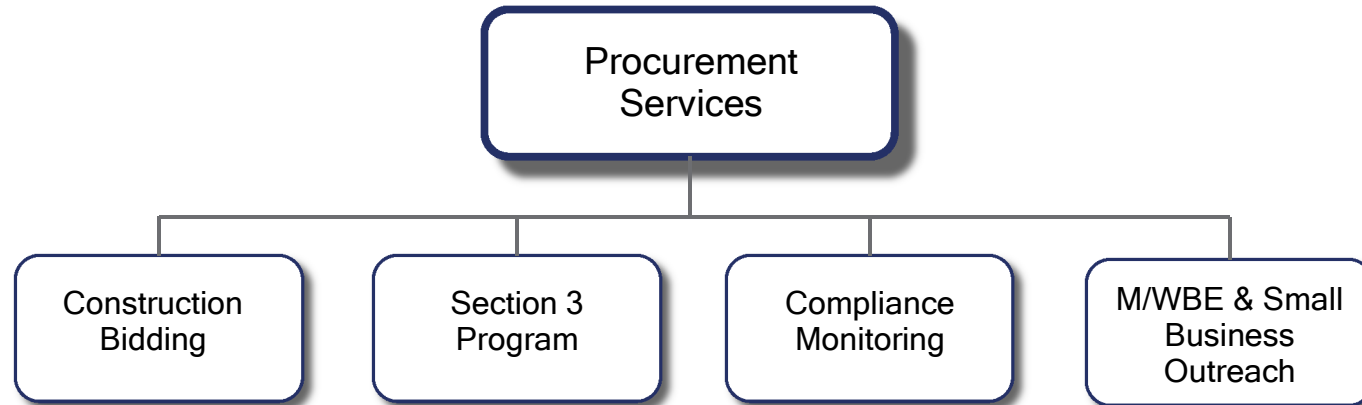
- Provided assistance in developing training for City and County staff on National Environmental Policy Act and U.S. Department of Housing and Urban Development environmental regulations.
- Reviewed and completed major environmental reviews pursuant to the National Environmental Policy Act, the U.S. Department of Housing and Urban Development regulations, and the California Environmental Quality Act and ensured compliance with other state and federal environmental laws and regulations.
- Worked with the Public Information Officer to develop a system for posting environmental documents to the SHRA webpage for public review.
- Integrated Risk Management into the Legal Department
- Successfully completed voluntary Risk Action Management Plan offered by insurance carrier HAI Group resulting in a Risk Management dividend of \$17,240.
- Secured and finalized contract with outside vendor to provide Business Interruption services for Agency admin operations
- Updated the Agency Emergency Evacuation Plan and conducted training for employees

Employee Services Schedule

| | 2015 Budget | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget | Increase (Decrease) |
|--|----------------|----------------|----------------|----------------|----------------|------------------------|
| <u>Legal</u> | | | | | | |
| Administrative Secretary | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Agency Counsel | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Confidential Administrative Assistant | 1.00 | 0.50 | 0.00 | 0.00 | 0.00 | 0.00 |
| Confidential Administrative Specialist | 0.00 | 0.00 | 0.50 | 0.50 | 0.50 | 0.00 |
| Environmental Analyst | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| General Counsel | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Management Analyst | 0.00 | 1.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Total Positions | <u>3.00</u> | <u>3.50</u> | <u>4.50</u> | <u>4.50</u> | <u>4.50</u> | <u>0.00</u> |

LEGAL

| Key Indicators | FY 16 Actual | FY 17 Actual | FY 18 Mid-Year Projected | FY 18 Projected | FY 19 Estimated |
|---|-----------------|-----------------|--------------------------------|--------------------|--------------------|
| Output: | | | | | |
| # of contracts reviewed | 162 | 162 | 91 | 163 | 163 |
| # of requests for legal opinions | 5 | 5 | 2 | 4 | 4 |
| # of resolutions/ordinances | 70 | 70 | 35 | 70 | 70 |
| # of writs assigned to outside counsel | 2 | 2 | 0 | 0 | 0 |
| # of writs handled by in-house counsel | 0 | 0 | 4 | 3 | 6 |
| # of NEPA Exemptions or Categorical Exclusions not Subject to §58.5 (CENST) 4 month period - Environmental review | 11 | 11 | 20 | 38 | 38 |
| # of Categorically Excluded Subject to (CEST)- 4 month period - Environmental review | 25 | 25 | 45 | 65 | 65 |
| # of EA/IS completed in-house or managing consultants 4 month period - Environmental review | 5 | 5 | 5 | 9 | 9 |
| Effectiveness: | | | | | |
| % of legal logs returned within the stated "due" date | 99% | 99% | 99% | 99% | 99% |
| % of resolutions and ordinances completed within the required circulation period | 100% | 100% | 100% | 100% | 100% |
| Efficiency: | | | | | |
| \$ amount saved per writ by handling in house | \$80k-\$100k | \$80k-\$100k | \$40k-\$50k | \$80k-\$100k | \$80k-\$100k |
| \$ amount saved per EA/IS by handling in-house | N/A | N/A | N/A | \$8k-\$20k | \$8k-\$20k |
| \$ amount saved per CEST by handling in-house | N/A | N/A | N/A | \$2k-\$5k | \$2k-\$5k |



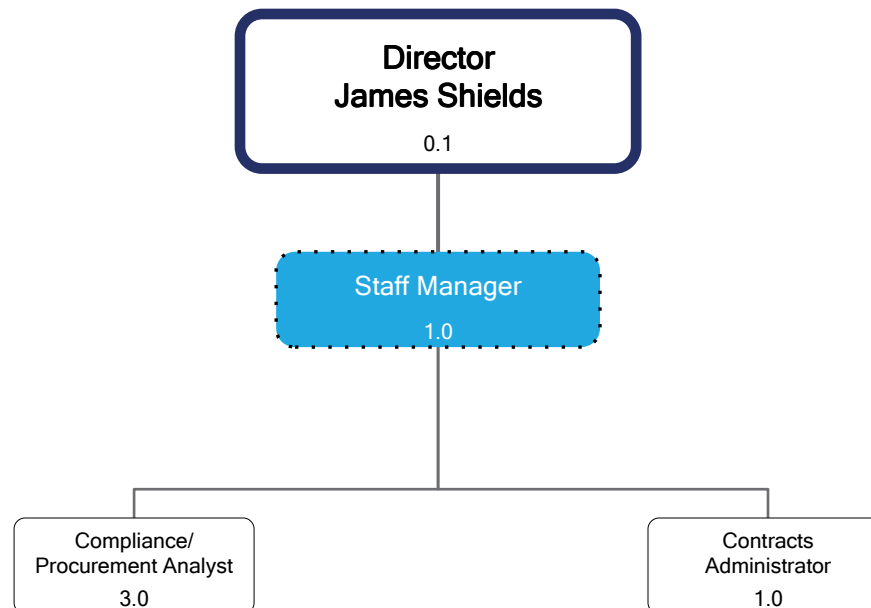
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Procurement Services

FY 2019 Organizational Chart

Existing FTE = 5.05 Adopted FTE = 5.05

Legend:



PROCUREMENT SERVICES

Department Summary

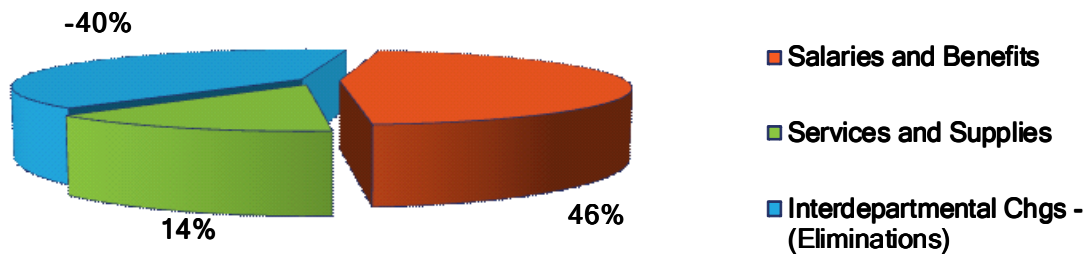
The members of this division work to ensure that all agency activities will be compliant with federal, state, and local requirements for:

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

Appropriation Summary

| Type of Expense | Budget 2015 | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 |
|--|----------------|----------------|----------------|----------------|----------------|
| Salaries and Benefits | \$ 356,086 | \$ 405,032 | \$ 419,971 | \$ 454,471 | \$ 585,001 |
| Services and Supplies | 122,830 | 129,831 | 131,831 | 100,659 | \$ 174,585 |
| Subtotal | 478,916 | 534,863 | 551,802 | 555,130 | 759,586 |
| Interdepartmental Charges-Eliminations | - | \$ (511,790) | (662,312) | (461,512) | (514,048) |
| Required Funding | \$ 478,916 | \$ 23,073 | \$ (110,510) | \$ 93,618 | \$ 245,538 |

Expense Summary



PROCUREMENT SERVICES

Activities Detail

Procurement Services

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

2019 Goals and Objectives

- Conduct the Agency's solicitation of services, supplies and construction contracts.
- Compile the data and submit the required Federal reports for Minority/Women's Business Enterprises, Labor Compliance and Section 3 programs for the Agency.
- Partner in the SacPAC with other local public agencies, outreaching to small businesses in the City and County of Sacramento. Participate in the organization of SacPAC's annual small business expo, Connecting Point Expo, which has an average attendance of over 600 small business people each year.
- In conjunction with the Legal Dept., develop and provide contract and procurement training for SHRA staff.
- Continue staff development and trainings.
- Explore the development of online receipt of labor compliance reports.
- Provide trainings for contractors on how to respond to IFB's and RFP's issued by the Agency.
- Explore the development of an online bidding/submission portal.
- Develop robust Section 3 hiring, compliance and enforcement program.
- Develop and implement revised contracts management solution.

PROCUREMENT SERVICES

2018 Mid-Year Accomplishments

- Completed 12 Invitation for Bids' solicitations.
- Completed 11 Requests for Proposals and Requests for Qualifications solicitations.
- Worked with IT to expand procurement information and forms on Agency website
- In partnership with SacPAC, participated in the Small Business Enterprise - Connecting Point Expo that had 455 attendees from throughout Northern California.

Employee Services Schedule

| | 2015 Budget | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget | Increase (Decrease) |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <u>Procurement Services</u> | | | | | | |
| Compliance/Procurement Analyst | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| Contracts Administrator | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Director | 0.00 | 0.00 | 0.00 | 0.00 | 0.05 | 0.05 |
| Staff Manager | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | -1.00 |
| Total Positions | 4.00 | 4.00 | 4.00 | 4.00 | 5.05 | 1.05 |

PROCUREMENT SERVICES

| Key Indicators | FY 16 Actual | FY 17 Actual | FY 18 Projected | FY 18 Mid-Year Actual | FY19 Estimated |
|--|-----------------|-----------------|--------------------|-----------------------------|-------------------|
| Output: | | | | | |
| # of Invitation for Bid solicitations completed | 35 | 40 | 35 | 12 | 42 |
| # of Requests for Proposals & Qualifications Completed | 24 | 20 | 20 | 11 | 30 |
| # of Contracts Completed | N/A | N/A | 500 | 168 | 450 |
| | | | | | |
| Average # of small businesses reached out to in the City & County of Sacramento at the SacPACs annual small business expo. | 100 | 100 | 150 | 100 | 150 |
| # of Small Businesses & Minority and Women Business Enterprise (MWBE) members of various ethnic chamber groups corresponded with, and for which, information and resources were provided regarding the Agency's procurement opportunities. | N/A | N/A | 40 | 50 | 50 |

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

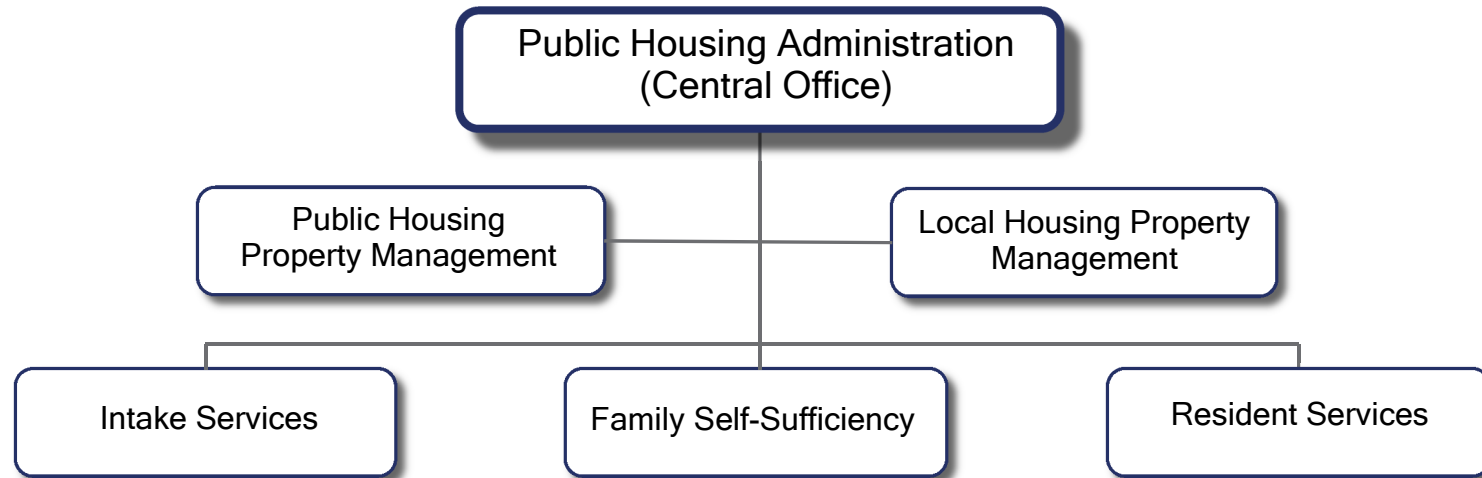
Appropriations reflect the costs of the debt service and annual operations of the building. All costs are charged out to the departments utilizing the building or are expenditures of capital reserves for scheduled system replacements/repairs.

Appropriation Summary

| Type of Expense | Budget 2015 | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 |
|--|------------------|------------------|-------------------|-------------------|-------------------|
| Services and Supplies | \$ 499,415 | \$ 523,813 | \$ 630,137 | \$ 642,948 | \$ 559,812 |
| Debt Service | 1,044,669 | 1,044,669 | 1,044,668 | 1,044,669 | 1,044,669 |
| Subtotal | 1,544,084 | 1,568,482 | 1,674,805 | 1,687,617 | 1,604,481 |
| Interdepartmental Charges-Eliminations | (1,116,136) | (1,116,136) | (1,116,136) | (1,080,136) | (1,078,936) |
| Intergovernmental Charges-Eliminations | (383,864) | (383,864) | (383,864) | (383,864) | (383,866) |
| Required Funding | \$ 44,084 | \$ 68,482 | \$ 174,805 | \$ 223,617 | \$ 141,679 |

SECTION F

HOUSING AUTHORITY



- ▶ Organization Chart
- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2019 Goals and Objectives
- ▶ 2018 Accomplishments
- ▶ Employee Services Schedule
- ▶ Key Indicators

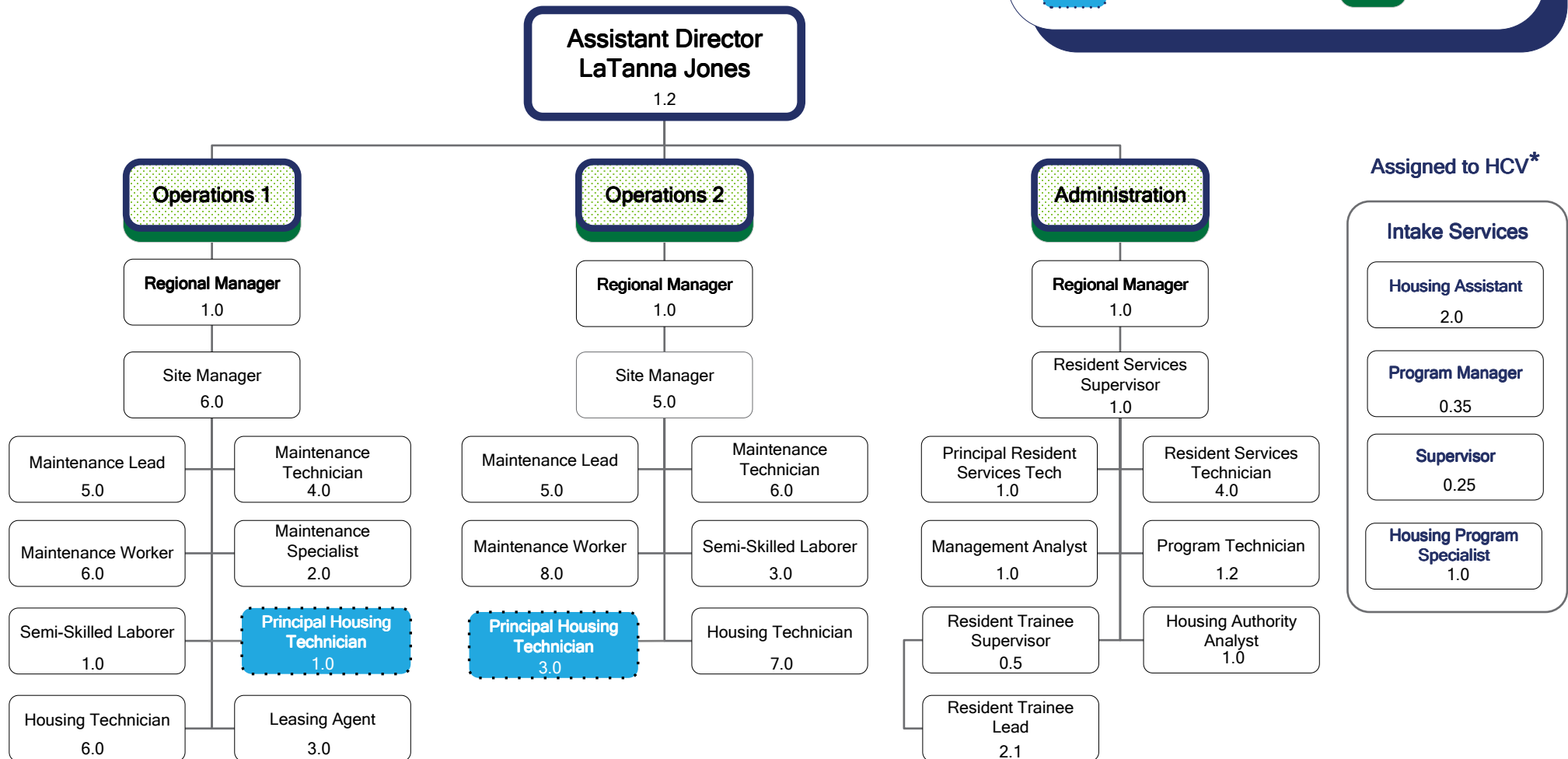


Public Housing & Intake Services

FY 2019 Organizational Chart

Existing FTE = 90.60 Adopted FTE = 90.60

Legend:



PUBLIC HOUSING

Department Summary

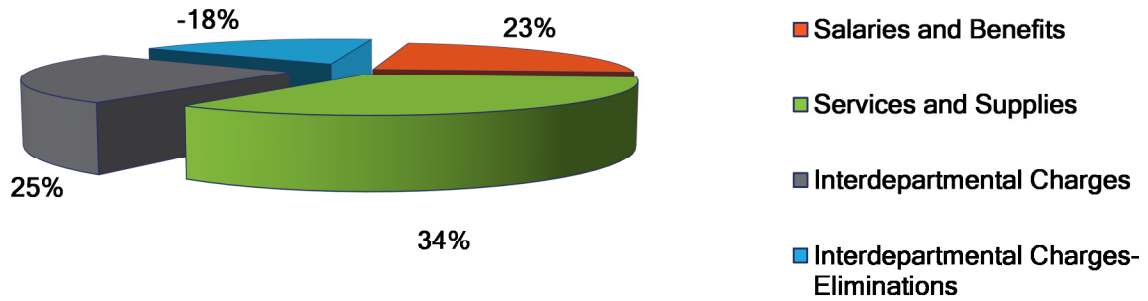
The Housing Authority provides a total of 3,214 units of affordable housing for over 7,600 extremely low-, very low- and low-income persons, including children, seniors, and disabled individuals. The **Public Housing Program** provides 2,712 apartments, duplexes, and some single family homes to qualified low income families. This housing is owned, managed, and maintained by the Housing Authority, making it one of the largest landlords in Sacramento County. The Housing Authority also owns and manages 271 affordable units comprising of tax credits, and local funds. The non-profit arm, Sacramento Housing Authority Repositioning Program Inc. (SHARP), owns and manages 3 project based voucher high-rises consisting of 231 elderly only units.

