



SACRAMENTO HOUSING AND
REDEVELOPMENT AGENCY

2020 Proposed Budget

DRAFT PROPOSED BUDGET



SHRA 2020 Proposed Budget

Submitted to:

Sacramento City Council

Sacramento County Board of Supervisors

Housing Authority of the City of Sacramento

Housing Authority of the County of Sacramento

Sacramento Housing and Redevelopment Commission

By

**La Shelle Dozier
Executive Director**

SHRA

2020 Proposed Budget

ACKNOWLEDGMENT

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General

1 - GENERAL

Agency Overview

Profile of the Agency - 2020

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 5th largest county in California by population. The State of California, Department of Finance, estimates the population on January 1, 2019, for the city to be 508,172 and 1,546,174 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.

Agency Overview *continued*

Profile of the Agency *continued*

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, 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.

Agency Overview *continued*

Profile of the Agency *continued*

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

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

Relevant Financial Policies

The Agency is committed to increasing the supply of affordable housing and in past years has worked closely with the City and County in the development of inclusionary ordinances, 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. 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.

Agency Overview *continued*

Profile of the Agency *continued*

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 2020 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 2020 budget to best ensure that departmental objectives and goals were obtainable and to establish outcomes that best support the Mission of SHRA.

1 - GENERAL

Agency Goals

The Sacramento Housing and Redevelopment Agency is committed to partner with the community and the City and 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.

Agency Goals *continued*

- Increase Agency ownership and management of mixed-income housing.
- Improve and expand economic and social opportunities for housing authority residents.
- Participate in supportive housing programs by partnering with public and non-profit organizations.

GOAL 3

REVITALIZE LOWER INCOME NEIGHBORHOODS TO CREATE HEALTHY AND SUSTAINABLE COMMUNITIES

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

Agency Goals *continued*

GOAL 4

PROMOTE ECONOMIC DEVELOPMENT THROUGH STRATEGIC INFRASTRUCTURE AND PUBLIC FACILITY IMPROVEMENTS

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

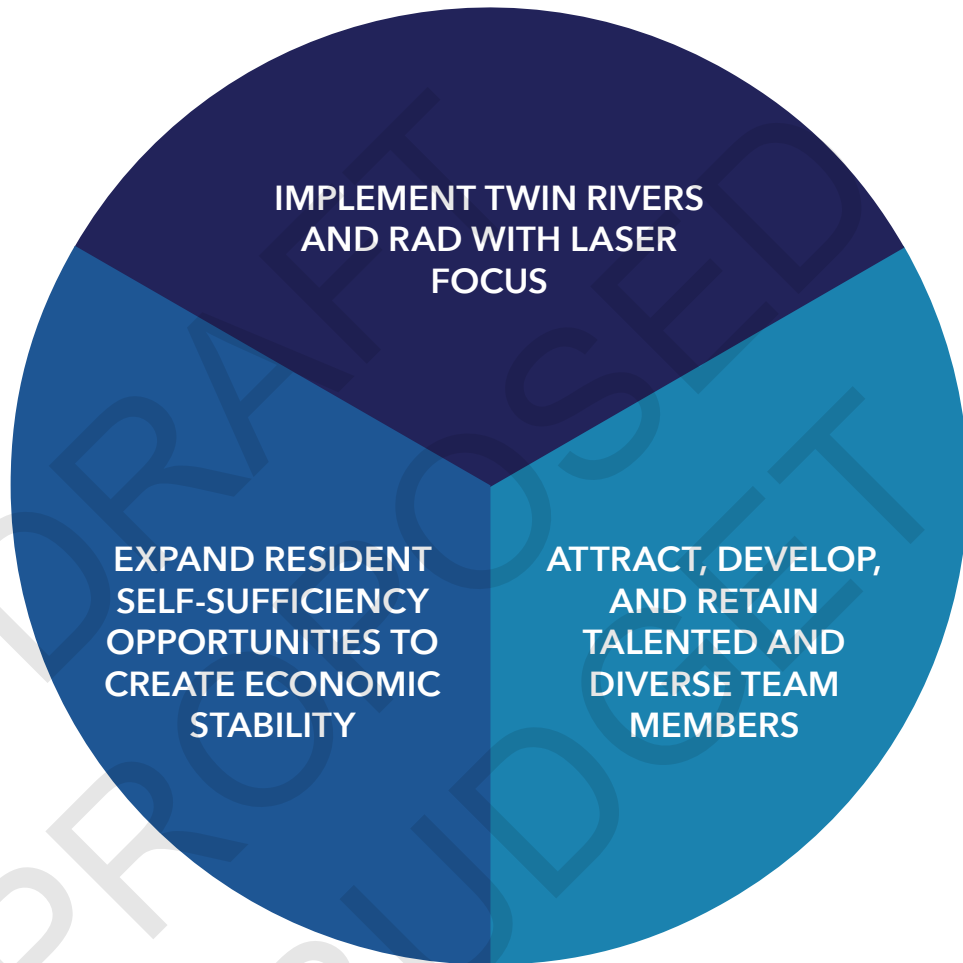
GOAL 5

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

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

Agency Goals *continued*

SHRA Three-Year Strategic Goals



Jurisdictional Comparisons

| Fiscal Year 19/20 Budget | Sacramento Housing & Redevelopment Agency (SHRA) | San Diego Housing Commission (SHDC) |
|---|--|--|
| Year Established | 1982 - JPA | 1979 |
| Governed By | 1. City Council 2. HACs 3. County BOS 4. HACOS 5. Commission | San Diego City Council (HA) Commission (Advisory) |
| Housing Authorities FOR: | City & County of Sacramento | City of San Diego |
| Comparison Significance | Largest Area Provider of Affordable Housing | Largest Area Provider of Affordable Housing |
| Population: | | |
| • County | 1,546,174 | 3,351,786 |
| • City | 508,172 | 1,420,572 |
| Area Median Income (Annual) 2 | 83,600 | 86,300 |
| Budget Comparison - Fiscal Year Basis | January - December | July - June |
| Funding Sources - Budget | | |
| • \$\$\$ of Federal Funding | \$171.6M | \$273.4M |
| • \$\$\$ of State, Local/Other Funding | \$40.3M | \$179.0M |
| Total Funding Sources By Major Category | \$211.9M | \$452.4M |
| Expenditure Budget | | |
| • Personnel Costs | \$28.7M | \$38.1M |
| • Housing Programs | \$109.1M | \$239.5M |
| • Other | \$26.1M | \$133.2M |
| Total Operating Budget | \$163.9M | \$410.8M |
| • Total Capital Budget | \$48.0M | \$41.6M |
| Total Budget | \$211.9M | \$452.4M |
| Total FTE | 239.7 | 341 |

1 - GENERAL

Budget Process Timeline

JUNE

Fund Equity - Mid-year schedule

The mid-year fund equity schedule provides the estimated beginning balance available for appropriation. The estimated beginning balance available is any amount that has not been previously budgeted. The beginning balance estimates are critical as they let management know if there 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.

Budget Process Timeline *continued*

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.

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. Re-payment 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.

Budget Process Timeline *continued*

○ **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.

Budget Process Timeline *continued*

AUGUST

Department budget meetings

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

SEPTEMBER

Department budget meetings continue

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

Budget Presentations - Commission

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

OCTOBER

Budget Presentation - Commission

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

NOVEMBER

Budget Presentations - City and County

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

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Financial Management and Budget Policies

2 - FINANCIAL MANAGEMENT POLICIES

Financial Management Policies

Revenue Policy

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

Debt Policy

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

Financial Management Policies *continued*

Interdepartmental Charges / Indirect Cost Recovery

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

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

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

Financial Management Policies *continued*

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

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

The methodology that is used is as follows:

Direct Labor in each fund, divided by the Direct Labor for all funds included in the pool, equals the percentage of indirect costs to be charged to that particular fund from that cost pool. For example, if Division 27 - Community Development represents 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.

SECTION 2 - FINANCIAL MANAGEMENT POLICIES

Financial Management Policies *continued*

| Department | Costs | 40/41 Housing Admin | 46 Housing Admin | 27 Community Development | 29 RE/CS Admin |
|---------------------------------|----------------------|---------------------------|---------------------|--------------------------------|-------------------|
| | | 39.00% | 33.00% | 21.00% | 8.00% |
| 10 Governing Boards | \$ 60,000 | \$ 23,400 | \$ 19,800 | \$ 12,600 | \$ 4,800 |
| 11 Executive Director | \$ 1,198,875 | 467,561 | 395,628 | 251,764 | 95,910 |
| 12 Legal Services | \$ 936,806 | 365,354 | 309,147 | 196,729 | 74,944 |
| 13 Human Resources | \$ 1,484,633 | 579,007 | 489,929 | 311,773 | 118,771 |
| 15 Finance | \$ 1,705,737 | 665,237 | 562,892 | 358,205 | 136,459 |
| 16 Info Mgmt. & Tech Services | \$ 2,641,601 | 1,030,224 | 871,729 | 554,736 | 211,328 |
| 17 Agency Clerk | \$ 424,772 | 165,661 | 140,175 | 89,202 | 33,982 |
| 30 Procurement | \$ 858,283 | 334,730 | 283,233 | 180,239 | 68,663 |
| Subtotal Claimable Costs | \$ 9,310,707 | \$ 3,631,174 | \$ 3,072,533 | \$ 1,955,247 | \$ 744,857 |
| Roll forward from 2017 | | \$ 627,546 | | | |
| Total Claimable Costs | \$ 10,031,357 | \$ 4,258,720 | \$ 3,072,533 | \$ 1,955,247 | \$ 744,857 |

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.

Financial Management Policies *continued*

Budget Policies and Procedures *continued*

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.

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.

Financial Management Policies *continued*

Budget Policies and Procedures *continued*

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.

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.

Financial Management Policies *continued*

Accounting Structure and Principles *continued*

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

Financial Management Policies *continued*

Accounting Structure and Principles *continued*

Proprietary Funds

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

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

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

Governmental Funds

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

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

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

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

Financial Management Policies *continued*

Accounting Structure and Principles *continued*

Account Groups

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

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

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

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Budget Summaries

4 - BUDGET SUMMARIES

Summary of Full-Time Equivalent Positions (FTE) By Department -FY 2020

| Department | 2016 | | 2017 | | 2018 | | 2019 | | 2020 | | Increase (Decrease) |
|--|--------|--|--------|--|--------|--|--------|--|--------|--|------------------------|
| | Budget | | Budget | | Budget | | Budget | | Budget | | |
| Executive Director | 3.00 | | 4.00 | | 4.00 | | 4.00 | | 4.00 | | 0.00 |
| Legal | 3.50 | | 4.50 | | 4.50 | | 4.50 | | 4.50 | | 0.00 |
| Human Resources | 7.60 | | 7.00 | | 6.20 | | 5.95 | | 6.45 | | 0.50 |
| Finance | 13.00 | | 13.00 | | 12.00 | | 12.00 | | 15.00 | | 3.00 |
| IMTS | 9.00 | | 10.00 | | 10.00 | | 10.10 | | 10.10 | | 0.00 |
| Agency Clerk | 1.50 | | 1.50 | | 2.50 | | 2.60 | | 2.60 | | 0.00 |
| Procurement | 4.00 | | 4.00 | | 4.00 | | 5.05 | | 6.05 | | 1.00 |
| Subtotal Administrative Support | 41.60 | | 44.00 | | 43.20 | | 44.20 | | 48.70 | | 4.50 |
| Public Housing | 91.40 | | 87.90 | | 88.00 | | 87.00 | | 91.00 | | 4.00 |
| Public Housing Intake | 4.00 | | 3.35 | | 3.35 | | 3.60 | | 3.70 | | 0.10 |
| Subtotal Public Housing | 95.40 | | 91.25 | | 91.35 | | 90.60 | | 94.70 | | 4.10 |
| Housing Choice Vouchers | 53.60 | | 58.10 | | 61.00 | | 59.90 | | 58.90 | | -1.00 |
| Housing Choice Vouchers Intake | 6.00 | | 7.65 | | 9.65 | | 10.50 | | 8.40 | | -2.10 |
| Subtotal Housing Choice Vouchers | 59.60 | | 65.75 | | 70.65 | | 70.40 | | 67.30 | | -3.10 |
| Development | 22.00 | | 23.00 | | 21.00 | | 22.00 | | 26.00 | | 4.00 |
| Subtotal Housing and Community Development | 22.00 | | 23.00 | | 21.00 | | 22.00 | | 26.00 | | 4.00 |
| Real Estate and Construction Services | 6.40 | | 6.00 | | 6.30 | | 9.30 | | 9.30 | | 0.00 |
| Subtotal Real Estate and Construction Services | 6.40 | | 6.00 | | 6.30 | | 9.30 | | 9.30 | | 0.00 |
| Total | 225.00 | | 230.00 | | 232.50 | | 236.50 | | 246.00 | | 9.50 |

4 - BUDGET SUMMARIES

Budget Appropriation Comparison Schedule

| | 2019 | | 2020 | | Variance 2019 to 2020 | |
|--|----------------------------|----------------------------|----------------------------|----------------------|-----------------------|--|
| | 2018 Approved Budget | 2019 Approved Budget | 2020 Approved Budget | Amount | % | |
| Operations: | | | | | | |
| Salaries and Benefits | \$ 24,435,339 | \$ 27,271,544 | \$ 28,733,234 | 1,461,690 | 5.1% | |
| Services & Supplies | 17,906,929 | 17,783,164 | 17,402,961 | (380,203) | -2.2% | |
| HAPs Payments | 100,749,057 | 100,344,675 | 109,079,844 | 8,735,169 | 8.0% | |
| Debt Service | 2,155,943 | 2,591,231 | 2,877,433 | 286,202 | 9.9% | |
| Financial Transactions | 3,260,488 | 326,379 | 753,463 | 427,084 | 56.7% | |
| Public Services | 6,700,602 | 5,119,260 | 5,086,302 | (32,958) | -0.6% | |
| Total Operations | \$ 155,208,358 | \$ 153,436,253 | \$ 163,933,237 | \$ 10,496,984 | 6.4% | |
| Projects: | | | | | | |
| Housing Development and Preservation | \$ 28,047,588 | \$ 14,393,849 | \$ 40,249,819 | 25,855,970 | 64.2% | |
| Housing Authority Capital Projects | 2,912,283 | 18,503,066 | 2,734,261 | (15,768,805) | -576.7% | |
| Infrastructure and Public Improvements | 4,554,593 | 6,414,245 | 5,043,822 | (1,370,423) | -27.2% | |
| Total Projects | \$ 35,514,464 | \$ 39,311,160 | \$ 48,027,902 | \$ 8,716,742 | 18.1% | |
| Total Budget | \$ 190,722,822 | \$ 192,747,413 | \$ 211,961,139 | \$ 19,213,726 | 9.1% | |

4 - BUDGET SUMMARIES

Fund Equity - FY 2020

Fund Equity Summary - FY 2020

| | Housing | Other Governmental | Internal Service | Gross Total | Net Total (1) |
|---|-----------------------------|-----------------------------|----------------------------|-----------------------------|-----------------------------|
| RESOURCES | | | | | |
| Estimated Fund Balance - January 1 | \$ 35,829,835 | \$ 19,716,178 | \$ 4,986,001 | \$ 60,532,014 | \$ 60,532,014 |
| Interest Revenue | 1,059,860 | 1,402,195 | 207,887 | 2,669,942 | 2,669,942 |
| Intergovernmental | - | 2,687,164 | - | 2,687,164 | 2,687,164 |
| Repayment on Loans | 1,639,567 | 843,791 | - | 2,483,358 | 2,483,358 |
| Dwelling Rents | 8,349,110 | - | - | 8,349,110 | 8,349,110 |
| Grants | 10,042,176 | 32,424,917 | - | 42,467,093 | 42,467,093 |
| Housing Vouchers - Administration | 11,028,929 | - | - | 11,028,929 | 11,028,929 |
| Housing Vouchers - HAP | 109,079,844 | - | - | 109,079,844 | 109,079,844 |
| Miscellaneous | 7,624,035 | 4,369,064 | 48,861 | 12,041,960 | 12,041,960 |
| Interdepartmental Charges | 6,821,370 | - | 11,016,006 | 17,837,376 | - |
| Net Transfers | 602,224 | (1,219,561) | 617,337 | - | - |
| Subtotal Operating Revenues | <u>156,247,115</u> | <u>40,507,570</u> | <u>11,890,091</u> | <u>208,017,230</u> | <u>190,807,400</u> |
| Defundings | 486,939 | 9,764,192 | - | 10,251,131 | 10,251,131 |
| Gross Resources | <u>192,563,889</u> | <u>69,987,940</u> | <u>16,876,092</u> | <u>278,800,375</u> | <u>261,590,545</u> |
| Less Interfund Transactions | (6,821,370) | - | (1,077,734) | (7,899,104) | - |
| Less Interdepartmental Charges | - | - | (9,938,272) | (9,310,726) | - |
| Net Resources (1) | <u>185,742,519</u> | <u>69,987,940</u> | <u>5,860,086</u> | <u>261,590,545</u> | <u>261,590,545</u> |
| APPROPRIATIONS | | | | | |
| Salaries and Benefits | 16,133,295 | 4,094,214 | 8,505,725 | 28,733,234 | 28,733,234 |
| Services and Supplies | 13,790,467 | 468,941 | 3,143,553 | 17,402,961 | 17,402,961 |
| Housing Assistance Payments | 109,079,844 | - | - | 109,079,844 | 109,079,844 |
| Debt Service | - | 1,832,764 | 1,044,669 | 2,877,433 | 2,877,433 |
| Financial Transactions | 430,248 | 250,104 | 73,111 | 753,463 | 753,463 |
| Public Services | 1,216,445 | 3,869,857 | - | 5,086,302 | 5,086,302 |
| Interdepartmental Charges | 13,969,062 | 2,890,908 | 977,406 | 17,837,376 | - |
| Subtotal Operating expenditures | <u>154,619,361</u> | <u>13,406,788</u> | <u>13,744,464</u> | <u>181,770,613</u> | <u>163,933,237</u> |
| Capital Projects | 2,324,291 | 45,703,611 | - | 48,027,902 | 48,027,902 |
| Gross Appropriations | <u>156,943,652</u> | <u>59,110,399</u> | <u>13,744,464</u> | <u>229,798,515</u> | <u>211,961,139</u> |
| Less Interfund Transactions | (6,821,370) | - | (1,077,734) | (7,899,104) | - |
| Less Interdepartmental Charges | - | - | (9,938,272) | (9,938,272) | - |
| Net Appropriations (1) | <u>150,122,282</u> | <u>59,110,399</u> | <u>2,728,458</u> | <u>211,961,139</u> | <u>211,961,139</u> |
| Estimated Fund Balance-December 31 | <u>\$ 35,620,237</u> | <u>\$ 10,877,541</u> | <u>\$ 3,131,628</u> | <u>\$ 49,629,406</u> | <u>\$ 49,629,406</u> |

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

SECTION 4 - BUDGET SUMMARIES

Fund Equity - FY 2020 *continued*

2020 Fund Equity - City Enterprise Funds - Housing

| | <u>City Enterprise - Housing</u> | | | | |
|---|------------------------------------|-----------------------------------|----------------------------------|-------------------------------------|----------------------|
| | <u>City Public Housing</u> | <u>City Local Housing</u> | <u>City Misc Housing</u> | <u>City Component Units</u> | <u>Subtotal</u> |
| RESOURCES | | | | | |
| Estimated Fund Balance - January 1 | \$ 10,870,825 | \$ 3,163,504 | \$ 4,731,969 | \$ 204,244 | \$ 18,970,542 |
| Interest Revenue | 132,523 | 49,722 | 697,477 | 2,000 | 881,722 |
| Repayment on Loans | - | - | 1,620,332 | - | 1,620,332 |
| Dwelling Rents | 3,852,748 | 1,751,401 | - | 605,000 | 6,209,149 |
| Grants | 5,841,278 | - | 831,115 | - | 6,672,393 |
| Housing Vouchers - Administration | - | - | - | - | - |
| Housing Vouchers - HAP | - | - | - | - | - |
| Miscellaneous | 101,645 | 1,157,133 | 4,237,960 | 134,000 | 5,630,738 |
| Interdepartmental Charges | - | - | 2,679,470 | - | 2,679,470 |
| Net Transfers | 405,945 | (415,255) | 520,655 | - | 511,345 |
| Subtotal Operating Revenues | <u>10,334,139</u> | <u>2,543,001</u> | <u>10,587,009</u> | <u>741,000</u> | <u>24,205,149</u> |
| Defundings | - | - | - | - | - |
| Gross Resources | <u>21,204,964</u> | <u>5,706,505</u> | <u>15,318,978</u> | <u>945,244</u> | <u>43,175,691</u> |
| Less Interfund Transactions | - | - | (2,679,470) | - | (2,679,470) |
| Net Resources (1) | <u>21,204,964</u> | <u>5,706,505</u> | <u>12,639,508</u> | <u>945,244</u> | <u>40,496,221</u> |
| APPROPRIATIONS | | | | | |
| Salaries and Benefits | 3,110,181 | 224,716 | 2,970,495 | 119,230 | 6,424,622 |
| Services and Supplies | 5,025,960 | 1,993,772 | 1,542,700 | 480,472 | 9,042,904 |
| Housing Assistance Payments | - | - | - | - | - |
| Debt Service | - | - | - | - | - |
| Financial Transactions | 147,571 | 5,889 | 6,702 | - | 160,162 |
| Public Services | - | - | 537,195 | - | 537,195 |
| Interdepartmental Charges | 1,811,344 | 145,973 | 4,389,795 | 112,210 | 6,459,322 |
| Subtotal Operating expenditures | <u>10,095,056</u> | <u>2,370,350</u> | <u>9,446,887</u> | <u>711,912</u> | <u>22,624,205</u> |
| Capital Projects | - | - | 1,596,581 | - | 1,596,581 |
| Gross Appropriations | <u>10,095,056</u> | <u>2,370,350</u> | <u>11,043,468</u> | <u>711,912</u> | <u>24,220,786</u> |
| Less Interfund Transactions | - | - | (2,679,470) | - | (2,679,470) |
| Net Appropriations (1) | <u>10,095,056</u> | <u>2,370,350</u> | <u>8,363,998</u> | <u>711,912</u> | <u>21,541,316</u> |
| Estimated Fund Balance-December 31 | <u>\$ 11,109,908</u> | <u>\$ 3,336,155</u> | <u>\$ 4,275,510</u> | <u>\$ 233,332</u> | <u>\$ 18,954,905</u> |

