











SACRAMENTO HOUSING
AND REDEVELOPMENT AGENCY

2019 APPROVED BUDGET

SHRA 2019 Approved Budget

Submitted to:

Sacramento City Council

Sacramento County Board of Supervisors

Housing Authority of the City of Sacramento

Housing Authority of the County of Sacramento

Sacramento Housing and Redevelopment Commission

By
La Shelle Dozier
Executive Director

SHRA 2019 Approved Budget

ACKNOWLEDGEMENT

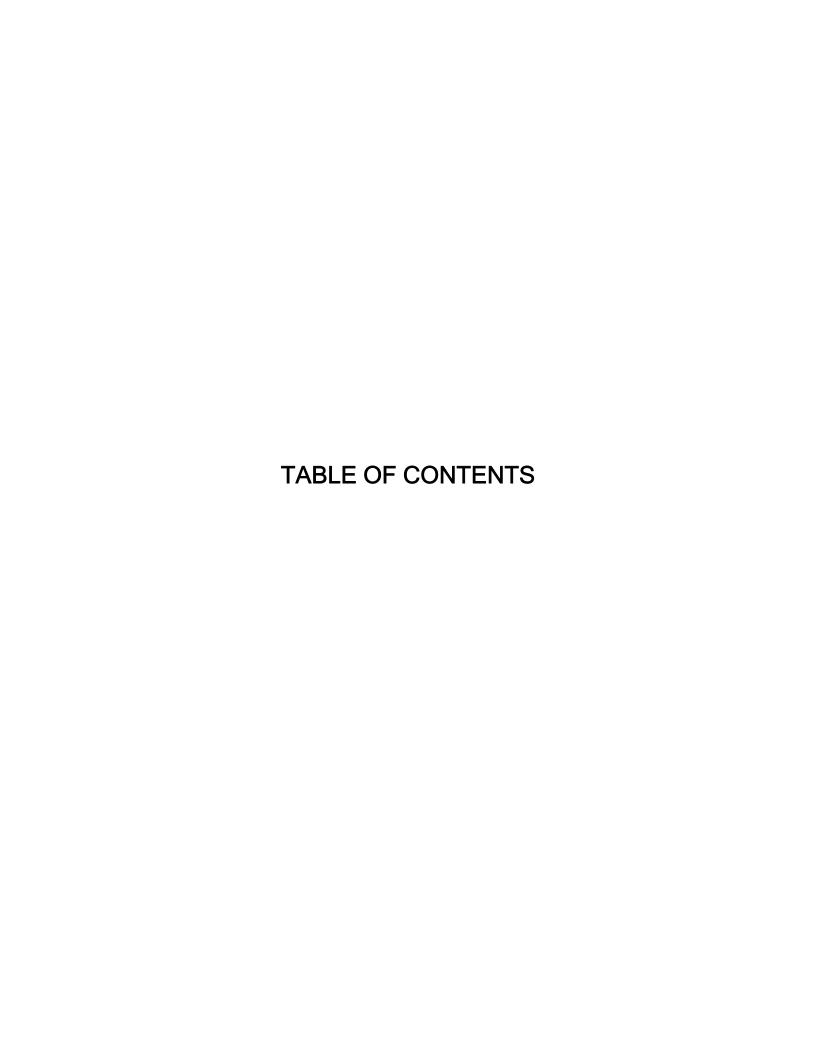
Prepared by the Sacramento Housing and Redevelopment Agency Finance Department

Russ Robertson, Director of Finance
Nou Her, Finance Manager
Susana Jackson, Finance Manager
Yvonne Dang, Management Analyst
Angela Ferreira, Accountant
Kristy Heittman, Accountant
Mark Henry, Accountant
Tai Tran, Accountant
Greg Walter, Accountant
Nicole Ratekin, Finance Specialist - Payroll
Isaah Alford, Accounting Technician
Vanessa Perry, Accounting Technician





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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.





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 <u>Housing Choice Voucher (HCV)</u> 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.

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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.

HUD provides an annual <u>Operating Subsidy</u> 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 <u>Capital Fund Program (CFP)</u> 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 <u>Community Development Block Grant (CDBG)</u> 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.

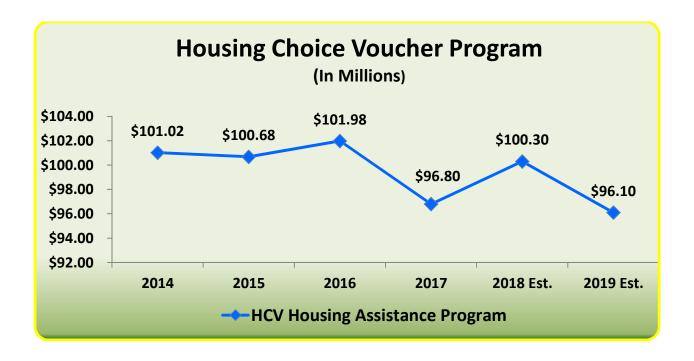
On a local level, the decrease in appropriations of Federal programs such as Community Development Block Grant (CDBG) and Home Investment Partnership (HOME) since the 2013 sequestration have impacted the number of housing projects, public services and infrastructure improvements the Agency can fund.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

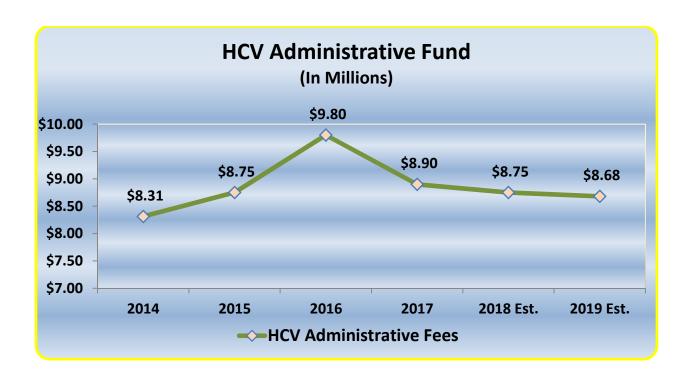
For over 20 years HOME funds have been used by states and localities to design and implement affordable housing based on locally determined need as the funds can be used for new construction, rehab of existing housing, down payment assistance, and tenant-based rental assistance. The annual HUD HOME budget 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.

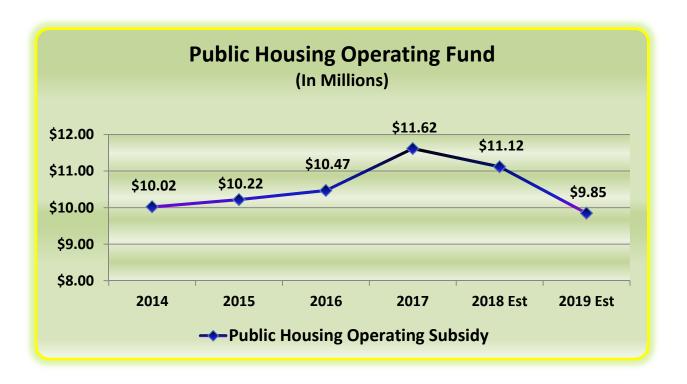
Though the economy and conditions that led to sequestration appear to have stabilized since the Sequestration Transparency Act of 2012; decreasing appropriations through the years, in addition to the loss of redevelopment, continue to impact the needs of our community. As such, and to the extent possible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

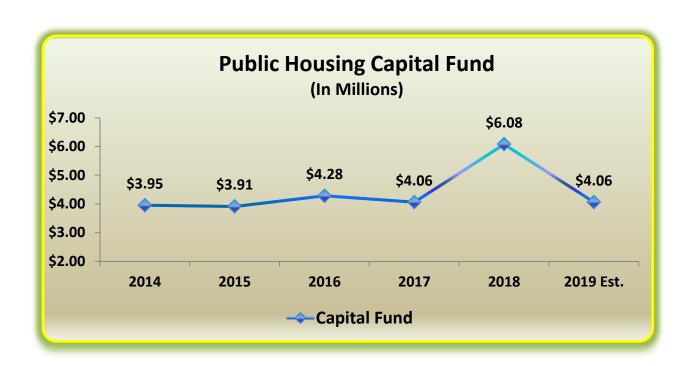
The charts on the following pages provide a visual representation of the trends of the major federal funding administered by the Agency over the past several years and as notated above.

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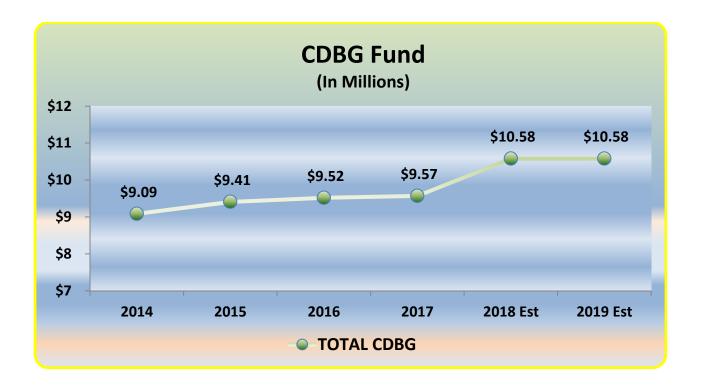


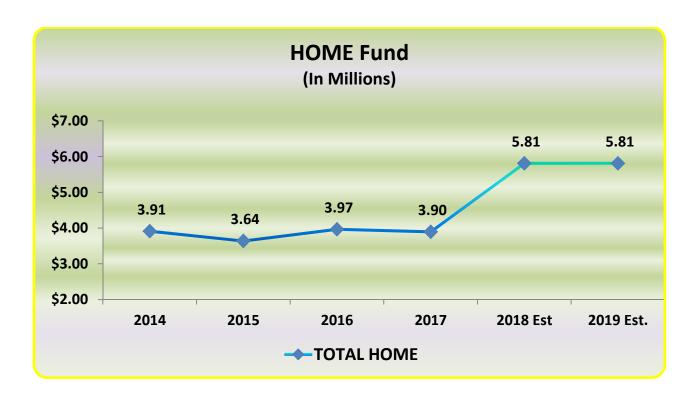






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2018 Accomplishments

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.

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- 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.

- 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.

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- 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
 - o 700 K
- Completed renovation and/or construction of five multifamily developments totaling
 221 newly affordable or preserved units:

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- 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 eligibly 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.

- 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

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.

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- 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.

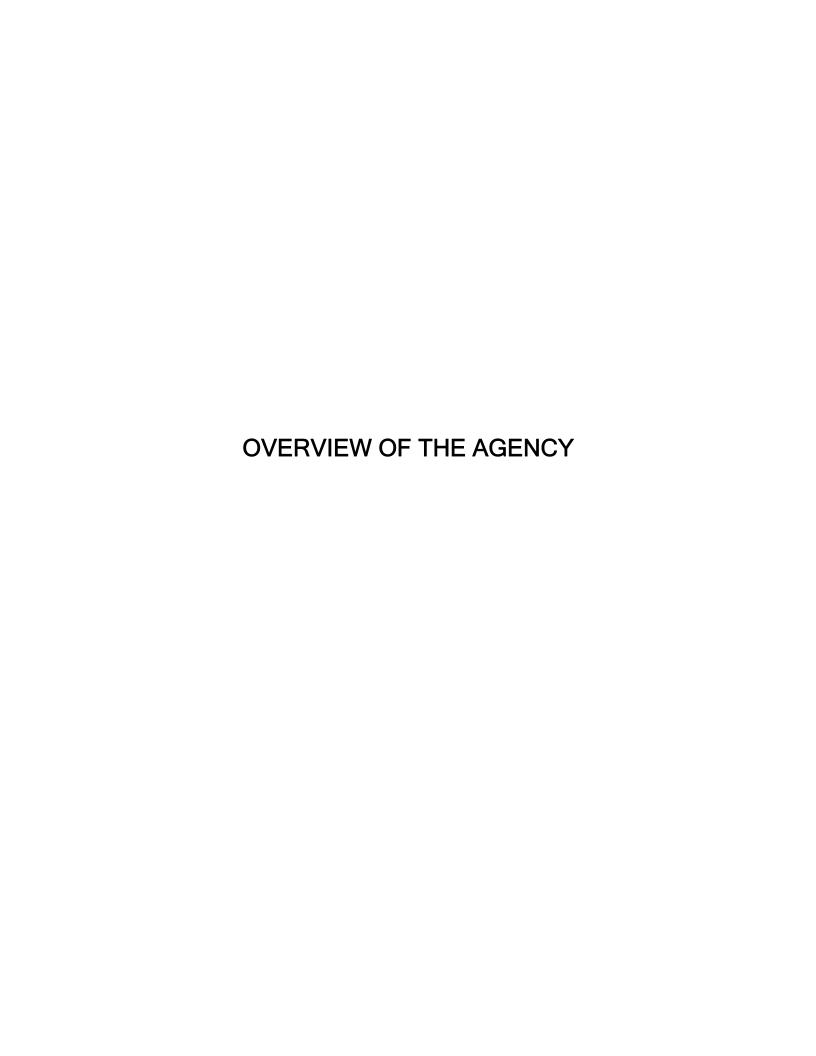
- Initiated and implemented Van Organization, inventory control and preventative maintenance program.
- Increased social media outreach by adding two new platforms: Instagram and Linkedin.
- Produced a series of spot interviews for our YouTube channel highlighting Agency programs and activities.

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,

La Shelle Dozier

Executive Director





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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

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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 homeless 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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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 nonprofit organizations.

FY 2019

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.

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY GOALS

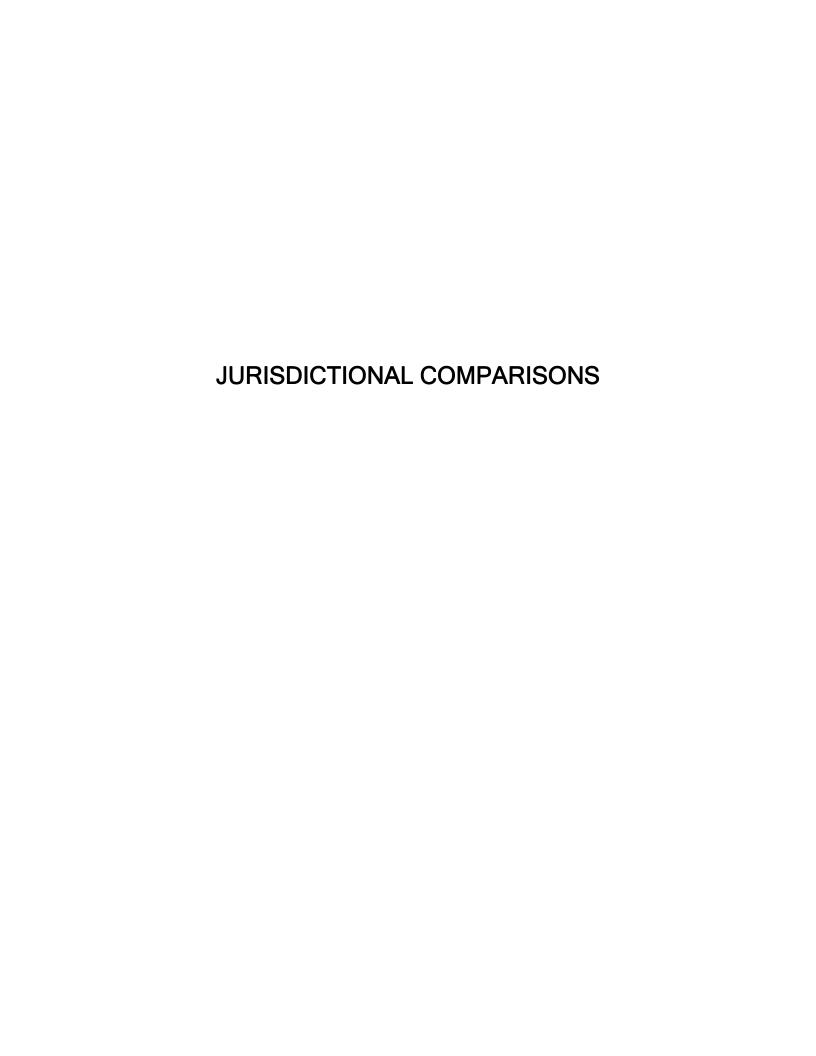
GOAL 5

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.