Appropriation Summary

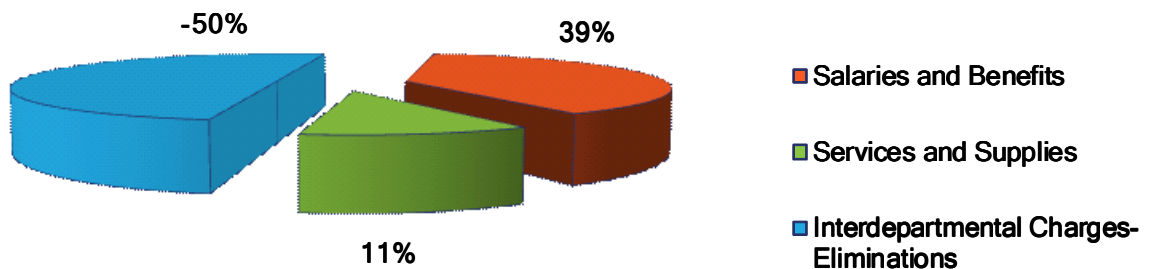
| Type of Expense | Budget 2015 | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 |
|--|----------------|----------------|----------------|----------------|----------------|
| Public Housing Authority | | | | | |
| Salaries and Benefits | \$ 7,191,949 | \$ 7,270,205 | \$ 7,755,757 | \$ 7,820,857 | 8,297,896 |
| Services and Supplies | 11,526,793 | 11,717,734 | 12,249,650 | 12,113,196 | 11,882,020 |
| Interdepartmental Charges | 6,824,313 | 7,350,856 | 9,009,358 | 8,962,371 | 8,744,090 |
| Subtotal | 25,543,055 | 26,338,795 | 29,014,765 | 28,896,424 | 28,924,006 |
| Interdepartmental Charges-Eliminations | (5,087,230) | (4,938,494) | (6,410,029) | (6,483,179) | (6,172,221) |
| Subtotal Public Housing Authority | 20,455,825 | 21,400,301 | 22,604,736 | 22,413,245 | 22,751,785 |
| Intake Services | | | | | |
| Salaries and Benefits | 312,171 | 359,618 | 253,097 | 275,839 | 385,855 |
| Services and Supplies | 106,049 | 126,049 | 117,049 | 114,463 | 114,375 |
| Subtotal | 418,220 | 485,667 | 370,146 | 390,302 | 500,230 |
| Interdepartmental Charges-Eliminations | (418,220) | (485,667) | (370,146) | (390,302) | (500,230) |
| Subtotal Intake | - | - | - | - | - |
| Grand Total | \$ 20,455,825 | \$ 21,400,301 | \$ 22,604,736 | \$ 22,413,245 | \$ 22,751,785 |

PUBLIC HOUSING

Expense Summary - Public Housing



Expense Summary - PH Intake



PUBLIC HOUSING

Activities Detail

Property Management and Capital Planning

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

- Maintaining a 98% occupancy rate.
- Modernizing the public housing stock.
- Collecting rents and rent collection enforcement.
- Using energy efficient appliances, doors, and windows.
- Preparing and leasing vacant units within 21 days.
- Responding to requests for maintenance within 24 hours.
- Inspecting all units and building systems annually.
- Keeping tenant accounts receivable low.
- Maintaining appropriate levels of operating reserves.
- Keeping operating expenses within resources and established budgets.
- Carrying out a program of resident initiatives.
- Maintaining a capacity to develop additional units.
- Continuous assessments of program activities to maximize customer service.

Administrative and PHA Plans

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

Site Inspections, Maintenance & Capital Improvements

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

Audit

All Public Housing activities are audited to determine program compliance. Staff has developed various audit tools. They include on-site reviews, automated reporting using our YARDI

PUBLIC HOUSING

database management system, and independent audit by a qualified Certified Public Accounting firm.

Asset Repositioning

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

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

2019 Goals and Objectives

- Continue with Choice Neighborhood Initiative activities to assure the successful relocation and implementation of the Twin Rivers public housing development.
- Assist and encourage residents to seek and maintain employment through Jobs Plus and Resident Services.
- Update a plan to strategically dispose and reposition PHA-owned properties.
- Continue to implement new ways to support our residents in the areas of:
 - Health
 - Education
 - Employment
 - Life and Soft Skills
- Improve performance” status in the Housing Authority of the City and County of Sacramento.
- Increase efficiencies

PUBLIC HOUSING

- In how applicants update their information while they remain on the wait list.
- In quality control to reduce errors in files and work processes.
- In customer service.
- In technological advancement to maintain measurable efficiencies.

2018 Accomplishments

In 2018, HUD notified SHRA that the Overall Housing Authority had received the award for “**Public Housing Program of the Year**” based upon 2017 operating results. Staff is continuing to streamline operations where possible and diligently monitoring operating activities to ensure that the high standards of performance are maintained into the future. In addition, the Housing Authority:

- Increased resident participation in the Jobs Plus Program by assisting residents at Alder Grove and Marina Vista to become employed. Three hundred Seventy two (372) residents enrolled in the program, 122 residents received the Jobs Plus Earned Income Disallowance and 35 residents obtained full or part time employment. .
- Received renewal funding from the U.S. Department of Housing and Urban Development Resident Opportunity and Self Sufficiency (ROSS) Program for the City and Family Self Sufficiency (FSS) for the City and County to promote financial literacy, increase income, reduce the need for welfare assistance, economic independence and self-sufficiency among residents using the combination of PH assistance and other public/private resources. By midyear 2018, 39 families were enrolled in the City FSS, 40 families were enrolled in the County FSS, and 150 families are enrolled in the City ROSS program. Over 82% of the total numbers of participants in the City and 70% of the total number of families in the County have accrued an escrow balance. The average increase in earned income is \$7,910. Eight participants received Financial Coaching or Education in a classroom setting. Five residents have successfully completed and graduated from the FSS Program this year. Seven additional families will graduate by the end of the year.
- Established a summer lunch program at Marina Vista and Alder grove site that provided meals to an average of 30 children per day.
- Enrolled 28 youth participants in a 3-D STEM program at Alder Grove between the ages of 8-17. The Mars STEM participants took home a first place trophy for the middle school age range.
- Consistently maintained a 98% rent collection rate.
- Maintained a 98% occupancy rate.
- Received overall favorable ratings from the residents that responded to the customer service survey; (54%) Excellent & (30%) Good.

PUBLIC HOUSING

- Implemented new Online Rent payment system
- Launched a safety and security program at Marina Vista and Alder Grove that included the use of drone security and a parking permit program.
- Initiated a Relocation Program at Twin Rivers and relocated approximately 157 households of 218 by July 31, 2018
- Initiated a community car sharing program throughout the public housing portfolio
- Initiated and implemented Van Organization, inventory control and preventative maintenance program.

PUBLIC HOUSING

Employee Services Schedule

| | 2015 Budget | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget | Increase (Decrease) |
|---|----------------|----------------|----------------|----------------|----------------|------------------------|
| Public Housing Authority | | | | | | |
| Assistant Director | 1.20 | 1.20 | 1.20 | 1.20 | 1.20 | 0.00 |
| Assistant Site Manager | 3.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Housing Authority Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Housing Program Specialist | 2.00 | 4.00 | 4.00 | 4.00 | 0.00 | -4.00 |
| Housing Technician | 18.00 | 14.00 | 14.00 | 13.00 | 13.00 | 0.00 |
| Leasing Agent | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| Maintenance Lead | 0.00 | 0.00 | 11.00 | 11.00 | 10.00 | -1.00 |
| Maintenance Specialist | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Maintenance Technician | 34.00 | 29.00 | 13.00 | 11.00 | 10.00 | -1.00 |
| Maintenance Worker | 10.00 | 7.00 | 12.00 | 13.00 | 14.00 | 1.00 |
| Management Analyst | 2.00 | 2.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Principal Housing Technician | 0.00 | 0.00 | 0.00 | 0.00 | 4.00 | 4.00 |
| Principal Resident Services Technician | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Program Manager | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| Program Technician | 1.20 | 1.20 | 1.20 | 1.20 | 1.20 | 0.00 |
| Resident Services Supervisor | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Resident Services Technician | 0.00 | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| Resident Trainee Program Lead-Custodial | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Resident Trainee Program Lead-Clerical | 0.00 | 0.00 | 0.00 | 0.10 | 0.10 | 0.00 |
| Resident Trainee Program Lead-Maintenance | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Resident Trainee Program Supervisor | 0.00 | 0.00 | 0.50 | 0.50 | 0.50 | 0.00 |
| Semi-Skilled Laborer | 0.00 | 7.00 | 1.00 | 3.00 | 4.00 | 1.00 |
| Site Manager | 13.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Site Manager I | 0.00 | 7.00 | 6.00 | 6.00 | 5.00 | -1.00 |
| Site Manager II | 0.00 | 6.00 | 6.00 | 6.00 | 6.00 | 0.00 |
| Total PHA Positions | 93.40 | 91.40 | 87.90 | 88.00 | 87.00 | -1.00 |
| Intake Services | | | | | | |
| Housing Assistant | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Housing Program Specialist | 1.00 | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| Housing Program Technician I | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Program Manager | 0.50 | 0.50 | 0.20 | 0.20 | 0.35 | 0.15 |
| Supervisor | 0.40 | 0.50 | 0.15 | 0.15 | 0.25 | 0.10 |
| Total Intake Positions | 3.90 | 4.00 | 3.35 | 3.35 | 3.60 | 0.25 |
| Total Positions | 97.30 | 95.40 | 91.25 | 91.35 | 90.60 | -0.75 |

PUBLIC HOUSING

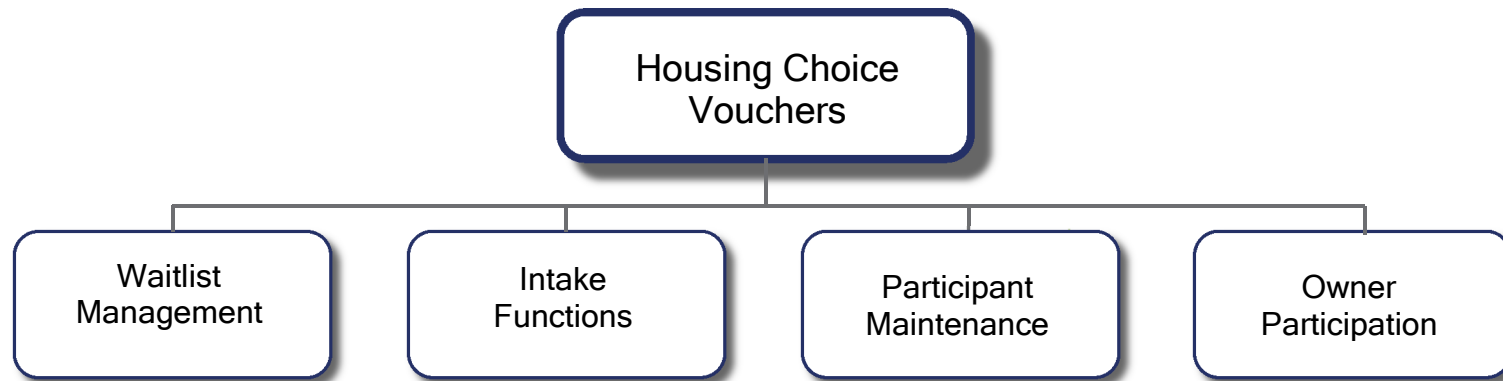
Public Housing Division

| Key Indicators | FY 16 Actual | FY 17 Actual | FY 18 Projected | FY 18 Mid-Year Projected | FY 19 Estimated |
|--|-----------------|-----------------|--------------------|--------------------------------|--------------------|
| Output: | | | | | |
| Average # of units leased/Total Units | 2,659 | 2659 | 2659 | 2659 | 2659 |
| # of maintenance requests responded to | 19,858 | 19169 | 20000 | 10093 | 20000 |
| # of emergency maintenance requests | 233 | 331 | 300 | 139 | 300 |
| # of Units Turned | 332 | 284 | 276 | 138 | 300 |
| # of FSS Resident Contracts | 95 | 82 | 100 | 79 | 120 |
| # of People served at Alder Grove Clinic | N/A | 1300* | 1000 | 650** | 1000 |
| # of Residents enrolled at Highlands Community Charter School on site | N/A | 23 | 21 | 10 | 15 |
| Effectiveness: | | | | | |
| Average % Occupancy Rate | 98% | 98% | 98% | 98% | 98% |
| % score received for High Performer designation for the City of Sacramento Housing Authority | 93% | 89% | 89% | N/A | 89% |
| % score received for Standard Performer designation for the County of Sacramento Housing Authority | 89% | N/A | 83% | N/A | 87% |
| # of FSS graduates | 7 | 9 | 10 | 6 | 11 |
| # of people served at the Alder Grove Clinic who are residents | N/A | 93* | 100 | 46** | 100 |
| # of residents enrolled at Highlands Community Charter School on site | N/A | 23 | 21 | 10 | 21 |
| % Rent collected | 98% | 98% | 98% | 98% | 98% |
| Efficiency: | | | | | |
| % units turned in <20 days | 36% | 45% | 45% | 28% | 45% |

PUBLIC HOUSING

Resident Services Division - Jobs Plus

| Key Indicators | FY 16 Actual | FY 17 Actual | FY 18 Projected | FY 18 Mid-Year Projected | FY 19 Estimated |
|--|-----------------|-----------------|--------------------|--------------------------------|--------------------|
| Output: | | | | | |
| Number of workable Adults in development | 551 | 774 | 850 | 812 | 900 |
| Number of residents that completed a Jobs Plus Assessment | 114 | 319 | 142 | 71 | 150 |
| Number of participants beginning new part-time employment | 1 | 43 | 56 | 28 | 61 |
| Number of participants beginning new full-time employment | 6 | 68 | 50 | 25 | 55 |
| Number of participants who became employed with continuous employment for 180 days + | 4 | 67 | 75 | 118 | 82 |
| Number of participants enrolled into a High School Equivalency program | 18 | 5 | 10 | 21 | 10 |
| Number of youth employed in jobs/internships (summer or year-round) | 0 | 0 | 2 | 2 | 4 |
| Effectiveness: | | | | | |
| Percent of work-able residents in development who are employed | 39 | 36 | 40 | 42 | 44 |
| Percent of current assessed residents who are employed | 19 | 27.5 | 30 | 43.5 | 33 |
| Percent of work-able residents employed at the living wage | 1 | 1 | 1 | 1 | 1 |
| Number of households with earnings disregarded (JPEID) | 0 | 47 | 30 | 28 | 33 |