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

SECTION 4 - BUDGET SUMMARIES

Fund Equity - FY 2020 *continued*

2020 Fund Equity - County Enterprise Funds - Housing

| County Enterprise - Housing | | | | | | Total Enterprise Funds-Housing | |
|-----------------------------|----------------------|---------------------|--------------------------------|--------------------------|----------------------|--------------------------------|---|
| County Public Housing | County Local Housing | County Misc Housing | County Housing Choice Vouchers | County Shelter Plus Care | Subtotal | | |
| | | | | | | | RESOURCES |
| \$ 3,906,589 | \$ - | \$ 8,431,042 | \$ 4,521,662 | \$ - | \$ 16,859,293 | \$ 35,829,835 | Estimated Fund Balance - January 1 |
| 18,900 | - | 129,238 | 30,000 | - | 178,138 | 1,059,860 | Interest Revenue |
| - | - | 19,235 | - | - | 19,235 | 1,639,567 | Repayment on Loans |
| 2,043,961 | 96,000 | - | - | - | 2,139,961 | 8,349,110 | Dwelling Rents |
| 3,157,608 | - | 212,175 | - | - | 3,369,783 | 10,042,176 | Grants |
| - | - | - | 10,725,741 | 303,188 | 11,028,929 | 11,028,929 | Housing Vouchers - Administration |
| - | - | - | 104,567,076 | 4,512,768 | 109,079,844 | 109,079,844 | Housing Vouchers - HAP |
| 29,030 | 3,300 | 1,960,967 | - | - | 1,993,297 | 7,624,035 | Miscellaneous |
| - | - | 4,141,900 | - | - | 4,141,900 | 6,821,370 | Interdepartmental Charges |
| 196,279 | - | (105,400) | - | - | 90,879 | 602,224 | Net Transfers |
| <u>5,445,778</u> | <u>99,300</u> | <u>6,358,115</u> | <u>115,322,817</u> | <u>4,815,956</u> | <u>132,041,966</u> | <u>156,247,115</u> | Subtotal Operating Revenues |
| - | - | 486,939 | - | - | 486,939 | 486,939 | Defundings |
| <u>9,352,367</u> | <u>99,300</u> | <u>15,276,096</u> | <u>119,844,479</u> | <u>4,815,956</u> | <u>149,388,198</u> | <u>192,563,889</u> | Gross Resources |
| - | - | (4,141,900) | - | - | (4,141,900) | (6,821,370) | Less Interfund Transactions |
| <u>9,352,367</u> | <u>99,300</u> | <u>11,134,196</u> | <u>119,844,479</u> | <u>4,815,956</u> | <u>145,246,298</u> | <u>185,742,519</u> | Net Resources (1) |
| | | | | | | | APPROPRIATIONS |
| 1,443,053 | - | 1,698,031 | 6,331,094 | 236,495 | 9,708,673 | 16,133,295 | Salaries and Benefits |
| 2,187,442 | 99,300 | 548,686 | 1,846,417 | 65,718 | 4,747,563 | 13,790,467 | Services and Supplies |
| - | - | - | 104,567,076 | 4,512,768 | 109,079,844 | 109,079,844 | Housing Assistance Payments |
| - | - | - | - | - | - | - | Debt Service |
| 226,094 | - | 37,680 | 6,312 | - | 270,086 | 430,248 | Financial Transactions |
| - | - | 679,250 | - | - | 679,250 | 1,216,445 | Public Services |
| 1,042,090 | - | 3,589,091 | 2,878,559 | - | 7,509,740 | 13,969,062 | Interdepartmental Charges |
| <u>4,898,679</u> | <u>99,300</u> | <u>6,552,738</u> | <u>115,629,458</u> | <u>4,814,981</u> | <u>131,995,156</u> | <u>154,619,361</u> | Subtotal Operating expenditures |
| - | - | 727,710 | - | - | 727,710 | 2,324,291 | Capital Projects |
| <u>4,898,679</u> | <u>99,300</u> | <u>7,280,448</u> | <u>115,629,458</u> | <u>4,814,981</u> | <u>132,722,866</u> | <u>156,943,652</u> | Gross Appropriations |
| - | - | (4,141,900) | - | - | (4,141,900) | (6,821,370) | Less Interfund Transactions |
| <u>4,898,679</u> | <u>99,300</u> | <u>3,138,548</u> | <u>115,629,458</u> | <u>4,814,981</u> | <u>128,580,966</u> | <u>150,122,282</u> | Net Appropriations (1) |
| <u>\$ 4,453,688</u> | <u>\$ -</u> | <u>\$ 7,995,648</u> | <u>\$ 4,215,021</u> | <u>\$ 975</u> | <u>\$ 16,665,332</u> | <u>\$ 35,620,237</u> | Estimated Fund Balance-December 31 |

SECTION 4 - BUDGET SUMMARIES

Fund Equity - FY 2020 *continued*

2020 Fund Equity - Other Governmental Funds

City Special Revenue

| | City CDBG | City CDBG RLF | City CDBG NSP 3 | City HOME | City HOME RLF | City Misc Grants | City Housing Trust |
|---|--------------|---------------------|-----------------------|--------------|---------------------|------------------------|--------------------------|
| RESOURCES | | | | | | | |
| Estimated Fund Balance - January 1 | \$ 2,813 | \$ 736,822 | \$ 231,587 | \$ - | \$ 411,848 | \$ 714,714 | \$ 1,103,440 |
| Interest Revenue | 5 | 17,071 | - | - | 211,896 | 5,988 | 180,000 |
| Intergovernmental | - | - | - | - | - | 1,124,580 | - |
| Repayment on Loans | - | 35,762 | - | - | 124,500 | - | 100,000 |
| Dwelling Rents | - | - | - | - | - | - | - |
| Grants | 4,798,618 | - | - | 2,442,993 | - | 5,616,056 | - |
| Housing Vouchers - Administration | - | - | - | - | - | - | - |
| Housing Vouchers - HAP | - | - | - | - | - | - | - |
| Miscellaneous | - | - | - | - | - | - | 1,720,000 |
| Interdepartmental Charges | - | - | - | - | - | - | - |
| Net Transfers | (640,000) | - | - | - | - | (358,229) | - |
| Subtotal Operating Revenues | 4,158,623 | 52,833 | - | 2,442,993 | 336,396 | 6,388,395 | 2,000,000 |
| Defundings | 2,067,191 | - | - | - | - | - | 3,082,689 |
| Gross Resources | 6,228,627 | 789,655 | 231,587 | 2,442,993 | 748,244 | 7,103,109 | 6,186,129 |
| Less Interfund Transactions | - | - | - | - | - | - | - |
| Less Interdepartmental Charges | - | - | - | - | - | - | - |
| Net Resources (1) | 6,228,627 | 789,655 | 231,587 | 2,442,993 | 748,244 | 7,103,109 | 6,186,129 |
| APPROPRIATIONS | | | | | | | |
| Salaries and Benefits | 604,068 | - | - | 123,111 | 13,878 | 786,061 | 86,644 |
| Services and Supplies | 71,656 | - | - | 20,934 | 1,196 | 33,691 | 7,427 |
| Housing Assistance Payments | - | - | - | - | - | - | - |
| Debt Service | 722,000 | - | - | - | - | 640,000 | - |
| Financial Transactions | 4,840 | 2,058 | 214 | - | 5,717 | 2,382 | 45,689 |
| Public Services | 598,000 | - | - | - | - | - | - |
| Interdepartmental Charges | 386,761 | - | - | 90,729 | 10,547 | 408,967 | 61,175 |
| Subtotal Operating expenditures | 2,387,325 | 2,058 | 214 | 234,774 | 31,338 | 1,871,101 | 200,935 |
| Capital Projects | 3,841,302 | 25,305 | - | 2,208,219 | 716,906 | 4,000,000 | 5,985,194 |
| Gross Appropriations | 6,228,627 | 27,363 | 214 | 2,442,993 | 748,244 | 5,871,101 | 6,186,129 |
| Less Interfund Transactions | - | - | - | - | - | - | - |
| Less Interdepartmental Charges | - | - | - | - | - | - | - |
| Net Appropriations (1) | 6,228,627 | 27,363 | 214 | 2,442,993 | 748,244 | 5,871,101 | 6,186,129 |
| Estimated Fund Balance-December 31 | \$ - | \$ 762,292 | \$ 231,373 | \$ - | \$ - | \$ 1,232,008 | \$ - |

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

Note 2: Housing Authority as Successor Housing Agency

SECTION 4 - BUDGET SUMMARIES

Fund Equity - FY 2020 *continued*

2020 Fund Equity - Other Governmental Funds

| <u>City Special Revenue</u> | | | | | | |
|-------------------------------|--|------------------|----------------|-------------------|---------------------|---|
| City Affordable Housing | City Housing Authority- HSA Funds (2) | City HOPWA | City ESG | City CalHOME | Subtotal | |
| | | | | | | RESOURCES |
| \$ (653,728) | \$ 1,434,700 | \$ - | \$ - | \$ 960,832 | \$ 4,943,028 | Estimated Fund Balance - January 1 |
| 30,459 | 299,772 | - | - | 14,738 | 759,929 | Interest Revenue |
| - | 870,224 | - | - | - | 1,994,804 | Intergovernmental |
| - | 100,000 | - | - | - | 360,262 | Repayment on Loans |
| - | - | - | - | - | - | Dwelling Rents |
| - | - | 1,330,172 | 408,235 | - | 14,596,074 | Grants |
| - | - | - | - | - | - | Housing Vouchers - Administration |
| - | - | - | - | - | - | Housing Vouchers - HAP |
| 500,000 | - | - | - | - | 2,220,000 | Miscellaneous |
| - | - | - | - | - | - | Interdepartmental Charges |
| - | - | - | - | - | (998,229) | Net Transfers |
| <u>530,459</u> | <u>1,269,996</u> | <u>1,330,172</u> | <u>408,235</u> | <u>14,738</u> | <u>18,932,840</u> | Subtotal Operating Revenues |
| 2,581,986 | - | 820,349 | - | - | 8,552,215 | Defundings |
| <u>2,458,717</u> | <u>2,704,696</u> | <u>2,150,521</u> | <u>408,235</u> | <u>975,570</u> | <u>32,428,083</u> | Gross Resources |
| - | - | - | - | - | - | Less Interfund Transactions |
| - | - | - | - | - | - | Less Interdepartmental Charges |
| <u>2,458,717</u> | <u>2,704,696</u> | <u>2,150,521</u> | <u>408,235</u> | <u>975,570</u> | <u>32,428,083</u> | Net Resources (1) |
| | | | | | | APPROPRIATIONS |
| 15,964 | 93,751 | 18,366 | 14,500 | - | 1,756,343 | Salaries and Benefits |
| 1,383 | 9,649 | 2,611 | 1,401 | - | 149,948 | Services and Supplies |
| - | - | - | - | - | - | Housing Assistance Payments |
| - | 470,764 | - | - | - | 1,832,764 | Debt Service |
| 18,284 | 67,560 | - | - | 1,240 | 147,984 | Financial Transactions |
| - | 238,000 | 898,738 | 381,787 | - | 2,116,525 | Public Services |
| 10,547 | 28,948 | 12,656 | 10,547 | - | 1,020,877 | Interdepartmental Charges |
| <u>46,178</u> | <u>908,672</u> | <u>932,371</u> | <u>408,235</u> | <u>1,240</u> | <u>7,024,441</u> | Subtotal Operating expenditures |
| 2,412,539 | 1,796,024 | 1,218,150 | - | - | 22,203,639 | Capital Projects |
| <u>2,458,717</u> | <u>2,704,696</u> | <u>2,150,521</u> | <u>408,235</u> | <u>1,240</u> | <u>29,228,080</u> | Gross Appropriations |
| - | - | - | - | - | - | Less Interfund Transactions |
| - | - | - | - | - | - | Less Interdepartmental Charges |
| <u>2,458,717</u> | <u>2,704,696</u> | <u>2,150,521</u> | <u>408,235</u> | <u>1,240</u> | <u>29,228,080</u> | Net Appropriations (1) |
| <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ 974,330</u> | <u>\$ 3,200,003</u> | Estimated Fund Balance-December 31 |

SECTION 4 - BUDGET SUMMARIES

Fund Equity - FY 2020 *continued*

2020 Fund Equity - Other Governmental Funds

| County Special Revenue | | | | | | | |
|---|------------------|-----------------------|-------------------------|------------------|-----------------------|--------------------------|----------------------------|
| | County CDBG | County CDBG RLF | County CDBG NSP 3 | County HOME | County HOME RLF | County Misc Grants | County Housing Trust |
| Revenues | | | | | | | |
| Estimated Fund Balance - January 1 | \$ - | \$ 918,009 | \$ 428,292 | \$ - | \$ 9,290,699 | \$ 143,650 | \$ - |
| Interest Revenue | - | 877 | - | - | 421,811 | 17,452 | 46,094 |
| Repayment on Loans | - | - | - | - | - | 396,360 | - |
| Dwelling Rents | - | - | - | - | 450,529 | - | 33,000 |
| Grants | 5,767,322 | - | - | 2,992,126 | - | 938,320 | - |
| Housing Vouchers - Administration | - | - | - | - | - | - | - |
| Housing Vouchers - HAP | - | - | - | - | - | - | - |
| Miscellaneous | - | - | - | - | - | 24,064 | 200,000 |
| Interdepartmental Charges | - | - | - | - | - | - | - |
| Net Transfers | - | - | - | - | - | (312,217) | - |
| Total Agency Revenue | <u>5,767,322</u> | <u>877</u> | <u>-</u> | <u>2,992,126</u> | <u>872,340</u> | <u>1,063,979</u> | <u>279,094</u> |
| Defundings | 1,211,977 | - | - | - | - | - | - |
| Gross Resources | <u>6,979,299</u> | <u>918,886</u> | <u>428,292</u> | <u>2,992,126</u> | <u>10,163,039</u> | <u>1,207,629</u> | <u>279,094</u> |
| Less Interfund Transactions | - | - | - | - | - | - | - |
| Less Interdepartmental Charges | - | - | - | - | - | - | - |
| Net Resources | <u>6,979,299</u> | <u>918,886</u> | <u>428,292</u> | <u>2,992,126</u> | <u>10,163,039</u> | <u>1,207,629</u> | <u>279,094</u> |
| Appropriations | | | | | | | |
| Salaries and Benefits | 643,041 | - | - | 149,174 | 348,490 | - | 15,505 |
| Services and Supplies | 79,206 | - | - | 22,112 | 36,559 | 24 | 1,706 |
| Housing Assistance Payments | - | - | - | - | - | - | - |
| Debt Service | - | - | - | - | - | - | - |
| Financial Transactions | - | 3,960 | 23 | - | 14,375 | 3,088 | 1,150 |
| Public Services | 791,000 | - | - | - | - | 213,416 | - |
| Interdepartmental Charges | 447,031 | - | - | 109,410 | 247,630 | - | 10,547 |
| Subtotal Operating expenditures | <u>1,960,278</u> | <u>3,960</u> | <u>23</u> | <u>280,696</u> | <u>647,054</u> | <u>216,528</u> | <u>28,908</u> |
| Capital Projects | 5,012,586 | - | - | 2,711,430 | 9,433,540 | - | 250,186 |
| Gross Appropriations | <u>6,972,864</u> | <u>3,960</u> | <u>23</u> | <u>2,992,126</u> | <u>10,080,594</u> | <u>216,528</u> | <u>279,094</u> |
| Less Interfund Transactions | - | - | - | - | - | - | - |
| Less Interdepartmental Charges | - | - | - | - | - | - | - |
| Net Appropriations (1) | <u>6,972,864</u> | <u>3,960</u> | <u>23</u> | <u>2,992,126</u> | <u>10,080,594</u> | <u>216,528</u> | <u>279,094</u> |
| Estimated Fund Balance-December 31 | <u>\$ 6,435</u> | <u>\$ 914,926</u> | <u>\$ 428,269</u> | <u>\$ -</u> | <u>\$ 82,445</u> | <u>\$ 991,101</u> | <u>\$ -</u> |

SECTION 4 - BUDGET SUMMARIES

Fund Equity - FY 2020 *continued*

2020 Fund Equity - Other Governmental Funds

| County Special Revenue | | | | | | |
|---------------------------|---|----------------|-------------------|---------------------------------------|---------------------|---|
| County Affordable Housing | County Housing Authority- HSA Funds (2) | County ESG | County CalHOME | Choice Neighborhoods Initiative Grant | Subtotal | |
| | | | | | | RESOURCES |
| \$ 1,906,977 | \$ 430,716 | \$ - | \$ 872,194 | \$ (3,262,882) | \$ 10,727,655 | Estimated Fund Balance - January 1 |
| 74,621 | 8,547 | - | 21,661 | - | 591,063 | Interest Revenue |
| - | 296,000 | - | - | - | 692,360 | Intergovernmental |
| - | - | - | - | - | 483,529 | Repayment on Loans |
| - | - | - | - | - | - | Dwelling Rents |
| - | - | 484,611 | - | 3,582,508 | 13,764,887 | Grants |
| - | - | - | - | - | - | Housing Vouchers - Administration |
| - | - | - | - | - | - | Housing Vouchers - HAP |
| 1,925,000 | - | - | - | - | 2,149,064 | Miscellaneous |
| - | - | - | - | - | - | Interdepartmental Charges |
| - | - | - | - | - | (312,217) | Net Transfers |
| <u>1,999,621</u> | <u>304,547</u> | <u>484,611</u> | <u>21,661</u> | <u>3,582,508</u> | <u>17,368,686</u> | Subtotal Operating Revenues |
| - | - | - | - | - | 1,211,977 | Defundings |
| <u>3,906,598</u> | <u>735,263</u> | <u>484,611</u> | <u>893,855</u> | <u>319,626</u> | <u>29,308,318</u> | Gross Resources |
| - | - | - | - | - | - | Less Interfund Transactions |
| - | - | - | - | - | - | Less Interdepartmental Charges |
| <u>3,906,598</u> | <u>735,263</u> | <u>484,611</u> | <u>893,855</u> | <u>319,626</u> | <u>29,308,318</u> | Net Resources (1) |
| | | | | | | APPROPRIATIONS |
| 117,052 | 19,572 | 17,400 | - | 319,626 | 1,629,860 | Salaries and Benefits |
| 9,550 | 3,103 | 1,639 | - | - | 153,899 | Services and Supplies |
| - | - | - | - | - | - | Housing Assistance Payments |
| - | - | - | - | - | - | Debt Service |
| 41,709 | 1,399 | - | 2,300 | - | 68,004 | Financial Transactions |
| - | 296,000 | 452,916 | - | - | 1,753,332 | Public Services |
| 84,379 | 8,845 | 12,656 | - | - | 920,498 | Interdepartmental Charges |
| <u>252,690</u> | <u>328,919</u> | <u>484,611</u> | <u>2,300</u> | <u>319,626</u> | <u>4,525,593</u> | Subtotal Operating expenditures |
| 3,653,908 | 406,344 | - | - | - | 21,467,994 | Capital Projects |
| <u>3,906,598</u> | <u>735,263</u> | <u>484,611</u> | <u>2,300</u> | <u>319,626</u> | <u>25,993,587</u> | Gross Appropriations |
| - | - | - | - | - | - | Less Interfund Transactions |
| - | - | - | - | - | - | Less Interdepartmental Charges |
| <u>3,906,598</u> | <u>735,263</u> | <u>484,611</u> | <u>2,300</u> | <u>319,626</u> | <u>25,993,587</u> | Net Appropriations (1) |
| <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ 891,555</u> | <u>\$ -</u> | <u>\$ 3,314,731</u> | Estimated Fund Balance-December 31 |

SECTION 4 - BUDGET SUMMARIES

Fund Equity - FY 2020 *continued*

2020 Fund Equity - Other Governmental Funds

| | City Capital Projects Funds | | | | Subtotal |
|---|-----------------------------|-----------------------------------|---------------------------------------|----------------------|---------------------|
| | City Capital Fund | City Public Housing Homeownership | City Purchase and Resale Entity (PRE) | City Commerce Circle | |
| RESOURCES | | | | | |
| Estimated Fund Balance - January 1 | \$ 2,637,045 | \$ 57,620 | \$ 141,854 | \$ 65,975 | \$ 2,902,494 |
| Interest Revenue | - | 574 | 35,507 | 7,353 | 43,434 |
| Intergovernmental | - | - | - | - | - |
| Repayment on Loans | - | - | - | - | - |
| Dwelling Rents | - | - | - | - | - |
| Grants | 2,663,885 | - | - | - | 2,663,885 |
| Housing Vouchers - Administration | - | - | - | - | - |
| Housing Vouchers - HAP | - | - | - | - | - |
| Miscellaneous | - | - | - | - | - |
| Interdepartmental Charges | - | - | - | - | - |
| Net Transfers | (405,945) | - | 106,753 | - | (299,192) |
| Subtotal Operating Revenues | <u>2,257,940</u> | <u>574</u> | <u>142,260</u> | <u>7,353</u> | <u>2,408,127</u> |
| Defundings | - | - | - | - | - |
| Gross Resources | <u>4,894,985</u> | <u>58,194</u> | <u>284,114</u> | <u>73,328</u> | <u>5,310,621</u> |
| Less Interfund Transactions | - | - | - | - | - |
| Less Interdepartmental Charges | - | - | - | - | - |
| Net Resources (1) | <u>4,894,985</u> | <u>58,194</u> | <u>284,114</u> | <u>73,328</u> | <u>5,310,621</u> |
| APPROPRIATIONS | | | | | |
| Salaries and Benefits | 227,029 | - | 133,862 | - | 360,891 |
| Services and Supplies | 57,488 | - | 26,897 | - | 84,385 |
| Housing Assistance Payments | - | - | - | - | - |
| Debt Service | - | - | - | - | - |
| Financial Transactions | - | 100 | 22,258 | 1,046 | 23,404 |
| Public Services | - | - | - | - | - |
| Interdepartmental Charges | 442,489 | - | 101,097 | - | 543,586 |
| Subtotal Operating expenditures | <u>727,006</u> | <u>100</u> | <u>284,114</u> | <u>1,046</u> | <u>1,012,266</u> |
| Capital Projects | 1,331,942 | - | - | - | 1,331,942 |
| Gross Appropriations | <u>2,058,948</u> | <u>100</u> | <u>284,114</u> | <u>1,046</u> | <u>2,344,208</u> |
| Less Interfund Transactions | - | - | - | - | - |
| Less Interdepartmental Charges | - | - | - | - | - |
| Net Appropriations (1) | <u>2,058,948</u> | <u>100</u> | <u>284,114</u> | <u>1,046</u> | <u>2,344,208</u> |
| Estimated Fund Balance-December 31 | <u>\$ 2,836,037</u> | <u>\$ 58,094</u> | <u>\$ -</u> | <u>\$ 72,282</u> | <u>\$ 2,966,413</u> |