A - 22 SHRA 2019 BUDGET







JURISDICTIONAL COMPARISONS

FISCAL YEAR 18/19 BUDGET	Sacramento Housing & Redevelopment Agency (SHRA)	Fresno Housing Authority (FHA)	San Diego Housing Commission (SHDC)
Year Established	1982 - JPA	1940	1979
Governed By	1. City Council 2. HACS 3. County BOS 4. HACOS 5. Commission	Board of Commissioners	San Diego City Council(HA) Commission (Advisory)
Housing Authorities FOR:	City & County of Sacramento	City & County of Fresno	City of San Diego
Comparison Significance	Largest Area Provider of Affordable Housing	Largest Area Provider of Affordable Housing	Largest Area Provider of Affordable Housing
❖ Population: ¹			
County	1,530,615	989,255	3,337,685
City	501,901	527,438	1,419,516
Budget Comparison - Fiscal Year Basis	January - December	January - December	July - June
 Funding Sources - 2019 Budget 			}
\$\$\$ of Federal Funding	\$171.0M	\$103.8M	\$228.2M
\$\$\$ of State, Local/Other Funding	\$21.7M	\$37.4M	\$159.8M
Total Funding Sources By Major Category	\$192.7M \$141.6		\$388.0M
❖ Expenditure Budget			
Personnel Costs	\$27.3M	\$19.0M	\$36.5M
Housing Programs	\$100.3M	\$79.8M	\$223.5M
Other	\$25.8M	\$37.3	\$93.8M
Total Operating Budget	\$153.4M	\$120.2M	\$353.8M
Total Capital Budget	\$39.3M	\$5.5M	\$34.2M
Total Budget	\$192.7M	\$141.6M	\$388.0M
Total FTE	236.5	235	330

 $^{^{\}rm 1}$ Suburban Stats-2017 in conjunction with U.S. Census Bureau

JURISDICTIONAL COMPARISONS

	Sacramento Housing & Redevelopment Agency (SHRA)	Fresno Housing Authority (FHA)	San Diego Housing Commission (SHDC)
PH & HCV Resident Facts			
Approximate # of Landlords Participating in the HCV Program	4,500	4,000	5,700
\$\$\$\$ of Rental Payments made to Landlords	\$95.1M	\$80.0M	\$172.0M
Approximate # of Households Receiving Federal Rental Assistance- Housing Choice Voucher (HCV)	13,132	13,000	15,400
Average # of Years Participant Receives Federal Rental Assistance. Public Housing (PH) and HCV)	PH- 7 years HCV- 16 years	N/A	PH- N/A HCV- 7 years
Approximate # of Families, Seniors & Veterans receiving Federal Rental Assistance	15,109	16,500	16,900
Approximate # of people on Various Wait Lists (PH & HCV)	51,000	N/A	75,000
Average PH & HCV Applicant Income (Annual/Monthly)	PH=Approx. \$13,800/\$1,150 HCV=Approx. \$15,758/\$5,253 Family of 3	PH=Approx. \$20,160/\$1,680 HCV=Approx. \$20,780/\$1,732 Family of 3	Approx. \$26,300/\$2,192 Family of 3
Area Median Income (Annual) ²	Sacramento County - \$76,100	Fresno - \$59,900	San Diego - \$79,300
 Participants Receiving Federal Rental Assistance - HCV³ 			
% - Female Head of Household	76%	77%	68%
% - Male Head of Household	24%	23%	32%
% - White(Non-Hispanic)	37%	3%	53.3%
% - African American(Non-Hispanic)	49%	32%	30%
% - Other(Non-Hispanic)	13%	N/A	16.6%
% Hispanic (any race)	11%	1%	32%
% Of Families which include a Senior AND/OR Household Individual with a Disability in the HCV	66%	N/A	56%

 ²⁰¹⁸ HUD median income for California Counties based on a family of four.
 3 SHRA-% current as 03/2019; San Diego %s based on 15,098 households renting units on June 30, 2018- FY 17/18 Annual Report

JURISDICTIONAL COMPARISONS

Program			
	Sacramento Housing & Redevelopment Agency (SHRA)	Fresno Housing Authority (FHA)	San Diego Housing Commission (SHDC)
Public Housing			
# Of Units Owned and/or Managed by the HA	3,214	4,500	3,782
# of Home Loans Financed Under Various Down Payment Assistance Program	70	N/A	101
# Of Home Ownership Opportunities Created	58	53	50
# of Homes Rehabilitated for Purchase for Low-Income Qualified Families	10	37	39
Public Service Programs			
# Of Individuals housed in Permanent Supportive Housing Units/Ongoing rental assistance	1,600	118	N/A
# Of Homeless Individuals sheltered through Year-Round Facilities	1,388	103	3,600
# Of Seniors/Meals Served in 2018	3,877/\$350,000	N/A	N/A
# Of Households Assisted through Rapid Rehousing	295	238	471

SHRA 2019 BUDGET A - 25







Agency Financials and Facts



\$9% from federal sources (\$171 million)

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

11% from state and local sources (\$21.7 million)

Local Housing Trust Funds
Housing Successor Funds • CALHOME

City and County Funding for Safety Net Programs, Infrastructure & Public Facilities

\$12,262,327
Community Development Block Grant

\$861,558
Emergency Solutions Grant

\$1,418,306

Housing Opportunities for Persons with AIDS



in financing assistance



\$84 MILLION

mortgage revenue bonds multifamily rehab/new construction

\$21 MILLION

multifamily affordable housing loans



A - 26 SHRA 2019 BUDGET



A Glance at 2018



\$23 MILLION provided in loan assistance

720
AFFORDABLE
UNITS



3,877
SENIORS RECEIVED
350,000
MEALS
DELIVERED BY
MEALS ON WHEELS



\$110.9M
AWARDED TO ORGANIZATIONS
IN THE PROMISE ZONE

13,132
REAL ESTATE
VOUCHERS

\$50 MILLION in mortgage revenue bonds approved

4,500 PRIVATE LANDLORDS & OTHER HOUSING RESOURCES

MANAGED OVER 1,100 LOANS VALUED AT

\$325 MILLION

\$95.1 M PAYMENTS TO LANDLORDS



Resident Facts by the Numbers



HOUSEHOLDBREAKDOWN

46% FEMALE AS HEAD OF HOUSEHOLD

42% DISABLED MEMBER IN HOUSEHOLD

50% CHILDREN IN THE HOUSEHOLD

27% ELDERLY MEMBER IN HOUSEHOLD

27,030

PEOPLE ASSISTED IN THE HOUSING CHOICE VOUCHER PROGRAM



HCV: \$15,758

PUBLIC HOUSING: \$13,800

643 VOUCHERS FOR HOMELESS **VETERANS**



567
Shelter Plus Care certificates for homeless, severely disabled families

MEDIAN HOUSEHOLD INCOMES

CITY OF SACRAMENTO

\$58,389

SACRAMENTO COUNTY

\$59,780

STATE OF CALIFORNIA

\$71,805

NATIONAL

\$60,336

A - 28 SHRA 2019 BUDGET



SHRA Information & Statistics

ASSISTING AFFORDABLE HOUSING

561 UNITS

approved for rehabilitation



159 UNITS

approved for new construction



MAKING A CHANGE RENT ASSISTANCE DEMONSTRATION (RAD)

addresses critical underfunding of public housing

addresses \$95 MILLION in 10-year City capital needs (1,546 units)

addresses \$27 MILLION

in 10-year County capital needs (730 units)

WELCOME HOME PROGRAM

families became

SHRA 2019 BUDGET



Affordable Housing by the Numbers

50,000

RESIDENTS SERVED

THROUGH RENTAL

ASSISTANCE

22,800 UNITS CREATED OVER THE PAST 20+ YEARS



as the Housing Authority of the City and County of Sacramento







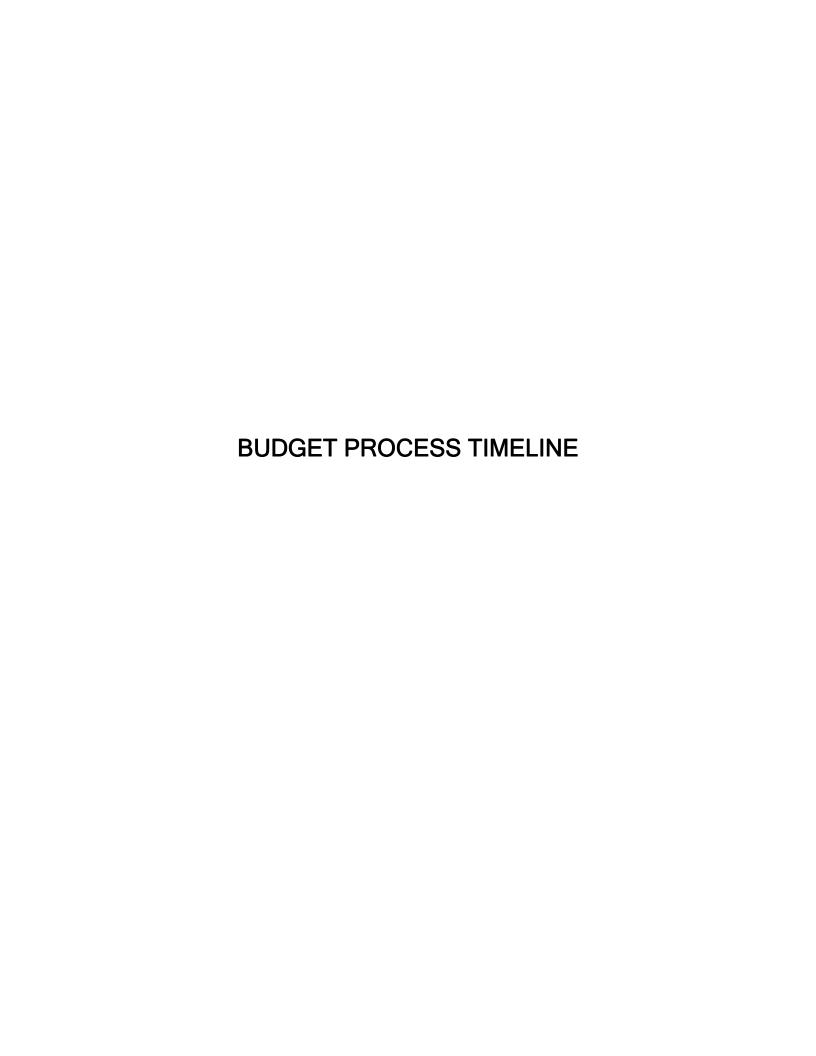
3 ACTIVE MEDIA ACCOUNTS

largest housing authority in California

20TH

largest housing authority among 3,400 nationwide







BUDGET PROCESS TIMELINE

June

Fund Equity-Mid-year schedule

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

Revenue schedule

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

Budget Narrative and Performance Measures available for Update

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

July

Operating division budget (salaries, benefits, services and supplies & misc fees)

Each operating division has their own operating budget file. The salary and benefit information is provided to Finance management by HR. The amounts for the services and supply budgets are mainly provided by managers and directors of each division. Certain items are provided by Finance management (insurance, audit fees, banking fees, housing management & bookkeeping fees). Finance management works with the directors/managers from the other divisions in order to obtain the best estimates and if necessary, reduce the amount requested due to availability of revenues.

Project defunding schedule

The project defunding schedule is created with input from program staff. They determine if there are budgeted projects that will not be developed or acted upon. By defunding a capital project, it frees up an amount that can be re-budgeted for another project or used for operations. It can also remain unbudgeted in order to cover a deficit fund balance.

SHRA 2019 BUDGET A - 31

BUDGET PROCESS TIMELINE

July (continued)

Debt service schedule

The debt service schedule is provided by Finance management & staff. The amounts come from amortization schedules in the debt data base or may be projected amounts for new debt issues. Repayment on advances to other funds are also included in this schedule as well as payments to outside entities. The debt service principal and interest payments are budgeted into division 91. HCV and Headquarter debt service amounts are in the operating division worksheets but need to be added as memo entries in the debt service schedule for presentation purposes.

Transfers schedule

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

Financial transactions

Financial transaction data is provided mainly from Finance staff. The types of transactions are investment fees, Amerinational fees, fiscal agent fees, property tax/flood assessments, banking fees, rebates, repayment agreements, misc. insurance fees, and any other fees that don't go into the operating division. The financial transaction fees are budgeted into divisions 90 (with a few exceptions).

HAPs schedule

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

Public services schedule

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

Capital Projects schedule

The capital project schedule is compiled by information on anticipated projects from program staff. Finance Management will also include available amounts remaining in certain funds as development assistance or housing development assistance projects.

August

Department budgets finalized

The final budgets created by the departments are submitted and prepped for budget meetings with Executive Director and Finance Director.

A - 32 SHRA 2019 BUDGET

BUDGET PROCESS TIMELINE

September

Budget Presentations – Commission

Budget workshops occur with Commission specifically focusing on Housing Authority revenues and Overview of Revenue Trends and projections for 2019.

October

Budget Presentation – Commission

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

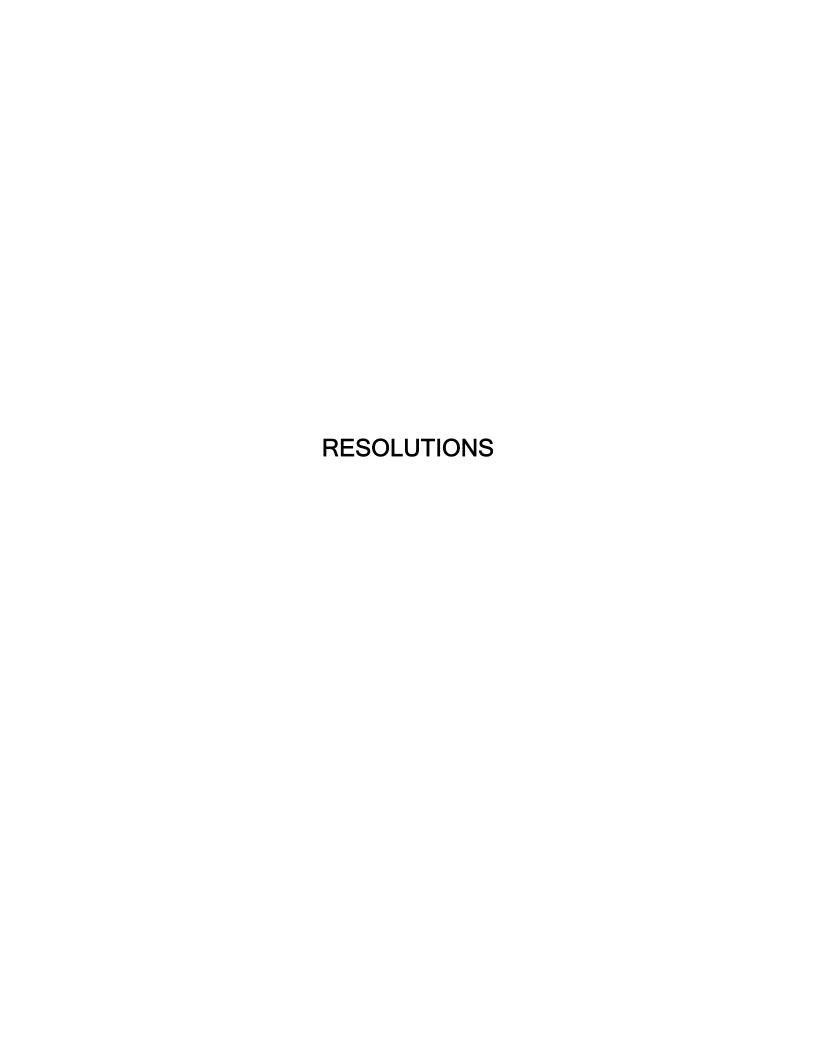
November

Budget Presentations – City and County

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

SHRA 2019 BUDGET A - 33







RESOLUTION NO. SHRC - 2018-18

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.
- <u>Section 3</u>. 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.
- <u>Section 4</u>. 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.
- <u>Section 5</u>. 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.

<u>Section 8</u>. 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 he 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.

<u>Section 10</u>. 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.

<u>Section 11.</u> 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.

<u>Section 12.</u> 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.

<u>Section 15</u>. 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.
- <u>Section 19</u>. 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.
- <u>Section 20.</u> 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.
- <u>Section 21</u>. 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.
- <u>Section 22</u>. The Agency Budget is controlled at the fund group level. Except as provided in this resolution, no expenditure will exceed the approved Budget.
- <u>Section 23</u>. The Executive Director, or designee, is authorized to amend the Budget to appropriate for expenditure all revenues received in revolving funds.

- <u>Section 24</u>. 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.
- <u>Section 25</u>. The Executive Director, or designee, is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.
- <u>Section 26</u>. The Executive Director, or designee, is authorized to transfer project appropriations among fund groups.
- <u>Section 27</u>. 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.
- <u>Section 29</u>. 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.
- <u>Section 31</u>. All project appropriations in existence as of December 31, 2018 will be carried over and continued in 2019.
- <u>Section 32</u>. All multi-year operating grant budgets in existence as of December 31, 2018 shall be continued in 2019.

<u>Section 33</u>. 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.

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

<u>Section 35</u>. 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.

1. Macer	CHAIR
1.VValle	CHA

ATTEST

Malle HA

RESOLUTION NO. 2018-0443

Adopted by the Sacramento City Council

November 13, 2018

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

SHRA 2019 BUDGET A - 45

- 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.

Table of Contents:

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

Adopted by the City of Sacramento City Council on November 13, 2018, by the following vote:

Ayes:

Members Ashby, Carr, Guerra, Hansen, Harris, Jennings, Schenirer, Warren and

Mayor Steinberg

Noes:

None

Abstain:

None

Absent:

None

Attest:

Mindy Cuppy Digitally signed by Mindy Cuppy Date: 2018.11.21 10:47:13 -08'00'

Mindy Cuppy, City Clerk

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

EXHIBIT A

SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 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. 2018-0020

Adopted by the Housing Authority of the City of Sacramento

November 13, 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

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:
 - 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
 - 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

Adopted by the Housing Authority of the City of Sacramento on November 13, 2018, by the following vote:

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

Mayor Steinberg

Noes: None

Abstain: None

Absent: None

Attest by Secretary:

Mindy Cuppy Digitally signed by Mindy Cuppy Date: 2018.11.21 10:44:33

Mindy Cuppy, City Clerk

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

EXHIBIT A

SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 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 <u>AMP 1</u>	City <u>AMP 2</u>	City AMP 3	City AMP 4	City <u>AMP 5</u>	City AMP 7	Total City Public <u>Housing</u>	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 Maintenance Charges to Tenants Washer/Dryer Income Rental Income - Dwelling Rental Income - Commercial Rental income other	1,466,459 3,000 600 875,000 - 15,000	1,795,088 3,000 60 850,000 - 15,000	656,490 3,000 15,000 900,000 330,000	708,898 10,000 5,000 660,000	757,812 10,000 4,000 650,000	635,724 7,000 4,000 530,000	6,020,471 36,000 28,660 4,465,000 330,000	- - - -
Interest Income - Investment Bad Debt Recovery Return Check Fee Miscellaneous income	20,000 3,000 30 10,000	27,000 1,000 60 10,000	21,000 1,000 75 3,000	9,000 1,000 30 2,000	10,000 2,000 60 4,000	10,000 1,000 30 4,000	97,000 9,000 285 33,000	5,888 22,146
Management Fee IT/Bookkeeping Fee Asset Management Fee Admin Fee (CFP) Central services fees	- - - -	- - - -	- - - -	- - - -	- - - -	- - - -	- - -	1,818,432 174,870 218,640 266,389
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 Local Housing Transfers	36,397	36,445	41,333	32,411	32,411	34,226	213,223	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 - Resident Trainees Total Employee Services	776,218 36,397 812,615	732,644 36,445 769,089	504,582 41,333 545,915	464,800 32,411 497,211	356,114 32,411 388,525	376,531 34,226 410,757	3,210,889 213,223 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 IT / Bookkeeping Fee Asset Management Fee	287,667 31,770 43,200	314,559 34,740 46,920	268,924 29,700 39,720	167,059 18,450 25,560	170,318 18,810 25,080	155,650 17,190 23,400	1,364,177 150,660 203,880	- - -
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	\$ -

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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)

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.