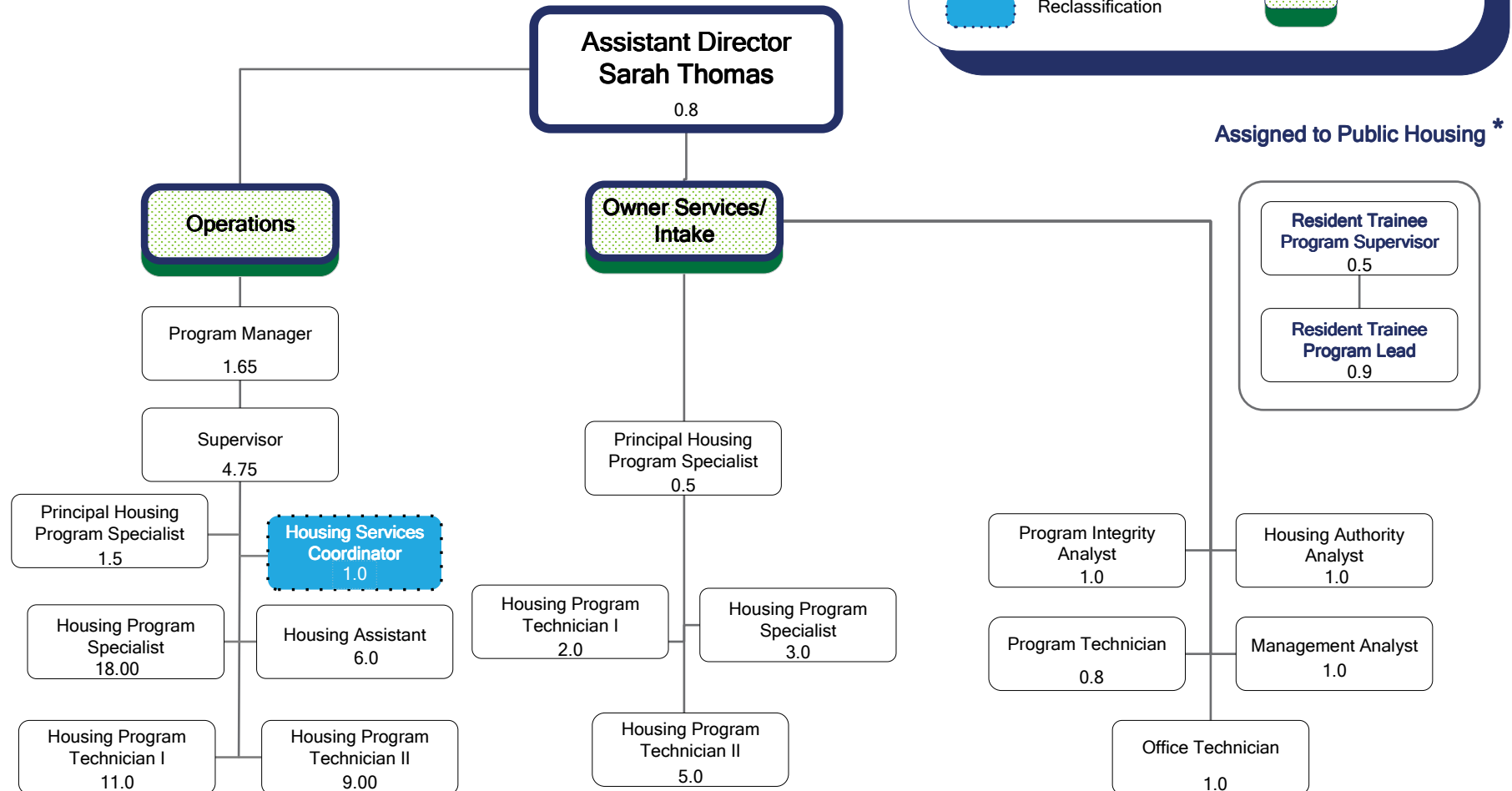
- ▶ Organization Chart
- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2019 Goals and Objectives
- ▶ 2018 Accomplishments
- ▶ Employee Services Schedule
- ▶ Key Indicators

HCV & Intake Services

FY 2019 Organizational Chart

Existing FTE = 70.40 Adopted FTE = 70.4

Legend:



HOUSING CHOICE VOUCHERS

Department Summary

The **Housing Choice Voucher (HCV)** program provides rental assistance to low-income families throughout Sacramento County. The Agency has authority to provide approximately 12,397 vouchers and seeks to achieve utilization at 98-100% of the vouchers available. Within this voucher allocation there are:

- 643 Veterans Affairs Supportive Housing (VASH) vouchers to assist homeless veterans.
 - 98 of these vouchers are project based where the subsidy is tied to the specific unit. 50 units are for (upcoming) newly constructed units and 48 are for existing units. They are at the following locations:
 - 25 at Mather Veterans Village Phase 1
 - 25 at (the future) Mather Veterans Village Phase 3
 - 23 at the Hotel Berry
 - 25 at (the future) Twin Rivers development
- 10,818 tenant-based HCV vouchers. Families can find units of their choice anywhere in Sacramento County.
 - 189 of these vouchers are designated for non-elderly disabled (NED) individuals/families.
- 936 project-based vouchers for homeless or homeless/rent burdened families at the following properties:
 - 284 at Phoenix Park
 - 75 at Serna Village
 - 76 at Washington Plaza
 - 77 at Sutterview
 - 37 at 7th and H Streets
 - 78 at Sierra Vista
 - 60 at MLK Village
 - 56 at Shasta Hotel
 - 60 at Saybrook Apartments
 - 8 at Dixeanne Townhomes
 - 8 at (the future) Lavender Court
 - 92 at (the future) Courtyard Inn
 - 25 at (the future) Mather Veterans Village Phase 3

HOUSING CHOICE VOUCHERS

Additional HCV's are available for:

- 141 relocation vouchers for the Twin Rivers Development
- 27 moderate rehabilitation certificates to house homeless individuals.

In addition to the HCV's allocated to the Housing Authority, there are 567 certificates available to serve homeless, disabled individuals and families through the Shelter Plus Care (SPC) program.

In 2018:

- 532 families received SPC assistance through the tenant-based program.
- 19 families received SPC assistance at the Shasta Hotel.
- 16 families received SPC assistance at Boulevard Court.

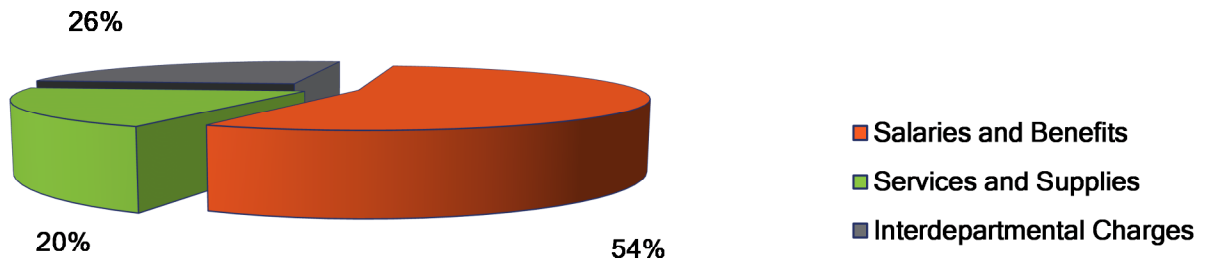
Appropriation Summary

| Type of Expense | Budget 2015 | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 |
|---|---------------------|---------------------|----------------------|----------------------|----------------------|
| Housing Choice Vouchers | | | | | |
| Salaries and Benefits | \$ 4,030,119 | \$ 4,477,794 | \$ 5,203,051 | \$ 5,509,701 | \$ 5,765,663 |
| Services and Supplies | 2,404,504 | 2,770,326 | 2,336,525 | 2,078,416 | 2,062,581 |
| Debt Service | 200,000 | 200,000 | 1,200,000 | - | - |
| Interdepartmental Charges | 1,603,222 | 1,750,000 | 2,860,000 | 2,917,470 | 2,753,021 |
| Subtotal Housing Choice Vouchers | 8,237,845 | 9,198,120 | 11,599,576 | 10,505,587 | 10,581,265 |
| Intake Services | | | | | |
| Salaries and Benefits | 458,489 | 525,580 | 673,449 | 924,542 | 921,973 |
| Services and Supplies | 74,199 | 91,699 | 311,699 | 319,976 | 319,917 |
| Subtotal Intake | 532,688 | 617,279 | 985,148 | 1,244,518 | 1,241,890 |
| Interdepartmental Charges-Eliminations* | (532,688) | (617,279) | - | - | - |
| Subtotal Intake | - | - | 985,148 | 1,244,518 | 1,241,890 |
| Grand Total | \$ 8,237,845 | \$ 9,198,120 | \$ 12,584,724 | \$ 11,750,105 | \$ 11,823,155 |

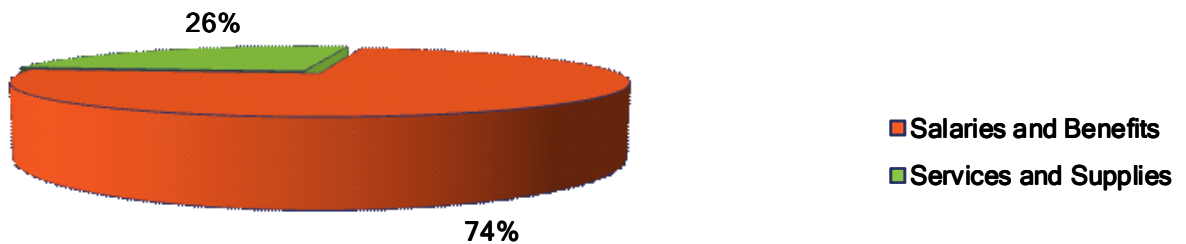
*Housing Choice Vouchers Intake fees are direct charged since 2017 which results in no interdepartmental charges eliminations.

HOUSING CHOICE VOUCHERS

Expense Summary - HCV



Expense Summary-HCV Intake



Activities Detail

HCV Waitlist Management

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

HOUSING CHOICE VOUCHERS

Intake Functions

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

Maintenance of Participating Families

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

Owner Participation

The HCV program could not exist without participating landlords so continuing to market the programs to the landlord community via proactive owner outreach and education is critical to have a substantial pool of landlords assisting our clients. Issuing timely and accurate payments and providing assistance when there are questions or problems are also key elements of providing good customer service to our landlords.

2019 Goals and Objectives

- Continue to maintain status as ‘High Performer’ with HUD. HUD annually reviews the Housing Authority’s work and based on 14 separate indicators, rates and ranks each housing authority on intake, continued eligibility and owner related functions. The goal in 2019 is to maintain the existing High Performer status.
- Continued implementation of the 3-Year Homeless Initiative approved in 2017 to utilize HCV turnover vouchers to serve homeless individuals and families with tenant based vouchers, VASH vouchers (for veterans), project based vouchers, and vouchers for homeless youth (through the Performance Partnership Pilots For Disconnected Youth (P3) grant).
- Launch the resident portal where 12,000+ individuals and families can submit their annual recertification paperwork (as required by the United States Department of Housing and Urban Development - HUD). Updates related to changes in income and household composition and other correspondence will also take place online.
- Refine the existing portal for landlords and their designees to have better visibility of Housing Authority activities related to their rental properties. Activities on the portal currently include signing up for direct deposit, reviewing tenant ledgers, updating contact information and reviewing past inspections. Upcoming refinements include enabling owners to submit rent increases online.

HOUSING CHOICE VOUCHERS

- Develop strategy and initiate call center software upgrades.
- Develop the applicant portal that creates a user friendly interface for applicants to apply for housing online and update their own personal information in real time.
- Enroll all landlords participating in the HCV program to electronically receive their Housing Assistance Payment (HAP) through direct deposit. 99 percent of landlords are currently receiving electronic payments (which is an increase of 7 percent from the previous year).
- Update www.sacwaitlist.com where families submit applications for the HCV (and Public Housing) wait lists. Streamline information and make it user friendly for all applicants.
- Proactively market the HCV program to landlords with the assistance of the newly hired Housing Locator to find units in Sacramento County, especially in high opportunity (low poverty) areas. In these areas families have access to high frequency transit, job opportunities, child care, good schools and other amenities.
- Maximize the utilization of vouchers despite the tight Sacramento rental market.
- Prioritize the recognition of employees on a regular basis to value their hard work and good performance.

2018 Accomplishments

- Received High Performer status from HUD for receiving maximum Section Eight Management Assessment Plan (SEMAP) points. HUD reviewed the Housing Authority's work and based on 14 individual indicators has ranked the Housing Authority to be performing all intake, continued eligibility and owner related tasks at a very high standard. This is a nationwide honor provided to select housing authorities who achieve this status.
- Allocated 433 units for homeless families in Year 1 of the three year initiative to house 1,755 homeless families. 258 homeless families are housed and 175 families will be housed when the new units are constructed.
- Received 133 new vouchers to serve homeless veterans through the Veterans Assistance Supportive Housing (VASH) program.
- Received 89 new vouchers to serve the non-elderly disabled (NED) families bringing the total to 189 NED vouchers received from HUD.

HOUSING CHOICE VOUCHERS

- Opened the HCV tenant based waiting list for 2 weeks in January, 2018 and received over 43,000 applications. 7,000 families were placed on the wait list by computerized random lottery.
- Adopted the HUD mandated Small Area Fair Market Rent methodology which provides payments (for rent and utilities) to landlords based on the zip code of the rented property in Sacramento County. With the varied payments by zip code, families have the ability to move to higher opportunity areas in Sacramento if they chose to do so.
- Competitively applied and received 3 Shelter Plus Care grants for the 2018-2019 year totaling \$4.6 million to serve 567 homeless, disabled individuals and families.
- Pulled 8,600 families off the five HCV tenant and project-based waiting lists to check for eligibility of families to receive vouchers.

Employee Services Schedule

| | 2015 Budget | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget | Increase (Decrease) |
|---|----------------|----------------|----------------|----------------|----------------|------------------------|
| Housing Choice Vouchers and Intake | | | | | | |
| Assistant Director | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 | 0.00 |
| Housing Assistant | 7.00 | 5.00 | 4.00 | 4.00 | 6.00 | 2.00 |
| Housing Authority Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Housing Program Specialist | 16.00 | 13.00 | 15.00 | 19.00 | 18.00 | -1.00 |
| Housing Program Technician I | 17.00 | 16.00 | 14.00 | 10.00 | 11.00 | 1.00 |
| Housing Program Technician II | 3.00 | 7.00 | 10.00 | 13.00 | 9.00 | -4.00 |
| Housing Services Coordinator | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Management Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Office Technician | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Principal Housing Authority Analyst | 1.00 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Principal Housing Program Specialist | 0.00 | 0.00 | 2.00 | 2.00 | 1.50 | -0.50 |
| Program Integrity Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Program Manager | 1.00 | 1.00 | 1.50 | 1.50 | 1.65 | 0.15 |
| Program Technician | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 | 0.00 |
| Resident Trainee Program Lead-Clerical | 0.00 | 0.00 | 1.00 | 0.90 | 0.90 | 0.00 |
| Resident Trainee Program Supervisor | 0.00 | 0.00 | 0.50 | 0.50 | 0.50 | 0.00 |
| Supervisor | 4.00 | 4.00 | 4.50 | 4.50 | 4.75 | 0.25 |
| Subtotal Housing Choice Voucher Positions | 53.60 | 53.60 | 58.10 | 61.00 | 59.90 | -1.10 |

HOUSING CHOICE VOUCHERS

| Key Indicators | FY 16 Actual | FY 17 Actual | FY 18 Projected | FY 18 Mid-year Projected | FY 19 Estimated |
|--|-----------------|-----------------|--------------------|--------------------------------|--------------------|
| Output: | | | | | |
| Score received for the Section 8 Management Assessment Program (SEMAP) | 97% | 93% | TBD | TBD | TBD |
| # of (Tenant Based) Housing Choice Vouchers (HCV) | 11,017 | 10,705 | 10,729 | 10,818 | TBD |
| # of Project Based Vouchers (PBV) | 648 | 960 | 936 | 936 | TBD |
| # of (Tenant Based) Veterans Affairs Supportive Housing Vouchers (VASH) - homeless veterans | 487 | 412 | 512 | 545 | 512 |
| # of (Project Based) Veterans Affairs Supportive Housing Vouchers (VASH) - homeless veterans | 25 | 100 | 98 | 98 | 98 |
| # of Shelter Plus Care Certificates (SPC) - homeless families | 570 | 575 | 567 | 567 | TBD |
| % of families with elderly family member in the household | 32% | 30% | 33% | 33% | 33% |
| % of disabled members in household | 79% | 68% | 67% | 67% | 67% |
| % of family members employed | 34% | 28% | 36% | 36% | 36% |
| % of families who were initially homeless | 8% | 7% | 8% | 8% | 8% |
| % of families with total household income less than \$10,000 | 20% | 17% | 16% | 16% | 16% |
| % of families with income less than 25% Area Median Income | 65% | 57% | 56% | 56% | 56% |

HOUSING CHOICE VOUCHERS

| Key Indicators cont'd | FY 16 Actual | FY 17 Actual | FY 18 Projected | FY 18 Mid-year Projected | FY 19 Estimated |
|--|-----------------|-----------------|--------------------|--------------------------------|--------------------|
| Effectiveness: Impact on the community with families served | | | | | |
| Received High Performer designation from HUD for the Section 8 Management Assessment Program (SEMAP) | 1 | 1 | 1 | 1 | 1 |
| % of HCV tenant based voucher utilization ¹ | 98.6% | 96% | 93% | 92% | 93% |
| % of HCV project based voucher utilization | 98.6% | 98% | 98% | 99% | 99% |
| % of VASH voucher utilization - homeless veterans | 94% | 94% | 94% | 95% | 96% |
| % of Shelter Plus Care (SPC) certificate utilization - homeless families | 90% | 93% | 95% | 97% | 97% |
| Efficiency: | | | | | |
| % of landlords electronically receiving their payments through direct deposit | 80% | 92% | 99% | 99% | 99.5% |
| % of families utilizing the resident portal ² | N/A | N/A | N/A | N/A | 20% |

¹ Over 400 families are searching for units with vouchers in hand. They are having a very hard time leasing up in Sacramento County

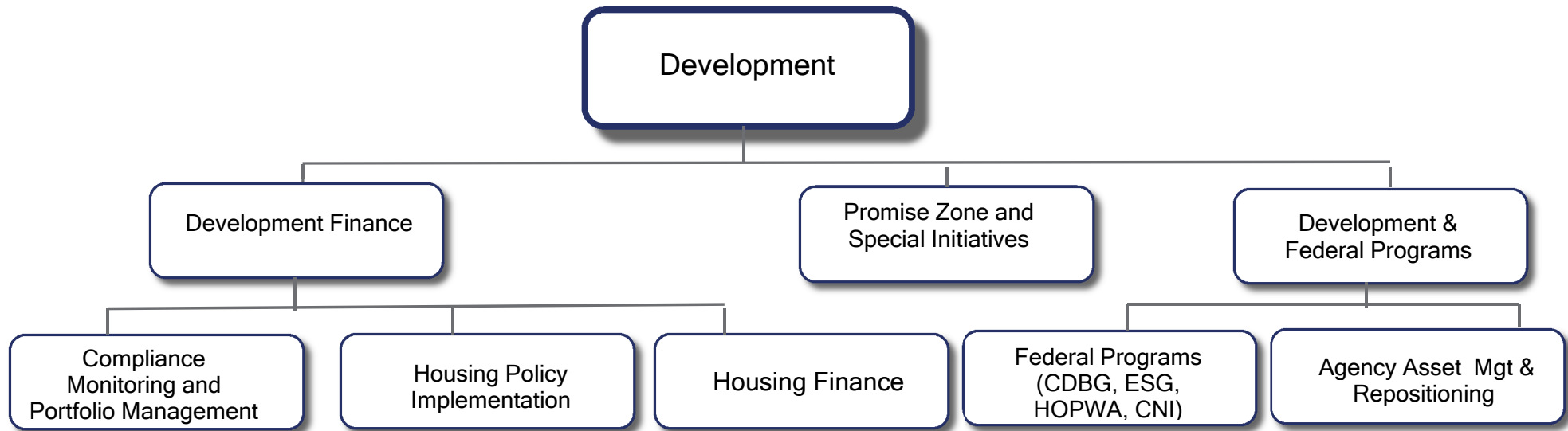
² The resident portal is expected to launch in Winter 2018. Utilization will be limited during the ramp up phase in 2019.