SECTION 4 - BUDGET SUMMARIES

Fund Equity - FY 2020 *continued*

2020 Fund Equity - Other Governmental Funds

| County Capital Projects Funds | | | | | |
|--------------------------------------|--|--|---------------------|---------------------------------------|---|
| County Capital Fund | County Public Housing Homeownership | County Purchase and Resale Entity (PRE) | Subtotal | Total Other Governmental Funds | |
| | | | | | RESOURCES |
| \$ 1,248,875 | \$ 213,248 | \$ (319,122) | \$ 1,143,001 | \$ 19,716,178 | Estimated Fund Balance - January 1 |
| - | 2,762 | 5,007 | 7,769 | 1,402,195 | Interest Revenue |
| - | - | - | - | 2,687,164 | Intergovernmental |
| - | - | - | - | 843,791 | Repayment on Loans |
| 1,400,071 | - | - | 1,400,071 | - | Dwelling Rents |
| - | - | - | - | 32,424,917 | Grants |
| - | - | - | - | - | Housing Vouchers - Administration |
| - | - | - | - | - | Housing Vouchers - HAP |
| - | - | - | - | 4,369,064 | Miscellaneous |
| - | - | - | - | - | Interdepartmental Charges |
| (196,279) | - | 586,356 | 390,077 | (1,219,561) | Net Transfers |
| <u>1,203,792</u> | <u>2,762</u> | <u>591,363</u> | <u>1,797,917</u> | <u>40,507,570</u> | Subtotal Operating Revenues |
| - | - | - | - | 9,764,192 | Defundings |
| <u>2,452,667</u> | <u>216,010</u> | <u>272,241</u> | <u>2,940,918</u> | <u>69,987,940</u> | Gross Resources |
| - | - | - | - | - | Less Interfund Transactions |
| - | - | - | - | - | Less Interdepartmental Charges |
| <u>2,452,667</u> | <u>216,010</u> | <u>272,241</u> | <u>2,940,918</u> | <u>69,987,940</u> | Net Resources (1) |
| | | | | | APPROPRIATIONS |
| 213,258 | - | 133,862 | 347,120 | 4,094,214 | Salaries and Benefits |
| 53,812 | - | 26,897 | 80,709 | 468,941 | Services and Supplies |
| - | - | - | - | - | Housing Assistance Payments |
| - | - | - | - | 1,832,764 | Debt Service |
| - | 327 | 10,385 | 10,712 | 250,104 | Financial Transactions |
| - | - | - | - | 3,869,857 | Public Services |
| 304,850 | - | 101,097 | 405,947 | 2,890,908 | Interdepartmental Charges |
| <u>571,920</u> | <u>327</u> | <u>272,241</u> | <u>844,488</u> | <u>13,406,788</u> | Subtotal Operating expenditures |
| 700,036 | - | - | 700,036 | 45,703,611 | Capital Projects |
| <u>1,271,956</u> | <u>327</u> | <u>272,241</u> | <u>1,544,524</u> | <u>59,110,399</u> | Gross Appropriations |
| - | - | - | - | - | Less Interfund Transactions |
| - | - | - | - | - | Less Interdepartmental Charges |
| <u>1,271,956</u> | <u>327</u> | <u>272,241</u> | <u>1,544,524</u> | <u>59,110,399</u> | Net Appropriations (1) |
| <u>\$ 1,180,711</u> | <u>\$ 215,683</u> | <u>\$ -</u> | <u>\$ 1,396,394</u> | <u>\$ 10,877,541</u> | Estimated Fund Balance-December 31 |

SECTION 4 - BUDGET SUMMARIES

Fund Equity - FY 2020 *continued***2020 Fund Equity - Internal Services Funds**

| | Total Internal Services |
|---|--|
| RESOURCES | |
| Estimated Fund Balance - January 1 | \$ 4,986,001 |
| Interest Revenue | 207,887 |
| Repayment on Loans | - |
| Miscellaneous | 48,861 |
| Interdepartmental Charges | 11,016,006 |
| Net Transfers | 617,337 |
| Subtotal Operating Revenues | <u>11,890,091</u> |
| Defundings | - |
| Gross Resources | <u>16,876,092</u> |
| Less Interfund Transactions | (1,077,734) |
| Less Interdepartmental Charges | (9,938,272) |
| Net Resources (1) | <u>5,860,086</u> |
| APPROPRIATIONS | |
| Salaries and Benefits | 8,505,725 |
| Services and Supplies | 3,143,553 |
| Debt Service | 1,044,669 |
| Financial Transactions | 73,111 |
| Interdepartmental Charges | 977,406 |
| Subtotal Operating expenditures | <u>13,744,464</u> |
| Capital Projects | - |
| Gross Appropriations | <u>13,744,464</u> |
| Less Interfund Transactions | (1,077,734) |
| Less Interdepartmental Charges | (9,938,272) |
| Net Appropriations (1) | <u>2,728,458</u> |
| Estimated Fund Balance-December 31 | <u><u>\$ 3,131,628</u></u> |

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

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

4 - BUDGET SUMMARIES

Historical Resource Summary By Fund - FY 2020

| Description | 2018 Budget | 2019 Budget | 2020 Budget |
|---|-----------------------|-----------------------|-----------------------|
| Housing | | | |
| City Public Housing | \$ 20,671,236 | \$ 21,051,325 | \$ 21,204,964 |
| City Local Housing | 4,970,704 | 4,758,474 | 5,706,505 |
| City Misc Housing | 7,827,237 | 9,112,294 | 15,318,978 |
| City Component Units | 824,174 | 814,765 | 945,244 |
| County Public Housing | 9,964,699 | 9,988,635 | 9,352,367 |
| County Local Housing | 102,288 | 100,270 | 99,300 |
| County Misc Housing | 18,895,045 | 12,611,088 | 15,276,096 |
| County Housing Choice Vouchers | 114,466,973 | 109,708,930 | 119,844,479 |
| County Shelter Plus Care | 4,579,835 | 4,609,700 | 4,815,956 |
| Sub total Enterprise | <u>182,302,191</u> | <u>172,755,481</u> | <u>192,563,889</u> |
| Other Governmental | | | |
| City CDBG | 4,683,497 | 4,774,979 | 6,228,627 |
| City CDBG - RLF | 119,611 | 657,153 | 789,655 |
| City CDBG-NSP 1 | - | - | - |
| City CDBG-NSP 3 | - | 130,194 | 231,587 |
| City HOME | 2,038,509 | 2,650,549 | 2,442,993 |
| City HOME - RLF | 2,106,375 | 1,176,364 | 748,244 |
| City Misc Grants | 730,849 | 17,009,458 | 7,103,109 |
| City Housing Trust | 8,827,675 | 920,549 | 6,186,129 |
| City Affordable Housing | 500,000 | 1,190,984 | 2,458,717 |
| City Housing Successor Agency | 4,407,646 | 1,901,918 | 2,704,696 |
| City HOPWA | 1,240,448 | 1,418,306 | 2,150,521 |
| City ESG | 397,932 | 399,920 | 408,235 |
| City CalHOME | 485,598 | 726,375 | 975,570 |
| County Choice Neighborhoods Initiative | 2,244,462 | 336,321 | 319,626 |
| County CDBG | 5,378,032 | 6,191,875 | 6,979,299 |
| County CDBG - RLF | 593,593 | 1,083,213 | 918,886 |
| County CDBG-NSP 1 | - | - | - |
| County CDBG-NSP 3 | - | 56,792 | 428,292 |
| County HOME | 2,054,781 | 3,180,255 | 2,992,126 |
| County HOME - RLF | 1,836,897 | 953,706 | 10,163,039 |
| County Misc Grants | 1,594,740 | 1,060,337 | 1,207,629 |
| County Housing Trust | 258,262 | 119,945 | 279,094 |
| County Affordable Housing | 1,878,931 | 2,681,491 | 3,906,598 |
| County Housing Successor Agency | 589,603 | 438,524 | 735,263 |
| County ESG | 459,029 | 461,638 | 484,611 |
| County CalHOME | 351,978 | 487,680 | 893,855 |
| City Capital Fund | 3,971,412 | 4,066,179 | 4,894,985 |
| City Public Housing Homeownership | 317,391 | 2,455 | 58,194 |
| City Section 32 | - | - | - |
| City Purchase and Resale Entity (PRE) | 328,692 | 174,390 | 284,114 |
| City Commerce Circle | 1,338,686 | 1,361,716 | 73,328 |
| County Capital Fund | 2,126,431 | 2,088,334 | 2,452,667 |
| County Public Housing Homeownership | 163,922 | 2,303 | 216,010 |
| County Section 32 | 1,857 | - | - |
| County Purchase and Resale Entity (PRE) | 399,277 | 224,448 | 272,241 |
| Sub total Other Governmental | <u>51,426,116</u> | <u>57,928,351</u> | <u>69,987,940</u> |
| Internal Services | | | |
| Sub total Internal Services | <u>13,675,659</u> | <u>14,466,186</u> | <u>16,876,092</u> |
| Gross Total (1) | <u>\$ 247,403,966</u> | <u>\$ 245,150,018</u> | <u>\$ 279,427,921</u> |
| Less Interdepartmental Charges | (15,445,694) | (15,853,888) | (17,837,376) |
| Net Total (2) | <u>\$ 231,958,272</u> | <u>\$ 229,296,130</u> | <u>\$ 261,590,545</u> |

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.

4 - BUDGET SUMMARIES

Historical Appropriations Summary By Fund - FY 2020

| <u>Description</u> | <u>2018 Budget</u> | <u>2019 Budget</u> | <u>2020 Budget</u> |
|---|------------------------|------------------------|------------------------|
| <u>Housing</u> | | | |
| City Public Housing | \$ 10,949,928 | \$ 11,102,082 | \$ 10,095,056 |
| City Local Housing | 2,671,364 | 2,587,958 | 2,370,350 |
| City Misc Housing | 5,619,908 | 6,423,675 | 9,446,887 |
| City Component Units | 769,785 | 731,795 | 711,912 |
| County Public Housing | 6,033,305 | 5,847,979 | 4,898,679 |
| County Local Housing | 102,288 | 100,270 | 99,300 |
| County Misc Housing | 9,912,511 | 6,490,450 | 6,552,738 |
| County Housing Choice Vouchers | 108,111,013 | 107,765,227 | 115,629,458 |
| County Shelter Plus Care | 4,579,835 | 4,609,700 | 4,814,981 |
| Sub total Enterprise | <u>148,749,937</u> | <u>145,659,136</u> | <u>154,619,361</u> |
| <u>Other Governmental</u> | | | |
| City CDBG | 4,680,696 | 4,772,175 | 2,387,325 |
| City CDBG - RLF | 119,365 | 53,759 | 2,058 |
| City CDBG-NSP 1 | - | - | - |
| City CDBG-NSP 3 | - | - | 214 |
| City HOME | 2,038,709 | 2,650,549 | 234,774 |
| City HOME - RLF | 2,106,175 | 1,148,876 | 31,338 |
| City Misc Grants | 730,849 | 17,007,990 | 1,871,101 |
| City Housing Trust | 8,827,675 | 920,549 | 200,935 |
| City Affordable housing | 35,000 | 1,190,984 | 46,178 |
| City Housing Successor Agency | 4,407,646 | 1,901,918 | 908,672 |
| City HOPWA | 1,239,018 | 1,418,306 | 932,371 |
| City ESG | 397,932 | 399,920 | 408,235 |
| City CalHOME | 485,598 | 2,436 | 1,240 |
| County Choice Neighborhoods Initiative | 2,244,462 | 336,321 | 319,626 |
| County CDBG | 5,378,032 | 6,191,875 | 1,960,278 |
| County CDBG - RLF | 593,593 | 444,240 | 3,960 |
| County CDBG-NSP 1 | - | - | - |
| County CDBG NSP 3 | - | - | 23 |
| County HOME | 2,055,281 | 3,180,255 | 280,696 |
| County HOME - RLF | 1,836,397 | 933,505 | 647,054 |
| County Misc Grants | 1,189,481 | 458,626 | 216,528 |
| County Housing Trust | 258,262 | 119,945 | 28,908 |
| County Affordable Housing | 2,343,931 | 2,681,491 | 252,690 |
| County Housing Successor Agency | 589,603 | 438,524 | 328,919 |
| County ESG | 459,029 | 461,638 | 484,611 |
| County CalHOME | 351,978 | 2,131 | 2,300 |
| City Capital Fund | 1,931,802 | 2,074,354 | 727,006 |
| City Public Housing Homeownership | 317,390 | 315 | 100 |
| City Section 32 | - | - | - |
| City Purchase and Resale Entity (PRE) | 328,692 | 174,390 | 284,114 |
| City Commerce Circle | 2,000 | 2,048 | 1,046 |
| County Capital Fund | 1,023,963 | 1,142,622 | 571,920 |
| County Public Housing Homeownership | 163,922 | 377 | 327 |
| County Section 32 | 1,857 | - | - |
| County Purchase and Resale Entity (PRE) | 399,277 | 224,448 | 272,241 |
| Sub total Other Governmental | <u>46,537,615</u> | <u>50,334,567</u> | <u>13,406,788</u> |
| <u>Internal Services</u> | | | |
| Sub total Internal Services | <u>10,880,964</u> | <u>12,607,598</u> | <u>13,744,464</u> |
| Gross Total (1) | <u>\$206,168,516</u> | <u>\$208,601,301</u> | <u>\$181,770,613</u> |
| Less Interdepartmental Charges | (15,445,694) | (15,853,888) | (17,837,376) |
| Net Total (2) | <u>\$190,722,822</u> | <u>\$192,747,413</u> | <u>\$163,933,237</u> |

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

Note 2: Net total reflects appropriations net of interdepartmental charges

4 - BUDGET SUMMARIES

Budget to Actual Resource Summaries By Fund - FY 2020

| Description | 2018 Budget | 2018 Actuals | 2019 Budget | 2019 Estimated | 2020 Budget |
|---|----------------------|----------------------|----------------------|-----------------------|----------------------|
| Enterprise | | | | | |
| City Public Housing | \$ 20,671,236 | \$ 20,817,735 | \$ 21,051,325 | \$ 21,261,838 | \$ 21,204,964 |
| City Local Housing | 4,970,704 | 5,105,569 | 4,758,474 | 4,806,059 | 5,706,505 |
| City Misc Housing | 7,827,237 | 8,915,851 | 9,112,294 | 9,203,417 | 15,318,978 |
| City Component Units | 824,174 | 861,076 | 814,765 | 822,913 | 945,244 |
| County Public Housing | 9,964,699 | 9,910,723 | 9,988,635 | 10,088,521 | 9,352,367 |
| County Local Housing | 102,288 | 99,892 | 100,270 | 101,273 | 99,300 |
| County Misc Housing | 18,895,045 | 17,421,157 | 12,611,088 | 12,737,199 | 15,276,096 |
| County Housing Choice Vouchers | 114,466,973 | 114,639,768 | 109,708,930 | 110,806,019 | 119,844,479 |
| County Shelter Plus Care | 4,579,835 | 4,544,751 | 4,609,700 | 4,655,797 | 4,815,956 |
| Sub total Enterprise | <u>182,302,191</u> | <u>182,316,521</u> | <u>172,755,481</u> | <u>174,483,036</u> | <u>192,563,889</u> |
| Other Governmental | | | | | |
| City CDBG | 4,683,497 | 4,867,051 | 4,774,979 | 4,822,729 | 6,228,627 |
| City CDBG - RLF | 119,611 | 688,757 | 657,153 | 663,725 | 789,655 |
| City CDBG-NSP 1 | - | - | - | - | - |
| City CDBG-NSP 3 | - | 212,296 | 130,194 | 131,496 | 231,587 |
| City HOME | 2,038,509 | 2,650,549 | 2,650,549 | 2,677,054 | 2,442,993 |
| City HOME - RLF | 2,106,375 | 2,519,128 | 1,176,364 | 1,188,128 | 748,244 |
| City Misc Grants | 730,849 | 439,851 | 17,009,458 | 17,179,553 | 7,103,109 |
| City Housing Trust | 8,827,675 | 5,664,038 | 920,549 | 929,754 | 6,186,129 |
| City Affordable Housing | 500,000 | 1,824,000 | 1,190,984 | 1,202,894 | 2,458,717 |
| City Housing Successor Agency | 4,407,646 | 4,080,567 | 1,901,918 | 1,920,937 | 2,704,696 |
| City HOPWA | 1,240,448 | 1,177,649 | 1,418,306 | 1,432,489 | 2,150,521 |
| City ESG | 397,932 | 399,920 | 399,920 | 403,919 | 408,235 |
| City CalHOME | 485,598 | 1,211,973 | 726,375 | 733,639 | 975,570 |
| County Choice Neighborhoods Initiative | 2,244,462 | 94,462 | 336,321 | 339,684 | 319,626 |
| County CDBG | 5,378,032 | 5,713,987 | 6,191,875 | 6,253,794 | 6,979,299 |
| County CDBG - RLF | 593,593 | 1,211,411 | 1,083,213 | 1,094,045 | 918,886 |
| County CDBG-NSP 1 | - | - | - | - | - |
| County CDBG-NSP 3 | - | 56,792 | 56,792 | 57,360 | 428,292 |
| County HOME | 2,054,781 | 3,180,255 | 3,180,255 | 3,212,058 | 2,992,126 |
| County HOME - RLF | 1,836,897 | 1,826,476 | 953,706 | 963,243 | 10,163,039 |
| County Misc Grants | 1,594,740 | 1,897,506 | 1,060,337 | 1,070,940 | 1,207,629 |
| County Housing Trust | 258,262 | (1,776,487) | 119,945 | 121,144 | 279,094 |
| County Affordable Housing | 1,878,931 | 2,771,199 | 2,681,491 | 2,708,306 | 3,906,598 |
| County Housing Successor Agency | 589,603 | 865,917 | 438,524 | 442,909 | 735,263 |
| County ESG | 459,029 | 461,638 | 461,638 | 466,254 | 484,611 |
| County CalHOME | 351,978 | 833,499 | 487,680 | 492,557 | 893,855 |
| City Capital Fund | 3,971,412 | 4,663,416 | 4,066,179 | 4,106,841 | 4,894,985 |
| City Public Housing Homeownership | 317,391 | 274,243 | 2,455 | 2,480 | 58,194 |
| City Section 32 | - | - | - | - | - |
| City Purchase and Resale Entity (PRE) | 328,692 | 2,697,101 | 174,390 | 176,134 | 284,114 |
| City Commerce Circle | 1,338,686 | 1,343,316 | 1,361,716 | 1,375,333 | 73,328 |
| County Capital Fund | 2,126,431 | 2,374,284 | 2,088,334 | 2,109,217 | 2,452,667 |
| County Public Housing Homeownership | 163,922 | 230,992 | 2,303 | 2,326 | 216,010 |
| County Section 32 | 1,857 | - | - | - | - |
| County Purchase and Resale Entity (PRE) | 399,277 | 1,481,626 | 224,448 | 226,692 | 272,241 |
| Sub total Other Governmental | <u>51,426,116</u> | <u>55,937,412</u> | <u>57,928,351</u> | <u>58,507,634</u> | <u>69,987,940</u> |
| Internal Services | | | | | |
| Sub total Internal Services | <u>13,675,659</u> | <u>13,147,028</u> | <u>14,466,186</u> | <u>14,610,848</u> | <u>16,876,092</u> |
| Gross Total (1) | <u>\$247,403,966</u> | <u>\$251,400,961</u> | <u>\$245,150,018</u> | <u>\$ 247,601,518</u> | <u>\$279,427,921</u> |
| Less Interdepartmental Charges | (15,445,694) | (15,154,966) | (15,853,888) | (16,170,966) | (17,837,376) |
| Net Total (2) | <u>\$231,958,272</u> | <u>\$236,245,995</u> | <u>\$229,296,130</u> | <u>\$ 231,430,552</u> | <u>\$261,590,545</u> |