•				
PH	HA Name: Housing Authority-City of Sacramento PHA C	ode: _	CA005	
PF	HA 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				
ap	proval of (check one or more as applicable):		DATE	
×	Operating Budget approved by Board resolution on:	-	11/13/2018	
	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:	-		
Ιc	ertify 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 deve	elopmer	nts;	
3.	Proposed budget expenditure are necessary in the efficient and economical operation of serving low-income residents;	the ho	using for the purpose of	
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 C	CFR 96	8.110(i).	
	ereby certify that all the information stated within, as well as any information provided in applicable, is true and accurate.	the ac	companiment herewith,	
₩a U.S	arning: HUD will prosecute false claims and statements. Conviction may result in crimi S.C. 1001, 1010, 1012.31, U.S.C. 3729 and 3802)	inal and	d/or civil penalties. (18	
Prin	nt Board Chairperson's Name: Signature:		Date:	
Ma	ayor Darrell Steinberg		11/13/18	

Previous editions are obsolete

form HUD-52574 (04/2013)

RESOLUTION NO. 2018-0830

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.

<u>Section 3</u>. 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.

<u>Section 7</u>. 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.

<u>Section 8</u>. 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

SHRA 2019 BUDGET A - 63

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.

<u>Section 20</u>. 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.

<u>Section 23</u>. 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.

<u>Section 32</u>. 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.

<u>Section 33</u>. 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.

2019 Sacramento Housing And Redvelopment Agency Proposed Budget Page 9 $\,$

On a motion by Supervisor Nottoli, seconded by Supervisor Frost, the foregoing Resolution was passed and adopted by the Board of Supervisors of the County of Sacramento, State of California, this 7th day of November, 2018, by the following vote, to wit:

AYES:

Supervisors Frost, Kennedy, Nottoli, Serna, Peters

NOES:

None

ABSENT:

None

ABSTAIN:

None

RECUSAL;

None

(PER POLITICAL REFORM ACT (§ 18702.5.))



Chair of the Board of Supervisors of Sacramento County, California

ATTEST:

Clerk, Board of Supervisors

In accordance with Section 25103 of the Government Code of the State of California a copy of the document has been delivered to the Chair of the Board of Supervisors, County of Sacramento on 11, 70, 12

Bv:

Deputy Clerk, Board of Supervisors

FILED BOARD OF SUPERVISORS

florence dun

CLERK OF THE BOARD

EXHIBIT A

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

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

RESOLUTION NO. HA-2424

ADOPTED BY THE HOUSING AUTHORITY OF THE COUNTY OF SACRAMENTO

ON DATE OF November 7, 2018

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:

<u>Section 1</u>. 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.

<u>Section 4</u>. 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

2019 Sacramento Housing And Redevelopment Agency Proposed Budget Page 4

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

<u>Section 8</u>. 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.

<u>Section 9</u>. 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.

<u>Section 10.</u> 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

2019 Sacramento Housing And Redevelopment Agency Proposed Budget Page 5

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

2019 Sacramento Housing And Redevelopment Agency Proposed Budget Page 9

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.

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

<u>Section 29</u>. 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.

<u>Section 30</u>. 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.

<u>Section 32</u>. 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.

<u>Section 33</u>. 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.

<u>Section 34</u>. 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

2019 Sacramento Housing And Redevelopment Agency Proposed Budget Page 12

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

<u>Section 42</u>. 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.

2019 Sacramento Housing And Redevelopment Agency Proposed Budget Page 13

On a motion by Member Nottoli, seconded by Member Frost, the foregoing Resolution was passed and adopted by the Housing Authority of the County of Sacramento, State of California, this 7th day of November, 2018, by the following vote, to wit:

AYES:

Members Frost, Kennedy, Nottoli, Serna, Peters

NOES:

None

ABSTAIN:

None

ABSENT:

None

RECUSAL:

None

(PER POLITICAL REFORM ACT (§ 18702.5.)

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



m accommode with Section 25103 of the Government Code of the State of California a copy of the occurrent has been delivered to the Cherr on 11.7.16

By: _______ Deouty Class Board of Directors

ATTEST: W

Clerk

FILED BOARD OF DIRECTORS

NOV 07 2018

CLERK OF THE BOARD

2019 Sacramento Housing And Redevelopment Agency Proposed Budget Page 14

EXHIBIT A

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

TOTAL SHRA BUDGET	s	192.747.413
Revised Approved 2019 New Projects		\$0
Approved 2019 New Projects	\$	39,311,160
Revised Approved 2019 Total Operating Budget		\$0
Approved 2019 Total Operating Budget	\$	153,436,253

County Public Housing AMP, Central Office and Central Services Budget January 1 - December 31, 2019

PHA Code: CA007 County of Sacramento	County AMP 1	County AMP 2	County AMP 3	County AMP 5	Total County Public <u>Housing</u>	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 Rental Income - Dwelling	-	7,000 780,000	4,500 847,000	2,000 570,000	13,500 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
Certiful services fees	-	-	-	-	-	200,790
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	\$ -

SHRA 2019 BUDGET A - 85

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)

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 O	Code: <u>CA007</u>
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 Chairp certifications and agreement to the Department of Housing and Urban Development (Happroval of (check one or more as applicable):	
approvar of teneek one of more as approadicy.	<u>DATE</u>
X Operating Budget approved by Board resolution on:	11/7/2018
☐ Operating Budget submitted to HUD, if applicable, on:	3
☐ 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:	ſ
1. All statutory and regulatory requirements have been met;	
2. The PHA has sufficient operating reserves to meet the working capital needs of its develo	opments;
 Proposed budget expenditure are necessary in the efficient and economical operation of the serving low-income residents; 	he housing for the purpose
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); a	and
6. The PHA will comply with the requirements for access to records and audits under 24 CF	FR 968.110(i).
I hereby certify that all the information stated within, as well as any information provided in t if applicable, is true and accurate.	the accompaniment herewit
Warning: HUD will prosecute false claims and statements. Conviction may result in crimin U.S.C. 1001, 1010, 1012.31, U.S.C. 3729 and 3802)	nal and/or civil penalties. (1
Print Board Chairperson's Name: Susan Peters Signature Signature	Date: -14-18

RESOLUTION NO. SHDC-0038

ADOPTED BY THE SACRAMENTO HOUSING DEVELOPMENT CORPORATION

ON DATE OF November 7, 2018

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

2019 Sacramento Housing and Redevelopment Agency Proposed Budget Page 2 of 3 amounts in the approved 2019 Budget.

Section 4. The Executive Director is authorized to submit grant applications for any and all activities within the authority and jurisdiction of the Sacramento Housing Development Corporation (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.

<u>Section 8</u>. 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.

2019 Sacramento Housing and Redevelopment Agency Proposed Budget Page 3 of 3 $\,$

On a motion by Director Nottoli, seconded by Director Frost, the foregoing Resolution was passed and adopted by the Sacramento Housing Development Corporation, State of California, this 7th day of November, 2018, by the following vote, to wit:

AYES:

Directors Frost, Kennedy, Nottoli, Serna, Peters

NOES:

None

ABSTAIN:

None

ABSENT:

None

ABSTAIN:

None

(PER POLITICAL REFORM ACT (§ 18702.5.))

OF SACRAMAN OF SAC

Chair, Board of Directors
Sacramento Housing Development
Corporation

ATTEST: 200

Clerk

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

By Deputy Clark, Board of Directors

FILED BOARD OF DIRECTORS

Florence Clans

CLERK OF THE BOARD

SECTION B

FINANCIAL MANAGEMENT POLICIES

Revenue Policy

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

Debt Policy

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

SHRA 2019 BUDGET B - 1

Interdepartmental Charges / Indirect Cost Recovery

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

- <u>Support Services</u>: 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.
- <u>Insurance</u>: to accumulate resources for payment of insurance premiums, deductibles, and loss reserves.
- <u>Capital Facilities</u>: to accumulate resources for the maintenance, repair and debt payments of the Agency administrative building.
- <u>Payroll Fund</u>: 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: 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.	 40/41 Housing Admin 46 Housing Choice Voucher 27 Community Development 29 RE/CS Admin

B - 2 SHRA 2019 BUDGET

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		46 Housing Admin		27 Community Development		29 RE/CS Admin	
			36.00%		36.00%		20.00%		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

SHRA 2019 BUDGET B - 3

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.

B - 4 SHRA 2019 BUDGET

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. Budget amendments are done if expenditures look to be going over budget, but only up to \$100,000. Any amounts over that require a staff report to get approval to increase budget above Executive Directors authority. Purchasing authority is delegated to various departments. Large purchases are the same process as small purchases. All items have to be budgeted, but as long as there are funds in a project or admin, monies can be spent.

SHRA 2019 BUDGET B - 5

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

B - 6 SHRA 2019 BUDGET

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.

SHRA 2019 BUDGET B - 7



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SECTION C

REVENUE DESCRIPTION, TRENDS AND ESTIMATES

Major Revenue Description, Trends and Estimates FY 2019

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

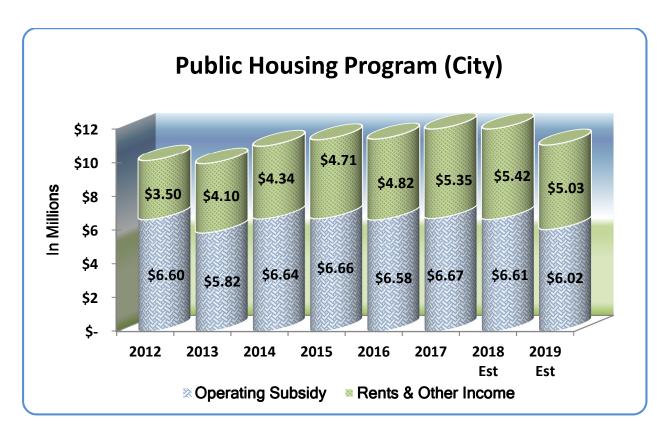
In 2018 the Agency continued to receive a 93% subsidy proration, meaning that the program is only receiving 93% of what HUD believes the Agency needs to run the program. This requires the public housing program to cut operating costs wherever possible and utilize its meager operating reserves.

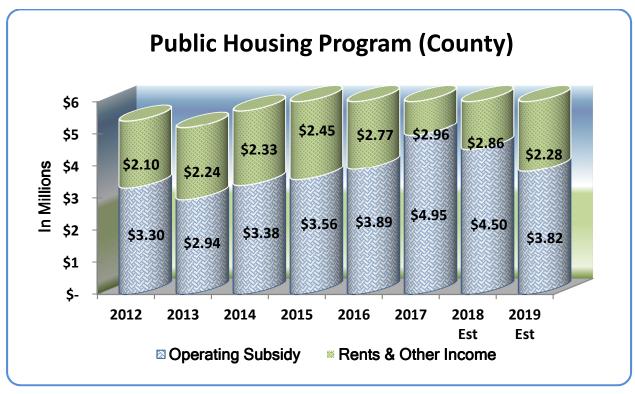
The average occupancy rate in the Public Housing program is 98% for public housing properties available to be leased. Rents reflect a slight increase over the prior year primarily due to the increased leasing up.

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

SHRA 2019 BUDGET C - 1

MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES





C - 2 SHRA 2019 BUDGET

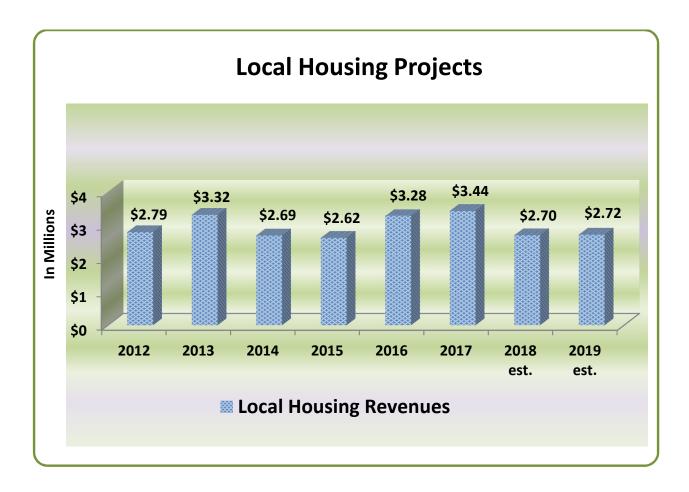
MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

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.



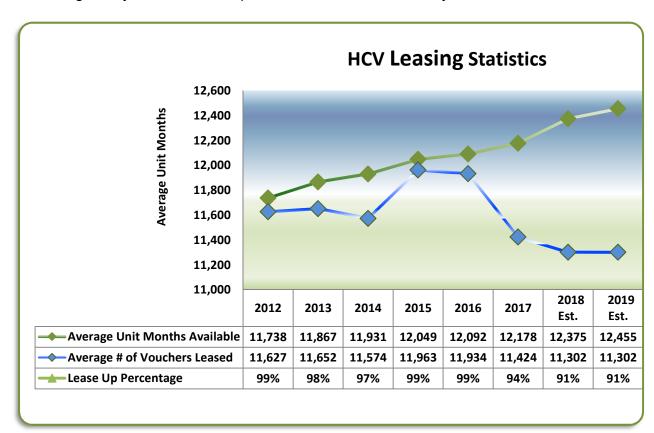
SHRA 2019 BUDGET C - 3

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

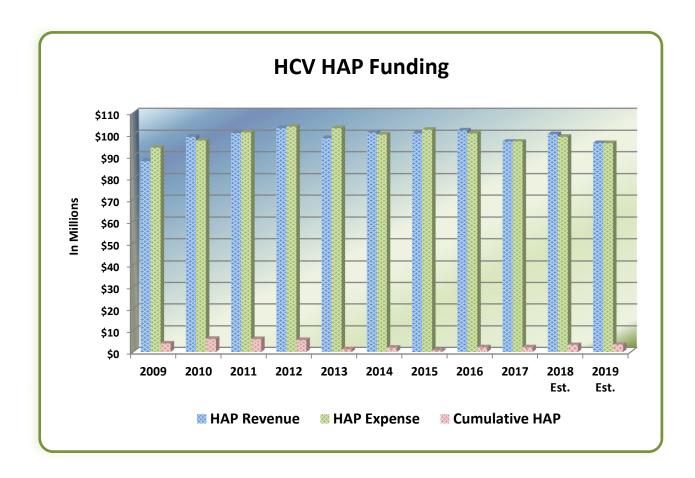
Revenue under the HCV program is received from HUD in the form of Housing Assistance Payments (HAP) and Administrative Fees (AF). The federal appropriations process dictates the amount of funding that will be allocated to the HCV program on a national level. Jurisdictional funding allocations are performance 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.



C - 4 SHRA 2019 BUDGET

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.



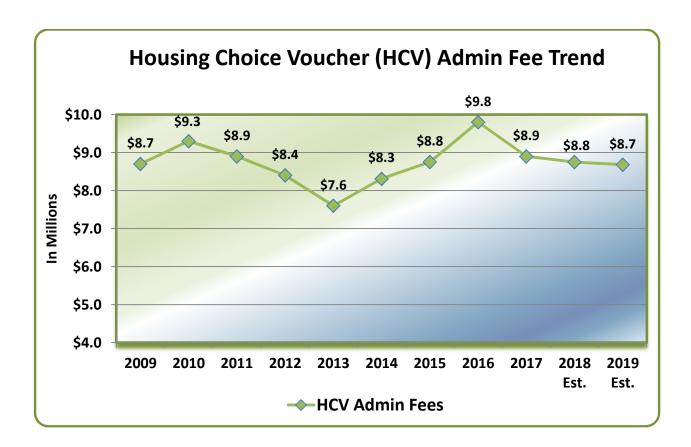
SHRA 2019 BUDGET C - 5

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.



C - 6 SHRA 2019 BUDGET

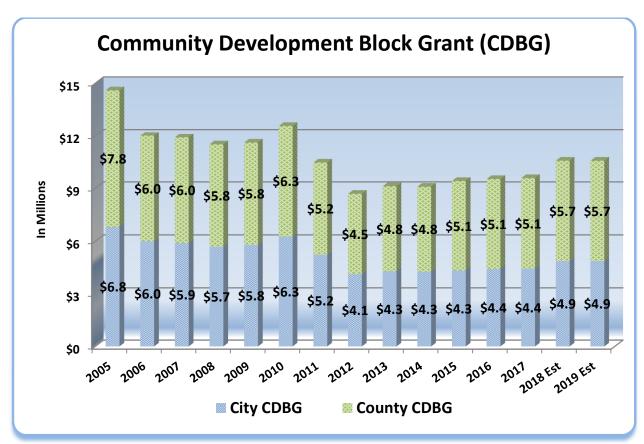
Other Governmental Funds (Special Revenue):

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.



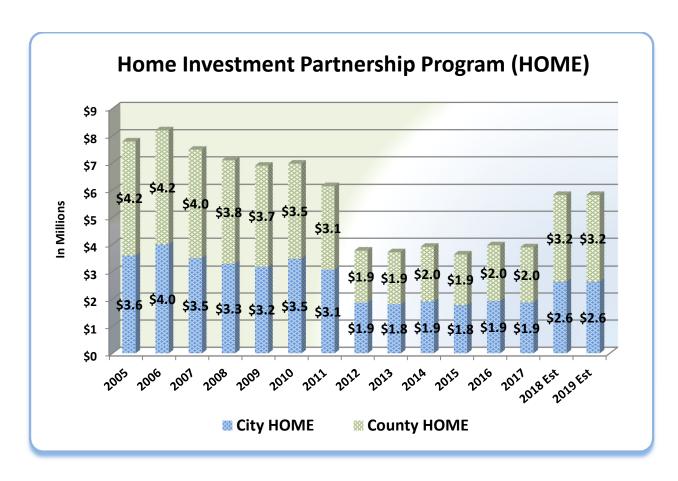
SHRA 2019 BUDGET C - 7

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 form Congress. 2019 levels are projected to be relatively status quo with 2018 levels.