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SECTION G

DEVELOPMENT



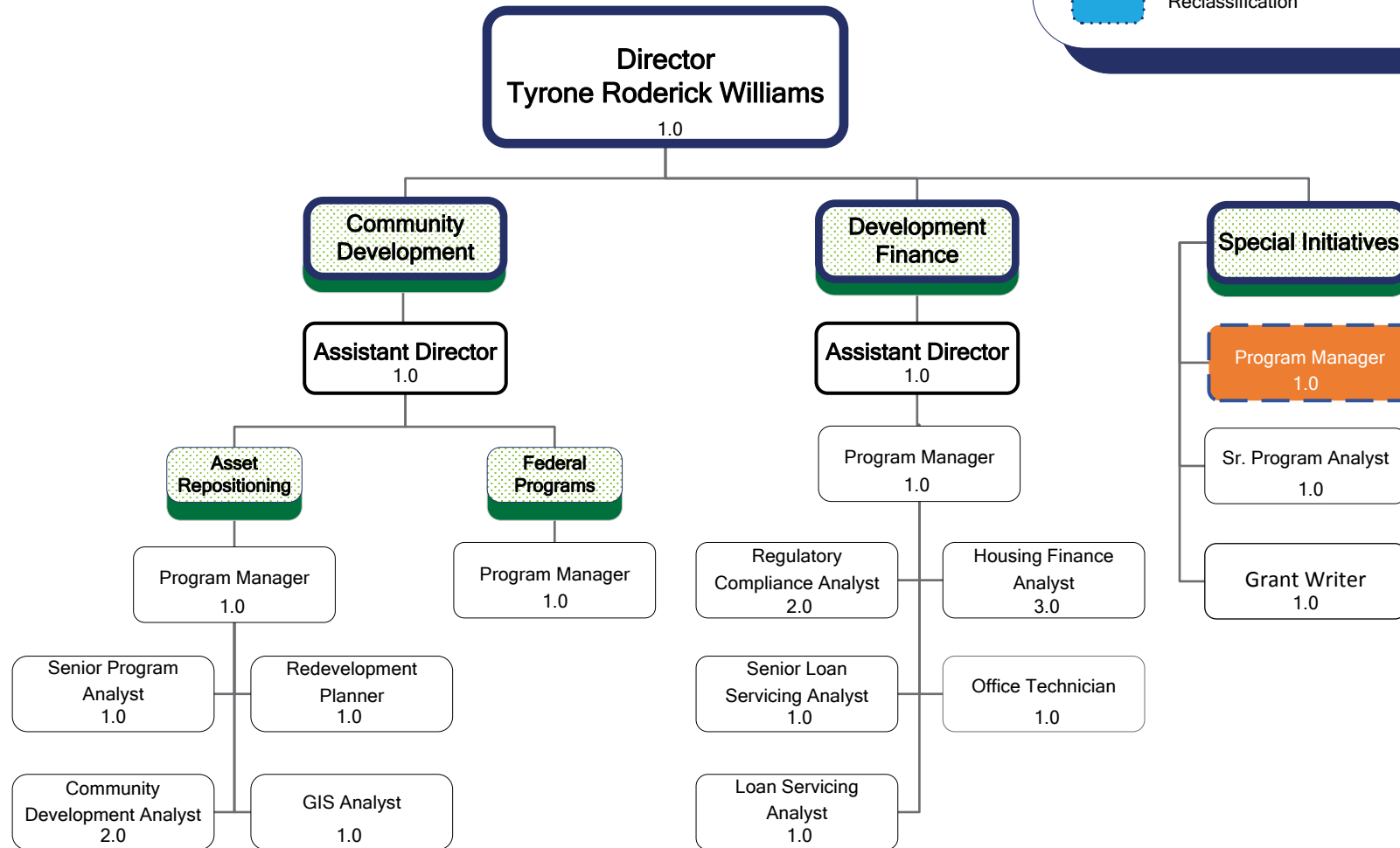
- ▶ Organization Chart
- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2019 Goals and Objectives
- ▶ 2018 Accomplishments
- ▶ Employee Services Schedule
- ▶ Key Indicators

Development

FY 2019 Organizational Chart

Existing FTE = 21 Adopted FTE = 22

Legend:



DEVELOPMENT

Department Summary

The **Development Department** is comprised of four divisions, **Federal Programs, Development Finance, Asset Repositioning (Development), and Promise Zone/Special Projects**. The Development Department is responsible for identifying real estate development opportunities that will increase the number of high quality affordable housing units, for reviewing and funding mixed financing for development projects, and the preservation/rehabilitation of the community's existing housing stock. The Department also is responsible for administering funding from the federal government on behalf of the City and County of Sacramento, and for place-based and other initiatives including the Sacramento Promise Zone. The Development Department actively explores opportunities to establish and expand our network of strategic partners and funding sources to increase our impact on neighborhoods and residents in need.

The **Federal Programs Division** works with various stakeholders to bring about positive change through investments in targeted neighborhoods. The primary responsibility of the division is to effectively manage U.S. Department of Housing and Urban Development grants on behalf of the City and County of Sacramento including Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), Choice Neighborhoods Initiatives (CNI), and Housing Opportunities for Persons with AIDS (HOPWA).

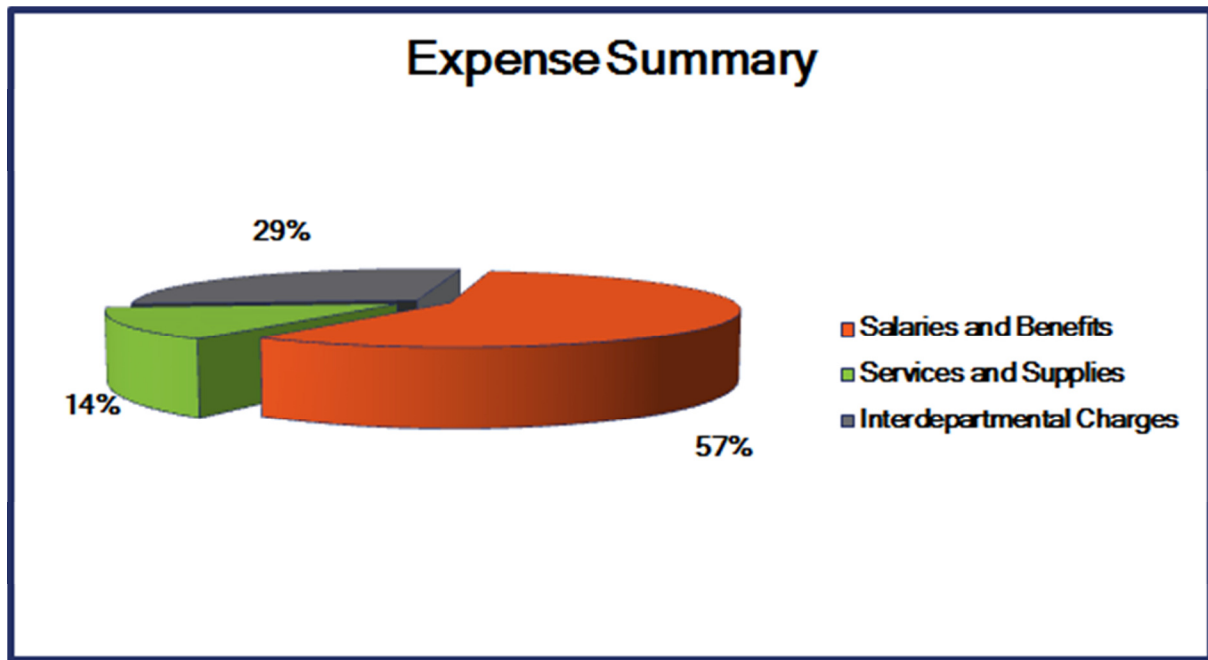
The **Development Finance Division** invests public funds in construction and rehabilitation projects that expand and preserve the supply of affordable housing and home ownership opportunities. In addition, the department oversees the implementation of affordable housing ordinances for both the City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

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

DEVELOPMENT

Appropriation Summary

| Type of Expense | Budget 2015 | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries and Benefits | \$ 2,122,076 | \$ 2,733,413 | \$ 2,858,389 | \$ 2,651,402 | \$ 3,012,577 |
| Services and Supplies | 660,692 | 906,002 | 592,433 | 868,415 | 714,162 |
| Interdepartmental Charges | 739,935 | 1,193,786 | 1,954,798 | 1,065,461 | 1,543,619 |
| Total | \$ 3,522,703 | \$ 4,833,201 | \$ 5,405,620 | \$ 4,585,278 | \$ 5,270,358 |



DEVELOPMENT

Activities Detail

Federal Programs

Community Development Block Grant (CDBG)

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

Emergency Solutions Grant (ESG)

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

Housing Opportunities for Persons with AIDS (HOPWA)

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

Development Finance

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

Multifamily Affordable Housing Financing

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

Affordable Housing Policy Implementation

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

DEVELOPMENT

City of Sacramento meets required affordable housing obligations. Qualify residents and monitor regulated single and multifamily units produced as a result of local ordinances. Monitor and report on adopted policies such as the Housing Trust Fund, Preservation, and Single Room Occupancy (SRO) Ordinances.

Single Family Development Financing and Homeownership Services

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

Compliance Monitoring and Portfolio Management

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

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

- Annual Housing Trust Fund and HOME Reports
- Annual Single Room Occupancy (SRO) Preservation Report
- Annual County Affordable Housing Report
- County Fee Waivers Tracking
- Annual City and County Housing Element Updates
- Monthly Portfolio Management Activities/Trend Report
- Consolidated Annual Performance and Evaluation Report (CAPER) of HOME (federal funds) accomplishments
- Quarterly and Annual Performance Reports for Mortgage Credit Certificate, and CalHOME awards

DEVELOPMENT

Agency Asset Repositioning

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

- Sustain our commitment to house extremely low income households by adopting a "No net loss" policy requiring the development of at least an equivalent number of replacement units when units are removed from our baseline inventory.
- Diversify funding resources available to support our public housing and decrease reliance, to the extent necessary, on federal funding sources by leveraging the use of existing sources with private funding and other sources.
- Preserve and enhance existing housing stock; upgrading stock whenever possible to a 30 year useful life.
- Reallocate new units into sustainable and livable communities that meet the specific needs of residents.
- Incorporate smart growth principles (i.e. energy efficiency, safety/security, quality of life) into project design to the maximum extent possible.
- Diversify real estate portfolio in creative ways to support extremely low income units.
- Maximize utilization of existing resources (i.e. vouchers, local funds, the value of HA real estate assets, etc.) to implement development strategies.
- Reinvest proceeds from the sale of Agency properties in the replacement of units.
- Promote and support resident self-sufficiency.
- Seek creative partnerships with other agencies, non-profits, community groups and resident advisory boards.

Agency Asset Repositioning is also responsible for managing assets that have been converted from the Public Housing inventory to private ownership by the Agency's non-profit component entities. Agency staff monitor the financial and physical health of the apartment communities, serve as asset management staff to the boards of directors, and work with property management to ensure compliance with all of the funding agencies including the California Tax Credit Allocation Committee.

Promise Zone and Special Initiatives

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

DEVELOPMENT

Sacramento Promise Zone

- On April 28, 2015, the U.S. Department of Housing and Urban Development announced that Sacramento received a Promise Zone designation. Sacramento is one of only 22 cities in the nation to receive this designation. The Promise Zone designation creates a partnership between federal, state and local agencies to give local leaders proven tools to improve the quality of life in some of Sacramento's most vulnerable areas.
- As a Promise Zone, Sacramento receives significant benefits including priority access to federal investments that further local strategic plans, federal staff on the ground to help implement goals and five full time AmeriCorps VISTA members to recruit and manage volunteers and strengthen the capacity of the Promise Zone partners.
- The Sacramento Promise Zone encompasses 22 square miles of the economically hardest-hit neighborhoods in the city - from Del Paso Heights in the North Area to The Avenues in the South County.
- As the lead applicant, SHRA, in partnership with more than 60 key partners, will work to coordinate resources, build capacity and create public-private partnerships to drive area

revitalization. The partners have adopted the following five goals to improve the quality of life and accelerate revitalization:

- Create Jobs
- Increase Economic Activity
- Improve Educational Opportunities
- Improve Health and Wellness
- Facilitate Neighborhood Revitalization

Performance Partnership Pilots (P3)

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

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

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

DEVELOPMENT

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

Through collaboration with key partners, 100 participants in the Sacramento P3 program will attain outcomes in education; employment and housing that will help support their path to self-sufficiency. Specifically, youth will attain a high school diploma or GED, attain a job or be placed in a job training program, and all of the Sacramento P3 program participants will be housed as a result of their participation in the program. The program is anticipating a launch in the fall of 2017.

2019 Goals and Objectives

Federal Programs

- Complete the 2020-2024 Consolidated Plan, which will identify housing and community development priorities that align and focus funding to make place-based investments for the five year period.
- Complete the Analysis of Impediments to Fair Housing Choice by continuing to partner with surrounding entitlement jurisdictions to support the Agency's commitment to further fair housing.
- Execute the final projects and close-out of the Neighborhood Stabilization Program.
- Issue and award the 2019 CDBG Notice of Funding Availability (NOFA) to eligible public facility improvement projects within in the City and County.
- Complete the 2019 State ESG application.
- Provide a variety of technical assistance training opportunities for CDBG, HOPWA and ESG subrecipients.

Development Finance

- Provide Mortgage Revenue Bond and gap financing needed to complete the significant rehabilitation and new construction of affordable multifamily rental properties within the City and unincorporated County of Sacramento.

DEVELOPMENT

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

Agency Asset Repositioning

- Complete the relocation of remaining residents, the demolition of existing buildings and public improvements, and the construction of new infrastructure at the Twin Rivers Transit Oriented Development.
- Close on Housing Phase I funding applications to implement the first development of new housing associated with Twin Rivers Transit Oriented Development (Choice Neighborhoods Initiative).
- Continue the Section 106 Historic Preservation review for Marina Vista and Alder Grove Public Housing in coordination with the City's West Broadway Specific Plan.
- Continue the implementation of the Affordable Homeownership Program through the Welcome Home Program (formerly known as the Purchase & Resale Entity (PRE) program).

Promise Zone and Special Initiatives

- **Promise Zone**
- Establish new projects that include local, state and national partners that focus on:
 - Job training and aligning industry demand career pathways
 - Increasing capacity building among the local Property Business Improvement Districts
 - Expanding partnerships and funding for STEM programs
 - Expanding Health and Wellness programs
 - Highlighting and establishing new arts and cultural expression projects
 - Assisting neighborhood associations build capacity and understanding of how to navigate city and county processes for neighborhood investment

DEVELOPMENT

- Creating evaluation tools and processes
- **Performance Partnership Pilots (P3)**
- Through collaboration with key partners, Sacramento P3 program will support 75 to 85 participants in their efforts to attain:
 - Secure stable housing
 - Completion of High School diploma or GED equivalent
 - Job training or certifications that lead to self-sufficiency

2018 Accomplishments

Federal Programs:

- Began the implementation of Bringing Families Home initiative in partnership with the County of Sacramento's Child Protective Services and the Sacramento Continuum of Care.
- Continued the ongoing implementation of a comprehensive countywide Fair Housing program covering all jurisdictions within Sacramento County in partnership with all of the incorporated cities and the unincorporated County, Legal Services of Northern California, Self Help Housing, and the Rental Housing Association.
- Provided two technical assistance opportunities for partners: 1) CDBG sub recipients workshop; and 2) HOPWA provider roundtable.
- Received the 2017 Pacific Southwest Regional Council of the National Association of Housing & Redevelopment Officials Partnership Innovation Award for the Community CarShare Sacramento Pilot Program.
- Received a \$600,000 Grant from the City of Sacramento's Brownfields Program Revolving Loan Fund along with other SHRA federal funds to remediate the Rio Linda Superblock. SHRA project was recognized by the U.S. Environmental Protection Agency as a successful lead cleanup project.
- Received Tier 1 status for the 2017 HOPWA Annual Report recognition of no calculation errors, missing items, or inconsistencies.
- Recognized in HUD's 2017 Annual Performance of SHRA for having the continuing capacity to administer CPD programs, for meeting the goals of the HUD-approved Consolidated Plan, and for continuing to make progress in meeting housing and community development goals.