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

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

4 - BUDGET SUMMARIES

Budget to Actual Appropriation Summaries By Fund - FY 2020

| Description | 2018 Budget | 2018 Actuals | 2019 Budget | 2019 Estimated | 2020 Budget |
|---|----------------------|----------------------|----------------------|-----------------------|----------------------|
| Enterprise | | | | | |
| City Public Housing | \$ 10,949,928 | \$ 11,178,996 | \$ 11,102,082 | \$ 11,213,103 | \$ 10,095,056 |
| City Local Housing | 2,671,364 | 2,577,822 | 2,587,958 | 2,613,838 | 2,370,350 |
| City Misc Housing | 5,619,908 | 5,645,067 | 6,423,675 | 6,487,912 | 11,043,468 |
| City Component Units | 769,785 | 777,483 | 731,795 | 739,113 | 711,912 |
| County Public Housing | 6,033,305 | 6,200,570 | 5,847,979 | 5,906,459 | 4,898,679 |
| County Local Housing | 102,288 | 99,892 | 100,270 | 101,273 | 99,300 |
| County Misc Housing | 9,912,511 | 9,908,964 | 6,490,450 | 6,555,355 | 7,280,448 |
| County Housing Choice Vouchers | 108,111,013 | 109,712,289 | 107,765,227 | 108,842,879 | 115,629,458 |
| County Shelter Plus Care | 4,579,835 | 4,544,751 | 4,609,700 | 4,655,797 | 4,814,981 |
| Sub total Enterprise | 148,749,937 | 150,645,832 | 145,659,136 | 147,115,729 | 156,943,652 |
| Other Governmental | | | | | |
| City CDBG | 4,680,696 | 4,867,051 | 4,772,175 | 4,819,897 | 6,228,627 |
| City CDBG - RLF | 119,365 | 420,230 | 53,759 | 54,297 | 27,363 |
| City CDBG-NSP 1 | - | - | - | - | - |
| City CDBG-NSP 3 | - | - | - | - | 214 |
| City HOME | 2,038,709 | 2,633,111 | 2,650,549 | 2,677,054 | 2,442,993 |
| City HOME- RLF | 2,106,175 | 2,127,759 | 1,148,876 | 1,160,365 | 748,244 |
| City Misc Grants | 730,849 | 438,978 | 17,007,990 | 17,178,070 | 5,871,101 |
| City Housing Trust | 8,827,675 | 8,865,976 | 920,549 | 929,754 | 6,186,129 |
| City Affordable Housing | 35,000 | 1,142,767 | 1,190,984 | 1,202,894 | 2,458,717 |
| City Housing Successor Agency | 4,407,646 | 4,451,722 | 1,901,918 | 1,920,937 | 2,704,696 |
| City HOPWA | 1,239,018 | 1,293,527 | 1,418,306 | 1,432,489 | 2,150,521 |
| City ESG | 397,932 | 399,920 | 399,920 | 403,919 | 408,235 |
| City CalHOME | 485,598 | 490,454 | 2,436 | 2,460 | 1,240 |
| County Choice Neighborhoods Initiative | 2,244,462 | 94,462 | 336,321 | 339,684 | 319,626 |
| County CDBG | 5,378,032 | 5,713,987 | 6,191,875 | 6,253,794 | 6,972,864 |
| County CDBG - RLF | 593,593 | 599,529 | 444,240 | 448,682 | 3,960 |
| County CDBG-NSP 1 | - | - | - | - | - |
| County CDBG NSP 3 | - | - | - | - | 23 |
| County HOME | 2,055,281 | 3,180,255 | 3,180,255 | 3,212,058 | 2,992,126 |
| County HOME - RLF | 1,836,397 | 1,865,815 | 933,505 | 942,840 | 10,080,594 |
| County Misc Grants | 1,189,481 | 1,241,702 | 458,626 | 463,212 | 216,528 |
| County Housing Trust | 258,262 | 226,942 | 119,945 | 121,144 | 279,094 |
| County Affordable Housing | 2,343,931 | 1,259,013 | 2,681,491 | 2,708,306 | 3,906,598 |
| County Housing Successor Agency | 589,603 | 595,499 | 438,524 | 442,909 | 735,263 |
| County ESG | 459,029 | 461,638 | 461,638 | 466,254 | 484,611 |
| County CalHOME | 351,978 | 355,498 | 2,131 | 2,152 | 2,300 |
| City Capital Fund | 1,931,802 | 2,830,544 | 2,074,354 | 2,095,098 | 2,058,948 |
| City Public Housing Homeownership | 317,390 | 276,985 | 315 | 318 | 100 |
| City Section 32 | - | - | - | - | - |
| City Purchase and Resale Entity (PRE) | 328,692 | 2,550,302 | 174,390 | 176,134 | 284,114 |
| City Commerce Circle | 2,000 | 2,500 | 2,048 | 2,068 | 1,046 |
| County Capital Fund | 1,023,963 | 1,488,005 | 1,142,622 | 1,154,048 | 1,271,956 |
| County Public Housing Homeownership | 163,922 | 233,302 | 377 | 381 | 327 |
| County Section 32 | 1,857 | - | - | - | - |
| County Purchase and Resale Entity (PRE) | 399,277 | 1,259,343 | 224,448 | 226,692 | 272,241 |
| Sub total Other Governmental | 46,537,615 | 51,366,816 | 50,334,567 | 50,837,910 | 59,110,399 |
| Internal Services | | | | | |
| Sub total Internal Services | 10,880,964 | 12,703,802 | 12,607,598 | 12,733,674 | 13,744,464 |
| Gross Total (1) | \$206,168,516 | \$214,716,450 | \$208,601,301 | \$ 210,687,313 | \$229,798,515 |
| Less Interdepartmental Charges | (15,445,694) | (15,154,966) | (15,853,888) | (16,012,427) | (17,837,376) |
| Net Total (2) | \$190,722,822 | \$199,561,484 | \$192,747,413 | \$ 194,674,886 | \$211,961,139 |

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

Note 2: Net total reflects appropriations net of interdepartmental charges

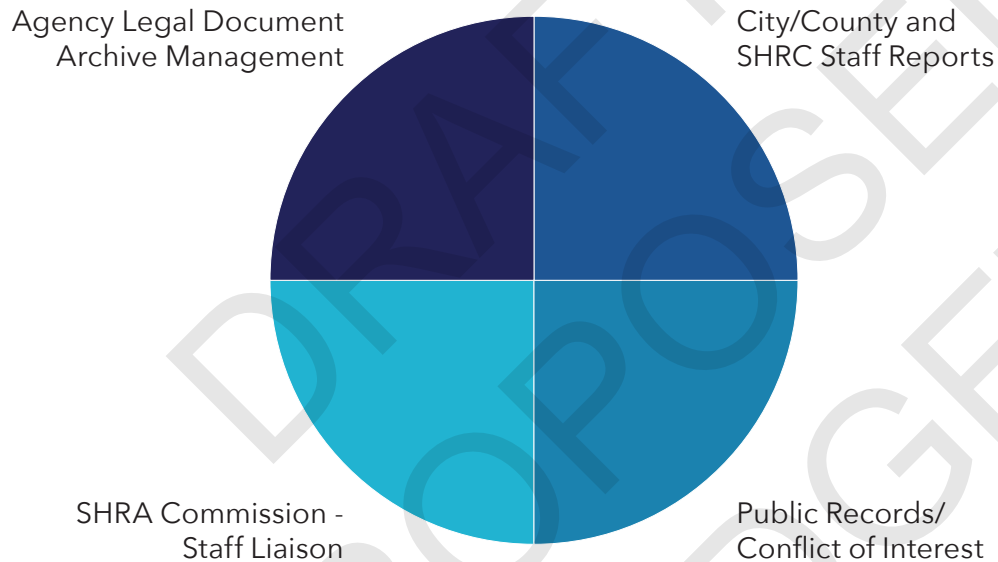
5

Administrative Support

5 - ADMINISTRATIVE SUPPORT

Agency Clerk

Operating Budget - FY 2020



SECTION 5 - ADMINISTRATIVE SUPPORT

Agency Clerk *continued*

FY 2020 Organizational Chart

DRAFT
PROPOSED
BUDGET

Agency Clerk *continued*

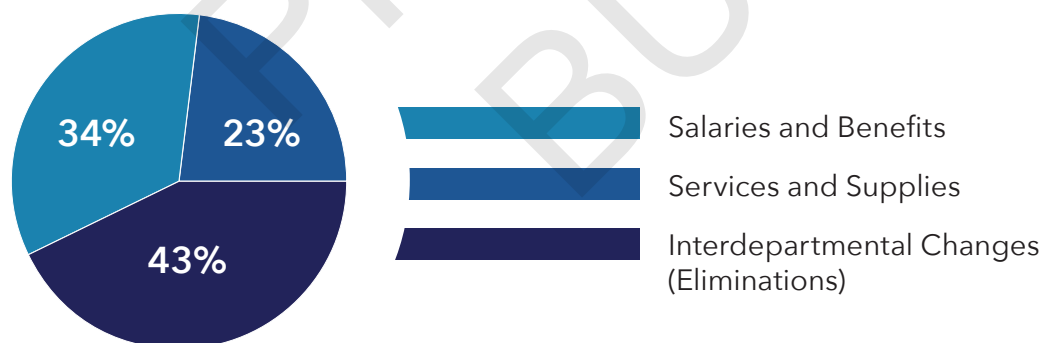
Department Summary

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 2016 | Budget 2017 | Budget 2018 | Budget 2019 | Budget 2020 |
|--|-----------------|------------------|------------------|-----------------|----------------|
| Salaries and Benefits | \$196,455 | \$199,059 | \$260,532 | \$313,016 | \$316,681 |
| Services and Supplies | 174,490 | 324,491 | 171,820 | 171,790 | 108,091 |
| Interdepartmental Charges | - | - | - | - | - |
| Subtotal | 370,945 | 523,550 | 432,352 | 484,806 | 424,772 |
| Interdepartmental Charges-Eliminations | (304,341) | (381,548) | (322,805) | (394,965) | (424,772) |
| Required Funding | \$66,604 | \$142,002 | \$109,547 | \$89,841 | \$- |

Expense Summary



Agency Clerk *continued*

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.

2020 Goals and Objectives

- Implement updated email policy and train all staff on procedures.
- Assist housing staff with documentation of policies for RAD.
- Utilize Resident Trainees to assist with records management projects.
- Implement electronic system to automate staff report process.
- Finalize updated records retention policy to comply with current standards and requirements.
- 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.
- Foster a culture that recognizes its employees for their contributions to the Agency.

Agency Clerk *continued*

2019 Accomplishments

- Managed process (with IMTS) to upgrade Agency Intranet site.
- Implemented "Success at the Podium" training.
- 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 1000 boxes that are no longer required to be retained.
- Managed process to have 150 staff, commissioners and consultants to complete their required conflict of interest filing.
- Processed and assisted over 60 individuals with public records requests and assisted legal department with records subpoena inquiries.

Employee Services Schedule

SECTION 5 - ADMINISTRATIVE SUPPORT

Agency Clerk *continued*

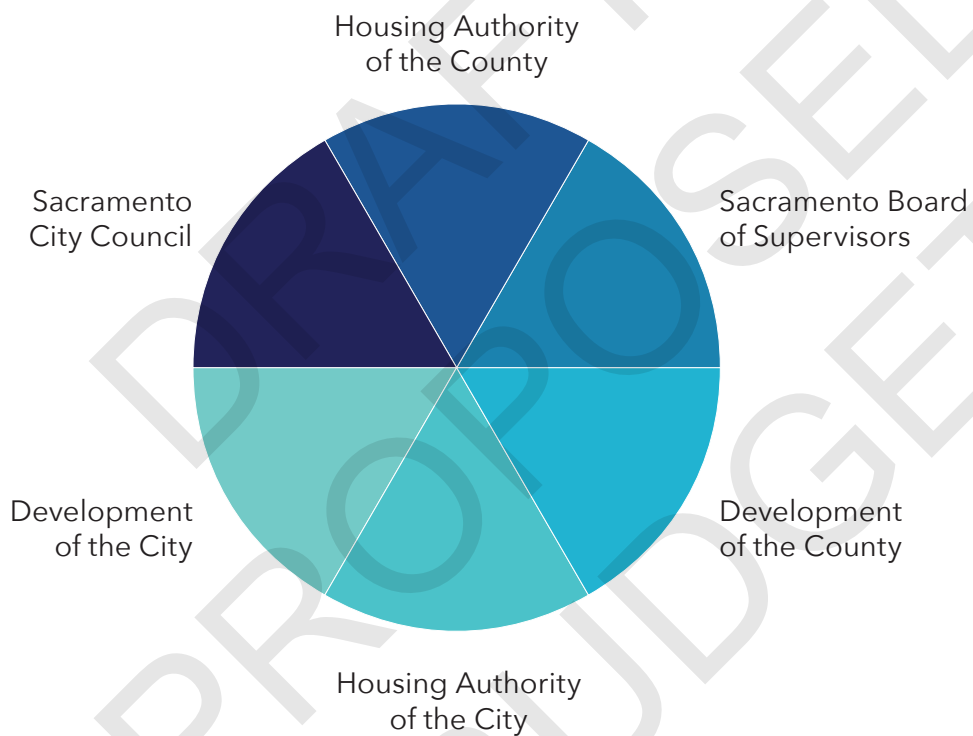
Key Indicators

| Output | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|---|-------------------------|----------------------------|---|----------------------------|
| # of public records requests responded to | 85 | 60 | 28 | 60 |
| # of staff reports reviewed and processed | 58 | 80 | 40 | 75 |
| # of SHRC agenda related documents posted on the website | 26 | 26 | 13 | 26 |
| # of Form 700 - Statement of Economic Interest processed (e-file application) | 225 | 225 | 225 | 225 |
| # of files (documents, photos, etc.) loaded into Box for retention | 100,000 | 150,000 | 125,000 | 200,000 |
| # of staff trained on public speaking/success at the podium | 0 | 20 | 10 | 40 |
| | | | | |
| Effectiveness | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
| % of public records requests responded to within 10 days | 100% | 100% | 100% | 100% |
| % of reports submitted to the Clerk's office on time for final review per required staff report review guidelines | 60% | 75% | 75% | 80% |
| % of SHRC agenda related documents posted on the website on time | 100% | 100% | 100% | 100% |
| % of Form 700 - Statement of Economic Interest forms processed within required time period | 100% | 100% | 100% | 100% |

5 - ADMINISTRATIVE SUPPORT

Executive Director

Operating Budget - FY 2020



SECTION 5 - ADMINISTRATIVE SUPPORT

Executive Director *continued*

FY 2020 Organizational Chart

DRAFT
PROPOSED
BUDGET

Executive Director *continued*

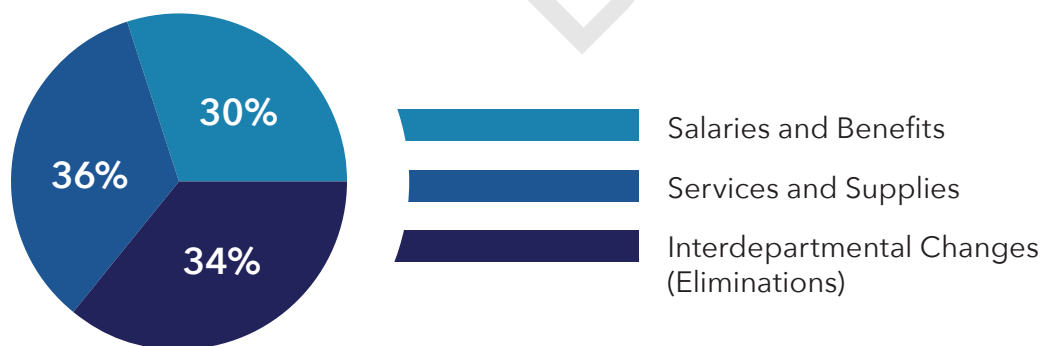
Department Summary

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 2016 | Budget 2017 | Budget 2018 | Budget 2019 | Budget 2020 |
|--|------------------|------------------|------------------|------------------|------------------|
| Salaries and Benefits | \$484,445 | \$657,887 | \$651,465 | \$714,977 | \$663,556 |
| Services and Supplies | 512,189 | 712,689 | 773,608 | 885,920 | 735,319 |
| Interdepartmental Charges | | | | | |
| Subtotal | 996,634 | 1,370,576 | 1,425,073 | 1,600,897 | 1,398,875 |
| Interdepartmental Charges-Eliminations | (737,738) | (815,821) | (743,613) | (978,782) | (1,198,875) |
| Required Funding | \$258,896 | \$554,755 | \$681,460 | \$622,115 | \$200,000 |

Expense Summary



Executive Director *continued*

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.

2020 Goals and Objectives

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

Executive Director *continued*

2020 Goals and Objectives *continued*

- Continue to navigate the challenging economy through fiscal vigilance, careful planning and conservative budgeting; and continuous evaluation of Agency programs to help ensure cost efficiency.
- Continue our commitment to informing and educating residents and community stakeholders on a variety of issues ranging from fiscal challenges and opportunities to affordable housing and development.
- Continue developing and implementing effective media and public relations strategies through proactive outreach 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.

Executive Director *continued*

2019 Accomplishments

- Produced annual report of the Agency's activities and accomplishments.
- Assisted 258 households experiencing homelessness under a three-year plan to serve the homeless in the City and County through Public Housing Authority turn-over vouchers and public housing units; 433 units were allocated and 174 units of new construction were created under the plan to assist up to 1,755 households experiencing homelessness.
- Completed ethics and workplace violence prevention training for all Agency staff.
- Conducted strategic planning sessions for management staff to establish department objectives to achieve the Agency's organizational goals.
- Conducted Speakers Bureau training for Commissioners interested in volunteering to speak to various organizations about the Agency's mission.
- Produced five videos to communicate Agency programs, projects and partnership accomplishments.
- 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.
- Provided internship opportunities through the City of Sacramento Summer at City Hall program for 19 high school students in our Public Information Office, Public Housing, Housing Choice Voucher, Finance, Information Technology, Procurement, Agency Clerk, Community Development and Human Resources Departments.
- Responded to an average of five calls per day to residents inquiring about affordable housing opportunities including rental assistance and homebuyer assistance programs.
- Responded to more than 178 inquiries to the Agency Ombudsman Program from housing assistance program residents and community members.

Executive Director *continued*

Employee Services Schedule

DRAFT
PROPOSED
BUDGET

SECTION 5 - ADMINISTRATIVE SUPPORT

Executive Director *continued*

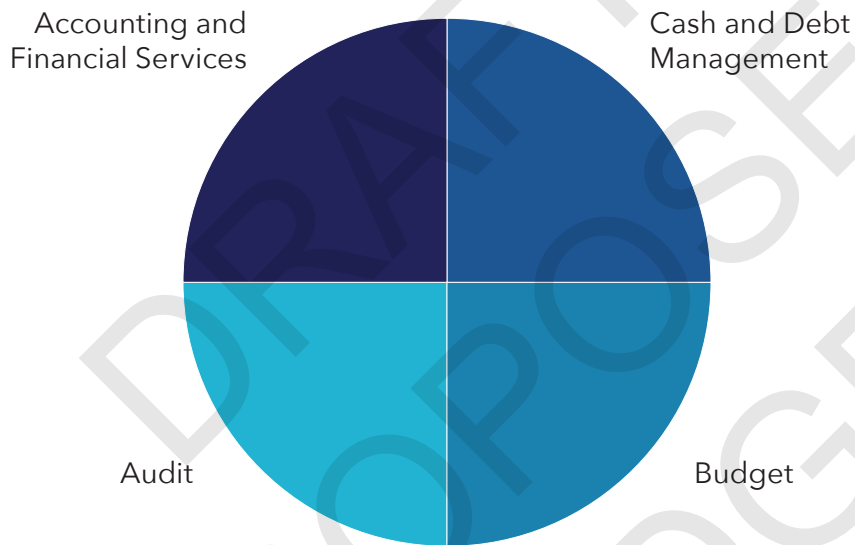
Key Indicators

| Output | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|--|-------------------------|----------------------------|---|----------------------------|
| # of postings on Facebook | 149 | 800 | 75 | 175 |
| # of postings on Twitter | 192 | 200 | 100 | 300 |
| # of postings on YouTube | 9 | 10 | 4 | 10 |
| # of Ombudsman inquiry responses | 82 | 150 | 45 | 100 |
| # of news releases posted to the website | 8 | 10 | 5 | 12 |
| # of E-Newsletters distributed to stakeholders | 12 | 11 | 5 | 12 |
| # of strategic media opportunities completed | 5 | 5 | 2 | 5 |
| # of events or programs attracting media attention | 27 | 30 | 19 | 30 |
| # of Changing Lives success story videos produced | 4 | 15 | 4 | 8 |
| # of videos produced about HUD projects/programs | 2 | 3 | 2 | 5 |
| Effectiveness | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
| Increase in # of Likes on Facebook | 1425 | 1890 | 945 | 2500 |
| Increase in # of Followers on Twitter | 1038 | 2075 | 1580 | 2500 |
| Increase in # of Subscribers on YouTube | 100 | 100 | 50 | 130 |

5 - ADMINISTRATIVE SUPPORT

Finance

Operating Budget - FY 2020



SECTION 5 - ADMINISTRATIVE SUPPORT

Finance *continued*

FY 2020 Organizational Chart

DRAFT
PROPOSED
BUDGET

Finance *continued*

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 2016 | Budget 2017 | Budget 2018 | Budget 2019 | Budget 2020 |
|--|------------------|--------------------|------------------|------------------|------------------|
| Salaries and Benefits | \$1,488,150 | \$1,439,811 | \$1,451,446 | \$1,388,914 | \$1,536,079 |
| Services and Supplies | 257,110 | 290,945 | 180,689 | 172,975 | \$169,658 |
| Interdepartmental Charges | - | - | - | - | - |
| Subtotal | 1,745,260 | 1,730,756 | 1,632,135 | 1,561,889 | 1,705,737 |
| Interdepartmental Charges-Eliminations | (1,547,379) | (1,956,544) | (1,513,061) | (1,512,992) | (1,705,737) |
| Required Funding | \$197,881 | \$(225,788) | \$119,074 | \$48,897 | \$- |

Expense Summary



Finance *continued*

Activities Detail

Accounting and Financial Services

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

- Annual Public Housing Operating Subsidy Budget.
- Monthly reporting in the HUD Voucher Management System.
- Annual filing of the Housing Authority Financial Data Submission to HUD.
- Monthly NSP reporting in the HUD Disaster Recovery Grant Reporting system (DRGR).