C - 8 SHRA 2019 BUDGET

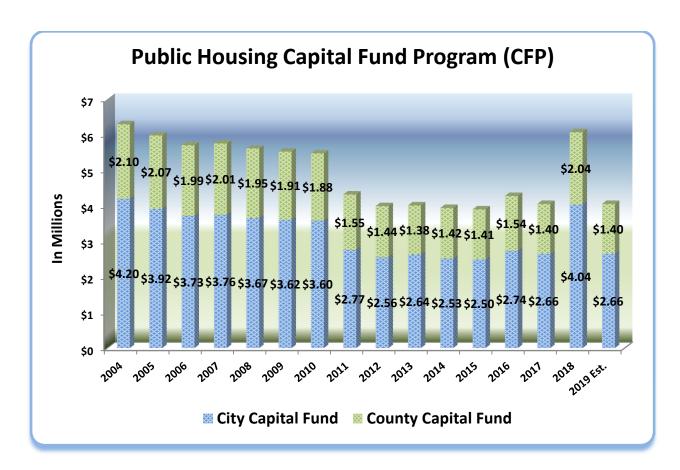
Other Governmental Funds:

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.



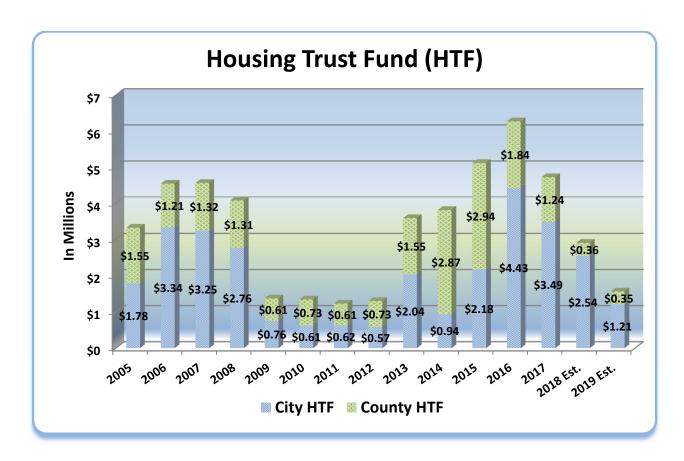
SHRA 2019 BUDGET C - 9

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.



C - 10 SHRA 2019 BUDGET

MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

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.

SHRA 2019 BUDGET C - 11

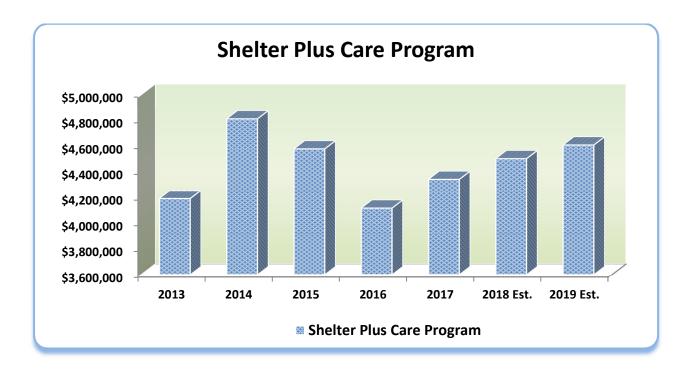
Shelter Plus Care Program

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.



C - 12 SHRA 2019 BUDGET

OTHER REVENUE DESCRIPTION, TRENDS AND ESTIMATES

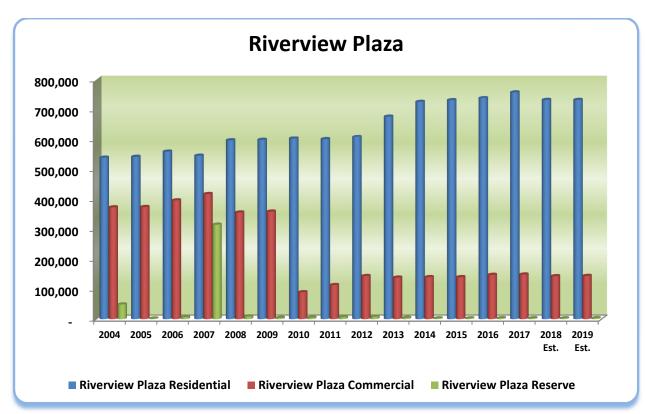
Riverview Plaza

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.



SHRA 2019 BUDGET C - 13



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SECTION C-1

FUND STRUCTURE



Sacramento Housing and Redevelopment Agency Governmental Funds Proprietary Funds Special Revenue Capital Project Internal Service **Enterprise Funds**

- Affordable Housing
- Affordable Housing Ordinance (AHO) Monitoring
- Begin State Prop 46
- 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

Funds

- 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

Funds

Headquarters

Support Services

Insurance

Payroll

Prorate

- ❖ Capital Fund Program ❖
- Commerce Circle Public Housing

Funds

- Homeownership Purchase & Resale
- Equity (PRE) Section 32
- Section 32 (PRE)

City Debt Services Funds

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

- 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



City & County Fund Structure - FY 2019

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

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
- 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

Asset Repositioning -Sierra Vista

City Enterprise

Funds

- 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
- ❖ San Jose/Broadway
- Scattered Sites
- ❖ Villa De Novo

County Enterprise Funds

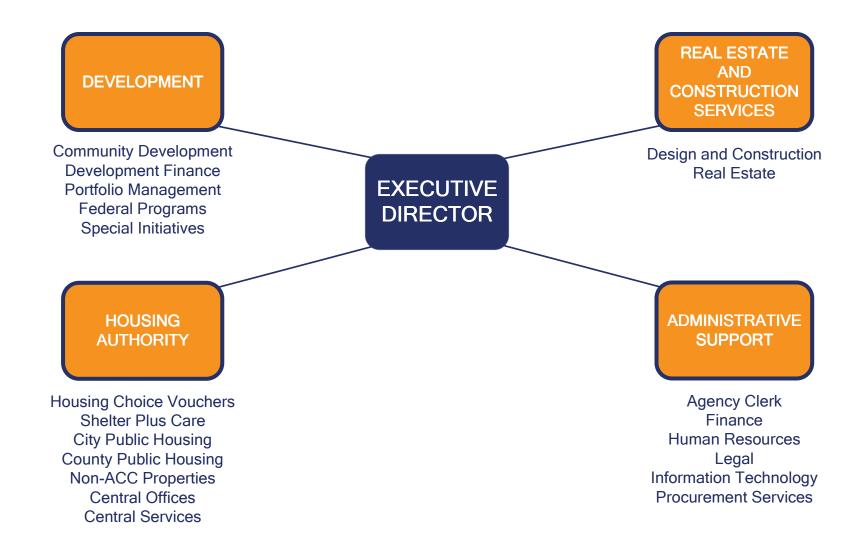
- Central Office Cost Center (COCC)
- Housing Choice Voucher (HCV)
- Mortgage Revenue Bond Program (MRB)
- ❖ Norcade Circle
- Public Housing Asset Management Projects (AMP) 1 - 5

SECTION D

BUDGET SUMMARIES



Sacramento Housing and Redevelopment Agency Department/Division Organization Chart

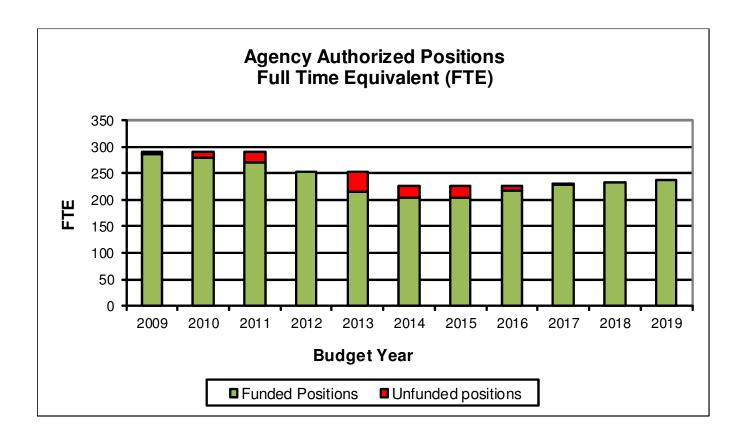


SHRA 2019 BUDGET D - 1



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

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.



D-2 SHRA 2019 BUDGET



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.

See page D-7 for position changes.

⁽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.

SUMMARY OF FULL TIME EQUIVALENT POSITIONS (FTE) BY DEPARTMENT

	2018 Budget	2019 Budget	Increase (Decrease)
Executive Director			
Executive Assistant	1.00	1.00	0.00
Executive Director	1.00	1.00	0.00
Management Analyst	1.00	1.00	0.00
Public Information Officer	1.00	1.00	0.00
Total Positions	4.00	4.00	0.00
Legal			
Agency Counsel	1.00	1.00	0.00
Confidential Administrative Specialist	0.50	0.50	0.00
General Counsel	1.00	1.00	0.00
Management Analyst	2.00	2.00	0.00
Total Positions	4.50	4.50	0.00
Human Resources			
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	6.20	5.95	-0.25
<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	12.00	12.00	0.00
Information Technology			
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	10.00	10.10	0.10

D - 4 SHRA 2019 BUDGET



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

	2018 Budget	2019 Budget	Increase (Decrease)	
Agency Clerk				
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	2.50	2.60	0.10	
Procurement Services				
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	4.00	5.05	1.05	(1)
Public Housing Authority				
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	
	1.00	1.00	0.00	
Resident Trainee Program Lead-Maintenance Resident Trainee Program Supervisor	0.50	0.50	0.00	
Semi-Skilled Laborer	3.00	4.00	1.00	
	6.00	5.00	-1.00	
Site Manager I	6.00		0.00	
Site Manager II Total PHA Positions	88.00	6.00 87.00	-1.00	(2)
Intake Services				(-)
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	3.35	3.60	0.25	
Total Positions	91.35	90.60	-0.75	

SUMMARY OF FULL TIME EQUIVALENT POSITIONS (FTE) BY DEPARTMENT

	2018	2019	Increase	
	Budget	Budget	(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	
	70.00	701.0	0.25	
<u>Development</u>				
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)

D - 6 SHRA 2019 BUDGET



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

	2018 Budget	2019 Budget	Increase	
Real Estate and Construction Services	Buuget	Buuget	(Decrease)	
Construction Architect	0.00	1.00	1.00	
Construction Architect 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 Tecnician	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	6.30	9.30	3.00	(4)
Total Toshions	0.50	3.30	3.00	(+)
Department Summary				
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	4.00	5.05	1.05	
Subtotal Administrative Support	43.20	44.20	1.00	
Public Housing	88.00	87.00	-1.00	
Public Housing Intake	3.35	3.60	0.25	
Subtotal Public Housing	91.35	90.60	-0.75	
Housing Choice Vouchers	61.00	59.90	-1.10	
Housing Choice Vouchers Intake	9.65	10.50	0.85	
Subtotal Housing Choice Vouchers	70.65	70.40	-0.25	
Development	21.00	22.00	1.00	
Subtotal Housing and Community Development	21.00	22.00	1.00	
Real Estate and Construction Services	6.30	9.30	3.00	
Subtotal Real Estate and Construction Services	6.30	9.30	3.00	
Total	232.50	236.50	4.00	

^{(1) 1} new Contracts Administrator position. Supervisor position reclassed 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).

 $^{(4) \ \ 3 \} new \ positions, \ Construction \ Architect, \ Construction \ Engineer, \ and \ Office \ Technician.$



Budget Appropriation Comparison Schedule FY 2019

	2015 Approved Budget	2016 Approved Budget	2017 Approved Budget
Operations:			
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
Projects:			
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

D - 8 SHRA 2019 BUDGET

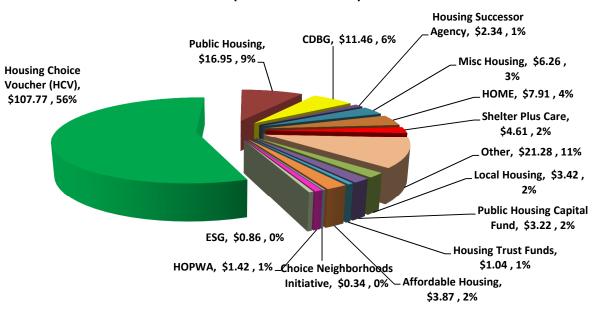
BUDGET APPROPRIATION COMPARISON SCHEDULE

2018	2019	\	/ariance 2018	to 2019	
 Approved Budget	Approved Budget	Amount		%	
					Operations:
\$ 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
\$ 155,208,358	\$ 153,436,253	\$	(1,772,105)	-1.1%	Total Operations
					Projects:
\$ 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
\$ 35,514,464	\$ 39,311,160	\$	3,796,696	10.7%	Total Projects
\$ 190,722,822	\$ 192,747,413	\$	2,024,591	1.1%	Total Budget

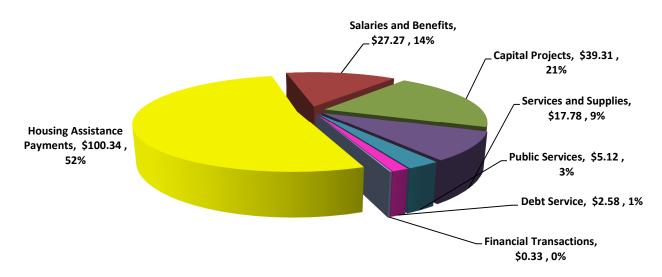
APPROPRIATIONS BY RESOURCE AND CATEGORY

SHRA 2019 BUDGET \$192,747,413

Appropriations By Resource (Dollars in Millions)



Appropriations By Category (Dollars in Millions)



D - 10 SHRA 2019 BUDGET



Fund Equity Summary - FY 2019

	Housing	Other Governmental	Internal Service	Gross Total	Net Total (1)
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	136,298,596	50,434,865	11,664,386	198,397,847	182,543,959
Defundings	96,832	2,857,954	1,149,145	4,103,931	4,103,931
Gross Resources	168,145,781	62,538,051	14,466,186	245,150,018	229,296,130
Less Interfund Transactions	(7,056,878)	-	(1,078,936)	(8,135,814)	-
Less Interdepartmental Charges	-	-	(7,718,074)	(7,718,074)	-
Net Resources (1)	161,088,903	62,538,051	5,669,176	229,296,130	229,296,130
<u>APPROPRIATIONS</u>					
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	140,495,403	16,187,140	12,607,598	169,290,141	153,436,253
Capital Projects	554,033	38,757,127	-	39,311,160	39,311,160
Gross Appropriations	141,049,436	54,944,267	12,607,598	208,601,301	192,747,413
Less Interfund Transactions	(7,056,878)	_	(1,078,936)	(8,135,814)	_
Less Interdepartmental Charges	-	-	(7,718,074)	(7,718,074)	-
Net Appropriations (1)	133,992,558	54,944,267	3,810,588	192,747,413	192,747,413
Estimated Fund Balance-December 31	\$ 27,096,345	\$ 7,593,784	\$ 1,858,588	\$ 36,548,717	\$ 36,548,717
	Ψ 27,000,040	Ψ 7,000,70 1	Ψ 1,000,000	Ψ 00,040,717	Ψ 00,040,717

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

2019 FUND EQUITY - ENTERPRISE FUNDS - HOUSING

City Enterprise - Housing

				<u> </u>	
	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	420.045	-	1 500 701	120,000	2 024 474
Miscellaneous	436,945	927,738	1,529,791 2,941,026	130,000	3,024,474
Interdepartmental Charges Net Transfers	213,223	- (415,255)	2,941,026 520,655	-	2,941,026 318,623
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
<u>APPROPRIATIONS</u>					
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
Fatimated Ford Palares Barris 1		ф 2.170.F12		<u> </u>	
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

			- Housing	Lineipiise	County	
	Total Enterprise Funds- Housing	Subtotal	County Housing Choice Vouchers	County Misc Housing	County Local Housing	County Public Housing
RESOURCES						
Estimated Fund Balance - January 1	\$ 31,750,353	\$ 16,082,722	\$ 4,922,557	\$ 7,400,441	\$ -	\$ 3,759,724
Interest Revenue	400,733	217,527	40,000	162,027	_	15,500
Repayment on Loans	88,583	88,583	-	88,583	_	-
Dwelling Rents	9,061,432	2,311,120	_	-	96,000	2,215,120
Grants	10,890,371	4,038,785	_	214,318	50,000	3,824,467
Housing Vouchers - Administration	8,708,210	8,708,210	8,708,210	214,010	_	5,02-1,-107
Housing Vouchers - Administration	96,038,163	96,038,163	96,038,163	_	_	_
Miscellaneous	5,052,659	2,028,185	30,030,103	1,976,535	4,270	47,380
	, ,		-		4,270	47,360
Interdepartmental Charges	7,056,878	4,115,852	-	4,115,852	-	100 111
Net Transfers	(998,433)	(1,317,056)		(1,443,500)		126,444
Subtotal Operating Revenues	136,298,596	116,229,369	104,786,373	5,113,815	100,270	6,228,911
Defundings	96,832	96,832	-	96,832	-	-
Gross Resources	168,145,781	132,408,923	109,708,930	12,611,088	100,270	9,988,635
Less Interfund Transactions	(7,056,878)	(4,115,852)	-	(4,115,852)	-	-
Net Resources (1)	161,088,903	128,293,071	109,708,930	8,495,236	100,270	9,988,635
APPROPRIATIONS						
Salaries and Benefits	16,107,331	9,565,775	6,525,672	1,295,045	_	1,745,058
Services and Supplies	13,990,171	5,950,559	2,370,804	606,806	97,900	2,875,049
Housing Assistance Payments	96,038,163	96,038,163	96,038,163	-	37,300	2,073,043
Debt Service	69,400	30,030,103	30,030,103	_	_	_
Financial Transactions	468,049	183,301	6,636	34,003	2,370	140,292
Public Services	1,160,807	563,473	0,030	563,473	2,370	140,292
		· ·	- 0.000.050		-	1,007,500
Interdepartmental Charges	12,661,482	7,902,655	2,823,952	3,991,123	100.070	1,087,580
Subtotal Operating expenditures	140,495,403	120,203,926	107,765,227	6,490,450	100,270	5,847,979
Capital Projects	554,033	-	-	-	-	-
Gross Appropriations	141,049,436	120,203,926	107,765,227	6,490,450	100,270	5,847,979
Less Interfund Transactions	(7,056,878)	(4,115,852)	-	(4,115,852)	-	-
Net Appropriations (1)	133,992,558	116,088,074	107,765,227	2,374,598	100,270	5,847,979
Estimated Fund Balance-December 31	\$ 27,096,345 E	\$ 12,204,997	\$ 1,943,703	\$ 6,120,638	\$ -	\$ 4,140,656