DEVELOPMENT

- Completed infrastructure and public facility improvements:
 - In the City, projects included the Midtown Street Lighting (21st-25th between J and K), 4th Avenue Park Playground, Hite Park Playground; Carl Johnston Park, Multi-Park Water Cross-Connection Improvement Project, Mack Road Pedestrian Lighting, Pannell Center Pool Kitchen Improvement Project, and Fruit Ridge Collaborative Lighting Improvements.
 - In the County, Projects included the Bellview Park Improvements, Olde Florintown Park, and McComber Parking Lot Improvements.
- Continued infrastructure and public facility improvements (non-inclusive):
 - In the City, these projects include 3601 Pansy Avenue Garden and Playground, Robertson Community Center Sports Field Improvements, North 16th Street Plan, Susan B. Anthony Elementary School Joint-Use Park Project, Twin Rivers Light Rail Station Design, Midtown Street Lighting (G and I Streets and 16th and 19th Streets), Meadowview Streetscape Improvement Project, and Stanford Settlement Center Improvements.
 - In the County, these projects included the Bing Kong Tong Phase II, 44th Avenue Pedestrian and Beautification Phase II, 47th Avenue Pedestrian and Bicycle Improvements, Jack Davis Park Improvements, Rosemont Area Street Light Project, Rutter Park Improvement Improvements, Olde Florintown Park Improvements, and Galt Central Corridor Improvements.

Development Finance:

Multifamily

- Committed over \$21 million in Multifamily Loan assistance to six affordable and permanent supportive housing developments (Courtyard Inn, Southwind, Twin Rivers Phase I, Victory Townhomes, Dixieanne, Norwood Annex, and 1717 S Street).
- Approved issuance of \$84 million in Mortgage Revenue Bonds for rehabilitation and construction of affordable multifamily developments (Southwind, Twin Rivers Phase I, Victory Townhomes, Dixieanne, Norwood Annex, and 700 K).
- Completed renovation of multifamily developments totaling 221 preserved and new affordable units (Pensione K, Crossroads Gardens, and Belvue).

DEVELOPMENT

Housing Policy Implementation

- Implemented City Mixed Income and County Affordable Housing Ordinances; including approving the Panhandle Affordable Housing Strategy.
- Certified homebuyers, calculated sales prices, and coordinated recording of regulatory agreements on 15 new and two resale single family homes per the City's Mixed Income and County Affordable Housing Ordinances.
- Continued to work on guidelines for the City of Sacramento's Mixed Income Housing Ordinance.
- Continued to work with stakeholders to update the Multifamily Lending and Mortgage Revenue Bond Policies.
- Issued Request for Proposal and disposed of sties associated SHRA's Vacant Lot Disposition Strategy.
- Worked County staff to develop a No Place Like Home application process, Term Sheet, and Request for Proposals.
- Issued a Permanent Homeless Housing Request for Information for development proposals located within the City of Sacramento.

Single Family

- Approved financing for 75 families for Home Buyer and MCC programs. This includes 17 families participating in the Welcome Home Program.
- Managed the disposition of three vacant lots to Habitat for Humanity and the rehabilitation and sale of one owner-occupied single family home through the NSP program.
- Completed construction and sales of 20 new homes in Phase V and 15 new homes in Phase VI of Del Paso Nuevo.

Portfolio Management

- Managed a \$325 million portfolio of 1100+loans.
- Physically inspected over 2,489 residential units in multifamily properties consisting of over 21,227 units.
- Audited over 2,489 tenant files to ensure compliance with income eligibly and property management procedures.

DEVELOPMENT

- Monitored resident services at 94 multifamily properties.
- Completed annual audit confirmations for 86 multifamily developments.
- Provided calculations and prepared invoices for the Supplemental Annual Administrative Fee for 49 multifamily bond developments.
- Completed CDLAC Certification on 86 Mortgage Revenue Bond Projects.
- Processed 5 loan subordination requests for existing single and multifamily family home loans.
- Monitored compliance of over 1,200 single family home loans.
- Managed Capital Operating Reserve Agreements with seven multifamily developments providing supportive housing for 478 extremely low income households.
- Provided funding to Boys and Girls Club in North Natomas in order to provide after school and summer programs to children residing in Agency funded developments.

Agency Asset Repositioning

- Continued the Section 106 Historic Preservation review process, including meeting with the City's Historic Preservation Officer, in support of eventual redevelopment of Marina Vista and Alder Grove Public Housing communities.
- Completed the first phase of relocation of residents and demolition of existing structures in the Twin Rivers Transit Oriented Development project.

Promise Zone and Special Initiatives

National and State Coordination

The Sacramento Promise Zone is continuing to play a leading role in two groups in an effort to have peer-to-peer exchanges, share best practices, and leverage the power of collaboration. One of the groups is the California Affinity Group, a group comprised of California Promise Neighborhoods, Promise Zones, a Performance Partnership Pilot area, city governments, school districts, community organizations, U.S. Department of Education (ED), and U.S. Department of Housing and Urban Development (HUD) with the common goal of improving educational and employment opportunities for people living in some of California's most distressed communities. The second group is the National Coalition of Promise Zones (NCPZ). The NCPZ includes all 22 of the Promise Zone designees. There are tribal, rural, and urban communities represented.

DEVELOPMENT

Promise Zone Goals

The Promise Zone goals are clear, transformational and achievable.

- Improve health and wellness by promoting healthy behaviors and increasing health interventions
- Improve educational opportunities from cradle to career
- Create jobs and accelerate job training and placement
- Increase economic activity within the downtown and neighborhood business districts
- Facilitate sustainable neighborhood revitalization activities that support safe and thriving communities

Health and Wellness

The Sacramento Promise Zone and Samuel Merritt University's Community Nurse Corps (CNC) partnership continues. Through CNC, a cohort of experienced, registered nurses from Kaiser Permanente will serve at various local partner sites to address the Promise Zone's community health needs. This collaboration aims to address some of the highest health needs of our region: increasing access to healthy food and promoting physical activity, increasing access to health care, and reducing African American child deaths. Now in 2018,

the CNC is in its second cohort of nurse scholars. The CNC initiative seeks to increase its capacity by incorporating other local nursing programs to serve a great number of Promise Zone residents at community based organizations.

Samuel Merritt University and Kaiser Permanente designed the program to provide working registered nurses the unique opportunity to achieve a bachelor degree and gain the knowledge, skills, and attitudes needed to function within the health landscape of the 21st Century. As part of the degree program, the nurse scholars intern with a community based organization working with underserved populations studying and learning firsthand about social determinants of health in an applied fashion. The community agencies gain the benefit of RNs conducting needs assessments, health education, and screenings without having to hire additional staff.

The nurse scholars can also perform strategic planning and create program planning documents based on research of evidenced-based practices/policies of other programs serving specialized populations. A total of 12 nurse scholars were first cohort serving Promise Zone residents, but in 2018, 8 additional nurse scholars have provided over 500 hours of service.

DEVELOPMENT

The Reduction of African American Child Deaths (RAACD) program supports the Health goals of the Promise Zone. The initiative is designed to reduce the number of Sacramento County's African-American child deaths. This historic collaboration consists of key community partners and community-based organizations that provide social services to local residents within each of the focus neighborhoods throughout the Promise Zone.

United Way California Capital Region led the Sacramento Summer Meals Collaborative, which was formed to bring together the region's Summer Food Service Program Sponsors and community advocates to collaborate on ways to increase the involvement of youth in summer programs, raise awareness about summer meals and community feeding/meal sites, develop and implement a region-wide outreach and marketing plan, and provide sites and sponsors with a best practices toolkit including topics ranging from meal ordering to improved summer programming.

A new Grocery Outlet brings healthy food options and jobs to north Promise Zone residents. On September 13, 2018 Over 200 community members came out to support and be a part of the North Sacramento Grocery Outlet Grand Opening. For this former food desert, the new Grocery Outlet represents an oasis of good health. In addition to healthy food access, this new development is also poised to provide jobs and economic development. Grocery Outlet's opening represents over 50 permanent jobs and is also a beacon for additional investment as a sign that the area is open for business. Proceeds from purchases made during the grand opening's first two hours were donated to the Roberts Family Development Center, a local nonprofit dedicated to early childhood and parent education, economic empowerment, and technology literacy.

Educational Opportunities

Throughout the Sacramento Promise Zone all levels of education are benefiting from preference points and more funding opportunities. The Sacramento Unified School District is expanding its early learning and literacy programs.

On Friday, February 23, 2018, community partners including the Sacramento Promise Zone, SHRA, The California Endowment, the Office of Mayor Darrell Steinberg, Health Education Council, and the Center for Cities + Schools were invited to Health Professions High School to hear Y-Plan projects focused on homelessness presented by sophomores. Y-Plan (Youth - Plan, Learn, Act, Now) is an educational strategy that empowers young people to tackle real-world problems in their communities through project-based civic learning experiences. The 52 students who participated in the Y-Plan project spent a month researching and brainstorming ideas that could help support homelessness in their communities. Y-Plan supports the Sacramento Promise Zone goals as it engages student learning by connecting real-world problems to their education.

The Sacramento Promise Zone partnered with the National Society of Black Engineers (NSBE), and Sacramento Municipal Utilities District (SMUD) to bring the Summer Engineering Experience for Kids (SEEK) Program back to Sacramento. SEEK is a fun and engaging educational experience, led by engineering students and technical professionals.

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This free, three week, summer immersion program serves 150 students in grades 3-5 and provides an opportunity for them to gain early exposure to science, engineering, math and technology, and to pursue STEM related careers in college. Participants worked in teams, using their knowledge to solve problems and create products while discovering the underlying math and science principles involved in these processes. Each week, the students took on a new project, culminating with a presentation, design competition and physical competitions that all parents were encouraged to attend.

The Rapid Acceleration Innovation & Leadership in Sacramento (RAILS) Program is a \$1 million annual grant from the City of Sacramento that supports community-based initiatives and programs that develop the entrepreneurial and innovation ecosystem in Sacramento. As a result of RAILS funding, 14 organizations will bring great opportunities to the Sacramento Promise Zone. The projects focus on clean technology and sustainability, mobility, workforce development, cyber security, and social innovation and entrepreneurship. One funded project is the Promise Zone's Summer Engineering Experience for Kids (SEEK) program, which received \$50,000 for two years of programming.

A ribbon cutting celebration on August 28 launched the opening of a new Sacramento State Downtown campus at 304 S Street. Bringing the new campus to the Promise Zone will enhance the partnership with Sacramento State and provide more opportunities to work together on shared educational goals serving residents and students. Sacramento State President David S. Nelsen said the university is dedicated to being an anchor institution and must be in the community in order to help solve a variety of the community's concerns including education and economic development opportunities, homelessness, and health and wellness. Sacramento State has received over \$9 million in grants through support from the Promise Zone.

The Sacramento County Office of Education's Early Learning Department convened the Superintendent's Early Learning Committee (SELC) to develop a vision for Sacramento County's youngest learners. During the 15-month process, 60 community partners representing a diverse group of stakeholders provided input and insight while Promise Zone coordinators assisted to ensure that a broad range of voices were part of the discussion and decision-making process. The Sacramento County Early Learning Roadmap is a guide to help ensure that all children in Sacramento County have the same chance to live, learn, and lead healthy lives. It is intended to build momentum and garner support through a vision where the community works collaboratively to create opportunities where all children, prenatal through age eight, get a strong start that begins early and sets the foundation for future success in school and in life. The SCOE education goals are aligned with the Promise Zone Education goals. SCOE is focused on enhancing quality and developing systems for continuous improvement through education, innovation, and collaboration.

Job Training and Placement/Economic Development Activity

The Financial Institution Partnership Opportunity (FIPO), now in its second year, brought together 10 banks from across the region to combine funds, align priorities, and maximize impact through concentrating support around a single community initiative. Local community-

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based organizations (CBOs) had the chance to present a ready-made project and compete for this funding opportunity. This year's winner of \$137,500 is Alchemist Community Development Corporation's Alchemist Kitchen, a food business incubator. This project will provide a pathway to self-sufficiency for low-income entrepreneurs, a pipeline for local products from small to mid-size farmers, and help improve the health of residents in the Sacramento Promise Zone. Though there could only be one winner, many other organizations which applied for funding also had volunteer needs which were met by the banks. Financial institutions also learned more about the role CBOs play in regional economic strategy, which informed their future giving plans.

Leaders from greater Sacramento region community based organizations (CBOs) and financial institutions engaged in an open forum discussion on Monday, August 27th to increase awareness of the 2018-2019 Financial Institution Partnership Opportunity (FIPO) Request for Proposal (RFP) and help potential applicants increase their chances of success. Topics discussed included the introduction of affordable housing as a new focus area, metrics and reporting, as well as how to create applications for existing programs and new initiatives. Representatives from 26 CBOs were able to ask questions directly to banks and the previous FIPO awardees while learning and connecting with others dedicated to community building and high impact programs in the Promise Zone. The attendees left the experience optimistic of the possibility of partnering with banks to foster change in Sacramento's most disadvantaged neighborhoods.

Sacramento Housing and Redevelopment Agency (SHRA) was designated as a Performance Partnership Pilot (P3) awardee. The P3 pilot, a three year initiative that uses a housing first model, will provide housing to 100 disconnected youth, those identified as homeless, at risk of being homeless, aging out of foster care, or on probation, to provide stability prior to being connected to experienced and proven service providers that will provide extensive case management as the youth pursue education, training and/or certification that will lead to livable wage jobs.

On Tuesday, June 19, Sacramento Promise Zone's Director and Coordinator, Tyrone Roderick Williams and Julius Austin respectively, spoke in support of establishing an Office of Geographically Targeted Economic Development to provide state assistance to federal Promise Zones within California. The establishment of a state coordinator will focus the attention of state programs to California Promise Zones and further strengthen and revitalize areas with the greatest need. The Office of Geographically Targeted Economic Development will assist Promise Zones in receiving state assistance through programs such as the California Competes Tax Credit, the Employment Training Fund, and the No Place Like Home program. Additionally, the coordinator will work with state agencies to develop the degree and amount of preference or priority points that may apply to projects located within Promise Zone.

Neighborhood Revitalization

The Sacramento Promise Zone team is utilizing the arts as another avenue to build vibrant communities and improve quality of life for residents inside the Promise Zone. The Sacramento Promise Zone team and art partners' goal is to use creative place-making, an

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emerging concept that combines arts, culture, and creativity to drive revitalization and livability outcomes in economically disadvantaged communities. Livability outcomes encompass community identity, public safety, environmental quality, job opportunities, and affordable housing and transit options. Through cross-sector collaboration with public agencies, private businesses, and arts organizations, the goal is to create opportunities within the Promise Zone for creative transformation and increased economic productivity.

The Institute of Museum and Library Services, Sacramento Municipal Utility District and the national Endowment for the Arts has awarded the Crocker Art Museum funding to help launch and support “Block by Block 2.0”, the Crocker’s initiative to increase arts engagement, access, and education in Sacramento’s most vulnerable neighborhoods. Working with previous as well as new community partners, artists, and businesses, the program will strategically identify and strengthen spaces where art, community, and sustainability intersect, focusing specifically on activities that nurture young people living in Sacramento’s Promise Zone.

Energy Sustainability

The Sacramento Municipal Utility District (SMUD) made a significant commitment to support residents in the Oak Park neighborhood. The mission of SMUD is to enhance the quality of life for their customers and community by providing creative energy solutions and promoting their core values of leadership, ingenuity, community and integrity. They have a goal to promote energy efficiency education to low-income customers in the Sacramento area through coordinated efforts with community service providers.

The Promise Zone welcomed JUMP Bike Share to Sacramento, CA. More than 900 electric rental bikes were placed in service. Promise Zone residents now have access to accessible, green transport which increases neighborhood health and livability. This partnership helps expand affordable multi-modal transportation options in Promise Zone targeted neighborhoods.

Housing

The Sacramento Housing and Redevelopment Agency’s began redevelopment activities on the Twin Rivers public housing project. The 22 acre \$310 million dollar neighborhood revitalization project is the largest housing project currently under construction Downtown.

The project includes the redevelopment of 218 public housing units within with a 487 unit mixed use, mixed income community.

The Housing Strategy currently encompasses the demolition and redevelopment of the entire 22-acre Twin Rivers complex, including development of approximately 4 acres located immediately to the east of the public housing site. Public housing units will be replaced one-for-one within a larger 487-unit rental housing program both on- and off -site, comprising of 135 market rate, 134 low-income and 218 public housing units. All units will be intermingled and dispersed throughout the site - creating a true mixed-income community.

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Unit types include townhouses, garden apartments, and 4-story apartment buildings. A mixed-use 4-story apartment building will also be located adjacent to the new Blue Line Light Rail station to take advantage of transit oriented development opportunities.

New and existing streets will reconnect the current site to the surrounding grid, tying the community back into the larger neighborhood. Taller buildings frame the edges of the development along heavier-trafficked streets, with the building heights stepping back along the smaller streets. Building facades will be articulated in order to maintain a fine-grained scale.

New units will be designed to meet the space and storage requirements of today's families, and incorporate energy-efficient and water-saving features and fixtures, such as Energy Star-rated appliances and central HVAC systems, programmable thermostats, low-flow toilets and showerheads, and appropriate levels of insulation.

Evaluating Local Impact

The Sacramento Promise Zone data partner, the UC Davis Center for Regional Change, completed a guidebook for use by organizations working in the Sacramento Promise Zone entitled [*Keeping Our Promise: A Guide for Evaluation in Sacramento's Promise Zone*](#). In addition to providing an evaluation framework for the Sacramento Promise Zone, this guidebook provides several valuable resources including a downloadable Logic Model template for community based organizations, an indicator template for priority projects of Promise Zone Action Teams, and dozens of links to valuable data and evaluation resources.

The Promise Zone is building on this work by collecting partner data and tracking alignment with Promise Zone goals. A Partners Needs Assessment is being conducted to improve process, partner support, and inform data collection and reporting. Partner interviews and focus group sessions are also planned to develop a data matrix to facilitate zone-wide data collection and analysis.