Cash Management

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

Debt Management

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

Audit

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

Budget

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

Finance *continued*

2020 Goals/Objectives

- Continue to produce an adopted Annual Budget that meets the Excellence award standards of the California Society of Municipal Finance Officers (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.
- Receive Distinguished Budget Presentation Award from GFOA.
- Work in conjunction with I.T. staff to upgrade the financial system to the latest system.

2019 Accomplishments

- Continued to Receive the Government Finance Officers Award for Excellence in Financial Reporting.
- Received an unmodified audit opinion on the 2018 Comprehensive Annual Financial Report (CAFR).
- Applied to GFOA for the Distinguished Budget Presentation Award program for the Agency 2018 Budget.
- Worked in conjunction with Agency PIO to produce an Agency Annual Report, detailing the financial position of the Agency.
- Worked in conjunction with IT staff to test and upgrade the agency Yardi system.
- Worked in conjunction with the Agency PIO and Community Development staff in calculating the 2018 economic impact generated by SHRA's investment in affordable housing, public facilities and services.

Finance *continued*

Employee Services Schedule

DRAFT
PROPOSED
BUDGET

SECTION 5 - ADMINISTRATIVE SUPPORT

Finance *continued*

Key Indicators

| Output | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|---|-------------------------|----------------------------|---|----------------------------|
| # of Accounts Payable (A/P) Checks Processed | 6,500 | 6,700 | 6,900 | |
| # of Electronic Fund Transfers (EFT) Processed | 50,795 | 52,000 | 52,000 | 54,000 |
| # of 1099 Miscellaneous Forms Prepared | 5,350 | 5,400 | 5,400 | 5,500 |
| # of Payrolls completed on time | 26 | 26 | 26 | 26 |
| # of Applications submitted to the CSMFO Budget Award Program | 1 | 1 | 1 | 1 |
| # of Applications submitted to the GFOA Financial Reporting Award Program | 1 | 1 | 1 | 1 |
| Prepare an easy-to-read, briefer version of the annual budget (Budget-In-Brief) | N/A | 1 | 1 | 1 |
| # of HUD Audits | 1 | 1 | 1 | N/A |
| Effectiveness | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
| % of Invoices paid within 5 days of submittal to Finance | 100% | 100% | 100% | 100% |
| % of Payrolls completed on time | 100% | 100% | 100% | 100% |
| % of Employee payrolls processed error free by Payroll staff per pay period. | 100% | 100% | 100% | 100% |
| # of Budget Awards received from CSMFO | 1 | 1 | 1 | 1 |

SECTION 5 - ADMINISTRATIVE SUPPORT

Finance *continued*

| Effectiveness | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|--|-------------------------|----------------------------|---|----------------------------|
| # of Certificates of Achievements for Excellence in Financial Reporting received from GFOA | 1 | 1 | 1 | 1 |
| Obtain an Unmodified Audit Opinion on Comprehensive Annual Financial Report (CAFR) | 1 | 1 | 1 | 1 |
| % of HUD audits completed with no Finance related findings/comments | 100% | 100% | N/A | N/A |

| Efficiency | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|---|-------------------------|----------------------------|---|----------------------------|
| Time to process purchase card transactions before month end close (hours spent by Finance)/ work hours | 180/2080 | 170/2080 | 165/2080 | 150 |
| Estimated % of budget process efficiency gained by utilizing budget software as opposed to excel spreadsheets | N/A | N/A | N/A | N/A |

5 - ADMINISTRATIVE SUPPORT

Governing Boards

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Governing Boards *continued*

Department Summary

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

Appropriation Summary

| Type of Expense | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 | Budget 2020 |
|--|-----------------|-----------------|-----------------|-----------------|----------------|
| Services and Supplies | \$65,000 | \$65,000 | \$75,000 | \$75,000 | \$60,000 |
| Interdepartmental Charges | | | | | |
| Subtotal | 65,000 | 65,000 | 75,000 | 75,000 | 60,000 |
| Interdepartmental Charges-Eliminations | (47,029) | (51,097) | (33,070) | (25,065) | (60,000) |
| Required Funding | \$17,971 | \$13,903 | \$41,930 | \$49,935 | \$- |

Expense Summary



Governing Boards *continued*

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

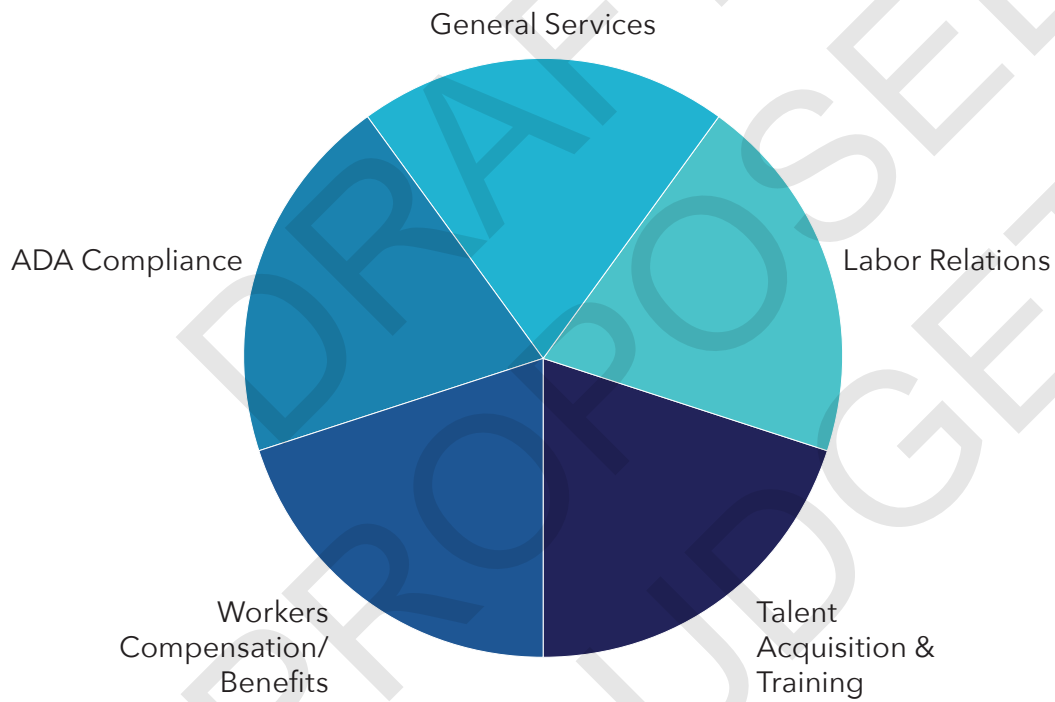
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5 - ADMINISTRATIVE SUPPORT

Human Resources

Operating Budget - FY 2020



SECTION 5 - ADMINISTRATIVE SUPPORT

Human Resources *continued*

FY 2020 Organizational Chart

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BUDGET

Human Resources *continued*

Department Summary

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

Appropriation Summary

| Type of Expense | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 | Budget 2020 |
|--|------------------|------------------|--------------------|------------------|------------------|
| Salaries and Benefits | \$925,401 | \$896,216 | \$765,668 | \$790,206 | \$893,381 |
| Services and Supplies | 788,917 | 774,995 | 607,191 | 958,316 | 686,888 |
| Interdepartmental Charges | - | - | - | - | - |
| Subtotal | 1,714,318 | 1,671,211 | 1,372,859 | 1,748,522 | 1,580,269 |
| Interdepartmental Charges-Eliminations | (984,393) | (1,349,646) | (1,537,134) | (1,537,134) | (1,484,633) |
| Required Funding | \$729,925 | \$321,565 | \$(164,275) | \$211,388 | \$95,636 |

Expense Summary



Human Resources *continued*

Activities Detail

Personnel Rules and Labor Agreements

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

Employee Performance Appraisal System

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

Human Resources *continued*

Activities Detail *continued*

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.

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.

2020 Goals and Objectives

- Career Ladder Initiative with Learning Management System Implementation
- Utilize targeted recruitment methods such as career fairs and social media outlets.
- Provide support to expedite the selection and onboarding of new Resident Trainees

SECTION 5 - ADMINISTRATIVE SUPPORT

Human Resources *continued*

2019 Accomplishments

- Offered 10 staff development training sessions focusing on soft skill development.
- Offered 15 Manager/Supervisor training sessions focusing on skill enhancement and soft skill development.
- Rolled out customized customer service training for all staff.
- Offered CPR / AED / First Aid Training for 36 employees across the Agency.
- Conducted staff and management EEO - Harrasment Prevention Training.
- Offered a variety of wellness programs from Brown Bag trainings to All Agency wellness walks and lunch time yoga.

Employee Services Schedule

SECTION 5 - ADMINISTRATIVE SUPPORT

Human Resources *continued*

Key Indicators

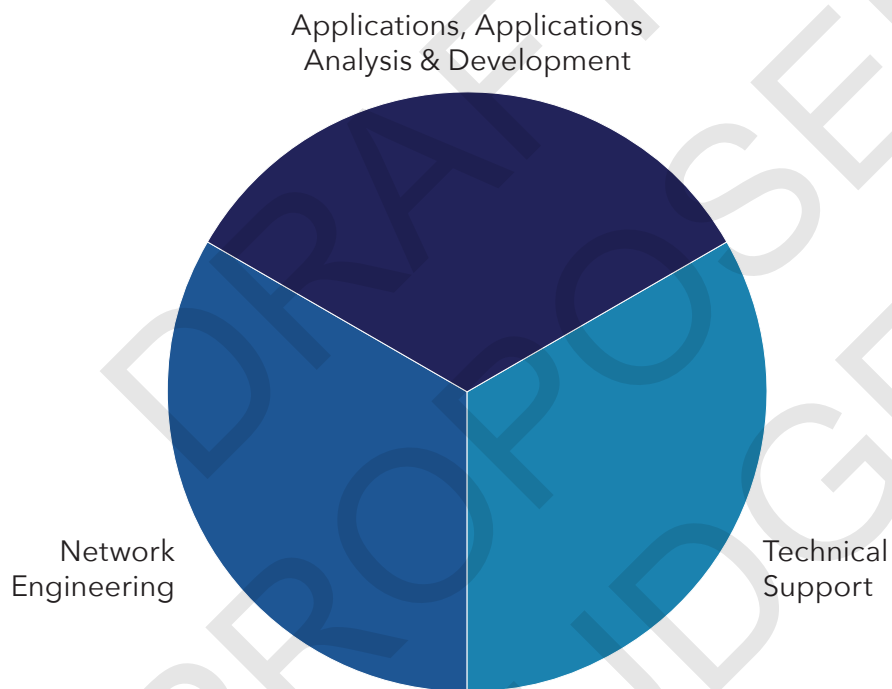
| Output | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|---|-------------------------|----------------------------|---|----------------------------|
| # of annual employee performance appraisals administered timely | 209 | 210 | N/A | 220 |
| # of completed probationary plans | 45 | 40 | 33 | 50 |
| # of recruitments conducted | 37 | 35 | 29 | 40 |
| # of new employees hired | 50 | 40 | 33 | 50 |
| # of Supervisor trainings provided/ # of participants | 8/100 | 8/100 | 8/100 | 8/100 |
| # of Attendees in Agency's Lifedojo wellness program | N/A | N/A | N/A | N/A |
| # of employees promoted | 1 | 15 | 3 | 5 |
| # of interns hired | 1 | 1 | 0 | 3 |
| Effectiveness | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
| % of annual employee performance appraisals administered timely | 98% | 99% | N/A | 99% |
| # of completed probationary plans | 95% | 100% | 100% | 100% |
| # of lost work days due to work related injury or illness | 0 | 0 | 19 | 0 |
| Efficiency | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
| Online open enrollment (hours of HR prep time) | 60 | 50 | N/A | 45 |
| Time to complete new hire paperwork (hours spent by HR) | 1 | 0.5 | 0.5 | 0.5 |

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5 - ADMINISTRATIVE SUPPORT

Information Technology

Operating Budget - FY 2020



Information Technology *continued*

FY 2020 Organizational Chart

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Information Technology *continued*

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 2016 | Budget 2017 | Budget 2018 | Budget 2019 | Budget 2020 |
|--|------------------|------------------|------------------|------------------|------------------|
| Salaries and Benefits | \$1,150,250 | \$1,356,412 | \$1,333,894 | 1,464,302 | \$1,609,369 |
| Services and Supplies | 815,149 | 836,155 | 983,625 | 1,013,471 | 1,032,232 |
| Interdepartmental Charges | - | - | - | - | - |
| Subtotal | 1,965,399 | 2,192,567 | 2,317,519 | 2,477,773 | 2,641,601 |
| Interdepartmental Charges-Eliminations | (1,136,214) | (1,943,625) | (1,894,374) | (1,885,287) | (2,641,601) |
| Required Funding | \$829,185 | \$248,942 | \$423,145 | \$592,486 | \$- |

Expense Summary



Information Technology *continued*

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.

2020 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.
- Begin Applicant Portal
- Improve telecommunication/data connections to remote sites.
- Replace WiFi at 801 12th throughout the building.
- Move on premise phone system (Shortel) to a cloud based solution
- Upgrade Corporate Exchange Mail System to 2016 version

Information Technology *continued*

2019 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.
- Replaced VMware Server hardware and deployed additional Storage Area Network (SAN).
- Completion of Resident Portal.
- Filenet upgrade with Sacramento County
- Introduction of enterprise grade Email scrubbing (Proofpoint)
- Deployed Microsoft System Center to control all desktops and servers
- Domain Level password change for entire Agency
- Increased circuit speed from 801 12th street to County for improved Filenet response
- Developed Section 3 Portal

Information Technology *continued*

Employee Services Schedule

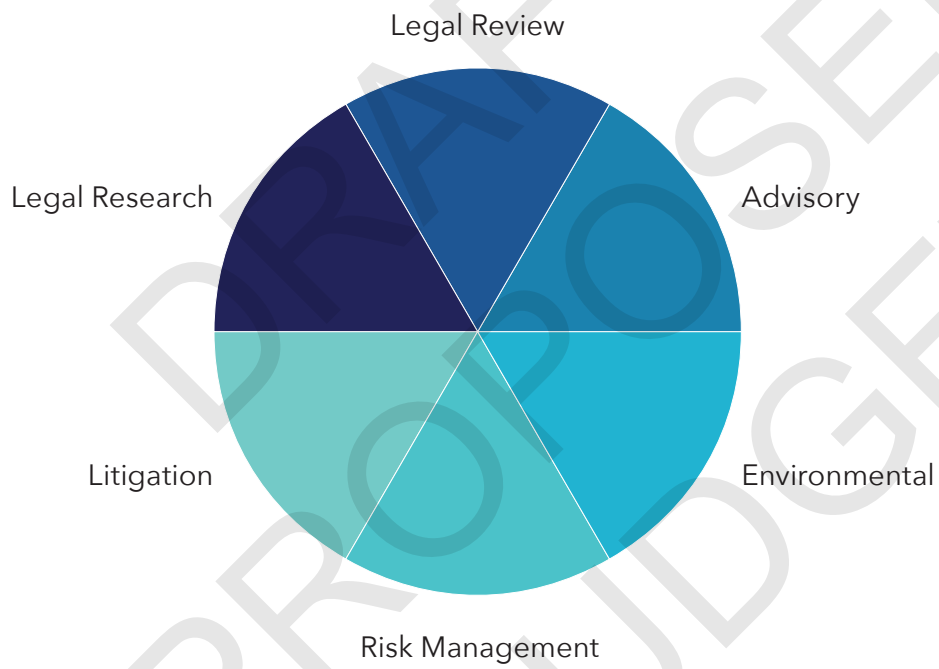
Key Indicators

| Output | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|--|-------------------------|----------------------------|---|----------------------------|
| # of work orders opened | 3250 | 3300 | 18665 | 3678 |
| # of helpdesk phone calls received | 1450 | 1487 | 825 | 16 |
| # of data backups performed | 260 | 260 | 130 | 260 |
| Effectiveness | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
| # of work orders closed | 3187 | 3280 | 1823 | 3650 |
| # of helpdesk phone calls responded to within 1 business day | 968 | 976 | 520 | 1050 |
| # of data backups validated | 260 | 260 | 130 | 260 |
| Efficiency | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
| # of work orders closed in 24 hours | 1478 | 1503 | 950 | 1800 |

5 - ADMINISTRATIVE SUPPORT

Legal

Operating Budget - FY 2020



SECTION 5 - ADMINISTRATIVE SUPPORT

Legal *continued*

FY 2020 Organizational Chart

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BUDGET

Legal *continued*

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 2016 | Budget 2017 | Budget 2018 | Budget 2019 | Budget 2020 |
|--|------------------|------------------|------------------|------------------|----------------|
| Salaries and Benefits | \$500,774 | \$671,221 | \$692,644 | \$842,867 | \$667,340 |
| Services and Supplies | 261,853 | 278,675 | 301,965 | 299,378 | 269,469 |
| Interdepartmental Charges | - | - | - | - | - |
| Subtotal | 762,627 | 949,896 | 994,609 | 1,142,245 | 936,809 |
| Interdepartmental Charges-Eliminations | (472,151) | (708,985) | (562,897) | (858,363) | (936,809) |
| Required Funding | \$290,476 | \$240,911 | \$431,712 | \$283,882 | \$- |

Expense Summary



Legal *continued*

Activities Detail

Document Preparation and 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.

Document Preparation and Review

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.

Legal *continued*

Activities Detail *continued*

Document Preparation and Review

- 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:

- 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 non-profit housing providers associated with the Agency on property loss matters and general liability claims.

Legal *continued*

Activities Detail *continued*

Risk Management

- 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 non-profit affiliates
- Obtain special needs insurance coverages (Excess limits, Builders Risk) for new and rehab building projects.
- Annual renewal of National Flood Coverage protection for Agency & Non-profit affiliates.
- Complete annual Risk Action Management Plan report for HAI Group
- Review and update property and auto schedules to reflect current Agency owned assets.
- Respond and manage operations related to lawsuits filed against the Housing Authority.
- Develop Best Practices and implement training for staff and residents.

2020 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.

Legal *continued*

2020 Goals and Objectives *continued*

- Conduct minimum of six training sessions, to assist with and clarify legal and regulatory compliance in specific programs and Agency activities.
- 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.
- Develop a Project Information Form for collecting necessary project details for environmental reviews from City and County staff.
- Continue to work with the Office of Historic Preservation to update the Programmatic Agreement between the Agency and the new people at the California State Historic Preservation Officer.
- Continue to 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.

SECTION 5 - ADMINISTRATIVE SUPPORT

Legal *continued*

2020 Goals and Objectives *continued*

- Update Agency Personal Protective Equipment program and provide training to Housing Authority staff.
- Develop, distribute and train employees on new Agency Emergency Plan for a Civil Disturbance.
- Update and introduce new Agency-wide Emergency Alert Notification System.
- Successfully oversee transition of Property/Liability insurance on RAD identified properties (late 2019).
- Create new Agency-wide Ergonomic Information/Interactive Page to be available to all employees (intranet).

2019 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.
- Completed 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.
- Researched, reviewed and secured higher limit coverage for Cyber Security Insurance.
- Planned and administered behind the wheel defensive driving observation for Agency employees.
- 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.

Legal *continued*

2019 Accomplishments *continued*

- 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.
- Completed the Winnie Street Water Line Improvements Project and maintained excellent tribal government relations throughout remainder of project.
- Completed a HUD environmental audit with minimal findings.
- Began working with local Native American tribes to identify streamlining opportunities for tribal consultation.
- Procured new firms for the 5-year CEQA/NEPA and NHPA on-call contracts.
- Developed programmatic (tiered) reviews to streamline ongoing Exempt or Categorically Excluded Agency activities.

SECTION 5 - ADMINISTRATIVE SUPPORT

Legal *continued*

2019 Accomplishments *continued*

- At a HUD environmental training, received praise and from the local government officer at the Office of Historic Preservation for our understanding of the Section 106 process and had SHRA projects used as an example of good Section 106 compliance.
- Developed a Project Information Form for collecting necessary project details for environmental reviews from City and County staff.
- Attained closure/NFA letter on the Rio Linda Superblock site.
- Began the Land Use Covenant/CLRRRA process for the Twin Rivers Triangle Site.
- Developed and disseminated the NOFA for FUND Inc. and facilitated selection of proposals.
- Legal Department Environmental Coordinated assisted the Public Housing staff during staff shortage.
- 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 \$9,912.2.05.
- 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
- Successfully identified 20 properties insurance carrier missed deleting from 12/15/2018 property renewal resulting in premium refund of \$4,574.
- Completed and submitted application along with supporting documentation for Agency to be considers for HAI Group Safety and Risk Reward (winning the submission category and \$250.00.
- Updated and commenced agency-wide training of Agency Injury Illness Prevention Program. Information now part of new employee orientation and available on Agency Intranet.