			City	Special Re	venue		
	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
<u>APPROPRIATIONS</u>							
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	\$ -

 $[\]textbf{Note 1:} \ \textit{Reflects resources and appropriations net of transfers, interfund transactions and}$

Note 2: Housing Authority as Successor Housing Agency

City Special Revenue

			evenue	ity Opeciai i			
	Subtotal	City CalHOME	City ESG	City HOPWA	City Housing Authority- HSA Funds (2)	City Iffordable Housing	
RESOURCES							
Estimated Fund Balance - January 1	\$ 2,980,308	\$ 714,375	\$ -	\$ -	\$ 634,290	674,489	\$
Interest Revenue	641,288	12,000	_	_	310,000	16,495	
Intergovernmental	1,865,857	· -	-	-	867,628	· -	
Repayment on Loans	736,941	-	-	-	90,000	-	
Dwelling Rents	-	-	-	-	-	-	
Grants	25,564,927	-	399,920	1,177,649	-	-	
Housing Vouchers - Administration	-	-	-	-	-	-	
Housing Vouchers - HAP	1 500 000	-	-	-	-	-	
Miscellaneous Interdepartmental Charges	1,500,000	-	-	-	-	500,000	
Net Transfers	(998,229)	-	-	-	-	-	
Subtotal Operating Revenues	29,310,784	12,000	399,920	1,177,649	1,267,628	516,495	
Subtotal Operating Nevertues	23,310,704	12,000	333,320	1,177,043	1,207,020	310,433	
Defundings	665,657	-	-	240,657	-	-	
Gross Resources	32,956,749	726,375	399,920	1,418,306	1,901,918	1,190,984	
Less Interfund Transactions							
Less Interdepartmental Charges	-	-	-	-	-	-	
Net Resources (1)	32,956,749	726,375	399,920	1,418,306	1,901,918	1,190,984	
	02,000,710	720,070	000,020	1,110,000	1,001,010	1,100,001	
<u>APPROPRIATIONS</u>							
Salaries and Benefits	1,469,754	_	16,348	19,192	210,327	52,467	
Services and Supplies	110,673	_	2,170	2,664	4,011	5,935	
Housing Assistance Payments	-	-	-,.,,	-	-	-	
Debt Service	1,309,016	-	-	-	470,764	-	
Financial Transactions	102,992	2,436	-	-	69,665	2,891	
Public Services	2,238,190	-	369,926	873,193	396,864	-	
Pilot and Miscellaneous	-	-	-	-	-	-	
Interdepartmental Charges	897,127	<u> </u>	11,476	13,473		36,831	
Subtotal Operating expenditures	6,127,752	2,436	399,920	908,522	1,151,631	98,124	
Capital Projects	25,339,710	-	-	509,784	750,287	1,092,860	
Gross Appropriations	31,467,462	2,436	399,920	1,418,306	1,901,918	1,190,984	_
Less Interdepartmental Charges	-	-	-	-	-	-	
Net Appropriations (1)	31,467,462	2,436	399,920	1,418,306	1,901,918	1,190,984	_
Estimated Fund Balance-December 31	\$ 1,489,287	\$ 723,939	\$ -	\$ -	\$ -		\$

County	Special	Revenue
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	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	18,016 312,217	42,838
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
Total Agency Revenue	3,713,307	24,071		3,100,233	032,030	200,030	330,217
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
<u>Appropriations</u>							
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
Subtotal Operating experionales	1,009,018	72,001		318,023	199,047	436,020	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	<u> </u>	\$ 20,201	\$ 601,711	\$ -
		, 100,0.0	+,		,	,,,	

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

Note 2: Housing Authority as Successor Housing Agency

County Special Revenue

			000		, opoo.a.			
	Subtotal	Choice eighborhoods Initiative Grant	ounty letter Plus Care		County CalHOME	County ESG	County lousing uthority- A Funds (2)	unty dable using
RESOURCES								
Estimated Fund Balance - January 1	\$ 2,127,956	-	-	\$	\$ 473,269	\$ -	133,524	97,213
Interest Revenue	476,724	-	_		12,911	_	9,000	34,278
Intergovernmental	608,217	-	-		-	-	296,000	-
Repayment on Loans	616,525	-	-		1,500	-	-	-
Dwelling Rents	-	-	-		-	-	-	-
Grants Housing Vouchers - Administration	9,918,213 303,188	336,321	303,188		-	461,638	-	-
Housing Vouchers - HAP	4,306,512	-	306,512		-	-	-	
Miscellaneous	1,424,062	-	-		_	_	-	50,000
Interdepartmental Charges	-, .2 .,002	-	_		-	-	-	-
Net Transfers	(312,217)	-	-		-	-	-	-
Subtotal Operating Revenues	17,341,224	336,321	609,700		14,411	461,638	305,000	84,278
Defundings	2,192,297	-	-		-	-	-	-
Gross Resources	21,661,477	336,321	609,700	_	487,680	461,638	438,524	81,491
Less Interfund Transactions	_		_					
Less Interdepartmental Charges	-	-	-		-	-	-	-
Net Resources (1)	21,661,477	336,321	09,700	_	487,680	461,638	438,524	31,491
ADDDODDIATIONS								
APPROPRIATIONS								
Salaries and Benefits	1,692,730	336,321	253,959		-	18,955	45,768	50,903
Services and Supplies	213,550	-	49,229		-	2,360	291	5,760
Housing Assistance Payments	4,306,512	-	306,512		-	-	-	-
Debt Service	168,146	-	-			-	-	
Financial Transactions	34,307	-	-		2,131	407.010	1,640	5,400
Public Services Pilot and Miscellaneous	1,720,263	-	-		-	427,016	296,000	-
Interdepartmental Charges	743,699	-	_		-	13,307	-	35,733
Subtotal Operating expenditures	8,879,207	336,321	609,700	_	2,131	461,638	343,699	97,796
Capital Projects	10,979,044	-	-		-	-	94,825	83,695
Gross Appropriations	19,858,251	336,321	609,700		2,131	461,638	438,524	81,491
Less Interdepartmental Charges	-	-	-	-			-	-
,	10.050.051	226 224	00 700		0.101	461 620	438,524	1 401
Net Appropriations (1)	19,858,251	336,321	09,700		2,131	461,638	435,524	31,491
stimated Fund Balance-December 31	\$ 1,803,226 E	<u> </u>			\$ 485,549	\$ -		
	,							

		City Ca	pital Projects	Funds	
	City Capital Fund	Capital Housing Resale Entity Commerce		Commerce	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	-	-	-	-	-
NetTransfers	(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
<u>APPROPRIATIONS</u>					
Salaries and Benefits	183,435	_	82,227	_	265,662
Services and Supplies	26,200	-	1,218	_	27,418
Housing Assistance Payments	20,200	_	1,210	_	27,410
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
	7 1,001,020	Ψ <u>2,110</u>		+ 1,000,000	3,000,000

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

County Capital Projects Funds

			0,000.0	unity Cupital I	
	Total Other Governmental Funds	Subtotal	County Purchase and Resale Entity (PRE)	County Public Housing Homeownership	County Capital Fund
RESOURCES					
Estimated Fund Balance - January 1	\$ 9,245,232	\$ 1,034,789	\$ 220,082	\$ -	\$ 814,707
Interest Revenue	1,176,580	6,669	4,366	2,303	_
Intergovernmental	2,474,074	-	-	-	-
Repayment on Loans	1,353,466	-	-	-	-
Dwelling Rents	-	-	-	-	-
Grants	39,547,096	1,400,071	-	-	1,400,071
Housing Vouchers - Administration	303,188	-	-	-	-
Housing Vouchers - HAP	4,306,512	-	-	-	-
Miscellaneous	2,924,062	-	-	-	-
Interdepartmental Charges	-	-	-	-	-
Net Transfers	(1,650,113)	(126,444)	-	-	(126,444)
Subtotal Operating Revenues	50,434,865	1,280,296	4,366	2,303	1,273,627
Defundings	2,857,954	-	-	-	-
Gross Resources	62,538,051	2,315,085	224,448	2,303	2,088,334
Less Interfund Transactions	_	_		_	_
Less Interdepartmental Charges	-	-		-	-
Net Resources (1)	62,538,051	2,315,085	224,448	2,303	2,088,334
<u>APPROPRIATIONS</u>					
	2.000.047	252 101	115.070		120,000
Salaries and Benefits	3,680,247	252,101	115,279	-	136,822
Services and Supplies	378,253	26,612	862	-	25,750
Housing Assistance Payments	4,306,512	-	-	-	-
Debt Service	1,477,162	7.045	7.000	-	-
Financial Transactions	166,575	7,645	7,268	377	-
Public Services	3,958,453	-	-	-	-
Pilot and Miscellaneous	2 210 020	-	101.020	-	140.007
Interdepartmental Charges	2,219,938	241,046	101,039		140,007
Subtotal Operating expenditures	16,187,140	527,404	224,448	377	302,579
Capital Projects	38,757,127	840,043	-	-	840,043
Gross Appropriations	54,944,267	1,367,447	224,448	377	1,142,622
Less Interdepartmental Charges	-	-		-	-
Net Appropriations (1)	54,944,267	1,367,447	224,448	377	1,142,622
Estimated Fund Balance-December 31	\$ 7,593,784	\$ 947,638	\$ -	\$ 1,926	\$ 945,712

2019 FUND EQUITY - INTERNAL SERVICES FUNDS

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

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

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



Historical Resource Summary By Fund FY 2019

Bereitellen		2015	2016	2017	2018	<u>2019</u>
Description	-	Budget	Budget	Budget	Budget	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 Transfers In		5,016,991	4,526,276	4,537,818	4,579,835	4,609,700
Sub total Enterprise	_	174,669,970	174,911,789	181,291,469	182,302,191	172,755,481
Other Governmental						
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	- 1E 000	-	100 104
City CDBG-NSP 3 City HOME		18,000 1,818,295	696,000 1,813,714	15,000 1,931,299	2,038,509	130,194 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 County Housing Trust		4,377,115 2,777,505	1,017,820 2,159,927	890,453 2,902,338	1,594,740 258,262	1,060,337 119,945
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 Entitly (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 Entitly (PRE)		40 FEC 000	40.007.707	44 100 045	399,277	224,448
Sub total Other Governmental	_	43,556,033	40,967,727	44,189,645	51,426,116	57,928,351
Internal Services						
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

	2015	2016	2017	2018	2019
Description	Budget	Budget	Budget	Budget	Budget
Housing.					
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
Other Governmental					
City CDBG	4,521,911	5,600,979	5,314,689	4,680,696	4,772,175
City CDBG - RLF	4,521,911	63,400	90,829		53,759
City CDBG-NSP 1	145,000	156,460	90,629	119,365	55,759
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		1,148,876
City Misc Grants	2,972,974	20,494	131,076	2,106,175 730,849	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	0,030,110	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	390,393	444,240
County CDBG NSP 3	134,999	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	1,012,740	123,111	305,055	317,390	315
City Section 32	_	88,880	2,108	-	-
City Purchase and Resale Entitly (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 Entitly (PRE)	_		-	399,277	224,448
Sub total Other Governmental	39,668,793	34,506,355	41,025,522	46,537,615	50,334,567
Internal Services					
Internal Services					
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 Sub total Enterprise	4,537,818 181,291,469	4,510,749 185,390,564	4,340,641 185,200,957	4,579,835	4,499,753	4,544,751	4,609,700 172,755,481
Sub total Enterprise	161,291,409	165,590,564	165,200,957	102,302,191	181,531,929	182,316,521	172,755,461
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 2,000,000	285,089 6,122,161	1,477,977 6,278,495	730,849 8,827,675	435,496 5,607,958	439,851 5,664,038	17,009,458 920,549
City Housing Trust 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	0.054.701	51,535	0.054.701	56,792	56,792	56,792
County HOME County HOME - RLF	2,047,153 1,583,537	2,054,781 1,974,267	627,957 3,347,006	2,054,781 1,836,897	3,180,255 1,808,392	3,180,255 1,826,476	3,180,255 953,706
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 City Purchase and Resale Entitly (PRE)	2,108	37,904	37,910	-	- 0.070.007	0.007.101	174.000
City Commerce Circle	802,500 1,325,171	2,491,866 1,325,829	2,327,348 1,326,100	328,692 1,338,686	2,670,397 1,343,316	2,697,101 1,343,316	174,390 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 Entitly (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 defundings.

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



Budget to Actual Appropriation Summaries By Fund - 2019

		2017			2018		
	2017	Revised	2017	2018	Revised	2018	2019
Description	Budget	Budget	Actuals	Budget	Budget	Estimated	Budget
<u> </u>							
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							
Cit. CDDC	E 014 000	4 770 000	4 704 700	4 000 000	4 007 051	4.007.054	4 770 175
City CDBG City CDBG - RLF	5,314,689 90,829	4,779,896 422,125	4,724,709 41,859	4,680,696 119,365	4,867,051 416,069	4,867,051 420,230	4,772,175 53,759
City CDBG-NSP 1	90,029	422,125	41,009	119,303	410,009	420,230	55,759
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	1,583,337 268,164	1,737,870	1,105,382	1,836,397	1,847,342	1,865,815	933,505
County Misc Grants County Housing Trust	2,902,338	314,653 2,877,289	237,872 1,503,061	1,189,481 258,262	1,229,408 224,695	1,241,702 226,942	458,626 119,945
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 Entitly (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 Entitly (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

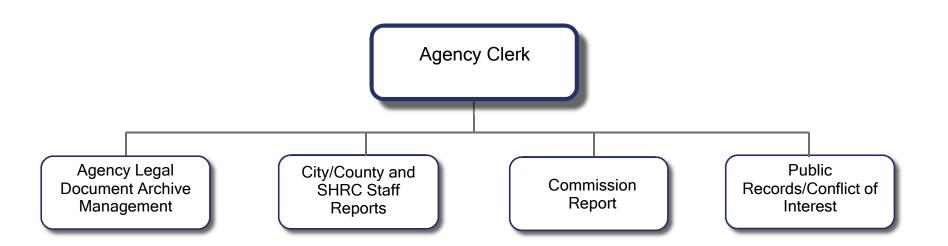
Note 1: Appropriations reflected in any given fund include interdepartmental cha

Note 2: Net total reflects appropriations net of interdepartmental charges

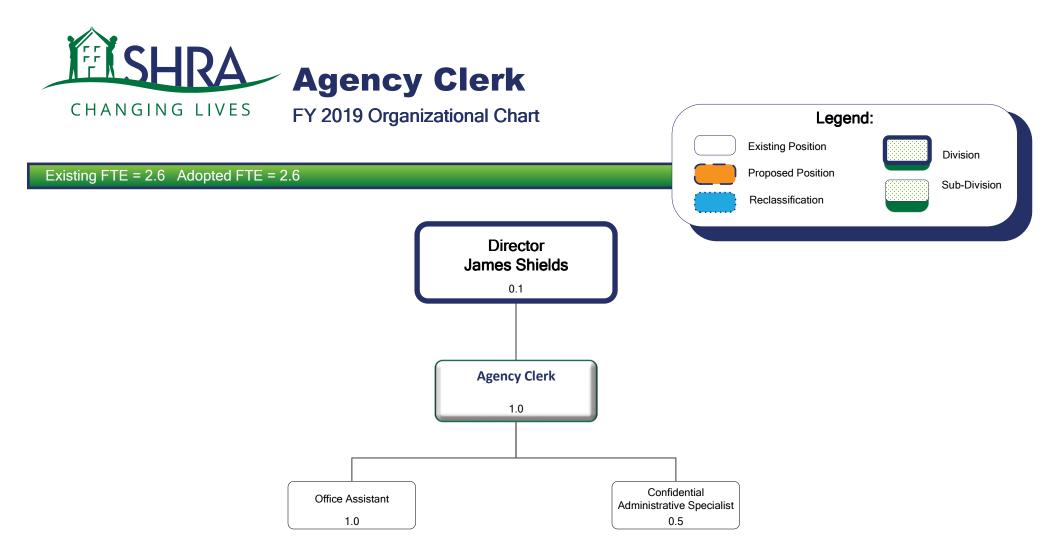
SECTION E ADMINISTRATIVE SUPPORT



Agency Clerk Operating Budget - FY 2019



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



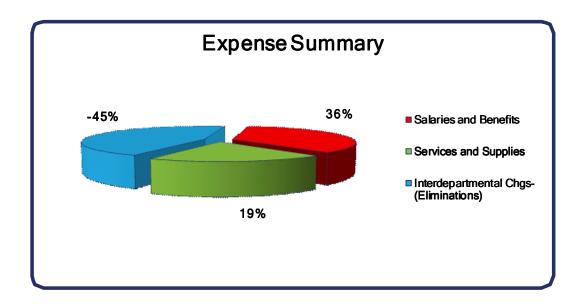
E - 2 SHRA 2019 BUDGET

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	



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.