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Employee Services Schedule

| | 2015 Budget | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget | Increase (Decrease) |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| Development | | | | | | |
| Assistant Director | 1.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Community Development Analyst | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Community Development Specialist | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Development Analyst | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| GIS Analyst | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Grant Writer | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| Housing Finance Analyst | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| Loan Processing Analyst | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Loan Servicing Analyst | 1.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Management Analyst | 2.00 | 3.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| Office Technician | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Program Manager | 2.00 | 2.00 | 3.00 | 3.00 | 4.00 | 1.00 |
| Program Technician | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Redevelopment Planner | 2.00 | 2.00 | 2.00 | 1.00 | 1.00 | 0.00 |
| Regulatory Compliance Analyst | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Senior Management Analyst | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Senior Program Analyst | 0.00 | 0.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Supervisor | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Positions | 22.00 | 22.00 | 23.00 | 21.00 | 22.00 | 1.00 |

DEVELOPMENT

Federal Programs Division

| Key Indicators | FY 16 Actual | FY 17 Actual | FY 18 Projected | FY 18 Mid-Year Projected | FY 19 Estimated |
|--|-----------------|-----------------|--------------------|--------------------------------|--------------------|
| Output: | | | | | |
| Public Facilities/Infrastructure Contracts Awarded | 15 | 21 | 11 | N/A | 13 |
| Households Rapidly Rehoused | 225 | 295 | 295 | N/A | 295 |
| Individuals Sheltered (ESG and CDBG) | 1289 | 948 | 948 | N/A | 948 |
| Households assisted (HOPWA) | 398 | 435 | 440 | N/A | 440 |
| Households Receiving Meals | 3,871 | 4,053 | 3,877 | N/A | 3,877 |
| Effectiveness: | | | | | |
| Public Facility/Infrastructure Requests (High Priority) | 16 | 26 | 15 | N/A | 13 |
| Public Facilities/Infrastructure Requests Funded | 15 | 21 | 11 | N/A | 13 |
| Months of Service Enrolled in Rapid Rehousing | 4.8 | 3.9 | 4 | N/A | 4 |
| Housing Assisted/Number of Units (HOPWA) | 358 | 397 | 400 | N/A | 400 |
| Number of Bed Nights (Shelter) (ESG and CDBG) | 61,874 | 58,400 | 56,512 | N/A | 56,515 |
| Meals Served | 364,732 | 399,844 | 350,000 | N/A | 350,000 |
| Efficiency: | | | | | |
| Cost to Agency Per Meal | \$3.01 | \$2.74 | \$3.00 | N/A | \$3.00 |
| Shelter Cost Per Bed : A Street (ESG portion) | \$16.73 | \$16.73 | \$16.73 | N/A | \$15.33 |
| Shelter Cost Per Bed: Center of Hope (CDBG portion) | \$12.93 | \$12.93 | \$12.93 | N/A | \$12.93 |
| Affordable Units Preserved (HOPWA) | 40 | 40 | 40 | N/A | 40 |
| % of Funding Awarded Public Facilities/Infrastructure | 94% | 81% | 73% | N/A | 100% |
| Housed One-Year After Exit From Rapid Rehousing | 97% | 87% | 90% | N/A | 90% |
| Cost Per Household Rapid Rehousing | \$9,530 | \$9,530 | \$9,530 | N/A | \$9,530 |

DEVELOPMENT

Development Finance Division

| Key Indicators | FY 16 Actual | FY 17 Actual | FY 18 Projected | FY 18 Mid-Year Projected | FY 19 Estimated |
|--|-----------------|-----------------|--------------------|--------------------------------|--------------------|
| Output: | | | | | |
| Multifamily Affordable Financing | | | | | |
| \$ of Loan Assistance provided | \$12.6M | \$12M | \$23M | \$23M | \$12 |
| # of Developments Receiving Loan Assistance | 4 | 4 | 6 | 6 | 5 |
| # of Units Receiving Loan Assistance | 324 | 176 | 406 | 406 | 200 |
| \$ of Mortgage Revenue Bonds Issuance Approved | \$13.3M | \$13.5M | \$84M | \$84M | \$50 |
| # of Developments Receiving Mortgage Revenue Bonds | 4 | 1 | 6 | 6 | 6 |
| # of Developments Completed | 4 | 4 | 4 | 4 | 4 |
| # of Units Completed | 504 | 220 | 221 | 221 | 220 |
| Housing Policy Implementation | | | | | |
| City: Mixed Income Housing Ordinance Annual Report | 1 | 1 | 1 | 1 | 1 |
| City: Mixed Income Housing Ordinance Guidelines Approved | N/A | N/A | N/A | N/A | N/A |
| City: Mixed Income Housing Ordinance Strategies Approved | 1 | 1 | 1 | 1 | 1 |
| City: Mixed Income Housing Ordinance Homebuyers Certified and Regulatory Agreements Recorded | 8 | 8 | 15 | 5 | 10 |
| Housing Trust Fund Ordinance Annual Report (City & County of Sacramento) | 2 | 2 | 2 | 2 | 2 |
| City: Housing Trust Fund Ordinance Update Approved | 1 | N/A | N/A | N/A | N/A |
| City: SRO Ordinance Annual Report | 1 | 1 | 1 | 1 | 1 |
| City: SRO Ordinance Update Approved | 1 | N/A | N/A | N/A | N/A |
| County: Affordable Housing Strategies Approved | 1 | 1 | 0 | 0 | 1 |

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| Key Indicators | FY 16 Actual | FY 17 Actual | FY 18 Projected | FY 18 Mid-Year Projected | FY 19 Estimated |
|---|-----------------|-----------------|--------------------|--------------------------------|--------------------|
| Single Family Affordable Financing & Home Ownership | | | | | |
| # of Loans Financed Under the Home Buyer Down Payment Assistance Program | 15 | 24 | 30 | 15 | 25 |
| \$ amount of Loans Financed under the Home Buyer Down Payment Assistance Program | \$1.7M | \$831,200 | \$1.2M | \$600,000 | \$500,000 |
| # of Certificates Issued under the MCC Programs | 48 | 60 | 45 | 20 | 45 |
| \$ Amount of First Mortgage Loans Leverage with the MCC Program | \$10.3M | \$13.2M | \$10.6M | \$5M | \$10 |
| # of Parcels Sold & Income Certifications for Owner Occupied Single Family Homes- NSP Program | 15 | 6 | 1 | 1 | 1 |
| # of Welcome Home Program Homebuyers Certified | N/A | 21 | 17 | 10 | 10 |
| # of Del Paso Nuevo Single Family Homes Constructed | 36 | 15 | 35 | 10 | 15 |
| # of Del Paso Nuevo Homebuyers Certified | 21 | 9 | 35 | 10 | 15 |
| Portfolio Management | | | | | |
| # of Loans Managed in the Portfolio | 1,250 | 1175 | 1100 | 550 | 1000 |
| \$ Amount of Loans Managed | \$329M | \$327M | \$325M | 4325M | 300M |
| # of Physical Inspections of Multifamily Developments | 192 | 176 | 187 | 94 | 180 |
| # of Physical Inspections of Multifamily Units | 2,350 | 2234 | 2489 | 1225 | 2200 |
| # of Multifamily Tenant files Audited | 2,350 | 2234 | 2489 | 1225 | 2200 |
| # of Multifamily Resident Services Requirements Monitored | 93 | 95 | 94 | 94 | 90 |
| # of Annual Audit Confirmations for Multifamily Developments | 87 | 86 | 86 | 86 | 85 |

DEVELOPMENT

| Key Indicators | FY 16 Actual | FY 17 Actual | FY 18 Projected | FY 18 Mid-Year Projected | FY 19 Estimated |
|---|-----------------|-----------------|--------------------|--------------------------------|--------------------|
| # of Supplemental Annual Administrative Fees (SAAF) Invoiced and Collected | 52 | 51 | 49 | 45 | 45 |
| # of CDLAC Certifications Completed | 81 | 79 | 86 | 86 | 85 |
| # of Subordination Loan Requests Processed for Existing Multifamily Loans | 2 | 15 | 3 | 1 | 2 |
| # of Subordination Loan Requests Processed for Existing Single Family Home Loans | 25 | 0 | 0 | 0 | 2 |
| # of Single Family Home Loans Monitored for Compliance | 1,100 | 1130 | 1200 | 600 | 600 |
| # of Rental Subsidies Provided to Extremely Low Income Households | 208 | 478 | 478 | 478 | 478 |
| # of Children Provided After School Services in Natomas Boys and Girls Club Due to SAAF Funding | 67 | 46 | 45 | 45 | 45 |
| Effectiveness: | | | | | |
| % of Multifamily Units Constructed or Renovated on scheduled | 100% | 100% | 100% | 100% | 100% |
| % of City/County Annual Housing Ordinance Reports Completed | 100% | 100% | 100% | 100% | 100% |
| % of Required Multifamily Units & Files Inspected | 100% | 100% | 100% | 100% | 100% |
| # of Del Paso Nuevo Homebuyers Certified | 21 | 9 | 18 | 9 | 20 |
| Efficiency: | | | | | |
| \$\$s Leveraged per Mortgage Credit Certificate | \$208,333 | \$221,100 | \$269,250 | \$266,309 | \$270,400 |
| \$\$s spent per Down Payment Assistance | \$35,417 | \$34,704 | \$40,000 | \$40,000 | \$40,000 |
| \$\$s loaned per Multifamily Unit | \$38,889 | \$48,780 | \$51,569 | \$51,569 | \$55,000 |

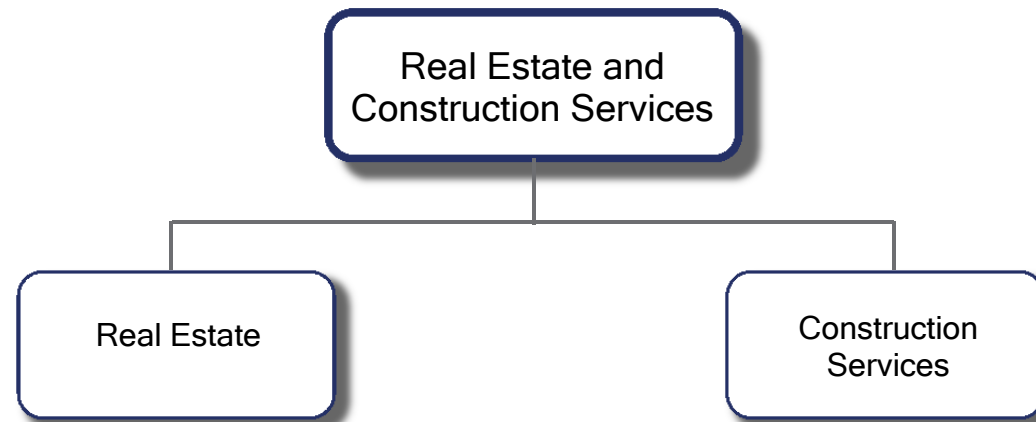
DEVELOPMENT

Asset Repositioning Division

| Key Indicators | FY 16 Actual | FY 17 Actual | FY 18 Projected | FY 18 Mid-Year Projected | FY 19 Estimated |
|---|-----------------|-----------------|--------------------|--------------------------------|--------------------|
| Output: | | | | | |
| Projects Repositioned from Public Housing to LIHTC Partnerships | 0 | 0 | 0 | 0 | 1 |
| Units Repositioned from Public Housing to LIHTC Partnerships | 0 | 0 | 0 | 0 | 42 |
| Existing Projects Re-syndicated | 0 | 0 | 0 | 0 | 1 |
| Projects Rehabilitated | 0 | 0 | 0 | 0 | 0 |
| Units Rehabilitated | 0 | 0 | 0 | 0 | 0 |
| Leveraged Funds | 0 | 0 | 0 | 0 | \$30M |
| Total Projects Managed through related Non Profits | 6 | 6 | 6 | 6 | 7 |

SECTION H

REAL ESTATE AND CONSTRUCTION SERVICES



- ▶ Organization Chart
- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2019 Goals and Objectives
- ▶ 2018 Accomplishments
- ▶ Employee Services Schedule
- ▶ Key Indicators

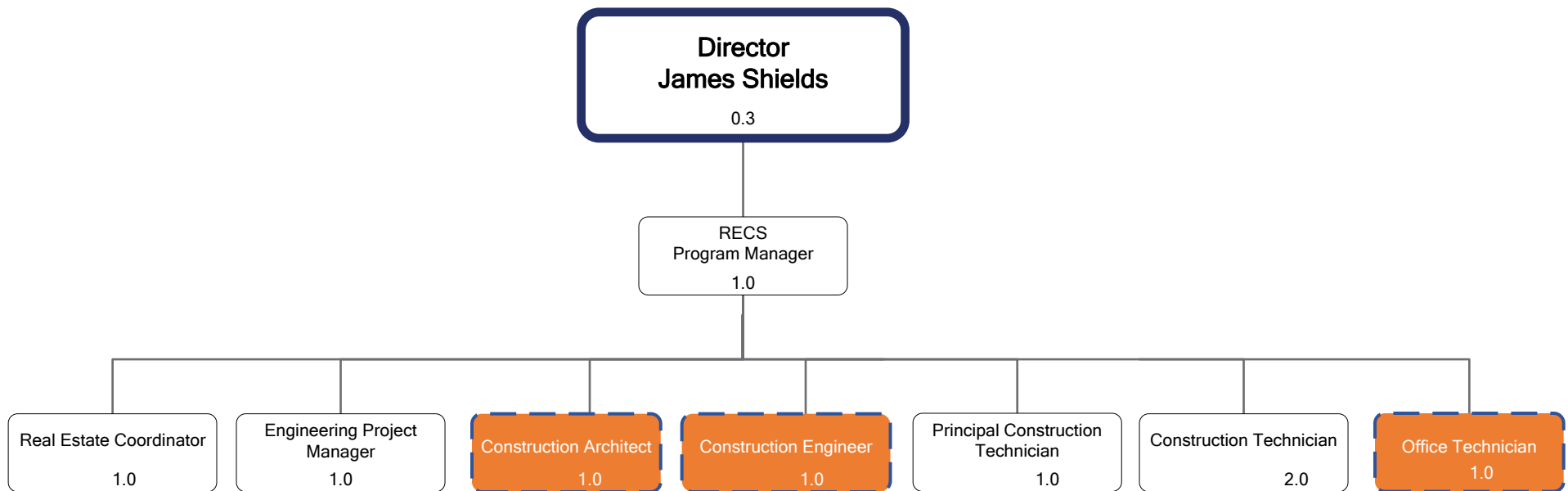


Real Estate and Construction Services

FY 2019 Organizational Chart

Existing FTE = 6.30 Adopted FTE = 9.30

Legend:



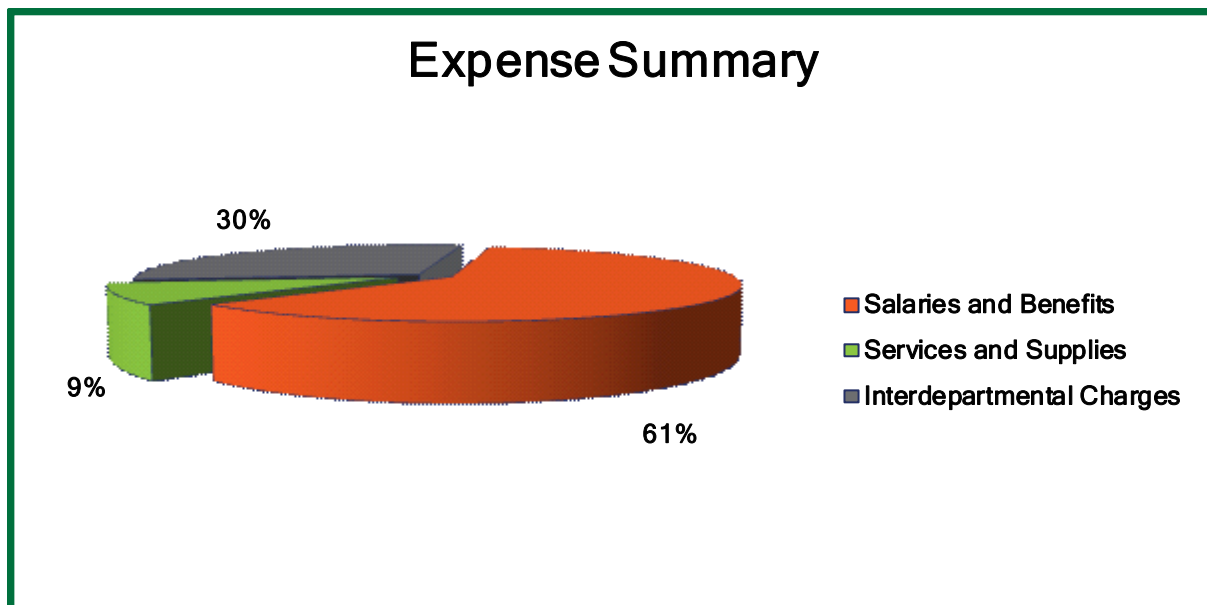
REAL ESTATE AND CONSTRUCTION SERVICES

Department Summary

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

Appropriation Summary

| Type of Expense | Budget 2015 | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries and Benefits | \$ 889,415 | \$ 791,442 | \$ 834,289 | \$ 899,683 | \$ 1,246,898 |
| Services and Supplies | 249,255 | 290,586 | 338,211 | 260,155 | 190,146 |
| Interdepartmental Charges | 224,620 | 177,181 | 380,816 | 426,183 | 617,447 |
| Total | \$ 1,363,290 | \$ 1,259,209 | \$ 1,553,316 | \$ 1,586,021 | \$ 2,054,491 |



REAL ESTATE AND CONSTRUCTION SERVICES

Activities Detail

Real Estate

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

Construction Services

Construction Services is responsible for the design, construction management, and contract compliance of a wide variety of Agency and private party construction projects in both the City and County of Sacramento. Projects include rehabilitation and new construction loans to owners and developers, the design and delivery of capital improvement projects and modernization of the conventional Public housing stock, and the design, rehabilitation, and sale of Agency owned single family homes to first-time, low income homebuyers.

2019 Goals and Objectives

- Continue the Welcome Home Program (also known as the Purchase and Resale Entity (PRE) program): rehabilitate single family homes and sell to first-time, low income homebuyers.
- Manage the modernization of Public Housing properties for the Housing Authority.
- Continue pursuing the Agency's Section 3 Local Hiring program for all applicable RECS related activities.
- Manage and maintain the Agency's vacant properties.
- Continue implementing the Agency's property Disposition Plan by selling Agency-owned vacant properties most eligible for sale.
- Provide budget analyses and construction oversight for the many lending programs the Agency offers.
- Continue managing the Agency's Emergency Repair Program (ERP).
- Work with interested parties to lease available space at 600 I Street.
- Complete development of online Building plan service for SHRA users.
- Create data sheets with Agency-owned property info to be used by staff.