Legal *continued*

2019 Accomplishments *continued*

- Successfully assisted Shasta Hotel secure a new carrier by participating in a market and insurance review to address the project's loss ratio history.
- Conducted updated training for Agency Emergency Response Coordinators (801 and 630 I Street Staff)

Employee Services Schedule

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SECTION 5 - ADMINISTRATIVE SUPPORT

Legal *continued*

Key Indicators

| Output | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|---|-------------------------|----------------------------|---|----------------------------|
| # of contracts reviewed | 170 | 163 | 125 | 240 |
| # of requests for legal opinions | 6 | 4 | 4 | 7 |
| # of resolutions/ordinances | 67 | 70 | 33 | 66 |
| # of Staff Trainings | 0 | 6 | 6 | 6 |
| # of writs assigned to outside counsel | 0 | 38 | 0 | 0 |
| # of writs handled by in-house counsel | 0 | 65 | 0 | 0 |
| # of NEPA Exemptions or Categorical Exclusions not Subject to §58.5 (CENST) 4 month period - Environmental review | 38 | 99 | 50 | 70 |
| # of Categorically Excluded Subject to (CEST) 4 month period - Environmental review | 60 | 100 | 50 | 70 |
| # of EA/IS completed in-house or managing consultants 4 month period - Environmental review | 9 | 9 | 9 | 12 |
| | | | | |
| Effectiveness | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
| % of legal logs returned within the stated "due" date | 99% | 99% | 99% | 99% |
| % of resolutions and ordinances completed within the required circulation period | 100% | 100% | 100% | 100% |

SECTION 5 - ADMINISTRATIVE SUPPORT

Legal *continued*

| Efficiency | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|--|-------------------------|----------------------------|---|----------------------------|
| \$ amount saved per writ by handling in house | \$80-100K | \$80-100K | \$60-80K | \$60-80K |
| \$ amount saved per EA/IS by handling in-house | \$8-20K | \$8-20K | \$8-20K | \$12-14K |
| \$ amount saved per CEST by handling in-house | \$2-5K | \$2-5K | \$3-6K | \$10-20K |

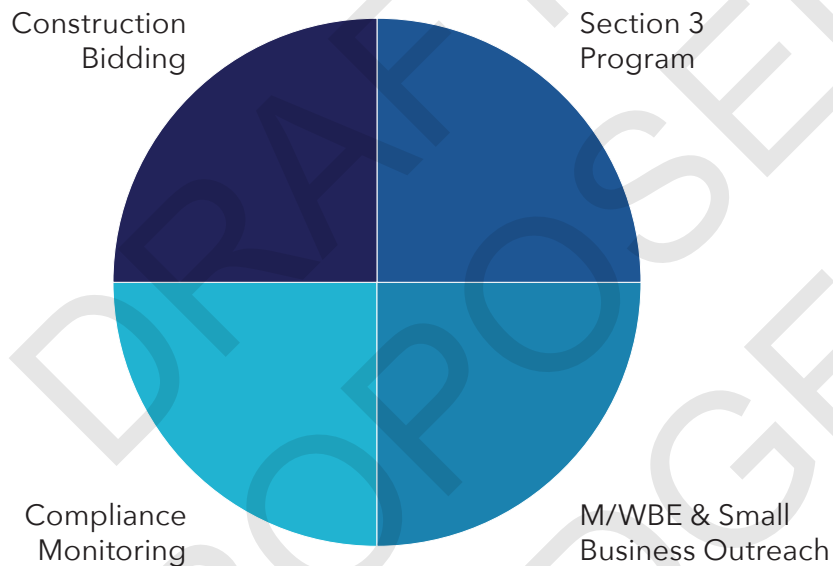
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5 - ADMINISTRATIVE SUPPORT

Procurement Services

Operating Budget - FY 2020



SECTION 5 - ADMINISTRATIVE SUPPORT

Procurement Services *continued*

FY 2020 Organizational Chart

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BUDGET

Procurement Services *continued*

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 2016 | Budget 2017 | Budget 2018 | Budget 2019 | Budget 2020 |
|--|-----------------|--------------------|-----------------|------------------|----------------|
| Salaries and Benefits | \$405,032 | \$419,971 | \$454,471 | \$585,001 | \$704,112 |
| Services and Supplies | 129,831 | 131,831 | 100,659 | 174,585 | \$154,187 |
| Interdepartmental Charges | - | - | - | - | - |
| Subtotal | 534,863 | 551,802 | 555,130 | 759,586 | 858,299 |
| Interdepartmental Charges-Eliminations | \$(511,790) | (662,312) | (461,512) | (514,048) | (858,299) |
| Required Funding | \$23,073 | \$(110,510) | \$93,618 | \$245,538 | \$- |

Expense Summary



Procurement Services *continued*

Activities Detail

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.

2020 Goals and Objectives

- Conduct the Agency's solicitation of services, supplies and construction contracts.
- Compile the data and submit the Federal funding reports for Minority/Women's Business Enterprises, Labor Compliance and Section 3 programs for the Agency.
- Manage the cell phones for the Agency.
- Partner in the SacPAC, with other local public agencies, outreaching to small businesses in the City and County of Sacramento. Participate in the organization of SacPAC's annual small business expo, Connecting Point Expo, which has an average attendance of over 600 small business people each year.
- In conjunction with the Legal Dept., develop and provide contract training for SHRA staff.
- Expand Procurement information on the Agency website.
- Explore the development of an online bidding portal.
- Develop robust Section 3 hiring program.

Procurement Services *continued*

2019 Accomplishments

- Completed 40 Invitation for Bids' solicitations.
- Completed 20 Requests for Proposals' and Requests for Qualifications' solicitations.
- In partnership with SacPAC, participated in the Small Business Enterprise - Connecting Point Expo that had over 800 attendees from throughout Northern California and the Building Connections Construction Expo with over 500 attendees. Also participated in the Blue Book Building & Construction Showcase with over 400 attendees.

Employee Services Schedule

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BUDGET

SECTION 5 - ADMINISTRATIVE SUPPORT

Procurement Services *continued*

Key Indicators

| Output | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|--|-------------------------|----------------------------|---|----------------------------|
| # of Invitation for Bid solicitations completed | 21 | 50 | 36 | 50 |
| # of Requests for Proposals & Qualifications Completed | 18 | 15 | 9 | 15 |
| # of Contracts Completed | 16 | 12 | N/A | N/A |
| Average # of small businesses reached out to in the City & County of Sacramento at the SacPACs annual small business expo. | 100 | 100 | 50 | 100 |
| # of Small Businesses & Minority and Women Business Enterprise (MWBE) members of various ethnic chamber groups corresponded with, and for which, information and resources were provided regarding the Agency's procurement opportunities. | 25 | 25 | 12 | 30 |

6

Housing Authority

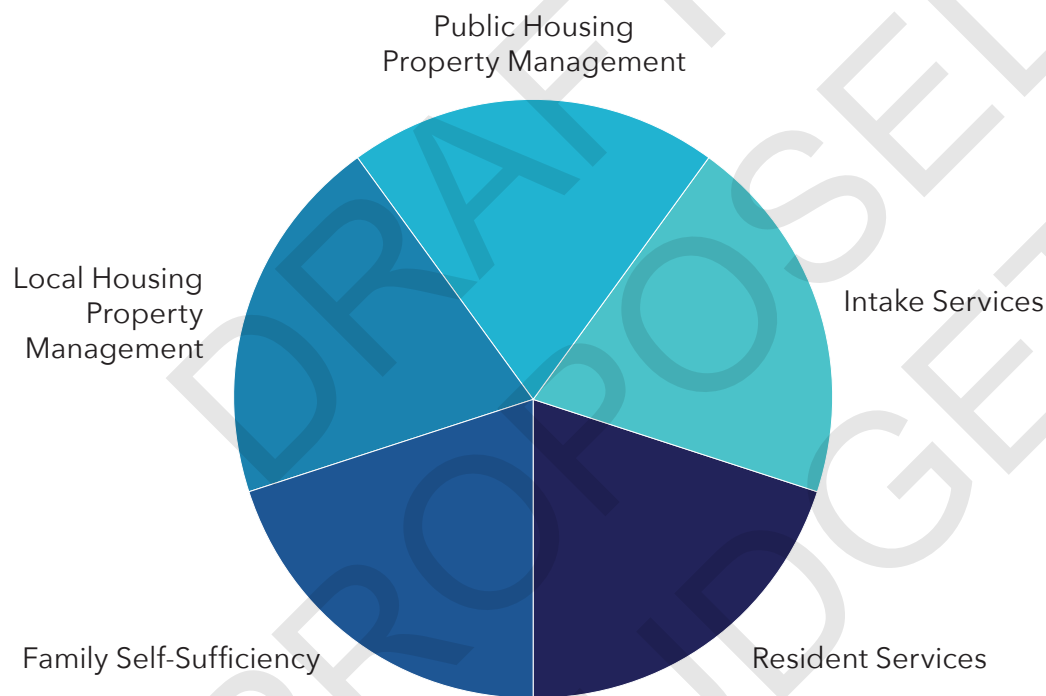
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6 - HOUSING AUTHORITY

Public Housing

Operating Budget - FY 2020



Public Housing *continued*

FY 2020 Organizational Chart

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Public Housing *continued*

Department Summary

The Housing Authority provides a total of 2996 units of affordable housing for over (7395 (minus 205 Twin units) 600 extremely low-, very low- and low-income persons, including children, seniors, and disabled individuals. The **Public Housing Program** provides 2155 (-218-124-215) 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 comprised 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-rise consisting of 231 elderly only units. SHARP will also own and manage 124 scattered site Rental Assistance Demonstration (RAD) apartments and 215 apartments converted through the Section 18 program.

Appropriation Summary

| Type of Expense | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 | Budget 2020 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|
| Public Housing Authority | | | | | |
| Salaries and Benefits | \$7,270,205 | \$7,755,757 | \$7,820,857 | 8,297,896 | 9,172,485 |
| Services and Supplies | 11,717,734 | 12,249,650 | 12,113,196 | 11,882,020 | 11,764,851 |
| Interdepartmental Charges | 7,350,856 | 9,009,358 | 8,962,371 | 8,744,090 | 11,090,503 |
| Subtotal | 26,338,795 | 29,014,765 | 28,896,424 | 28,924,006 | 32,027,839 |
| Interdepartmental Charges-Eliminations | (4,938,494) | (6,410,029) | (6,483,179) | (6,172,221) | (6,314,668) |
| Subtotal Public Housing Authority | 21,400,301 | 22,604,736 | 22,413,245 | 22,751,785 | 25,713,171 |
| Intake Services | | | | | |
| Salaries and Benefits | 359,618 | 253,097 | 275,839 | 385,855 | 393,221 |
| Services and Supplies | 126,049 | 117,049 | 114,463 | 114,375 | 113,481 |
| Interdepartmental Charges (1) | - | - | - | - | - |
| Subtotal | 485,667 | 370,146 | 390,302 | 500,230 | 506,702 |
| Interdepartmental Charges-Eliminations | (485,667) | (370,146) | (390,302) | (500,230) | (506,702) |
| Subtotal Intake | - | - | - | - | - |
| Grand Total | \$21,400,301 | \$22,604,736 | \$22,413,245 | \$22,751,785 | \$25,713,171 |

Public Housing *continued*

Expense Summary - Public Housing



Expense Summary - PH Intake



Public Housing *continued*

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.

Public Housing *continued*

Activities Detail *continued*

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:

Public Housing *continued*

Activities Detail *continued*

- 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.

2020 Goals and Objectives

- Continue with Choice Neighborhood Initiative activities to assure the successful coordination with residents relocated from the site and implementation of the Twin Rivers public housing development.
- Continue with efforts to improve the area immediately surrounding the Twin Rivers development.
- Assist and encourage residents to seek and maintain employment through Jobs Plus and Resident Services.
- Implement the plan to strategically dispose and reposition PHA-owned properties via RAD and Section 18 Programs.
- Continue to implement new ways to support our residents in the areas of:
 - Health
 - Education
 - Employment
 - Life and Soft Skills

Public Housing *continued*

2020 Goals and Objectives *continued*

- Increase effectiveness
 - 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.
 - In Quality control of work orders
 - In consistent Operating Procedures regarding maintenance and site management functions

2019 Accomplishments

Due to the age of Housing Authority assets and lack of resources to address growing needs, the Housing Authority has focused its efforts on repositioning its properties to be more manageable and sustainable. Staff is also 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. One hundred ninety four (194) residents enrolled in the program, 99 residents received the Jobs Plus Earned Income Disallowance, 34 residents obtained full or part time employment, and 15 residents enrolled in a high school diploma class on site.
- 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 2017, 72 families were enrolled in the City FSS, 63 families were enrolled in the County FSS, and 115 families were enrolled in the City ROSS program.

Public Housing *continued*

2019 Accomplishments *continued*

- Over 57% of the total numbers of participants have accrued an escrow balance. The average increase in earned income is \$7,140. Forty participants received Financial Coaching or Education in a classroom setting. Four residents have successfully completed and graduated from the FSS Program this year. Two additional families will graduate by the end of the year.
- Established a summer lunch program at Alder grove site that provided meals to an average of 25 children per day.
- Consistently maintained a 98% rent collection rate and occupancy rate.
- Received overall favorable ratings from the residents that responded to the customer service survey; (54%) Excellent & (30%) Good.
- Implemented new technological advancements to improve efficiency and move site management function to paperless activities:
 - Implemented the Rent Café that allowed resident to pay rent online
- Implemented Asset Repositioning efforts to address Authority owned properties
 - Updated the 2008 Asset Repositioning Plan
 - Obtained approval for the implementation of the RAD Pilot project
 - Formulated a RAD Consortium of residents and SHRA constituents to provide resident feedback, accountability and advocacy of the RAD efforts
 - Completed a CDLAC and 4% TCAC application for the RAD Pilot Program
 - Submitted a Section 18 application for the conversion of Authority properties composed of 1-4 units.
- Built a new site management office at Alta Arden
- Management Modification
 - Vehicle inventory protocol
 - Score cards
 - Continued growth in rent café participation
 - Resident Pest control education
 - New refrigerators at South west dui, Pine Knoll, and Oak Park

Public Housing *continued*

Employee Services Schedule

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SECTION 6 - HOUSING AUTHORITY

Public Housing *continued*

Key Indicators - Public Housing Division

| Output | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|--|-------------------------|----------------------------|---|----------------------------|
| Average # of units leased/Total Units | 1 | 1 | 1 | 1 |
| # of maintenance requests responded to | | | | |
| # of emergency maintenance requests | | | | |
| # of Units Turned | | | | |
| # of FSS Resident Contracts | | | | |
| # of People served at Alder Grove Clinic | | | | |
| # of Residents enrolled at Highlands Community Charter School on site | | | | |
| | | | | |
| Effectiveness | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
| Average % Occupancy Rate | 1 | 1 | 1 | 1 |
| % score received for High Performer designation for the City of Sacramento Housing Authority | | | | |
| % score received for Standard Performer designation for the County of Sacramento Housing Authority | | | | |
| # of FSS graduates | | | | |
| # of people served at the Alder Grove Clinic who are residents | | | | |
| # of residents enrolled at Highlands Community Charter School on site | | | | |
| % Rent collected | | | | |

SECTION 6 - HOUSING AUTHORITY

Public Housing *continued*

| Efficiency | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|----------------------------|-------------------------|----------------------------|---|----------------------------|
| % units turned in <20 days | 1 | 1 | 1 | 1 |

Key Indicators - Resident Services Division - Jobs Plus

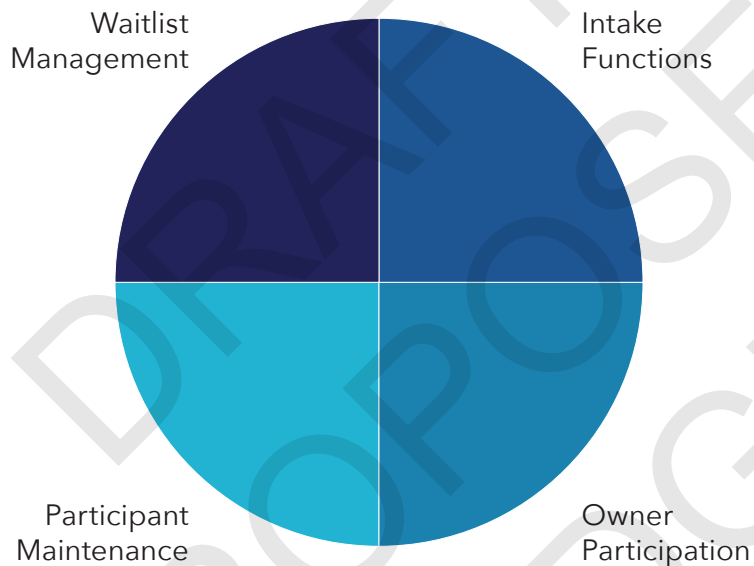
| Output | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|--|-------------------------|----------------------------|---|----------------------------|
| Number of workable Adults in development | 1 | 1 | 1 | 1 |
| Number of residents that completed a Jobs Plus Assessment | | | | |
| Number of participants beginning new part-time employment | | | | |
| Number of participants beginning new full-time employment | | | | |
| Number of participants who became employed with continuous employment for 180 days + | | | | |
| Number of participants enrolled into a High School Equivalency program | | | | |
| Number of youth employed in jobs/ internships (summer or year-round) | | | | |

| Effectiveness | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|--|-------------------------|----------------------------|---|----------------------------|
| Percent of work-able residents in development who are employed | 1 | 1 | 1 | 1 |
| Percent of current assessed residents who are employed | | | | |
| Percent of work-able residents employed at the living wage | | | | |
| Number of households with earnings disregarded (JPEID) | | | | |

6 - HOUSING AUTHORITY

Housing Choice Vouchers

Operating Budget - FY 2020



Housing Choice Vouchers *continued*

FY 2020 Organizational Chart

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Housing Choice Vouchers *continued*

Department Summary

The **Housing Choice Voucher (HCV)** program provides rental assistance to low-income families throughout Sacramento County. The Agency oversees 13,202 rental vouchers of which 12,635 are Housing Choice Vouchers and 567 are Shelter Plus Care certificates. The Agency seeks to maintain utilization at 98-100% of the vouchers available. Within the HCV voucher allocation:

- 664 are HUD Veterans Affairs Supportive Housing (VASH) vouchers to assist homeless veterans. 98 of these vouchers are project based (where the federal subsidy is tied to the unit) at the following locations:
 - 25 at Mather Veterans Village (Phase 1)
 - 25 at Mather Veterans Village (Phase 3)
 - 23 at the Hotel Berry
 - 25 at the Twin Rivers development
- 10,714 are tenant-based HCV vouchers (where individuals and families find a unit in Sacramento County)
 - 100 of these vouchers are for non-elderly disabled individuals or families.
 - 89 are newly awarded vouchers to serve non-elderly disabled homeless families.
- 1,257 are project-based vouchers for homeless or homeless/rent burdened individuals and families. Project based vouchers are where the subsidy is tied to the unit. Of these vouchers:
 - 515 project based vouchers are for homeless/rent burdened individuals and families. Rent burdened is defined as families who pay more than 50 percent of their income towards rent and utilities.
 - 284 at Phoenix Park
 - 76 at Washington Plaza
 - 77 at Sutterview
 - 78 at Sierra Vista

Housing Choice Vouchers *continued*

Department Summary *continued*

- 742 are project based vouchers allocated solely to house homeless individuals and families.
 - 75 at Serna Village
 - 37 at 7th and H Streets
 - 25 at Mather Veterans Village (Phase 3)
 - 60 at MLK Village
 - 56 at Shasta Hotel
 - 92 at Courtyard Inn
 - 60 at Saybrook Apartments
 - 8 at Victory Townhomes
 - 13 at Lavender Court
 - 46 at Sunrise Pointe
 - 66 at Mutual on the Boulevard
 - 134 at Capitol Park
 - 70 at the Railyards
- A Request for Proposal was released in May 2019, to allocate additional project based HCV vouchers to new construction developments to house the homeless. 70 vouchers were allocated to the Railyards project (listed above).
- Of the project based vouchers allocated in the last two years, 42 percent are allocated to new construction developments (to be ready within the next one-two years), while 58 percent of the vouchers are allocated to existing units, many of which are/will be substantially rehabilitated to house the homeless (for example the Shasta Hotel and Capitol Park).

SECTION 6 - HOUSING AUTHORITY

Housing Choice Vouchers *continued*

Department Summary *continued*

- In addition to the 12,635 HCVs allocated to the Housing Authority, there are 567 certificates to house homeless, disabled individuals and families through the Shelter Plus Care (SPC) program. These families receive the rental subsidy from the Agency and are linked to targeted services provided by service providers to keep the individuals and families stably housed. In 2019:
 - 531 families received SPC assistance through the tenant-based program.
 - 20 families received SPC assistance at the Shasta Hotel.
 - 16 families received SPC assistance at Boulevard Court.

Appropriation Summary

| Type of Expense | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 | Budget 2020 |
|--|--------------------|---------------------|---------------------|---------------------|---------------------|
| Housing Choice Vouchers | | | | | |
| Salaries and Benefits | \$4,477,794 | \$5,203,051 | \$5,509,701 | \$5,765,663 | \$5,778,127 |
| Services and Supplies | 2,770,326 | 2,336,525 | 2,078,416 | 2,062,581 | 1,592,814 |
| Debt Service | 200,000 | 1,200,000 | - | - | - |
| Interdepartmental Charges | 1,750,000 | 2,860,000 | 2,917,470 | 2,753,021 | 2,878,559 |
| Subtotal Public Housing Choice Vouchers | 9,198,120 | 11,599,576 | 10,505,587 | 10,581,265 | 10,249,500 |
| Interdepartmental Charges-Eliminations | | | | | |
| Subtotal Housing Choice Vouchers | 9,198,120 | 11,599,576 | 10,505,587 | 10,581,265 | 10,249,500 |
| Intake Services | | | | | |
| Salaries and Benefits | 525,580 | 673,449 | 924,542 | 921,973 | 789,462 |
| Services and Supplies | 91,699 | 311,699 | 319,976 | 319,917 | 319,321 |
| Interdepartmental Charges | - | - | - | - | - |
| Subtotal Intake | 617,279 | 985,148 | 1,244,518 | 1,241,890 | 1,108,783 |
| Interdepartmental Charges-Eliminations* | (617,279) | - | - | - | - |
| Subtotal Intake | - | 985,148 | 1,244,518 | 1,241,890 | 1,108,783 |
| Grand Total | \$9,198,120 | \$12,584,724 | \$11,750,105 | \$11,823,155 | \$11,358,283 |

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

Housing Choice Vouchers *continued*

Expense Summary - HCV



Expense Summary - HCV



Housing Choice Vouchers *continued*

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.

Intake Functions

When vacancies occur, staff “pulls” families from the appropriate waiting list and begins 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 re-certify 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

Currently there are approximately 4,500 landlords receiving housing assistance payments from federal rental assistance programs to house our participants. Issuing accurate payments and providing timely assistance are key elements of good customer service to our landlords. Continuing to improve customer service to our existing landlords and marketing the programs to new owners through outreach and education are key priorities for this department.