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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

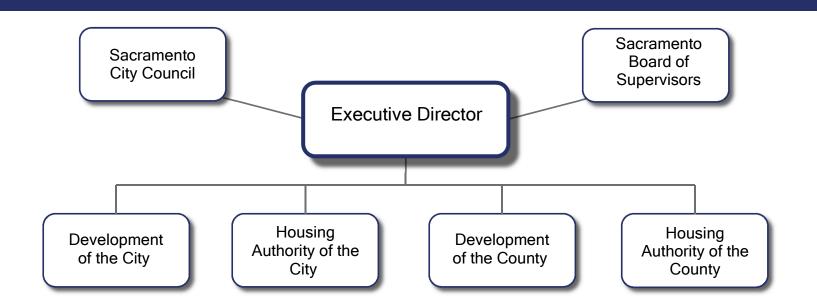
	2015	2016	2017	2018	2019	Increase
	Budget	Budget	Budget	Budget	Budget	(Decrease)
Agency Clerk						
Agency Clerk	1.00	1.00	1.00	1.00	1.00	0.00
Confidential Administrative Assistant	0.00	0.50	0.00	0.00	0.00	0.00
Confidential Administrative Specialist	0.00	0.00	0.50	0.50	0.50	0.00
Director	0.00	0.00	0.00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

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%	

E - 6 SHRA 2019 BUDGET



Executive Director Operating Budget - FY 2019

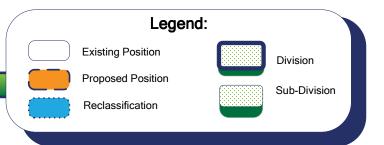


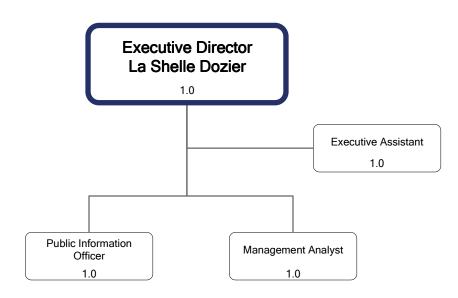
- Organization Chart
- Department Summary
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FY 2019 Organizational Chart

Existing FTE = 4 Adopted FTE = 4





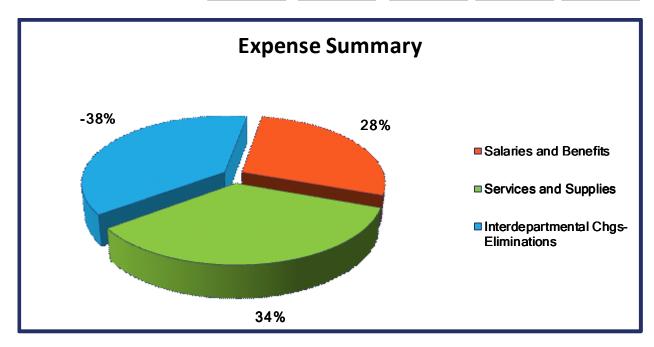
E - 8 SHRA 2019 BUDGET

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	



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 highimpact 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.

E - 10 SHRA 2019 BUDGET

- 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.

- 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	2016	2017	2018	2019	Increase
	Budget	Budget	Budget	Budget	Budget	(Decrease)
Executive Director						
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

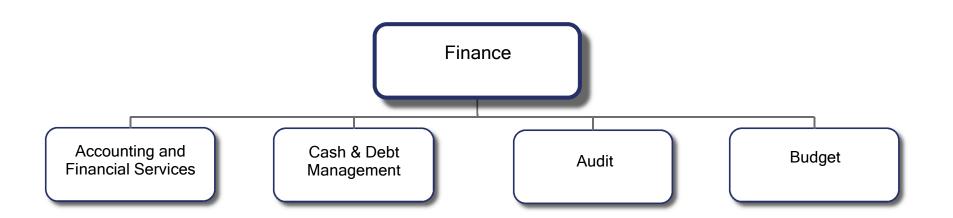
E - 12 SHRA 2019 BUDGET

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

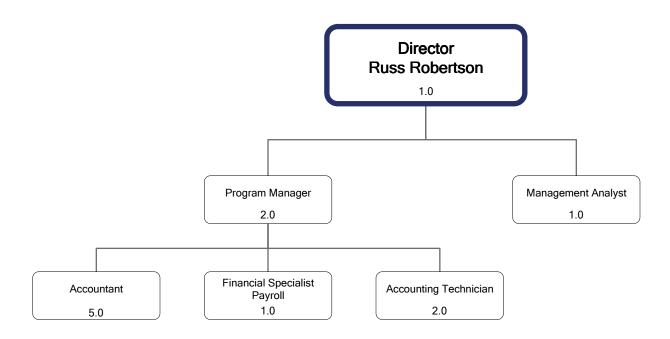
Finance Operating Budget - FY 2019



- Organization Chart
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- 2019 Goals/Objectives
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- Employee Services Schedule
- Key Indicators

Existing FTE = 12 Adopted FTE = 12



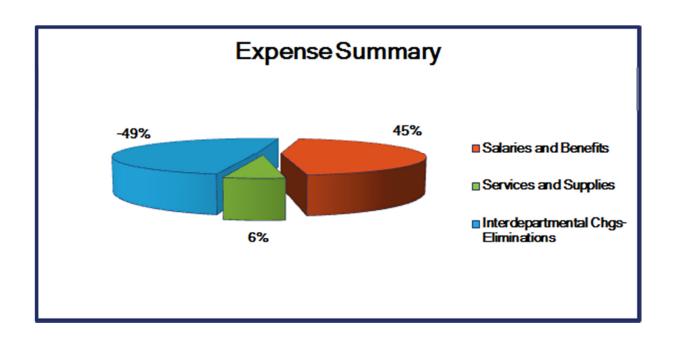


Department Summary

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	\$ 1,464,17	1 \$ 1,488,150	\$ 1,439,811	\$ 1,451,446	\$ 1,388,914
Services and Supplies	199,30	8 257,110	290,945	180,689	172,975
Subtotal	1,663,47	9 1,745,260	1,730,756	1,632,135	1,561,889
Interdepartmental Charges-Eliminations	(1,395,82	6) (1,547,379)	(1,956,544)	(1,513,061)	(1,512,992)
Required Funding	\$ 267,65	3 \$ 197,881	\$ (225,788)	\$ 119,074	\$ 48,897



E - 16 SHRA 2019 BUDGET

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.

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Employee Services Schedule

	2015	2016	2017	2018	2019	Increase
Finance	Budget	Budget	Budget	Budget	Budget	(Decrease)
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.

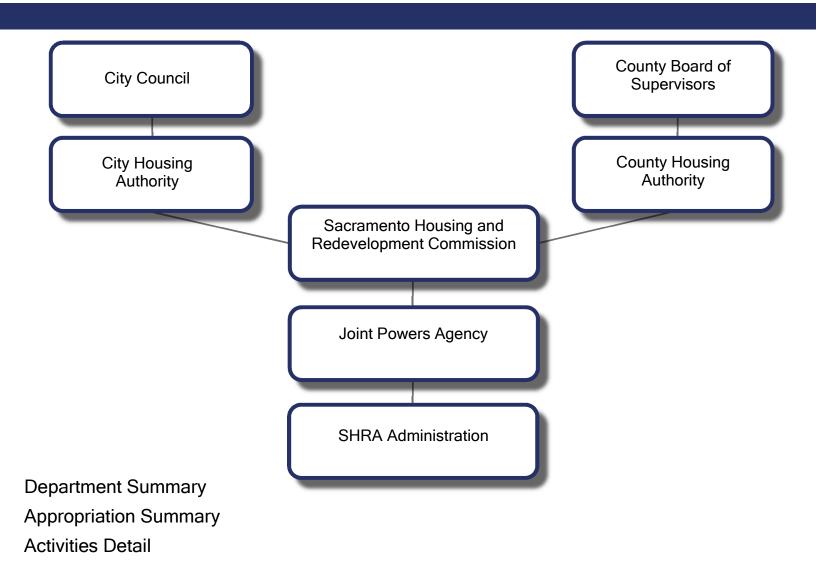
Key Indicators	FY 16 Actual	FY 17 Actual	FY 18 Projected	FY 18 Mid-Year Projected	FY 19 Estimated
Output:					
# of Accounts Payable (A/P) Checks Processed	6,345	6,427	6,500	6,700	6,800
# of Electronic Fund Transfers (EFT) Processed	47,491	50,792	52,000	53,000	54,000
# of 1099 Miscellaneous Forms Prepared	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

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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



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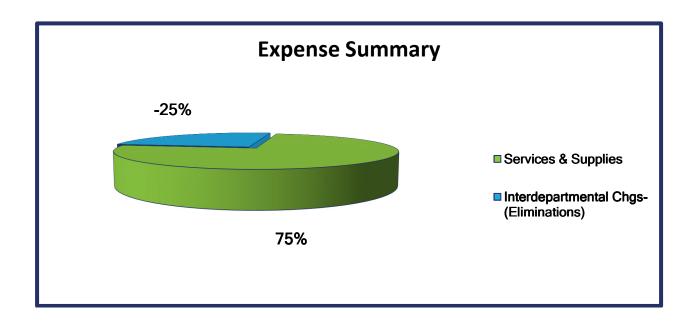
GOVERNING BOARDS

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	I	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

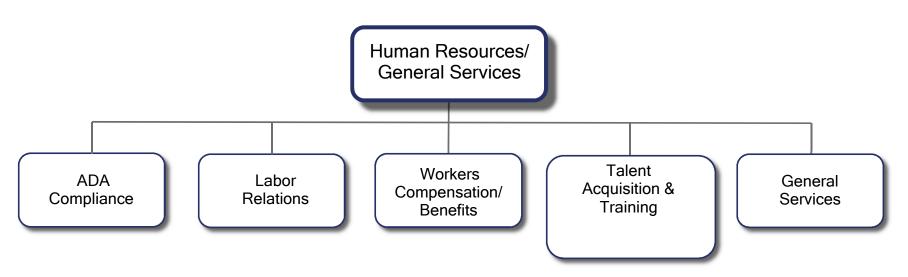
Activities Detail

- 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.

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Human Resources Operating Budget - FY 2019



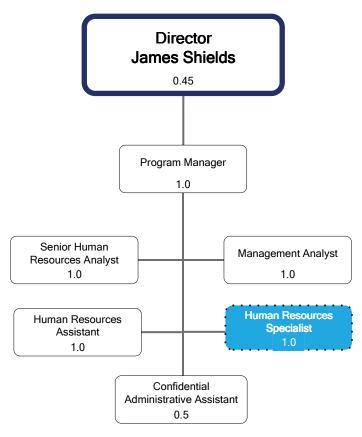
- Organization Chart
- Department Summary
- Appropriation Summary
- Activities Detail
- 2019 Goals and Objectives
- 2018 Accomplishments
- Employee Services Schedule
- Key Indicators



FY 2019 Organizational Chart

Existing FTE = 5.95 Adopted FTE = 5.95





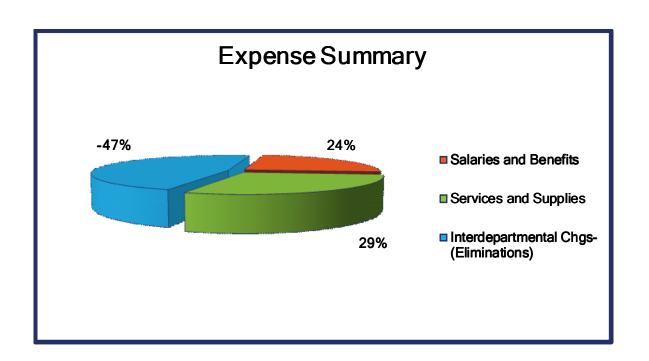
E - 26 SHRA 2019 BUDGET

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



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.

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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
 - o Team cohesion
 - Emotional intelligence
- Implemented a new Agency wide online performance management system
- Moved all employee files to digital format

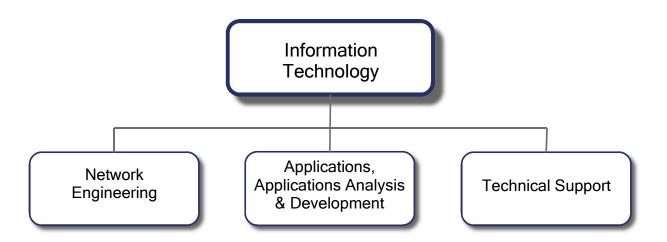
Employee Services Schedule

	2015	2016	2017	2018	2019	Increase
	Budget	Budget	Budget	Budget	Budget	(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

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 Lifedojo 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



Information Technology Operating Budget - FY 2019



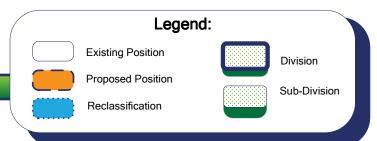
- Organization Chart
- Department Summary
- Appropriation Summary
- Activities Detail
- 2019 Goals and Objectives
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- Employee Services Schedule
- Key Indicator

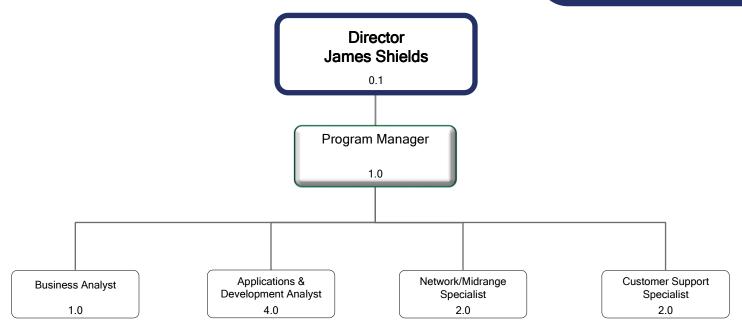


Information Technology

FY 2019 Organizational Chart

Existing FTE = 10.1 Adopted FTE = 10.1





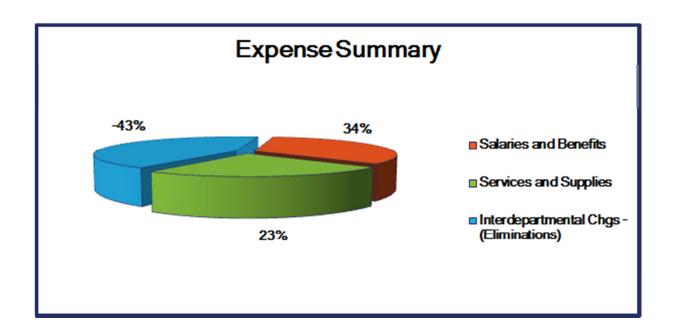
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Department Summary

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



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.

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

Employee Services Schedule

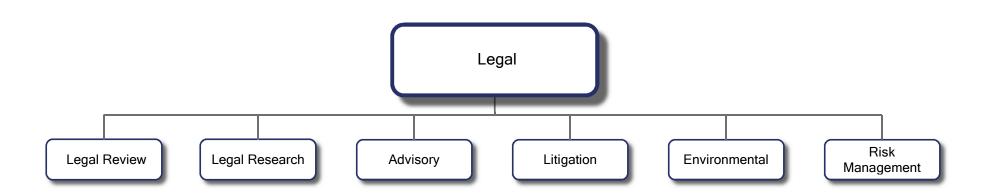
	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Increase (Decrease)
Information Technology	Daaget	baaget				(Decrease)
Director	0.00	0.00	0.00	0.00	0.10	0.10
IT Applications & Development Analyst	3.00	3.00	4.00	4.00	4.00	0.00
IT Business Analyst	0.00	1.00	1.00	1.00	1.00	0.00
IT Customer Services 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

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

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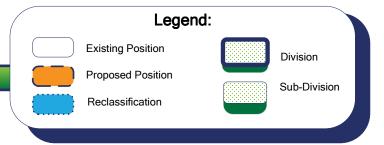


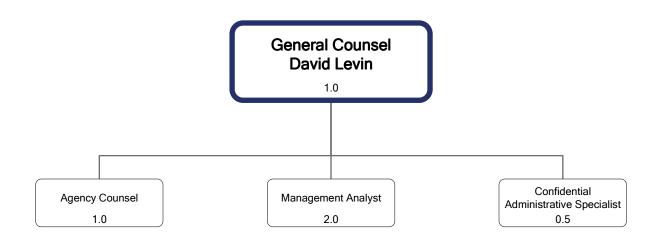




- Organization Chart
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- Activities Detail
- 2019 Goals and Objectives
- 2018 Accomplishments
- Employee Services Schedule
- Key Indicator

Existing FTE = 4.5 Adopted FTE = 4.5





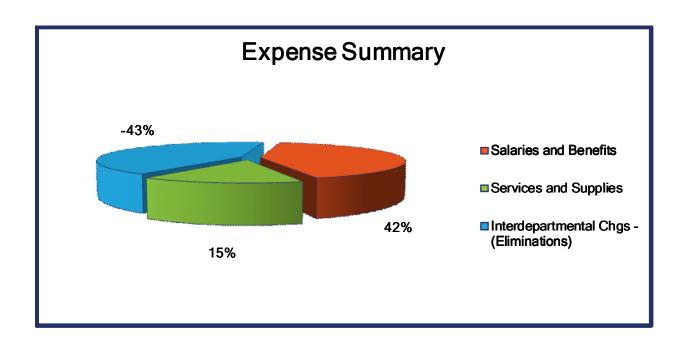
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Department Summary

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



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:

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- 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.

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- 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.