REAL ESTATE AND CONSTRUCTION SERVICES

- Develop project budget tracking system with Housing Authority.
- Explore feasibility of online bidding process.
- Implement RECS customer service surveys.
- Continue to foster a culture that recognizes its employees for their contributions to the Agency.
- Ensure that diversity and inclusion is a goal when hiring.

2018 Accomplishments

- Monitored various construction and rehabilitation projects for the Agency's Development Department, including, but not limited to:

Completion of the following projects:

- Several multi-family rehab projects: Village Park, St. Francis, Pensione K, Crossroad Gardens)
- Rio Linda Superblock
- 700 K Street mixed use rehab project
- B Street Theater

On-going management of the following projects:

- Del Paso Nuevo single-family home construction, phases 5 and 6
- Bing Kong Tong, Phase 2
- Multi-family rehab projects (Belvue Apartments, Southwind)
- CDBG projects (Susan B. Anthony School, Stanford Settlement, Walnut Grove Restrooms, Electric Vehicle charging stations at Marina Vista)
- Salvation Army Women's Shelter

Budget review of the following projects:

- Multi-family rehab projects (Courtyard Inn, 1717 St Street, Norwood Annex, Dixieann, Victory Townhomes, Imperial Tower)
 - Twin Rivers Development
- Managed the rehabilitation and modernization of various Public Housing projects, including the renovation of several duplexes and single family homes, as well as several projects within the multi-family sites.

REAL ESTATE AND CONSTRUCTION SERVICES

- Continued to bid and monitor the construction of houses in the Welcome Home Program. Sold many of these houses to new low-income homeowners.
- Contracted and managed the demolition of Phase 1 of the Twin Rivers Housing Project.
- Implemented and managed the Agency's Emergency Repair Program (ERP)
- Managed the maintenance of the Agency's many vacant properties.
- Managed the commercial tenants at Riverview Plaza (600 I Street).
- Continued implementing the Agency's property Disposition Plan by selling the Agency-owned vacant properties most eligible for sale.
- Continued the environmental monitoring/mitigation and leasing of the Auburn Garfield site.

Employee Services Schedule

Real Estate and Construction Services

| | 2015 Budget | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget | Increase (Decrease) |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| Construction Architect | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Construction Engineer | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Director | 0.40 | 0.40 | 0.00 | 0.30 | 0.30 | 0.00 |
| Engineering Project Manager | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Real Estate Coordinator | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Construction Technician | 3.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Office Technician | 1.00 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Principal Construction Technician | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Program Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Management Analyst | 3.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Positions | 9.40 | 6.40 | 6.00 | 6.30 | 9.30 | 3.00 |

REAL ESTATE AND CONSTRUCTION SERVICES

| Key Indicators | FY 16 Actual | FY 17 Actual | FY18 Mid-Year Actual | FY18 Projected Total | FY 19 Estimated |
|---|-----------------|-----------------|----------------------------|----------------------------|--------------------|
| Output: | | | | | |
| # of appraisals completed (appraise all properties assigned) | 15 | 23 | 47 | 55 | 25 |
| # of Agency owned Vacant Properties Sold | 0 | 9 | 20 | 24 | 15 |
| # of Public Housing rehab projects managed | 18 | 18 | 21 | 28 | 25 |
| # of Multi-family lending projects for which construction oversight was provided | 9 | 12 | 9 | 12 | 12 |
| # of Agency-owned single family homes sold to first time low income homebuyers | 8 | 15 | 15 | 23 | 14 |
| Effectiveness: | | | | | |
| % of appraisals completed within estimated timeframe | 95% | 90% | 90% | 90% | 90% |
| # of construction projects with change orders under 10% | 80% | 85% | 80% | 85% | 85% |
| % of Agency owned single family homes designated for 1st time low income homebuyers sold (total completed over total available) | 10% | 30% | 50% | 62% | 80% |



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SECTION I

COMMUNITY SOCIAL SERVICES

- ▶ Department Summaries
- ▶ Appropriation Summary
- ▶ 2019 Goals and Objectives
- ▶ 2018 Accomplishments
- ▶ Employee Services Schedule

Department Summaries

Community Social Services

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

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

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

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

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

COMMUNITY SOCIAL SERVICES

Appropriation Summary

| <u>Type of Expense</u> | <u>Budget 2015</u> | <u>Budget 2016</u> | <u>Budget 2017</u> | <u>Budget 2018</u> | <u>Budget 2019</u> |
|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Public Services | <u>\$ 5,237,669</u> | <u>\$ 5,707,190</u> | <u>\$ 5,978,537</u> | <u>\$ 6,700,602</u> | <u>\$ 5,119,260</u> |

2019 Goals and Objectives

Community Social Services

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

2018 Accomplishments

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

| | City | County | Total | Source |
|--|--------------|--------------|--------------|--------------------------|
| Administration | | | | |
| HOPWA Administration | \$ 43,376 | | \$ 43,376 | HOPWA-City |
| Community Services | | | | |
| Natomas Youth Services | 175,000 | - | 175,000 | MFSAF - City |
| Valley-Hi Boys and Girls Club | 100,000 | | 100,000 | MFSAF - City |
| North 5th Street Shelter | | 200,000 | 200,000 | CDBG - County |
| Subtotal Community Services | 275,000 | 200,000 | 475,000 | |
| Rental Assistance | | | | |
| HOPWA Short-term Rent Mortgage Utilities (STRMU) | 248,000 | | 248,000 | HOPWA-City |
| HOPWA Tenant Based (TBRA) | 20,000 | | 20,000 | HOPWA-City |
| Homeless Prevention & Rapid Re-Housing | 147,971 | | 147,971 | ESG-City |
| Homeless Prevention & Rapid Re-Housing | | 170,807 | 170,807 | ESG- County |
| Sacramento County- Rapid-ReHousing | | 82,102 | 82,102 | State ESG |
| Boulevard Court | 396,864 | | 396,864 | Housing Successor-City |
| Mutual Housing at the Highlands | | 296,000 | 296,000 | Housing Successor-County |
| Subtotal Rental Assistance | 812,835 | 548,909 | 1,361,744 | |
| Senior Nutrition | | | | |
| Senior Nutrition Program | 535,207 | | 535,207 | CDBG - City |
| Senior Nutrition Program | | 428,991 | 428,991 | CDBG - County |
| Senior Nutrition Program | | 95,807 | 95,807 | PILOT - County |
| Senior Nutrition Program | 40,000 | | 40,000 | MFSAF - City |
| Subtotal Senior Nutrition | 575,207 | 524,798 | 1,100,005 | |
| Homeless | | | | |
| Shelter / COC | 63,000 | | 63,000 | CDBG - City |
| Shelter / COC | | 163,000 | 163,000 | CDBG - County |
| Shelter / COC | | 433,000 | 433,000 | MFSAF - County |
| Shelter / COC | 221,955 | | 221,955 | ESG-City |
| Shelter / COC | | 256,209 | 256,209 | ESG-County |
| Shelter / COC | 282,334 | | 282,334 | PILOT - City |
| Shelter / COC | | 34,666 | 34,666 | PILOT - County |
| Shelter / COC | | 123,154 | 123,154 | State ESG |
| Subtotal Homeless | 567,289 | 1,010,029 | 1,577,318 | |
| Supportive Services | | | | |
| HOPWA Supportive Services | 240,657 | - | 240,657 | HOPWA-City |
| HOPWA Supportive Services | 208,160 | - | 208,160 | HOPWA-City |
| Supportive Services | 448,817 | - | 448,817 | |
| Operations | | | | |
| HOPWA Operations | 113,000 | - | 113,000 | HOPWA-City |
| Totals | \$ 2,835,524 | \$ 2,283,736 | \$ 5,119,260 | |



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SECTION J

DEBT SERVICE

| | <u>Interest</u> | <u>Principal</u> | <u>Total</u> |
|---|-------------------|---------------------|---------------------|
| <u>Local Housing Mortgages:</u> | | | |
| San Jose/Broadway | \$ 3,509 | \$ 65,891 | \$ 69,400 (1) |
| Total Local Housing Mortgages | <u>\$ 3,509</u> | <u>\$ 65,891</u> | <u>\$ 69,400</u> |
| <u>Loan Repayments:</u> | | | |
| HUD 108 Del Paso Nuevo 2011-A | 21,180 | 300,000 | 321,180 (2) |
| HUD 108 Globe Mills | 169,764 | 301,000 | 470,764 (3) |
| Bank of America-Public Capital corp (801 12th St) | 389,647 | 655,022 | 1,044,669 (4) |
| County of Sacramento | 18,146 | 150,000 | 168,146 (5) |
| HUD 108 CNI Twin Rivers | 211,072 | 306,000 | 517,072 (6) |
| Total Loan Repayments | <u>\$ 809,809</u> | <u>\$ 1,712,022</u> | <u>\$ 2,521,831</u> |
| Total Debt Service | <u>\$ 813,318</u> | <u>\$ 1,777,913</u> | <u>\$ 2,591,231</u> |

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

(2) \$3,125,000 Community Development Block Grant Note Payable authorized and issued August 9, 2001, due in installments of \$85,000 to \$300,000 from February 2002 through August 2021 with interest payable semiannually at 5.70% to 6.67% for the purpose of financing the Del Paso Nuevo project. This note is collateralized by and payable from future CDBG entitlements.

(3) \$5,500,000 Community Development Block Grant Note Payable authorized and issued September 14, 2006, due in installments of \$146,000 to \$461,000 from February 2007 through August 2026 with interest payable semiannually at 4.96% to 5.77% for the purpose of financing the Globe Mills project. This note is collateralized by and payable from the City Redevelopment Successor Agency.

(4) \$13,000,000 Bank of America Note Payable authorized and issued June 2008, due in monthly installments of \$87,000 from July 2008 through June 2028 with interest payable monthly at 5.18% for the purpose of financing the Agency's administration building at 801 12th street.

(5) \$150,000 County of Sacramento Note Payable authorized and issued April 2015. The entire outstanding principal balance together with all accrued but unpaid interest, 3.25% annually, shall be due and payable in full no later than December 31, 2018, for the purpose of providing a loan to Mercy Housing California for predevelopment costs on 3425 Orange Grove Avenue.

(6) \$16,490,000 Community Development Block Grant Note Payable authorized and issued September 2018, due in installments of \$306,000 to \$1,087,000 from February 2018 through August 2039 with interest payable semiannually at 2.56% to for the purpose of financing the Twin Rivers Housing project. This note is collateralized by and payable from future CDBG entitlements.

SECTION K

PROJECTS AND PROGRAMS SCHEDULE



Projects by Type - FY 2019

| Project Type | Funding Source | Description | Appropriation |
|--|---|---|---------------|
| Housing Authority Capital Projects | Choice Neighborhoods Initiative Section 108- City | CNI Section 108- Twin Rivers | \$ 16,064,693 |
| | Conventional Housing - Capital Fund Program - City - 2019 | Modernization | 1,598,330 |
| | Conventional Housing - Capital Fund Program - County - | Modernization | 840,043 |
| | | Subtotal | \$ 18,503,066 |
| Infrastructure and Public Improvements | Community Development Block Grant - City - 2014 | Salvation Army Shelter Improvements | \$ 107,700 |
| | Community Development Block Grant - City - 2015 | Salvation Army Shelter Improvements | 30,118 |
| | Community Development Block Grant - City - 2016 | Salvation Army Shelter Improvements | 62,182 |
| | Community Development Block Grant - City - 2017 | NOFA- Standard Settlement Improvements | 70,000 |
| | Community Development Block Grant - City - 2017 | Stockton Blvd Complete Streets Design | 25,000 |
| | Community Development Block Grant - City - 2018 | NOFA- Standard Settlement Improvements | 80,000 |
| | Community Development Block Grant - City - 2019 | Babcock Elementary Pavement Replacement | 600,000 |
| | Community Development Block Grant - City - 2019 | Meadownview Streetscape Phase II | 400,000 |
| | Community Development Block Grant - City - 2019 | Sim Center Traffic Signal/Wayfinding | 300,000 |
| | Community Development Block Grant - City - 2019 | Oak Park Playground Improvements | 200,000 |
| | Community Development Block Grant - City - 2019 | Capital Reserve | 139,809 |
| | Community Development Block Grant - City - 2019 | Small Public Facility Notice of Funding Availability (NOFA) | 100,000 |
| | Community Development Block Grant - City - 2019 | Meadowview Park Improvements Design | 80,000 |
| | Community Development Block Grant - City - 2019 | Morrison Creek Design | 55,000 |
| | Community Development Block Grant - City - 2019 | NOFA- Standard Settlement Improvements | 50,000 |
| | Community Development Block Grant - City - 2019 | Capital Improvement Project Scoping and Environmental | 50,000 |
| | Community Development Block Grant - City - 2019 | Consolidated Planning | 50,000 |
| | Community Development Block Grant - City - 2019 | Salvation Army Shelter Improvements | 50,000 |
| | Community Development Block Grant - City - 2019 | Oak Park CC Safety Improvements | 50,000 |
| | Community Development Block Grant - County - 2015 | Rosemont Community Park Improvements Phase I | 8,000 |
| | Community Development Block Grant - County - 2016 | Rosemont Community Park Improvements Phase I | 12,000 |
| | Community Development Block Grant - County - 2017 | Rosemont Community Park Improvements Phase I | 7,888 |
| | Community Development Block Grant - County - 2018 | Isleton Tong Building | 150,000 |
| | Community Development Block Grant - County - 2018 | LED Street Light Project | 100,000 |
| | Community Development Block Grant - County - 2018 | Florin Area Street Light Project | 100,000 |
| | Community Development Block Grant - County - 2018 | Rosemont Community Park Improvements Phase I | 100,000 |
| | Community Development Block Grant - County - 2019 | Rosemont Area Street Light Improvements Project | 1,384,482 |
| | Community Development Block Grant - County - 2019 | Florin Area Street Light Project | 780,000 |
| | Community Development Block Grant - County - 2019 | Capital Reserve | 267,595 |
| | Community Development Block Grant - County - 2019 | LED Street Light Project | 243,000 |
| | Community Development Block Grant - County - 2019 | Folsom Seniors Helping Seniors Handyman Program | 165,000 |
| | Community Development Block Grant - County - 2019 | Small Public Facility Notice of Funding Availability (NOFA) | 100,000 |
| | Community Development Block Grant - County - 2019 | Rosemont Community Park Improvements Phase I | 74,892 |
| | Community Development Block Grant - County - 2019 | Capital Improvement Project Scoping and Environmental | 50,000 |
| | Community Development Block Grant-County-Program | 47th Avenue Pedestrian and Bicycle Improvements Project | 281,579 |
| | Community Development Block Grant-County-Program | Mather Campus Community/Homeless Triage Center | 90,000 |
| | | Subtotal | \$ 6,414,245 |

PROJECTS BY TYPE

| Project Type | Funding Source | Description | Appropriation |
|--------------------------------------|---|--|---------------|
| Housing Development and Preservation | Affordable Housing Program Entitlement | Housing Development Assistance | \$ 2,583,695 |
| | City Low Income Housing (MIHO) | Housing Development Assistance | 1,092,860 |
| | Community Development Block Grant - City - 2017 | 1224 D Street Remediation | 25,000 |
| | Community Development Block Grant - City - 2018 | 1224 D Street Remediation | 25,000 |
| | Community Development Block Grant - City - 2019 | Emergency Repair Program/Accessibility Grant Program (ERP) | 150,000 |
| | Community Development Block Grant - City - 2019 | Fair Housing Activities | 135,000 |
| | Community Development Block Grant - City - 2019 | Minor Repair & ADA for Seniors & Low Income Homeowners Program | 50,000 |
| | Community Development Block Grant - County - 2019 | Veterans/Affordable Housing Rehabilitation Program | 500,000 |
| | Community Development Block Grant - County - 2019 | Emergency Repair Program/Accessibility Grant Program (ERP) | 150,000 |
| | Community Development Block Grant - County - 2019 | Fair Housing Activities | 90,000 |
| | Community Development Block Grant - County - 2019 | Minor Repair & ADA for Seniors & Low Income Homeowners Program | 50,000 |
| | HOME - City 2019 | Multi-family Housing Acquisition and Rehabilitation | 1,184,900 |
| | HOME - City 2019 | Multi-family Housing New Construction | 1,184,900 |
| | HOME - County 2019 | Multi-family Housing Acquisition and Rehabilitation | 1,431,115 |
| | HOME - County 2019 | Multi-family Housing New Construction | 1,431,115 |
| | HOME Revolving Loans - City | Multi-family Housing New Construction | 518,158 |
| | HOME Revolving Loans - City | Multi-family Housing Acquisition and Rehabilitation | 518,157 |
| | HOME Revolving Loans - County | Multi-family Housing New Construction | 366,930 |
| | HOME Revolving Loans - County | Multi-family Housing Acquisition and Rehabilitation | 366,928 |
| | HOPWA | Housing Development Assistance | 509,784 |
| | Housing Trust Fund - City | Housing Development Assistance | 631,162 |
| | HSA-Project Fund - City | Housing Development Assistance | 750,287 |
| | HSA-Project Fund - County | Housing Development Assistance | 94,825 |
| | Supplemental Admin Fees-City | Housing Development Assistance | 554,033 |
| | | Subtotal | \$ 14,393,849 |
| | | TOTAL | \$ 39,311,160 |