Housing Choice Vouchers *continued*

2020 Goals and Objectives

- Continue to maintain status as 'High Performer' with HUD.
- Implement the 3-Year Homeless Initiative (2018 - 2020) to utilize HCV turnover vouchers to house homeless individuals and families with tenant based and project based HCV vouchers, VASH vouchers and vouchers for homeless youth (through the Performance Partnership Pilots For Disconnected Youth (P3) grant).
- Launch the resident portal where 13,200+ participants 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 current landlord portal so landlords have better visibility of Housing Authority activities related to their rental properties. Activities on the portal currently include signing up for direct deposit, reviewing tenant ledgers, updating contact information, reviewing past inspections and submission of rent increases online. Future refinements will enable owners to submit rental agreements online, email staff, view updates on staff processing paperwork, sign documents online and proactively schedule future inspections/appointments with staff.
- 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 checks electronically (which is a seven percent increase from last year).
- Update enhancements to the SHRA website to provide maximum resources online to HCV tenants, applicants and landlords. This includes direct links to the landlord/resident portal, all relevant tenant/landlord forms, the owners guide and answering frequently asked questions online.
- Proactively market the HCV program to landlords and HCV families to provide/find units in high opportunity (low poverty) areas of Sacramento where families have access to high frequency transit, job opportunities, child care, good schools and other amenities.
- Maximize the utilization of vouchers despite the very tight Sacramento rental market and seek opportunities for families to move into low poverty areas.

Housing Choice Vouchers *continued*

2020 Goals and Objectives *continued*

- Prioritize the recognition of employees on a regular basis to value their hard work and good performance.
- Lease up and administer Phase 1 of the Rental Assistance Demonstration (RAD) project based voucher program.
- Lease up and project base the Section 18 units (portfolio of public housing units comprising 1-4 units)

2019 Accomplishments

- Received High Performer status from HUD for receiving maximum Section Eight Management Assessment Plan (SEMAP) points. This is a nationwide honor provided to a select few housing authorities who achieve this prestigious status.
- Received Program of the Year award from HUD for the VASH program.
- Awarded 21 new VASH vouchers from HUD.
- Pulled 3,500 families off the various HCV tenant and project based waiting lists.
- Received 89 new HUD Mainstream vouchers to serve non-elderly homeless individuals and families.
- Received \$4.2 million in federal funds for the Shelter Plus Care program to serve homeless, disabled individuals and families.
- Issued a Request for Proposals in 2019 to allocate project based vouchers to developments constructing new units in Sacramento County to house the homeless (with intensive services attached). Allocated 70 project based vouchers to the Railyards development.

Housing Choice Vouchers *continued*

Employee Services Schedule

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SECTION 6 - HOUSING AUTHORITY

Housing Choice Vouchers *continued*

Key Indicators

| Output | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|---|-------------------------|----------------------------|---|----------------------------|
| Score received for the Section 8 Management Assessment Program (SEMAP) | 93% | 90% | 90% | 90% |
| # of (Tenant Based) Housing Choice Vouchers (HCV) | 10,625 | 10,714 | 10,714 | 10,714 |
| # of Project Based Vouchers (PBV) | 1,187 | 1,257 | 1,257 | 1,257 |
| # of (Tenant Based) Veterans Affairs Supportive Housing Vouchers (VASH) - homeless | 545 | 566 | 566 | 566 |
| # of (Project Based) Veterans Affairs Supportive Housing Vouchers (VASH) - homeless | 98 | 98 | 98 | 98 |
| # of Shelter Plus Care Certificates (SPC) - homeless | 569 | 567 | 567 | 567 |
| % of families with elderly family member in the household | 32% | 33% | 33% | 33% |
| % of disabled members in household | 74% | 69% | 69% | 69% |
| % of households with family members who are employed | 30% | 25% | 25% | 25% |
| % of families who were initially homeless | 10% | 11% | 11% | 11% |
| % of families with total household income less than \$10,000 | 18% | 15% | 15% | 15% |
| % of families with income less than 25% Area Median Income | 65% | 66% | 66% | 66% |

SECTION 6 - HOUSING AUTHORITY

Housing Choice Vouchers *continued*

| Effectiveness | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|--|-------------------------|----------------------------|---|----------------------------|
| Received High Performer designation from HUD for the Section 8 Management Assessment Program (SEMAP) | 1 | 1 | 1 | 1 |
| % of HCV tenant based voucher utilization | 95% | 91% | 91% | 91% |
| % of HCV project based voucher utilization | 98% | 99% | 99% | 99% |
| % of VASH (tenant and project based) voucher utilization - homeless | 93% | 92% | 92% | 92% |
| % of Shelter Plus Care (SPC) certificate utilization - homeless | 90% | 90% | 90% | 90% |
| Efficiency | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
| % of landlords electronically receiving their payments through direct deposit | 92 | 99 | 99 | 99 |
| % of families utilizing the resident portal | N/A | 1% | 1% | 1% |

¹ The resident portal is expected to launch in Winter 2019. Utilization will be limited during the ramp up phase in 2019.

7

Development

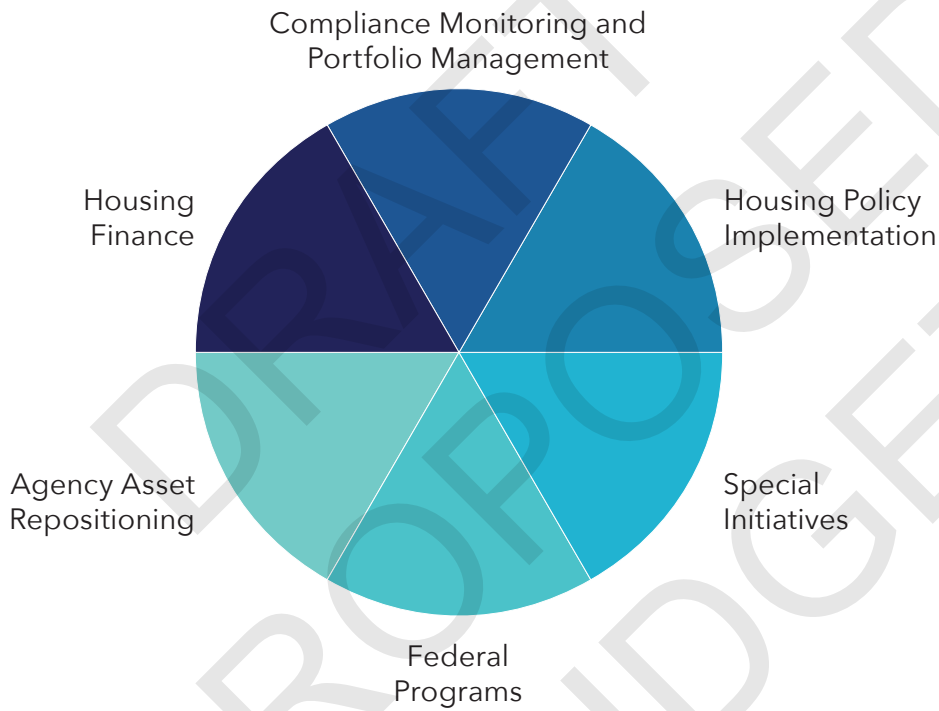
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7 - DEVELOPMENT

Development

Operating Budget - FY 2020



SECTION 7 - DEVELOPMENT

Development *continued*

FY 2020 Organizational Chart

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Development *continued*

Department Summary

The **Development Department** is comprised of four divisions, **Federal Programs, Development Finance** (Compliance/Portfolio Management, Housing Finance & Policy Implementation), **Asset Repositioning** and **Special Initiatives**. The Development Department is responsible for identifying real estate development opportunities that will increase the number of high quality affordable housing units and the preservation/rehabilitation of the agency's existing housing stock. It also is responsible for coordinating funding from Federal programs, reviewing and funding mixed financing for development projects and new initiatives including the Promise Zone projects.

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), HOME Investment Partnerships Program (HOME), Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA).

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

The **Asset Repositioning Division** working with the Housing Authority has developed an asset repositioning strategy for long term operation, capital investment, rehabilitation, modernization, disposition, and other needs for its inventory. These projects were funded and built in past decades, when housing and neighborhood conditions 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.

SECTION 7 - DEVELOPMENT

Development *continued*

Appropriation Summary

| Type of Expense | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 | Budget 2020 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries and Benefits | \$2,733,413 | \$2,858,389 | \$2,651,402 | \$3,012,577 | \$4,094,214 |
| Services and Supplies | 906,002 | 592,433 | 868,415 | 714,162 | 468,941 |
| Interdepartmental Charges | 1,193,786 | 1,954,798 | 1,065,461 | 1,543,619 | 2,890,908 |
| Subtotal | 4,833,201 | 5,405,620 | 4,585,278 | 5,270,358 | 7,454,063 |
| Interdepartmental Charges-Eliminations | | | | | |
| Total | \$4,833,201 | \$5,405,620 | \$4,585,278 | \$5,270,358 | \$7,454,063 |

Expense Summary



Development *continued*

Activities Detail - Federal Programs

Community Development Block Grant (CDBG)

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

HOME Investment Partnerships Program (HOME)

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

Emergency Solutions Grant (ESG)

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

Housing Opportunities for Persons With AIDS (HOPWA)

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

Development *continued*

Activities Detail - Development Finance

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

Multifamily Affordable Housing Financing

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

Affordable Housing Policy Implementation

Administer the City of Sacramento's Mixed Income Ordinance and County of Sacramento's Affordable Housing Ordinance. Implement and report on other City and County adopted policies such as the Housing Trust Fund, Preservation, and Single Room Occupancy (SRO) Ordinances.

Single Family Development Financing and Homeownership Services

Monitor the development and financing of the Del Paso Nuevo single family residential subdivisions. Provide a variety of homebuyer assistance programs to income qualified families. Apply for Mortgage Credit Certificates and CalHOME down payment assistance funds. Provide assistance to the Welcome Home Program by qualifying homebuyers for rehabilitated Agency owned single family homes. For the Mixed Income and Affordable Housing Ordinances, certify eligible homebuyers and record individual regulatory agreements to ensure deed restrictions.

Compliance Monitoring and Portfolio Management

Provide ongoing monitoring of completed housing projects and servicing actions as required for the loan portfolio. Development Finance also coordinates and generates specialized reports and plans that include, but are not limited to:

- Annual Housing Trust Fund and HOME Investment Partnerships Program Reports
- Annual Single Room Occupancy (SRO) Preservation Report

Development *continued*

Activities Detail - Development Finance *continued*

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

Homeless Shelter

Develop and operate Capitol Park Hotel as a temporary homeless shelter financing is approved for the rehabilitation of the building into permanent supportive housing. SHRA will oversee the conversion of the Hotel to a temporary shelter for 100-180 people until funding is secured to convert this site to permanent supportive housing.

Activities Detail - 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.

Development *continued*

Activities Detail - Agency Asset Repositioning *continued*

- 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.
- Strengthen and expand the participation of the Agency and affiliates in development projects, to prepare for the role of sponsor/developer in future projects
- Seek creative partnerships with other agencies, non-profits, community groups and resident advisory boards.

Development *continued*

Activities Detail - 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 Area.
- The Promise Zone is home to 127,893 residents of whom nearly 35 percent live in poverty; 63 percent of the children read below grade level; the unemployment rate is 19 percent; and the life expectancy of the residents of the Promise Zone is 72 years versus 79 outside the zone.
- As the lead applicant, SHRA, in partnership with more than 150 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

Development *continued*

Activities Detail - Special Initiatives *continued*

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

Performance Partnership Pilots (P3)

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

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

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

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

Through collaboration with key partners, 100 participants in the Sacramento P3 program will attain outcomes in education; employment and housing that will help support their path to self-sufficiency. Specifically, youth will attain a high school diploma or GED, attain a job or be placed in a job training program, and all of the Sacramento P3 program participants will be housed as a result of their participation in the program. P3 housing (via Housing Choice Vouchers) is one type of housing on the continuum. Provision of P3 housing will allow "flow" through the continuum.

Development *continued*

Activities Detail - Special Initiatives *continued*

Most of the youth referred to P3 come from transitional housing and this “flow” allows more youth to access shelters and transitional housing in the continuum. The benefit that this provides to homeless youth, and the community at large, cannot be overlooked. Without this step in the continuum, there is little option for youth in transitional housing to move into housing with reduced support. This opens up other housing options with greater support to additional homeless youth.

The P3 program was launched in February of 2018 a collaborative effort between HUD, US Department of Education, the Department of Labor and local partners such as Lutheran Social Services of Northern California, Waking the Village, Wind Youth Services, and Volunteers of America working together to determine how federal policies and regulations might impact service provision to disconnected youth in our community.

There are 42 youth housed in the P3 Program. An additional 11 youth have vouchers in-hand and are working with case managers to identify and obtain housing.

2020 Goals and Objectives - Federal Programs

- Implement the 2020-2024 Consolidated Plan for federal Community Planning and Development funding originating from the U.S. Department of Housing and Urban Development (HUD).
- Continue finalize projects and working on closing out the third round of the Neighborhood Stabilization Program by remediating the remaining vacant lots in the portfolio.
- Continue implementing the new regional Assessment of Fair Housing by partnering with surrounding entitlement jurisdictions to support the Agency’s commitment to Affirmatively Further Fair Housing.
- Issue and award the 2020 CDBG Notice of Funding Availability (NOFA) to eligible public facility improvement projects within in the City and County.

Development *continued*

2020 Goals and Objectives - Federal Programs *continued*

- Complete the 2020 State ESG application if released.
- Provide a technical assistance as needed and multiple training opportunities for CDBG, HOPWA and ESG subrecipients.

2020 Goals and Objectives - Development Finance

- Provide Mortgage Revenue Bond and gap financing needed to complete the significant rehabilitation and new construction of affordable multifamily rental properties within the City and unincorporated County of Sacramento.
- Continue to pursue additional funding resources such as CalHOME and Housing Trust Fund Match.
- Construction and sales of 25 new single family homes as part of Del Paso Nuevo V and another 21 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.
- Continue to partner with the County of Sacramento to evaluate and identify feasible projects to compete for No Place Like Home Funding
- Oversee the site and contracts necessary to create an emergency shelter for 100-180 persons at the Capitol Park Hotel and assist the occupants to become stably housed.

Development *continued*

2020 Goals and Objectives - Agency Asset Repositioning

Twin Rivers

- Complete the new Infrastructure Systems project at Twin Rivers site
- Close the Phase I and Phase II (Blocks A, B and E) transactions to implement the first development associated with Twin Rivers Transit Oriented Development (Choice Neighborhoods Initiative)
- Secure gap financing for Phase III of the Twin Rivers Transit Oriented Development (Choice Neighborhoods Initiative).
- Successfully oversee and administer the State Transformative Climate Communities grant
- Continue the implementation of the Affordable Homeownership Program through the Welcome Home Program (formerly known as the Purchase & Resale Entity (PRE) program).
- Update Asset Repositioning Strategy to reflect work completed, take advantage of new opportunities, and formalize policies and procedures for affiliate entities.

2020 Goals and Objectives - Special Initiatives

Promise Zone

- Establish monthly tracking systems, evaluation and reporting standards
 - This goal is the highest priority as it enables full reporting of PZ impacts.
 - We will have met the goal when: trackers are complete and reporting standards set and implemented.
 - To achieve this goal we need to: finalize metrics with partners and develop reporting standards.
 - This goal will affect the: HUD, CNCS reporting and communication efforts.
 - We have finalized metrics internally and are currently working with partners to confirm interpretation and collection.

Development *continued*

2020 Goals and Objectives - Special Initiatives *continued*

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

Development *continued*

2020 Goals and Objectives - Special Initiatives *continued*

- This goal will affect partners' capacity and ability to provide programs, events, and initiatives to PZ communities.
- This strategy will continue.

- Engage the Action Teams
 - This goal is the fourth priority to build and maintain partner relationships in an effort to create, maintain, and increase collaborative efforts.
 - We will have met the goal when: Action Teams are reconvened and meeting regularly.
 - To achieve this goal we need to: identify objectives, foster re-engagement, reconfirm roles and responsibilities, and reconvene all Action Teams.
 - This goal will affect the: amount of future collaboration among partners and the sustainability of PZ efforts.
 - This strategy will continue.

- Expand contracts with state and federal agencies
 - This goal is the fourth priority to build relationships and increase access to state and Federal resources.
 - We will have met the goal when: deepen our Federal contacts and create new state contacts.
 - To achieve this goal we need to: build relationships with state agencies and continue and increase Federal partner engagement.
 - This goal will affect the: increase the amount of resources
 - This strategy will continue with Federal partners and start with state agencies.

Development *continued*

2020 Goals and Objectives - Special Initiatives *continued*

Performance Partnership Pilots (P3)

- Through collaboration with key partners, Sacramento P3 program will support 58 additional participants in their efforts to attain:
 - This goal is the highest priority as it enables full reporting of PZ impacts.
 - We will have met the goal when: trackers are complete and reporting standards set and implemented.
 - To achieve this goal we need to: finalize metrics with partners and develop reporting standards.
 - This goal will affect the: HUD, CNCS reporting and communication efforts.
 - We have finalized metrics internally and are currently working with partners to confirm interpretation and collection.

2019 Accomplishments - Federal Programs

- Continue Bringing Families Home initiative in partnership with the County of Sacramento's Child Protective Services and the Sacramento Continuum of Care.
- Continue 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.
- Completed the 2020-2024 Consolidated Plan, which identifies housing and community development priorities that align and focus funding to make place-based investments for the five year period.
- Completed 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.
- Provided two technical assistance opportunities for partners: 1) CDBG sub recipients workshop; and 2) HOPWA provider roundtable.
- Completed the 2019 State ESG application.

Development *continued*

2019 Accomplishments - Federal Programs *continued*

- Received Tier 1 status for the 2018 HOPWA Annual Report recognition of no calculation errors, missing items, or inconsistencies.
- Completed infrastructure and public facility improvements:
 - In the City, projects include North 16th Street Design Plan, Lower Broadway Preliminary Design, 24th Street Improvements Feasibility Study, Susan B. Anthony Elementary School Joint-Use Park Project, Midtown Street Lighting (G and I Streets and 16th and 19th Streets), Rio Linda Blvd. Improvements, and Stanford Settlement Center Improvements, Salvation Army's Women's Shelter Improvements, 3601 Pansy Avenue Garden and Playground, and Morrison Creek Preliminary Design.
 - In the County, projects included the 44th Avenue Pedestrian and Beautification Phase II, Rutter Park Improvement Improvements, Neighborhood Sidewalk Improvements, Florin Area Street Lights Phase I, LED Streetlights Phase I, Neighborhood ADA Curb Ramp Improvements, Drayton Heights, Galt Central Corridor Improvements, and Rosemont Community Park Improvements.
- Continued ongoing infrastructure and public facilities improvements:
 - In the County, projects 47th Street Bike and Pedestrian Improvements, Bing Kong Tong Phase II, Jack Davis Park Improvements, the Rosemont Area Street Light project, Nicholas Park Improvements, Walnut Grove ADA Restroom, Winnie Street Water System Improvements in Walnut Grove, Florin Area Street Lights Phase II, LED Streetlights Phase II, and How Ave. Sidewalk Infill Project.
 - In the City, these projects include Meadowview Streetscape Improvement Project, Robertson Sports Field Improvements, Sutterville Road Pedestrian Crossing, Sim Center Signal Crossings, Stockton Blvd. Complete Streets design, Twin Rivers Light Rail Station Design, Fruit Ridge Collaborative Lighting Improvements, Oak Park Playground Improvements and Meadowview Park Improvements.

Development *continued*

2019 Accomplishments - Development Finance

Multifamily

- Committed approximately \$11.4 million in Multifamily Loan assistance to four affordable housing developments consisting of 340 units (Sunrise Point, Arden Way, Whispering Pines, RAD Pilot and Pacific Rim).
- Approved issuance of up to \$164 million in Mortgage Revenue Bonds for rehabilitation and construction of multifamily developments (Cascades, Arden Way, Whispering Pines, Sierra Sunrise, RAD Pilot, Twin Rivers phase 2, and Pacific Rim) for a total of 510 units.
- Completed renovation of a multifamily development totaling 187 new and rehabilitated affordable units (700 K Street, St. Frances, Village Park, Southwind and Imperial).

Housing Policy Implementation

- Implemented City Mixed Income and County Affordable Housing Ordinances; including approving affordable housing strategies.
- Certified homebuyers, calculated sales prices, and coordinated recording of regulatory agreements on eight new single family homes per the City's Mixed Income and County Affordable Housing Ordinances.
- Created guidelines for the City of Sacramento's Mixed Income Housing Ordinance.
- Worked with stakeholders to update the Multifamily Lending and Mortgage Revenue Bond Policies.
- Provided support for City and County Housing Element Annual Reports

Development *continued*

2019 Accomplishments - Development Finance *continued*

Single Family

- Approved financing for 85 families for Home Buyer and MCC programs. This includes 15 families participating in the Welcome Home Program.
- Managed the land disposition, new construction and income certifications necessary to facilitate the construction and sale of 5 owner-occupied single family homes on the 43rd Avenue site acquired under the NSP1 program.
- Completed construction and sales of 16 new homes in Phase V and 15 new homes in Phase VI of Del Paso Nuevo.

Portfolio Management

- Managed a \$333 million portfolio of 1,100+ loans.
- Physically inspected over 2,286 residential units in multifamily properties consisting of over 22,300 units.
- Audited over 2,286 tenant files to ensure compliance with income eligibility and property management procedures.
- Monitored resident services at 97 multifamily properties.
- Completed annual audit confirmations for 90 multifamily developments.
- Provided calculations and prepared invoices for the Supplemental Annual Administrative Fee for 48 multifamily bond developments.
- Completed CDLAC Certification on 78 Mortgage Revenue Bond Projects.
- Processed 12 loan subordination requests for existing single family home loans.
- Monitored compliance of over 1,130 single family home loans.
- Provided funding to Boys and Girls Club in South Sacramento and to the City of Sacramento Youth, Parks and Community Enrichment Division in order to provide after school and summer programs to approximately 100 children residing in Agency funded developments.