- 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

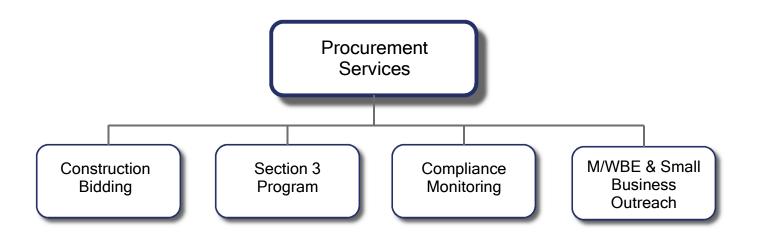
Employee Services Schedule

	2015	2016	2017	2018	2019	Increase
	Budget	Budget	Budget	Budget	Budget	(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	3.00	3.50	4.50	4.50	4.50	0.00

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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

Procurement Services Operating Budget - FY 2019



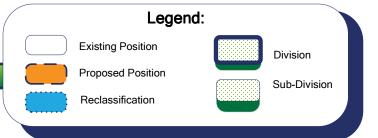
- Organization Chart
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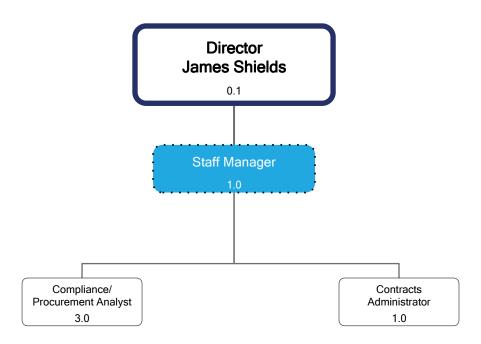


Procurement

FY 2019 Organizational Chart

Existing FTE = 5.05 Adopted FTE = 5.05





PROCUREMENT SERVICES

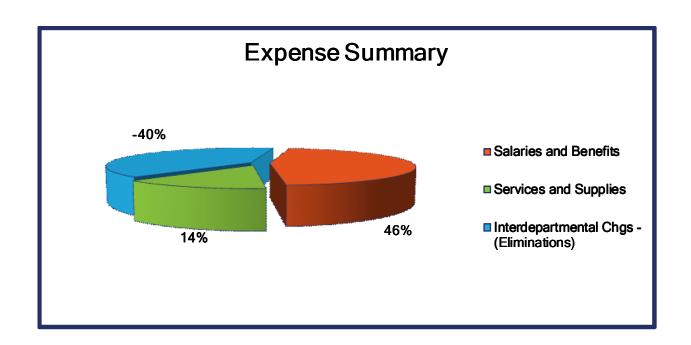
Department Summary

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	



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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	2016	2017	2018	2019	Increase
	Budget	Budget	Budget	Budget	Budget	(Decrease)
Procurement Services						
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

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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

SHRA Administrative Building FY 2019

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.

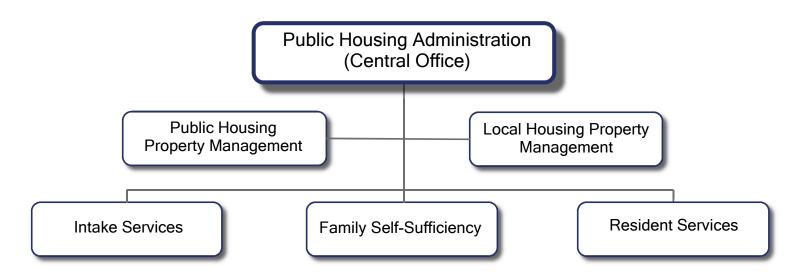
Appropriation Summary

	Budget		Budget		Budget		Budget		Budget
Type of Expense	2015		2016		2017		2018		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



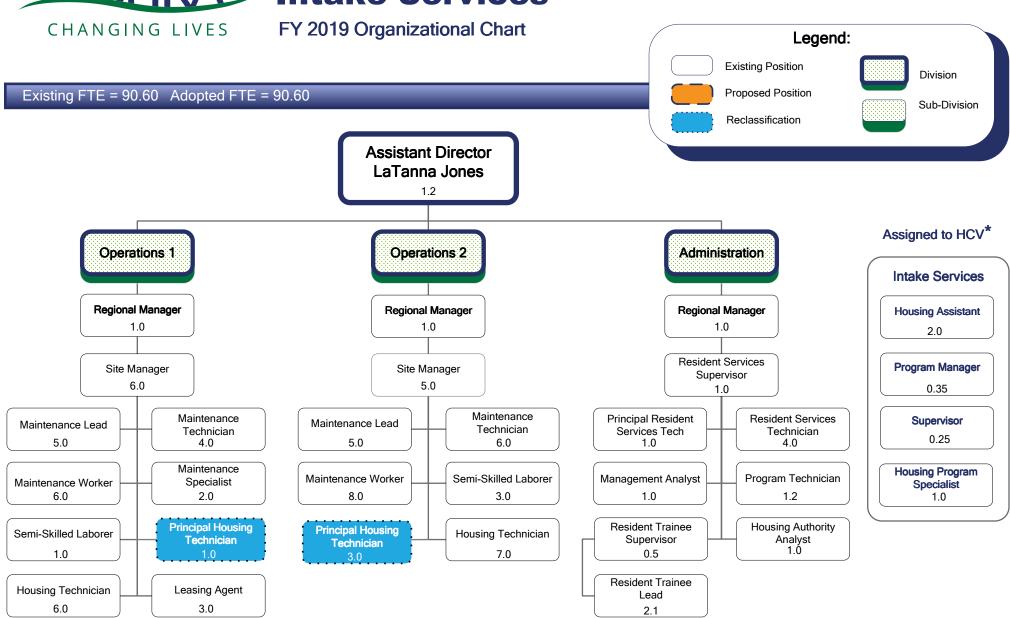
Public Housing Operating Budget - FY 2019



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Public Housing & Intake Services

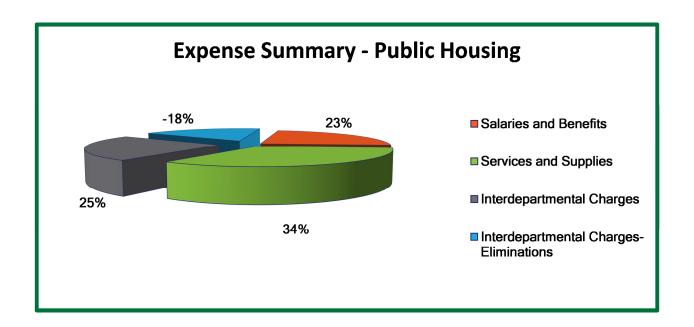


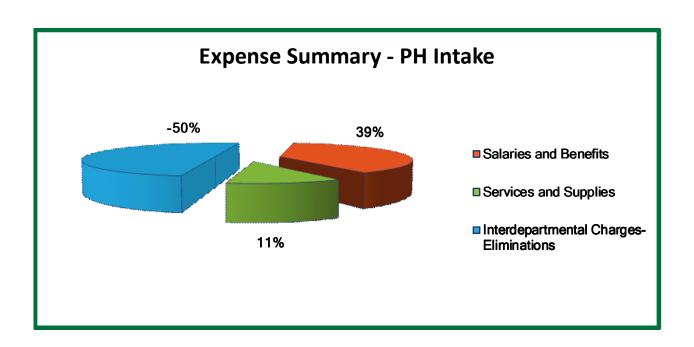
Department Summary

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





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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

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

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- 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.

- 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.

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Employee Services Schedule

<u>Employed Convices Contaction</u>	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Increase (Decrease)
Public Housing Authority	budget	Budget	Budget	Duaget	Duaget	(Decrease)
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 Division

Key Indicators Output:	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%

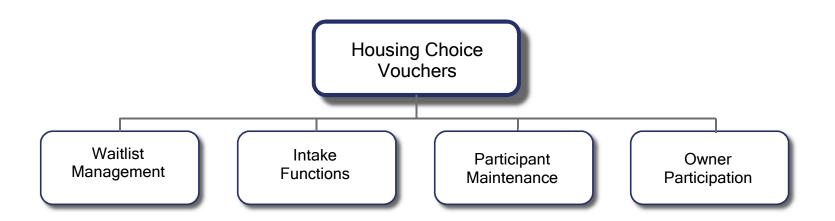
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Resident Services Division - Jobs Plus

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



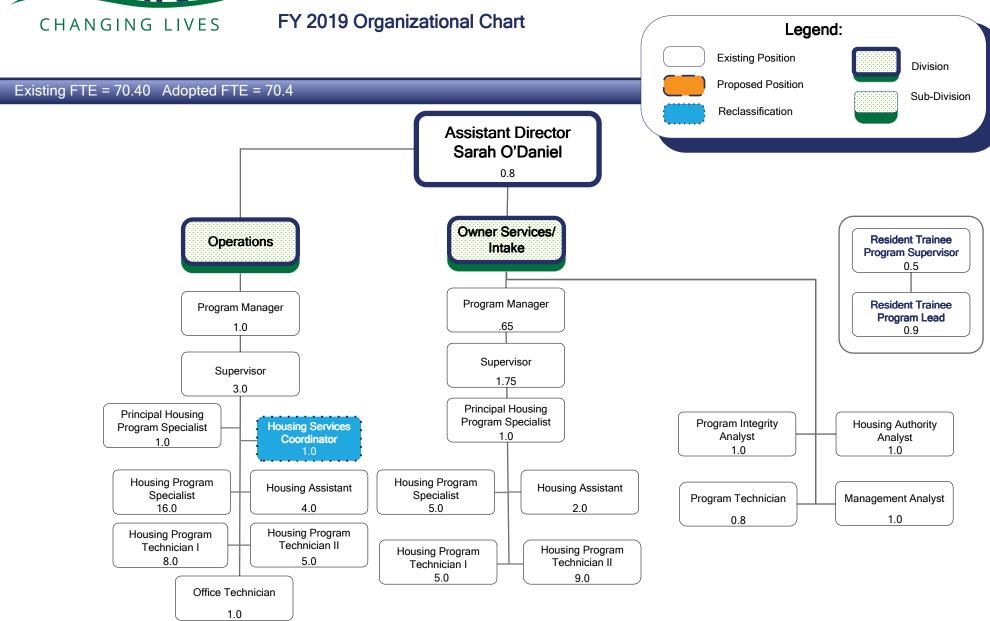
Housing Choice Vouchers Operating Budget - FY 2019



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HCV & Intake



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:
 - o 284 at Phoenix Park
 - 75 at Serna Village
 - 76 at Washington Plaza
 - 77 at Sutterview
 - 37 at 7th and H Streets
 - o 78 at Sierra Vista
 - o 60 at MLK Village
 - o 56 at Shasta Hotel
 - 60 at Saybrook Apartments
 - 8 at Dixeanne Townhomes
 - 8 at (the future) Lavender Court
 - o 92 at (the future) Courtyard Inn
 - o 25 at (the future) Mather Veterans Village Phase 3

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.

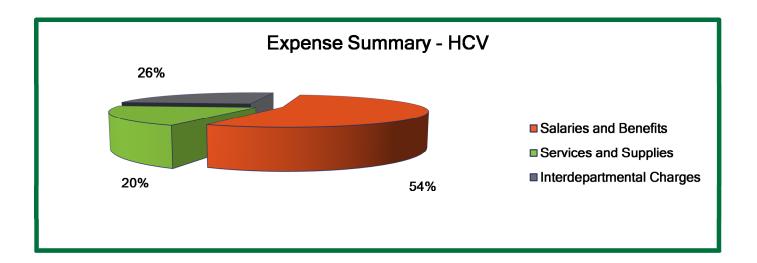
In 2018:

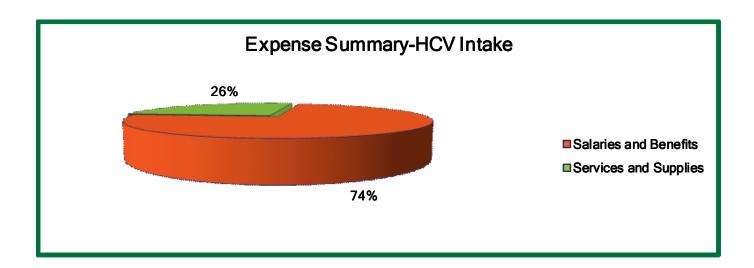
- o 532 families received SPC assistance through the tenant-based program.
- o 19 families received SPC assistance at the Shasta Hotel.
- 16 families received SPC assistance at Boulevard Court.

Appropriation Summary

Type of Expense	•		Budget 2016	3		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	<u>-</u>				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.





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.

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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.

- 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 <u>www.sacwaitlist.com</u> 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.

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- 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

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%

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	communi	ty with fam	illes servea		
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.



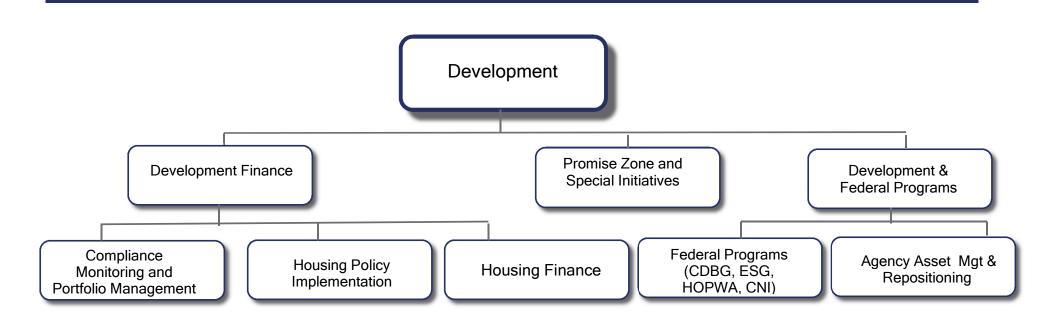
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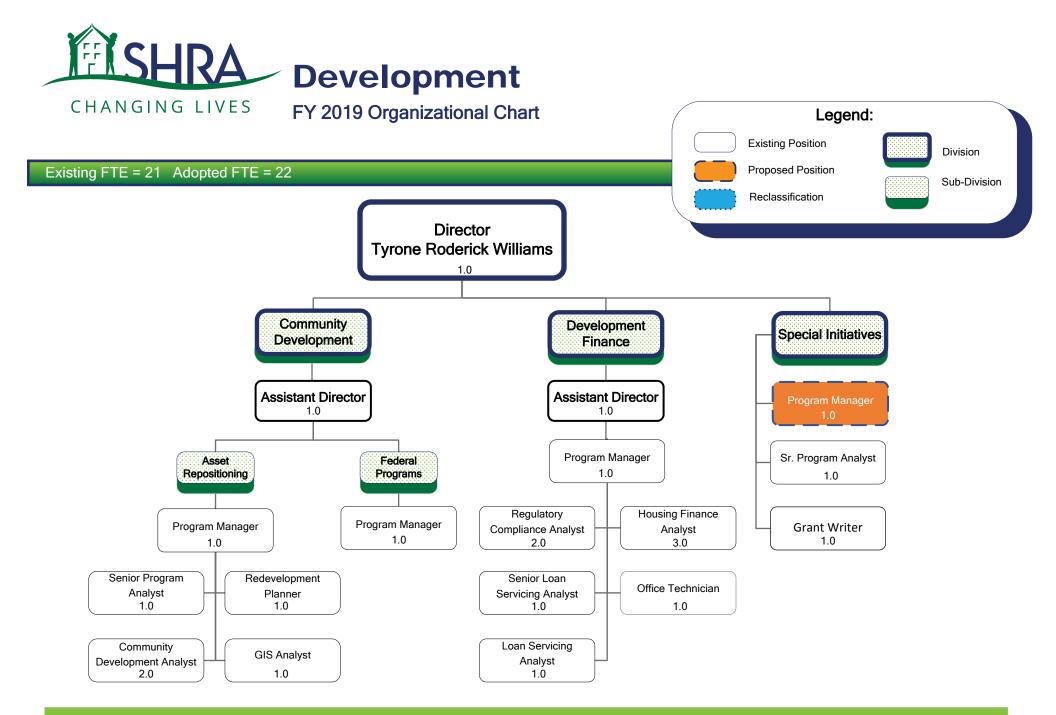
DEVELOPMENT



Development Operating Budget - FY 2019



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



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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.

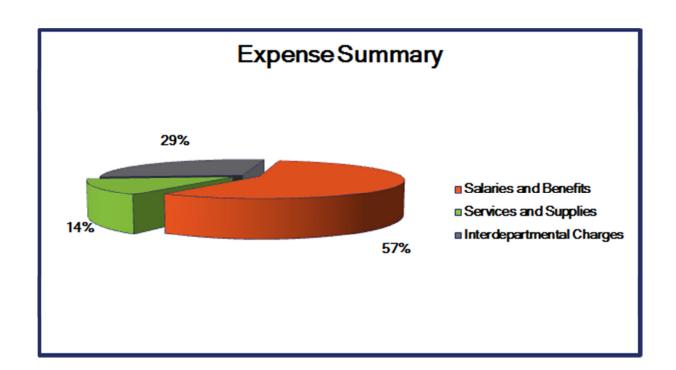
The Federal Programs Division works with various stakeholders to bring about positive change through investments in targeted neighborhoods. The primary responsibility of the division is to effectively manage U.S. Department of Housing and Urban Development grants on behalf of to the City and County of 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.

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 Total	\$ 739,935 3,522,703	\$	1,193,786 4,833,201	\$	1,954,798 5,405,620	\$	1,065,461 4,585,278	\$	1,543,619 5,270,358	



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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

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

Single Family Development Financing and Homeownership Services

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

Compliance Monitoring and Portfolio Management

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

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

- Annual Housing Trust Fund 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

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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.

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.

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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.

- Work with stakeholders to update the Multifamily Lending and Mortgage Revenue Bond Polices.
- 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

- 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
 - o 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.

- Completed infrastructure and public facility improvements:
 - o 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.
 - o 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.
 - o 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:

<u>Multifamily</u>

- 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).

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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.

- 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.

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.

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.

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-

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

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 expands 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.