Projects by Funding Source - FY 2019

| Funding Source | Project Type | Description | Appropriation | Environmental |
|---|--|--|---------------|--------------------------|
| HSA-Project Fund - City | Housing Development and Preservation | Housing Development Assistance | \$ 750,287 | Not completed |
| | | Subtotal | \$ 750,287 | |
| HSA-Project Fund - County | Housing Development and Preservation | Housing Development Assistance | \$ 94,825 | Not completed |
| | | Subtotal | \$ 94,825 | |
| Community Development Block Grant - City - 2014 | Infrastructure and Public Improvements | Salvation Army Shelter Improvements | 107,700 | Completed |
| | | Subtotal | \$ 107,700 | |
| Community Development Block Grant - City - 2015 | Infrastructure and Public Improvements | Salvation Army Shelter Improvements | 30,118 | Completed |
| | | Subtotal | \$ 30,118 | |
| Community Development Block Grant - City - 2016 | Infrastructure and Public Improvements | Salvation Army Shelter Improvements | 62,182 | Completed |
| | | Subtotal | \$ 62,182 | |
| Community Development Block Grant - City - 2017 | Infrastructure and Public Improvements | NOFA- Standard Settlement Improvements | \$ 70,000 | Completed |
| Community Development Block Grant - City - 2017 | Housing Development and Preservation | 1224 D Street Remediation | 25,000 | Completed |
| Community Development Block Grant - City - 2017 | Infrastructure and Public Improvements | Stockton Blvd Complete Streets Design | 25,000 | Completed |
| | | Subtotal | \$ 120,000 | |
| Community Development Block Grant - City - 2018 | Infrastructure and Public Improvements | NOFA- Standard Settlement Improvements | 80,000 | Completed |
| Community Development Block Grant - City - 2018 | Housing Development and Preservation | 1224 D Street Remediation | 25,000 | Completed |
| | | Subtotal | \$ 105,000 | |
| Community Development Block Grant - City - 2019 | Housing Development and Preservation | Emergency Repair Program/Accessibility Grant Program (ERP) | \$ 150,000 | Completed |
| Community Development Block Grant - City - 2019 | Housing Development and Preservation | Fair Housing Activities | 135,000 | Completed |
| Community Development Block Grant - City - 2019 | Housing Development and Preservation | Minor Repair & ADA for Seniors & Low Income Homeowners Program | 50,000 | Completed |
| Community Development Block Grant - City - 2019 | Infrastructure and Public Improvements | Meadowview Park Improvements Design | 80,000 | Completed |
| Community Development Block Grant - City - 2019 | Infrastructure and Public Improvements | NOFA- Standard Settlement Improvements | 50,000 | Completed |
| Community Development Block Grant - City - 2019 | Infrastructure and Public Improvements | Capital Improvement Project Scoping and Environmental | 50,000 | Completed |
| Community Development Block Grant - City - 2019 | Infrastructure and Public Improvements | Consolidated Planning | 50,000 | Completed |
| Community Development Block Grant - City - 2019 | Infrastructure and Public Improvements | Morrison Creek Design | 55,000 | Completed |
| Community Development Block Grant - City - 2019 | Infrastructure and Public Improvements | Small Public Facility Notice of Funding Availability (NOFA) | 100,000 | Completed |
| Community Development Block Grant - City - 2019 | Infrastructure and Public Improvements | Salvation Army Shelter Improvements | 50,000 | Completed |
| Community Development Block Grant - City - 2019 | Infrastructure and Public Improvements | Sim Center Traffic Signal/Wayfinding | 300,000 | Completed |
| Community Development Block Grant - City - 2019 | Infrastructure and Public Improvements | Oak Park Playground Improvements | 200,000 | Completed |
| Community Development Block Grant - City - 2019 | Infrastructure and Public Improvements | Oak Park CC Safety Improvements | 50,000 | Completed |
| Community Development Block Grant - City - 2019 | Infrastructure and Public Improvements | Babcock Elementary Pavement Replacement | 600,000 | Completed |
| Community Development Block Grant - City - 2019 | Infrastructure and Public Improvements | Meadowview Streetscape Phase II | 400,000 | Completed |
| Community Development Block Grant - City - 2019 | Infrastructure and Public Improvements | Capital Reserve | 139,809 | Not subject ³ |
| | | Subtotal | \$ 2,459,809 | |

PROJECTS BY FUNDING SOURCE

| Funding Source | Project Type | Description | Appropriation | Environmental |
|---|--|--|---------------------|--------------------------|
| Community Development Block Grant - County - 2015 | Infrastructure and Public Improvements | Rosemont Community Park Improvements Phase I | 8,000 | Completed |
| | | Subtotal | <u>\$ 8,000</u> | |
| Community Development Block Grant - County - 2016 | Infrastructure and Public Improvements | Rosemont Community Park Improvements Phase I | 12,000 | Completed |
| | | Subtotal | <u>\$ 12,000</u> | |
| Community Development Block Grant - County - 2017 | Infrastructure and Public Improvements | Rosemont Community Park Improvements Phase I | 7,888 | Completed |
| | | Subtotal | <u>\$ 7,888</u> | |
| Community Development Block Grant - County - 2018 | Infrastructure and Public Improvements | LED Street Light Project | 100,000 | Completed |
| Community Development Block Grant - County - 2018 | Infrastructure and Public Improvements | Florin Area Street Light Project | 100,000 | Completed |
| Community Development Block Grant - County - 2018 | Infrastructure and Public Improvements | Rosemont Community Park Improvements Phase I | 100,000 | Completed |
| Community Development Block Grant - County - 2018 | Infrastructure and Public Improvements | Isleton Tong Building | 150,000 | Completed |
| | | Subtotal | <u>\$ 450,000</u> | |
| Community Development Block Grant - County - 2019 | Housing Development and Preservation | Minor Repair & ADA for Seniors & Low Income Homeowners Program | \$ 50,000 | Completed |
| Community Development Block Grant - County - 2019 | Housing Development and Preservation | Emergency Repair Program/Accessibility Grant Program (ERP) | 150,000 | Completed |
| Community Development Block Grant - County - 2019 | Housing Development and Preservation | Veterans/Affordable Housing Rehabilitation Program | 500,000 | Not completed |
| Community Development Block Grant - County - 2019 | Housing Development and Preservation | Fair Housing Activities | 90,000 | Completed |
| Community Development Block Grant - County - 2019 | Infrastructure and Public Improvements | Capital Improvement Project Scoping and Environmental | 50,000 | Completed |
| Community Development Block Grant - County - 2019 | Infrastructure and Public Improvements | LED Street Light Project | 243,000 | Completed |
| Community Development Block Grant - County - 2019 | Infrastructure and Public Improvements | Rosemont Area Street Light Improvements Project | 1,384,482 | Completed |
| Community Development Block Grant - County - 2019 | Infrastructure and Public Improvements | Florin Area Street Light Project | 780,000 | Completed |
| Community Development Block Grant - County - 2019 | Infrastructure and Public Improvements | Small Public Facility Notice of Funding Availability (NOFA) | 100,000 | Completed |
| Community Development Block Grant - County - 2019 | Infrastructure and Public Improvements | Folsom Seniors Helping Seniors Handyman Program | 165,000 | Completed |
| Community Development Block Grant - County - 2019 | Infrastructure and Public Improvements | Rosemont Community Park Improvements Phase I | 74,892 | Completed |
| Community Development Block Grant - County - 2019 | Infrastructure and Public Improvements | Capital Reserve | 267,595 | Not subject ³ |
| | | Subtotal | <u>\$ 3,854,969</u> | |
| Community Development Block Grant-County-Program Income | Infrastructure and Public Improvements | 47th Avenue Pedestrian and Bicycle Improvements Project | 281,579 | Completed |
| Community Development Block Grant-County-Program Income | Infrastructure and Public Improvements | Mather Campus Community/Homeless Triage Center | 90,000 | Completed |
| | | Subtotal | <u>\$ 371,579</u> | |
| HOME Revolving Loans - City | Housing Development and Preservation | Multi-family Housing Acquisition and Rehabilitation | \$ 518,157 | Not completed |
| HOME Revolving Loans - City | Housing Development and Preservation | Multi-family Housing New Construction | 518,158 | Not completed |
| | | Subtotal | <u>\$ 1,036,315</u> | |
| HOME Revolving Loans - County | Housing Development and Preservation | Multi-family Housing Acquisition and Rehabilitation | \$ 366,928 | Not completed |
| HOME Revolving Loans - County | Housing Development and Preservation | Multi-family Housing New Construction | 366,930 | Not completed |
| | | Subtotal | <u>\$ 733,858</u> | |

PROJECTS BY FUNDING SOURCE

| Funding Source | Project Type | Description | Appropriation | Environmental |
|---|--------------------------------------|---|----------------------|---------------|
| HOME - City 2019 | Housing Development and Preservation | Multi-family Housing Acquisition and Rehabilitation | \$ 1,184,900 | Not completed |
| HOME - City 2019 | Housing Development and Preservation | Multi-family Housing New Construction | \$ 1,184,900 | Not completed |
| | | Subtotal | <u>\$ 2,369,800</u> | |
| HOME - County 2019 | Housing Development and Preservation | Multi-family Housing Acquisition and Rehabilitation | \$ 1,431,115 | Not completed |
| HOME - County 2019 | Housing Development and Preservation | Multi-family Housing New Construction | 1,431,115 | Not completed |
| | | Subtotal | <u>\$ 2,862,230</u> | |
| Housing Trust Fund - City | Housing Development and Preservation | Housing Development Assistance | \$ 631,162 | Not completed |
| | | Subtotal | <u>\$ 631,162</u> | |
| Affordable Housing Program Entitlement | Housing Development and Preservation | Housing Development Assistance | \$ 2,583,695 | Not completed |
| | | Subtotal | <u>\$ 2,583,695</u> | |
| City Low Income Housing (MIHO) | Housing Development and Preservation | Housing Development Assistance | \$ 1,092,860 | Not completed |
| | | Subtotal | <u>\$ 1,092,860</u> | |
| HOPWA | Housing Development and Preservation | Housing Development Assistance | \$ 509,784 | Not completed |
| | | Subtotal | <u>\$ 509,784</u> | |
| Choice Neighborhoods Initiative Section 108- City | Housing Authority Capital Projects | CNI Section 108- Twin Rivers | \$ 16,064,693 | Completed |
| | | Subtotal | <u>\$ 16,064,693</u> | |
| Supplemental Admin Fees-City | Housing Development and Preservation | Housing Development Assistance | \$ 554,033 | Not completed |
| | | Subtotal | <u>\$ 554,033</u> | |
| Conventional Housing - Capital Fund Program - City - 2019 | Housing Authority Capital Projects | Modernization | \$ 1,598,330 | Completed |
| | | Subtotal | <u>\$ 1,598,330</u> | |
| Conventional Housing - Capital Fund Program - County - 2019 | Housing Authority Capital Projects | Modernization | \$ 840,043 | Completed |
| | | Subtotal | <u>\$ 840,043</u> | |
| | | TOTAL | <u>\$ 39,311,160</u> | |

Notes:

Not Completed:

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

Completed:

- 1) Completed and it is not a project under California Environmental Quality Act (CEQA) Guideline 15378 and it is exempt pursuant to 24 CFR 35(b)(3).
- 2) CEQA and NEPA completed.

Not Subject:

- 3) Reserves that prior to use shall be subject to the appropriate level of environmental as applicable



Defunding - FY 2019

| Funding Source | Project Type | Description | Appropriation |
|---|--|-----------------------------|-------------------|
| Insurance | Infrastructure and Public Improvements | Insurance Reserve | \$ 956,037 |
| | | Subtotal | <u>\$ 956,037</u> |
| Headquarters-801 12th St | Commercial | Headquarters operations | \$ 193,108 |
| | | Subtotal | <u>\$ 193,108</u> |
| Community Dev Block Grant - City -2014 | Infrastructure and Public Improvements | Unallocated Capital Reserve | 107,700 |
| | | Subtotal | <u>\$ 107,700</u> |
| Community Dev Block Grant - City -2015 | Infrastructure and Public Improvements | Unallocated Capital Reserve | 30,118 |
| | | Subtotal | <u>\$ 30,118</u> |
| Community Dev Block Grant - City - 2016 | Infrastructure and Public Improvements | Unallocated Capital Reserve | \$ 62,182 |
| | | Subtotal | <u>\$ 62,182</u> |
| Community Dev Block Grant - City - 2017 | Infrastructure and Public Improvements | Unallocated Capital Reserve | \$ 120,000 |
| | | Subtotal | <u>\$ 120,000</u> |
| Community Dev Block Grant - City - 2018 | Infrastructure and Public Improvements | Unallocated Capital Reserve | \$ 105,000 |
| | | Subtotal | <u>\$ 105,000</u> |
| Community Dev Block Grant - County 2015 | Infrastructure and Public Improvements | Unallocated Capital Reserve | \$ 8,000 |
| | | Subtotal | <u>\$ 8,000</u> |
| Community Dev Block Grant - County 2016 | Infrastructure and Public Improvements | Unallocated Capital Reserve | 12,000 |
| | | Subtotal | <u>\$ 12,000</u> |

DEFUNDING

| <u>Funding Source</u> | <u>Project Type</u> | <u>Description</u> | <u>Appropriation</u> |
|---|--|--------------------------------|----------------------|
| Community Dev Block Grant - County 2017 | Infrastructure and Public Improvements | Unallocated Capital Reserve | 7,888 |
| | | Subtotal | <u>\$ 7,888</u> |
| Community Dev Block Grant - County 2018 | Infrastructure and Public Improvements | Unallocated Capital Reserve | 450,000 |
| | | Subtotal | <u>\$ 450,000</u> |
| Housing Trust Fund - County | Housing Development and Preservation | Project Delivery | \$ 1,714,409 |
| | | Subtotal | <u>\$ 1,714,409</u> |
| HOPWA | Housing Development and Preservation | Housing Development Assistance | \$ 240,657 |
| | | Subtotal | <u>\$ 240,657</u> |
| Supplemental Admin Fees-County | Housing Development and Preservation | Housing Development Assistance | \$ 96,832 |
| | | Subtotal | <u>\$ 96,832</u> |
| | | TOTAL | <u>\$ 4,103,931</u> |



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SECTION L

GLOSSARY

GLOSSARY

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

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

AFSCME - American Federation of State, County and Municipal Employees. The union representing clerical, maintenance, and food service employees at the Agency in labor issues.

AGENCY - The Sacramento Housing and Redevelopment Agency.

AGENCY OVERHEAD - Costs of the administrative organizations that are distributed to the operating organizations.

APPROPRIATION - An authorization by the Governing Bodies to make expenditures and to incur obligations for specific purposes. NOTE: An appropriation usually is time limited and must be expended before that deadline. Under normal conditions, an operating appropriation would have a one year life and a capital appropriation would be for the life of the project.

ASSETS - Resources owned or held by the Agency which have monetary value. Certain kinds of assets are monetary, such as cash and receivables (money owed to the Agency), and others are non-monetary physical things, such as inventories, land, buildings, and equipment.

AVAILABLE FUND BALANCE - The amount of fund balance available to finance the budget after deducting encumbrances and reserves.

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

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

GLOSSARY

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

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

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

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

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

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

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

CBO - See Community Based Organizations.

CDBG - Community Development Block Grant

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

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

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

GLOSSARY

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

COST - The estimated expenditure for a particular resource.

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

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

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

DEFICIT - An excess of expenditures over resources.

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

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

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

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

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

GLOSSARY

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

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

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

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

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

FINANCIAL TRANSACTIONS - Costs of operations that are beyond the control of an operating organization. Examples include (1) fees charged by the City Treasurer for his services in investing Agency funds, and (2) loan processing fees

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

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

FTE - See Full Time Equivalent

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

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

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

GLOSSARY

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

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

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

HAP - See Housing Assistance Payment.

HSA - Housing Successor Agency as determined by assembly bill 26X1

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

HPRP - Homelessness Prevention and Rapid Re-Housing Program.

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

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

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

HUD OPERATING SUBSIDY - Provided annually by HUD, this should be the difference between the income generated by housing and the cost to operate the housing. However, depending on Congressional appropriations each year the annual entitlement to public housing authorities is often less than the need.

INDIRECT COSTS - Those elements of cost necessary in the performance of a service which cannot be exactly or easily allocated to the unit of service.

GLOSSARY

Usually, they relate to those expenditures which are not an integral part of the service such as utilities, supplies, management, supervision, etc.

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

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

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

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

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

MFSAF - Multifamily Supplemental Assessment Fee.

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

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

NSP - Neighborhood Stabilization Program

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

GLOSSARY

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

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

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

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

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

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

OVERHEAD - See Indirect Costs.

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

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

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

PUBLIC HOUSING - Housing owned and managed by municipal agencies which is under contract with the United States Department of Housing and Urban

GLOSSARY

- Development (HUD). The contract imposes rent limitations, tenant income limitations, and maintenance requirements in return for subsidy funding from HUD.
- RESERVE - An amount in a fund set aside to be used to meet cash requirements, emergency expenditures, or future defined requirements. A reserve is not an appropriation, and there is no limitation on the amount of reserves that can be established.
- RESOURCES - Total amounts available for appropriation during the fiscal year, including revenues, fund transfers, and available fund balances.
- REVENUE - Money received to finance ongoing Agency services.
- RLF - Revolving Loan Fund.
- SHRA-EA - Sacramento Housing and Redevelopment Agency Employees Association. The employee association representing administrative and technical Agency employees in labor issues.
- SERVICES and Supplies - Contractual services, expendable commodities, financial charges, office supplies, and equipment items costing under \$5,000.
- STAKEHOLDER - a party which has an active interest either as a provider or a recipient. Literally - person entrusted with the stakes of bettors.
- TARGET AREA - The area which is designated in the Community Development Block Grant plans for redevelopment and revitalization.
- TEMPORARY EMPLOYEE - An Agency position where the employee works less than 1,000 hours during a fiscal year. Expenditures for these positions are included in Employee Services in the Budget. NOTE: These positions are not counted as Agency employees.
- TEMPORARY SERVICES EMPLOYEE - An employee of a temporary service company that is contracted for by the Agency to perform a specific job for a short time period. Expenditures for these positions are included in Services and Supplies in the Budget. A temporary services employee is not an Agency employee.

SECTION M

APPENDIX

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

GOAL 1

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

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

GOAL 2

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

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

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY GOALS

GOAL 3

REVITALIZE LOWER INCOME NEIGHBORHOODS TO CREATE HEALTHY AND SUSTAINABLE COMMUNITIES

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

GOAL 4

PROMOTE ECONOMIC DEVELOPMENT THROUGH STRATEGIC INFRASTRUCTURE AND PUBLIC FACILITY IMPROVEMENTS

- Facilitate investment in infrastructure and capital improvements.
- Develop and market financial incentives to maximize private investment.
- Establish and strengthen partnerships to support a vibrant and sustainable business environment.
- Target and market key sites and opportunities for mixed use and higher intensity development.
- Link Agency assistance to jobs and business opportunities for low-income and local residents.

GOAL 5

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

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



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