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 Starrated 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 Pudget	2016	2017 Pudget	2018	2019 Budget	Increase
Development	Budget	Budget	Budget	Budget	Budget	(Decrease)
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
	0.00	1.00	1.00		1.00	0.00
GIS Analyst				1.00		
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

Federal Programs Division

			T	1	1
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 Finance Division

Key Indicators	FY 16 Actual	FY 17 Actual	FY 18 Projected	FY 18 Mid-Year Projected	FY 19 Estimated
Output:					
	Multifamily	Affordable I	- inancing		
\$ 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 P	Policy Implen	nentation		
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

Key Indicators	FY 16 Actual	FY 17 Actual	FY 18 Projected	FY 18 Mid-Year Projected	FY 19 Estimated
Single Family	Affordab	le Financin	g & Home O	wnership	
# 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
	Portfo	lio Manage	ment		
# 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

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

Asset Repositioning Division

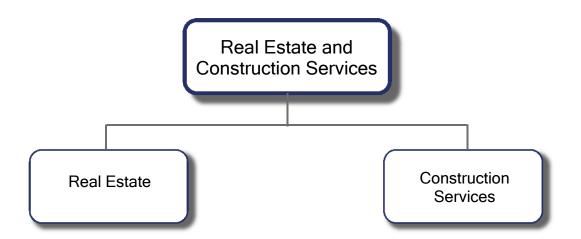
Key Indicators	FY 16 Actual	FY 17 Actual	FY 18 Projected	FY 18 Mid-Year Projected	FY 19 Estimated
Output:					
Projects Repositioned from Public Housing to LIHTC Partnerships	0	0	0	0	1
Units Repositioned from Public Housing to LIHTC Partnerships	0	0	0	0	42
Existing Projects Resyndicated	0	0	0	0	1
Projects 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



Real Estate and Construction Services Operating Budget - FY 2019



- 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

Legend:

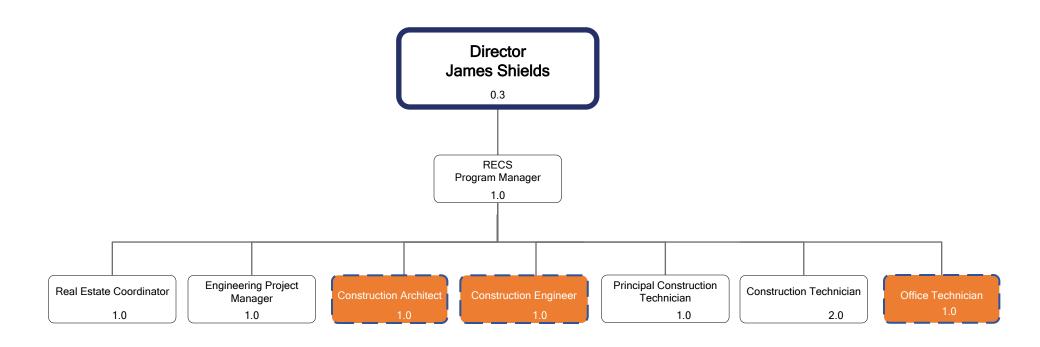
Existing Position

Proposed Position

Reclassification

Division

Sub-Division



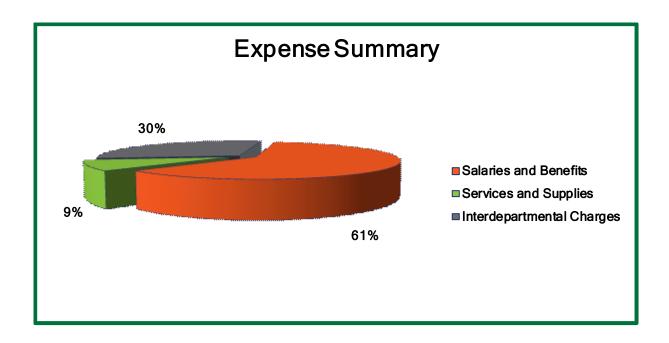
H-2 SHRA 2019 BUDGET

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	



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.

- 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 Restooms, 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.

- 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 Agencyowned 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	2016	2017	2018	2019	Increase	
	Budget	Budget	Budget	Budget	Budget	(Decrease)	
			0.00	0.00	4.00	4.00	
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	

H-6 SHRA 2019 BUDGET

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

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

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, rapidrehousing, 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.

I - 2 SHRA 2019 BUDGET



Public Services By Category FY 2019

	City	County	Total	Source
Administration HOPWA Administration	\$ 43,376		\$ 43,376	HOPWA-City
HOF WA Auministration	φ 45,570		φ 43,370	TIOP WA-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	
0				
Senior Nutrition	E2E 207		E2E 207	CDBC City
Senior Nutrition Program Senior Nutrition Program	535,207	428,991	535,207 428,991	CDBG - City CDBG - County
Senior Nutrition Program		95,807	95,807	PILOT - County
Senior Nutrition Program	40,000	95,007	40,000	MFSAF - City
ŭ		F04 700		Wil OAI Oity
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	
Suppportive 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	440.000		440.000	LIODIMA City
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



	lı	nterest	P	rincipal	 Total	_
<u>Local Housing Mortgages:</u>						
San Jose/Broadway	\$	3,509	\$	65,891	\$ 69,400	(1)
Total Local Housing Mortgages	\$	3,509	\$	65,891	\$ 69,400	- =
Loan Repayments:						
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	\$	809,809	\$	1,712,022	\$ 2,521,831	<i>.</i> =
Total Debt Service	\$	813,318	\$	1,777,913	\$ 2,591,231	_

- (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. The mortgage debt allowed for this 24-unit, subsidized property to be built after a large number of buildings and homes had been demolished in Oak Park in the 1970s as part of the City of Sacramento plan for redevelopment. The City had described the Oak Park area as "urban blight", and started a plan to revitalize the area. That revitalization did displace families, and there was a recognized need for additional affordable housing. These units are a part of a small number of affordable rental units that, to this day, allow lower income families to live within an area subject to climbing homeownership and home rental costs that they could not otherwise afford.
- (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. The debt paid for Infrastructure needed to develop 325 single family homes. Del Paso Nuevo is a 154-acre master planned community that is providing new single-family homeownership opportunities in the former Del Paso Heights Redevelopment Area. In 1997, this area received a Homeownership Zone Designation from the U.S. Department of Housing and Urban Development (HUD). As a result, the project received more than \$10 million in federal loan guarantees and grants for the project administered by the Sacramento Housing and Redevelopment Agency (Agency). In return, a minimum of 300 homes must be constructed with at least 51 percent of the homes sold at affordable prices to families that earn no more than 80 percent of the area median income (AMI).
- (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. Globe Mills Adaptive Reuse Project preserved a City landmark structure and added 112 affordable senior and 31 market rate housing infill units to the Alkali Flat Redevelopment Area.

Debt Service

- (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. In 2009, after years of searching for a new location to house its headquarters, Sacramento Housing and Redevelopment Agency (SHRA) decided that the building at 801 12th Street was the most ideal choice among the many candidates it was considering. In 2009, work began on the renovations of the building, and in January 2010, SHRA commenced operations in their new home. The building received a LEED Silver rating for its energy saving rehabilitation, is located adjacent to a light-rail train stop, and is within walking distance of City Hall and many of SHRA's ancillary offices. The "open-office" design employed by the architects has created a pleasant workplace by allowing natural light to flood each floor's space. Staff and visitors continue to be impressed with the many amenities the building offers.
- (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. The funds from the Section 108 loan will be used to finance the installation of new infrastructure (storm water, water and sewer, roads and sidewalks) at the 22 acre Twin Rivers redevelopment site. The Twin Rivers Trasit-Oriented Development project will replace 218 units of obsolete public housing with up to 500 units of new affordable and moderate income housing within a masterplanned community. The project was awarded a \$30 million Choice Neighborhoods Initiative (CNI) grant from HUD in 2015, and CNI funds will be combined with State funds and tax credits to develop the housing units. In 2018, the project was awarded a \$23 million State Transformative Climate Communities grant to develop a new Light Rail Station adjacent to the property and to install solar systems, a community garden and street trees. The demolition and environmental mitigation work will be completed in the first half of 2019. Then, Section 108 loan funds will be used to pay for the backbone infrastructure that will make it feasible for the residential development to proceed.

SECTION K

PROJECTS AND PROGRAMS SCHEDULE



Projects by Type - FY 2019

Project Type	Funding Source	Description		App	ropriation
Housing Authority Capital Projects	Choice Neighborhoods Initiative Section 108-City Conventional Housing - Capital Fund Program - City - 2019 Conventional Housing - Capital Fund Program - County -	CNI Section 108-Twin Rivers Modernization Modernization		\$	16,064,693 1,598,330 840,043
			Subtotal	\$	18,503,066
Infrastructure and Public Improvements	Community Development Block Grant - City - 2014 Community Development Block Grant - City - 2015 Community Development Block Grant - City - 2016 Community Development Block Grant - City - 2017 Community Development Block Grant - City - 2017 Community Development Block Grant - City - 2018 Community Development Block Grant - City - 2019 Community Development Block Grant - County - 2015 Community Development Block Grant - County - 2015 Community Development Block Grant - County - 2016 Community Development Block Grant - County - 2018 Community Development Block Grant - County - 2019 Community Development Block Grant - Co	Salvation Army Shelter Improvements Salvation Army Shelter Improvements Salvation Army Shelter Improvements Salvation Army Shelter Improvements NOFA- Standard Settlement Improvements Stockton Blvd Complete Streets Design NOFA- Standard Settlement Improvements Babcock Elementary Pavement Replacement Meadownview Streetscape Phase II Sim Center Traffic Signal/Wayfinding Oak Park Playground Improvements Capital Reserve Small Public Facility Notice of Funding Availability (NOFA) Meadowview Park Improvements Design Morrison Creek Design NOFA- Standard Settlement Improvements Capital Improvement Project Scoping and Environmental Consolidated Planning Salvation Army Shelter Improvements Oak Park CC Safety Improvements Rosemont Community Park Improvements Phase I Rosemont Community Park Improvements Phase I Rosemont Community Park Improvements Phase I sleton Tong Building LED Street Light Project Florin Area Street Light Project Rosemont Area Street Light Improvements Phase I Rosemonth Area Street Light Improvements Project Florin Area Street Light Project Capital Reserve LED Street Light Project Folsom Seniors Helping Seniors Handyman Program Small Public Facility Notice of Funding Availability (NOFA) Rosemont Community Park Improvements Phase I Capital Improvement Project Scoping and Environmental 47th Avenue Pedestrian and Bicycle Improvements Project Mather Campus Community/Homeless Triage Center	Subtotal	\$	107,700 30,118 62,182 70,000 25,000 80,000 600,000 400,000 200,000 139,809 100,000 50,000 50,000 50,000 50,000 12,000 7,888 150,000 100,000 100,000 1,384,482 780,000 13,84,482 780,000 13,84,482 780,000 14,000 74,892 50,000 281,579 90,000
			Subioial	Φ	0,414,240

PROJECTS BY TYPE

Project Type	Funding Source	Description	Appropriation	
Housing Development and Preservation	Affordable Housing Program Entitlement City Low Income Housing (MIHO) Community Development Block Grant - City - 2017 Community Development Block Grant - City - 2018 Community Development Block Grant - City - 2019 Community Development Block Grant - City - 2019 Community Development Block Grant - City - 2019 Community Development Block Grant - County - 2019 HOME - City 2019 HOME - City 2019 HOME - County 2019 HOME - County 2019 HOME Revolving Loans - City HOME Revolving Loans - City HOME Revolving Loans - County HOPWA Housing Trust Fund - City HSA-Project Fund - City HSA-Project Fund - County Supplemental Admin Fees-City	Housing Development Assistance Housing Development Assistance 1224 D Street Remediation 1224 D Street Remediation Emergency Repair Program/Accessibility Grant Program (ERP) Fair Housing Activities Minor Repair & ADA for Seniors & Low Income Homeowners Program Veterans/Affordable Housing Rehabilitation Program Emergency Repair Program/Accessibility Grant Program (ERP) Fair Housing Activities Minor Repair & ADA for Seniors & Low Income Homeowners Program Multi-family Housing Acquisition and Rehabilitation Multi-family Housing New Construction Multi-family Housing Acquisition and Rehabilitation Multi-family Housing New Construction Multi-family Housing Acquisition and Rehabilitation Housing Development Assistance	1 1 1 1	2,583,695 1,092,860 25,000 150,000 150,000 500,000 500,000 150,000 50,000 1,184,900 1,184,900 1,431,115 1,431,115 518,157 366,930 366,928 509,784 631,162 750,287 94,825 554,033
		TOTAL	\$ 39	9,311,160

K - 2 SHRA 2019 BUDGET



Projects by Funding Source - FY 2019

Funding Source	Project Type	Description		App	ropriation	Environmental
HSA-Project Fund - City	Housing Development and Preservati	on Housing Development Assistance		\$	750,287	Not completed
			Subtotal	\$	750,287	
HSA-Project Fund - County	Housing Development and Preservati	on Housing Development Assistance		\$	94,825	Not completed
			Subtotal	\$	94,825	
Community Development Block Grant - City - 2014	Infrastructure and Public Improvements	s Salvation Army Shelter Improvements			107,700	Completed
			Subtotal	\$	107,700	
Community Development Block Grant - City - 2015	Infrastructure and Public Improvements	s Salvation Army Shelter Improvements			30,118	Completed
			Subtotal	\$	30,118	
Community Development Block Grant - City - 2016	Infrastructure and Public Improvements	s Salvation Army Shelter Improvements			62,182	Completed
			Subtotal	\$	62,182	
Community Development Block Grant - City - 2017		s NOFA- Standard Settlement Improvements		\$	70,000	Completed
Community Development Block Grant - City - 2017 Community Development Block Grant - City - 2017	Housing Development and Preservati Infrastructure and Public Improvements	on 1224 D Street Remediation S Stockton Blvd Complete Streets Design			25,000 25,000	Completed Completed
	·	·	Subtotal	\$	120,000	·
Community Development Block Grant - City - 2018	Infrastructure and Public Improvements	s NOFA- Standard Settlement Improvements			80,000	Completed
Community Development Block Grant - City - 2018	Housing Development and Preservati	on 1224 D Street Remediation			25,000	Completed
			Subtotal	\$	105,000	
Community Development Block Grant - City - 2019 Community Development Block Grant - City - 2019	Housing Development and Preservati Housing Development and Preservati	on Emergency Repair Program/Accessibility Grant Program (EF	RP)	\$	150,000 135,000	Completed Completed
Community Development Block Grant - City - 2019		on Minor Repair & ADA for Seniors & Low Income Homeowners	Program		50,000	Completed
Community Development Block Grant - City - 2019		s Meadowview Park Improvements Design	riogiani		80,000	Completed
Community Development Block Grant - City - 2019	Infrastructure and Public 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	s Consolidated Planning			50,000	Completed
Community Development Block Grant - City - 2019	Infrastructure and Public Improvements				55,000	Completed
Community Development Block Grant - City - 2019	Infrastructure and Public Improvements	, , ,			100,000	Completed
Community Development Block Grant - City - 2019	Infrastructure and Public Improvements				50,000	Completed
Community Development Block Grant - City - 2019	Infrastructure and Public Improvements				300,000	Completed
Community Development Block Grant - City - 2019 Community Development Block Grant - City - 2019	Infrastructure and Public Improvements Infrastructure and Public Improvements	, ,			200,000 50,000	Completed Completed
Community Development Block Grant - City - 2019	Infrastructure and Public Improvements				600,000	Completed
Community Development Block Grant - City - 2019	Infrastructure and Public Improvements				400,000	Completed
Community Development Block Grant - City - 2019	Infrastructure and Public Improvements	·			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	\$ 8,000	
Community Development Block Grant - County - 2016	Infrastructure and Public Improvements	Rosemont Community Park Improvements Phase I	12,000	Completed
		Subtotal	\$ 12,000	
Community Development Block Grant - County - 2017	Infrastructure and Public Improvements	Rosemont Community Park Improvements Phase I	7,888	Completed
		Subtotal	\$ 7,888	
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	\$ 450,000	
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	Rosemonth 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	\$ 3,854,969	-
		Subtotal	φ 3,834,909	
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	\$ 371,579	
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	\$ 1,036,315	
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	\$ 733,858	

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PROJECTS BY FUNDING SOURCE

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

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 its 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





Funding Source	Project Type	Description		Appror	priation
Insurance	Infrastructure and Public Improvements	Insurance Reserve		\$	956,037
			Subtotal	\$	956,037
Headquarters-801 12th St	Commercial	Headquarters operations		\$	193,108
			Subtotal	\$	193,108
Community Dev Block Grant - City -2014	Infrastructure and Public Improvements	Unallocated Capital Reserve			107,700
			Subtotal	\$	107,700
Community Dev Block Grant - City -2015	Infrastructure and Public Improvements	Unallocated Capital Reserve			30,118
			Subtotal	\$	30,118
Community Dev Block Grant - City- 2016	Infrastructure and Public Improvements	Unallocated Capital Reserve		\$	62,182
			Subtotal	\$	62,182
Community Dev Block Grant - City - 2017	Infrastructure and Public Improvements	Unallocated Capital Reserve		\$	120,000
			Subtotal	\$	120,000
Community Dev Block Grant - City - 2018	Infrastructure and Public Improvements	Unallocated Capital Reserve		\$	105,000
•			Subtotal	\$	105,000
Community Dev Block Grant - County 2015	Infrastructure and Public Improvements	Unallocated Capital Reserve		\$	8,000
			Subtotal	\$	8,000
Community Day Block Crost County 2046	Infractivative and Dublic Improvements	Unalla acta d Canital Dagania			12,000
Community Dev Block Grant - County 2016	Infrastructure and Public Improvements	Unallocated Capital Reserve	Subtotal	\$	12,000
			Judicial	Ψ	12,000

DEFUNDING

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



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SECTION L

GLOSSARY

CHANGING LIVES

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.

- 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.

L - 2 SHRA 2019 BUDGET

- 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.

- 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.

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- 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.

- 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

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- 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

- 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.

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