Development *continued*

2019 Accomplishments - Agency Asset Repositioning

Twin Rivers

- Completed resident relocation and demolition of the former Twin Rivers project.
- Obtained approvals and closed Section 108 loan for the construction of new infrastructure systems at the 22 acre Twin Rivers site.
- Critical Community Improvements: Completed Façade and Patio Improvements to The Salvation Army's Center for Hope facility and initiated the 12th Street Mural and Community Engagement project.
- Successfully applied for Transformative Climate Communities Program and Affordable Housing and Sustainable Communities funding for Blocks A, B and E of the Twin Rivers Transit Oriented Development project and secured the funding needed to construct the new light rail station and \$7 million of transit upgrades to enhance resident
- Secured competitive tax credits and perm financing; transferred ownership and began substantial rehabilitation of the 79-unit Shasta Hotel SRO property

2019 Accomplishments - Special Initiatives

Promise Zone

- Parents and 130 elementary students signed up for Sacramento's S.E.E.K. Summer Immersion Program in STEM activities for 3rd, 4th and 5th graders.
- The Sacramento Promise Zone Community Nurse Corps continued throughout 2018 in collaboration Samuel Merritt University.
- CNC nurse scholars completed 3,655 hours of community service hours at six community based organizations including La Familia's Maple Neighborhood Center, Twin Rivers Public Housing, Mutual Assistance Network Firehouse Community Center, Martin Luther King Technology Academy, Health Education Council, and WellSpace Health.

Development *continued*

2019 Accomplishments - Special Initiatives *continued*

- The Consortium includes Betty Irene Moore School of Nursing (UC Davis), California State University - Sacramento, Samuel Merritt University, and University of San Francisco's Sacramento Campus.
- SHRA hired a grant writer whose duties include but are not limited to supporting the Sacramento Promise Zone and the Performance Partnership Pilot Initiative Program (P3 Program).
- Dr. Michael Huff was hired and assigned to the San Francisco office of the Department of Housing and Urban Development - Office of Field Policy & Management as a Program Analyst as a liaison to the Sacramento Promise Zone.
- The Sacramento Promise Zone held two health fairs during 2018; one health fair was held in May at the Greater Sacramento Urban League (GSUL) and another was held in June at the Fruit Ridge Community Collaborative (FRCC).
- The Elica Mobile Clinic provided free health screenings and services at the June health fair.
- Sacramento Promise Zone also partnered with California State University Sacramento (Sac State) Family and Consumer Sciences department in 2018 to create the Promise Zone & Sac State Dietetic Opportunity.
- Provided support for the Crocker Art Museum's application to the Institute of Museum and Library Services Museums for America grant for "Block by Block 2.0", the Crocker's initiative to increase arts engagement, access, and education in Sacramento's most vulnerable neighborhoods.
- Worked with the Y-PLAN Sacramento Healthy Cities Initiative to support Health Professionals High School recommendations on how Promise Zone partners can best ensure Sacramento communities are "opportunity zones" for all.
- The Sacramento Promise Zone continued its participation in the U. S. Department of Education Affinity Group.

Development *continued*

2019 Accomplishments - Special Initiatives *continued*

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

Development *continued*

2019 Accomplishments - Special Initiatives *continued*

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

Performance Partnership Pilots (P#)

- Year 1 - Q1:
- Sacramento P3 Lead and Supporting Partners met to review the Sacramento P3 Goals and Objectives and discuss partner roles.
- SHRA contracted with MPOWR to develop Intake and other Managed Information System (MIS) database to collect appropriate data for the program.
- Sacramento P3 Lead and Supporting Partners referred P3 participants to the program.
- SHRA enrolled eligible youth into the program.
- 32 disconnected youth have been housed and are receiving supportive services to help them accomplish their educational and career goals.
- SHRA hired a housing specialist whose duties include but are not limited to supporting the P3 Program by assisting with identifying housing accommodations and working with landlords to educate them on the benefits of housing tenants who are a part of the program.

SECTION 7 - DEVELOPMENT

Development *continued*

Key Indicators - Community Development Division

| Output | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|---|-------------------------|----------------------------|---|----------------------------|
| Public Facilities/Infrastructure Contracts Awarded | 11 | 12 | N/A | 9 |
| Households Rapidly Rehoused (Individuals) | 195 | 200 | N/A | 200 |
| Households Sheltered (ESG and CDBG) | 860 | 860 | N/A | 860 |
| Households assisted (HOPWA) | 419 | 440 | N/A | 440 |
| Households Receiving Meals | 4,137 | 4,149 | N/A | 4,156 |
| Effectiveness | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
| Public Facility/Infrastructure Requests (High Priority) | 16 | 15 | N/A | 10 |
| Public Facilities/Infrastructure Requests Funded | 11 | 12 | N/A | 9 |
| Months of Service Enrolled in Rapid Rehousing | 5.1 | 5 | N/A | 5 |
| Housing Assisted/Number of Units (HOPWA) | 379 | 400 | N/A | 400 |
| Number of Bed Nights (Shelter) (ESG and CDBG) | | | N/A | |
| Meals Served | 404,418 | 405,200 | N/A | 406,100 |

SECTION 7 - DEVELOPMENT

Development *continued*

| Efficiency | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|---|-------------------------|----------------------------|---|----------------------------|
| Cost Per Meal | \$2.69 | \$3.00 | N/A | \$3.00 |
| Shelter Cost Per Bed: A Street (ESG) | | | N/A | |
| Shelter Cost Per Bed: The Lodge (CDBG) | | | N/A | |
| Affordable Units Preserved (HOPWA) | 40 | 40 | N/A | 40 |
| % of Funding Awarded Public Facilities/Infrastructure | 69% | 80% | N/A | 90% |
| Housed One-Year After Exit From Rapid Rehousing | 88% | 90% | N/A | 90% |
| Cost Per Household Rapid Rehousing | \$10,674 | \$10,674 | N/A | \$10,674 |

Key Indicators - Development Finance Division

| Output - Multifamily Affordable Housing | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|--|-------------------------|----------------------------|---|----------------------------|
| \$ of Loan Assistance provided | \$20.8M | \$11.4M | \$5M | \$10M |
| # of Developments Receiving Loan Assistance | 3 | 5 | 2 | 4 |
| # of Units Receiving Loan Assistance | 241 | 340 | 150 | 300 |
| \$ of Mortgage Revenue Bonds Issuance Approved | \$78M | \$164M | \$80M | \$75M |
| # of Developments Receiving Mortgage Revenue Bonds | 3 | 7 | 4 | 3 |
| # of Developments Completed | 2 | 5 | 3 | 4 |
| # of Units Completed | 207 | 187 | 100 | 200 |

SECTION 7 - DEVELOPMENT

Development *continued*

| Output - Housing Policy Implementation | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|--|---------------------|------------------------|---------------------------------|------------------------|
| City: Mixed Income Housing Ordinance Annual Report | 1 | 1 | 1 | 1 |
| City: Mixed Income Housing Ordinance Guidelines Approved | 1 | 1 | 1 | 1 |
| City: Mixed Income Housing Ordinance Strategies Approved | 1 | 1 | 1 | 1 |
| City: Mixed Income Housing Ordinance Homebuyers Certified and Regulatory Agreements Recorded | 8 | 21 | 7 | 19 |
| Housing Trust Fund Ordinance Annual Report (City & County of Sacramento) | 2 | 2 | 2 | 2 |
| City: SRO Ordinance Annual Report | 1 | 1 | 1 | 1 |
| County: Affordable Housing Strategies Approved | 1 | 1 | 1 | 1 |

| Output - Single Family Affordable Financing & Home Ownership | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|---|---------------------|------------------------|---------------------------------|------------------------|
| # of Loans Financed Under the Home Buyer Down Payment Assistance Program | 20 | 22 | 11 | 23 |
| \$ amount of Loans Financed under the Home Buyer Down Payment Assistance Program | \$800K | \$880K | \$440K | \$490K |
| # of Certificates Issued under the MCC Programs | 38 | 55 | 29 | 50 |
| \$ Amount of First Mortgage Loans Leverage with the MCC Program | \$9.5M | \$15.8M | \$7.9M | \$16M |
| # of Parcels Sold & Income Certifications for Owner Occupied Single Family Homes- NSP Program | 1 | 5 | 2 | N/A |

SECTION 7 - DEVELOPMENT

Development *continued*

| Output - Single Family Affordable Financing & Home Ownership | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|---|---------------------|------------------------|---------------------------------|------------------------|
| # of Welcome Home Program Homebuyers Certified | 12 | 12 | 6 | 15 |
| # of Del Paso Nuevo Single Family Homes Constructed | 31 | 36 | 18 | 46 |
| # of Del Paso Nuevo Homebuyers Certified | 19 | 22 | 15 | 20 |

| Output - Portfolio Management | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|--|---------------------|------------------------|---------------------------------|------------------------|
| # of Loans Managed in the Portfolio | 1,100 | 1,090 | 1,078 | 1,100 |
| \$ Amount of Loans Managed | \$339M | \$338 | \$333 | \$340M |
| # of Physical Inspections of Multifamily Developments | 194 | 196 | 98 | 199 |
| # of Physical Inspections of Multifamily Units | 2286 | 2380 | 1190 | 2498 |
| # of Multifamily Tenant files Audited | 2286 | 2380 | 1190 | 2498 |
| # of Multifamily Resident Services Requirements Monitored | 97 | 99 | 45 | 106 |
| # of Annual Audit Confirmations for Multifamily Developments | 90 | 90 | 45 | 90 |
| # of Supplemental Annual Administrative Fees (SAAF) Invoiced and Collected | 48 | 46 | 46 | 46 |
| # of CDLAC Certifications Completed | 78 | 79 | 40 | 84 |
| # of Subordination Loan Requests Processed for Existing Multifamily Loans | 5 | 2 | 1 | 2 |
| # of Subordination Loan Requests Processed for Existing Single Family Home Loans | 3 | 10 | 6 | 10 |

SECTION 7 - DEVELOPMENT

Development *continued*

| Output - Portfolio Management | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|---|-------------------------|----------------------------|---|----------------------------|
| # of Single Family Home Loans Monitored for Compliance | 1,100 | 1,100 | 550 | 1,100 |
| # of Rental Subsidies Provided to Extremely Low Income Households | N/A | N/A | N/A | N/A |
| # of Children Provided After School Services due to SAAF Funding | 100 | 100 | 50 | 100 |

| Effectiveness | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|--|-------------------------|----------------------------|---|----------------------------|
| % of Multifamily Units Constructed or Renovated on scheduled | 100% | 100% | 100% | 100% |
| % of City/County Annual Housing Ordinance Reports Completed | 100% | 100% | 100% | 100% |
| % of Required Multifamily Units & Files Inspected | 100% | 100% | 100% | 100% |
| # of Del Paso Nuevo Homebuyers Certified | 19 | 22 | 15 | 20 |

| Efficiency | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|--|-------------------------|----------------------------|---|----------------------------|
| \$'s Leveraged per Mortgage Credit Certificate | \$250,664 | \$272,796 | \$272,796 | \$280,000 |
| \$'s spent per Down Payment Assistance | \$40,000 | \$40,000 | \$40,000 | \$40,000 |
| \$'s loaned per Multifamily Unit | \$52,000 | \$33,000 | \$33,000 | \$58,000 |

SECTION 7 - DEVELOPMENT

Development *continued*

Key Indicators - Asset Repositioning Division

| Output | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|---|-------------------------|----------------------------|---|----------------------------|
| Projects Repositioned from Public Housing to LIHTC Partnerships | 0 | 0 | 6 | 1 |
| Units Repositioned from Public Housing to LIHTC Partnerships | 0 | 0 | 124 | 96 |
| Existing Projects Re-syndicated | 0 | 1 | 1 | 1 |
| Projects Rehabilitated | 0 | 1 | 1 | 1 |
| Units Rehabilitated | 0 | 79 | 79 | 0 |
| Leveraged Funds | 0 | 0 | 0 | 0 |
| Total Projects Managed through related non-profits | 6 | 6 | 6 | 7 |

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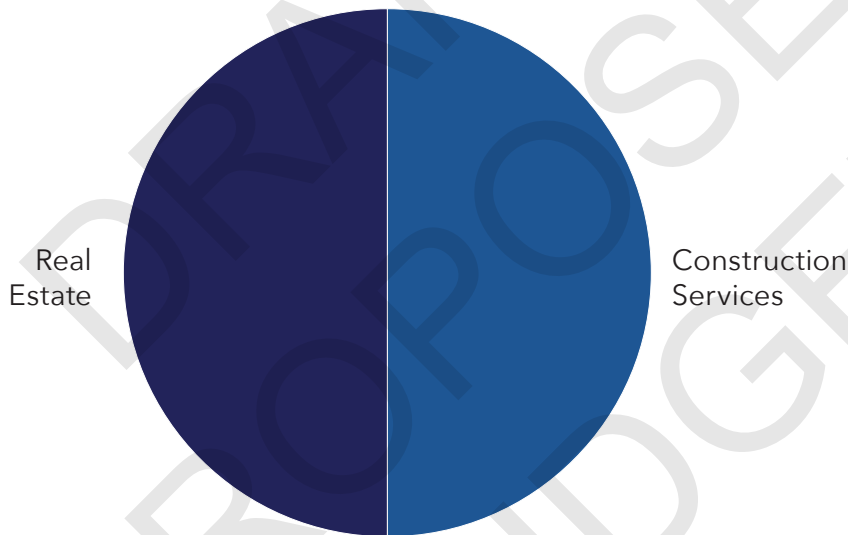
Real Estate and Construction Services

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8 - REAL ESTATE & CONSTRUCTION SVCS

Real Estate and Construction Services

Operating Budget - FY 2020



Real Estate and Construction Svcs *continued*

FY 2020 Organizational Chart

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Real Estate and Construction Svcs *continued*

FY 2020 Organizational Chart

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 2016 | Budget 2017 | Budget 2018 | Budget 2019 | Budget 2020 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries and Benefits | \$791,442 | \$834,289 | \$899,683 | \$1,246,898 | \$1,218,900 |
| Services and Supplies | 290,586 | 338,211 | 260,155 | 190,146 | 262,488 |
| Interdepartmental Charges | 177,181 | 380,816 | 426,183 | 617,447 | 804,107 |
| Subtotal | 1,259,209 | 1,553,316 | 1,586,021 | 2,054,491 | 2,285,495 |
| Interdepartmental Charges-Eliminations | | | | | |
| Total | \$1,259,209 | \$1,553,316 | \$1,586,021 | \$2,054,491 | \$2,285,495 |

Expense Summary



Real Estate and Construction Svcs *continued*

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.

2020 Goals and Objectives

- Complete 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.
- At the Twin Rivers Housing Development:
 - Manage the installation of new streets, underground utilities and other infrastructure
 - Begin vertical construction of first blocks of new Housing
- Assist Housing Authority in planning and construction of RAD Pilot Program as model for future phases

Real Estate and Construction Svcs *continued*

2020 Goals and Objectives *continued*

- Prepare the Capitol Park Hotel for occupancy by homeless as part of a temporary transitional housing program
- Manage the modernization of Public Housing properties for the Housing Authority.
- Implement the Agency's updated Section 3 Local Hiring program for all applicable RECS related activities.
- Manage and maintain the Agency's vacant properties.
- Continue implementing the Agency's property Disposition Plan by selling Agency-owned vacant properties most eligible for sale.
- Provide budget analyses and construction oversight for the many lending programs the Agency offers.
- Work with interested parties to lease available space at 600 I Street.
- Continue to foster a culture that recognizes its employees for their contributions to the Agency.
- Continue managing the Agency's Emergency Repair Program (ERP)

2019 Accomplishments

- Monitored various construction and rehabilitation projects for the Agency's Development Department, including the on-going construction of the following projects:
 - Del Paso Nuevo single-family home construction, phases 5 and 6
 - Completed residential portion of 700 K Street mixed use rehab project
 - Multi-family rehab projects
 - CDBG projects

Real Estate and Construction Svcs *continued*

2019 Accomplishments *continued*

- Managed the rehabilitation and modernization of various Public Housing projects, including the renovation of several duplexes and single family homes, as well as several projects within the multi-family sites.
- Bid and monitored the construction of houses in the Welcome Home Program. Sold many of them to new low-income homeowners.
- Implemented and managed the Agency's Emergency Repair Program (ERP)
- Managed the maintenance of the Agency's many vacant properties.
- Managed the commercial tenants at Riverview Plaza (600 I Street).
- Continued implementing the Agency's property Disposition Plan by selling the Agency-owned vacant properties most eligible for sale.
- Continued the environmental monitoring/mitigation and leasing of the Auburn Garfield site.

Real Estate and Construction Svcs *continued*

Employee Services Schedule

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SECTION 8 - REAL ESTATE AND CONSTRUCTION SERVICES

Real Estate and Construction Svcs *continued***Key Indicators**

| Output | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
|--|-------------------------|----------------------------|---|----------------------------|
| # of appraisals completed (appraise all properties assigned) | 42 | 25 | 168 | 25 |
| # of Agency owned Vacant Properties Sold | 7 | 15 | 3 | 3 |
| # of Public Housing rehab projects managed | 20 | 25 | 21 | 30 |
| # of Multi-family lending projects for which construction oversight was provided | 10 | 12 | 8 | 11 |
| # of Agency-owned single family homes rehabbed or sold to 1st time low income homebuyers (total completed over total available) | 12 | 14 | 12 | 20 |
| | | | | |
| Effectiveness | <i>FY 18 actual</i> | <i>FY 19 projected</i> | <i>FY 19 mid-year projected</i> | <i>FY 20 estimated</i> |
| % of appraisals completed within estimated timeframe | 90 | 90 | 90 | 90 |
| # of construction projects with change orders under 10% | 87% | 85% | 90% | 90% |
| % of Agency owned single family homes designated for 1st time low income homebuyers, designed, rehabbed or sold (total completed over total available) | 90% | 80% | 90% | 90% |

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Community Social Services

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9 - COMMUNITY SOCIAL SERVICES

Community Social Services

Department Summary

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

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

SHRA 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) administer Senior Nutrition programs.

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

Appropriation Summary

| Type of Expense | Budget 2016 | Budget 2017 | Budget 2018 | Budget 2019 | Budget 2020 |
|-----------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Public Services | \$5,707,190 | \$5,978,537 | \$6,700,602 | \$5,119,260 | \$5,086,302 |
| Total | \$5,707,190 | \$5,978,537 | \$6,700,602 | \$5,119,260 | \$5,086,302 |

Community Social Services *continued*

2020 Goals and Objectives

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

2019 Accomplishments

- Continued implementation of the Coordinated Entry System in partnership with Sacramento Steps Forward.
- Continued to implement the Continuum-wide Rapid Rehousing Guidelines, based on the Agency's Emergency Solutions Grant Rapid Rehousing guidelines so that all Rapid Rehousing Programs have the same policies and procedures throughout the CoC.
- Continued Bringing Families Home initiative in partnership with the County of Sacramento's Child Protective Services and the Sacramento Continuum of Care.

SECTION 9 - COMMUNITY SOCIAL SERVICES

Community Social Services *continued*

| | City | County | Total | Source |
|--|---------------------|---------------------|---------------------|--------------------------|
| Administration | | | | |
| HOPWA Administration | \$ 39,912 | | \$ 39,912 | HOPWA-City |
| Community Services | | | | |
| Natomas Youth Services | 175,000 | - | 175,000 | MFSAF - City |
| Valley-Hi Boys and Girls Club | 100,000 | | 100,000 | MFSAF - City |
| Subtotal Community Services | 275,000 | - | 275,000 | |
| Rental Assistance | | | | |
| HOPWA Short-term Rent Mortgage Utilities (STRMU) | 224,826 | | 224,826 | HOPWA-City |
| HOPWA Tenant Based (TBRA) | 73,000 | | 73,000 | HOPWA-City |
| Homeless Prevention & Rapid Re-Housing | 152,715 | | 152,715 | ESG-City |
| Solano County Homeless Prevention & Rapid Re-Housing | | 213,416 | 213,416 | ESG-State |
| Homeless Prevention & Rapid Re-Housing | | 179,393 | 179,393 | ESG- County |
| Boulevard Court | 238,000 | | 238,000 | Housing Successor-City |
| Mutual Housing at the Highlands | | 296,000 | 296,000 | Housing Successor-County |
| Subtotal Rental Assistance | 688,541 | 688,809 | 1,377,350 | |
| Senior Nutrition | | | | |
| Senior Nutrition Program | 535,000 | | 535,000 | CDBG - City |
| Senior Nutrition Program | | 428,000 | 428,000 | CDBG - County |
| Senior Nutrition Program | | 50,000 | 50,000 | PILOT - County |
| Senior Nutrition Program | 87,000 | | 87,000 | MFSAF - City |
| Subtotal Senior Nutrition | 622,000 | 478,000 | 1,100,000 | |
| Homeless | | | | |
| Shelter / COC | 63,000 | | 63,000 | CDBG - City |
| Shelter / COC | | 363,000 | 363,000 | CDBG - County |
| Shelter / COC | | 598,155 | 598,155 | MFSAF - County |
| Shelter / COC | 229,072 | | 229,072 | ESG-City |
| Shelter / COC | | 273,523 | 273,523 | ESG-County |
| Shelter / COC | 175,195 | | 175,195 | PILOT - City |
| Shelter / COC | | 31,095 | 31,095 | PILOT - County |
| Subtotal Homeless | 467,267 | 1,265,773 | 1,733,040 | |
| Supportive Services | | | | |
| HOPWA Supportive Services | 561,000 | - | 561,000 | HOPWA-City |
| Totals | \$ 2,653,720 | \$ 2,432,582 | \$ 5,086,302 | |

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Debt Service

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10 - DEBT SERVICE

Debt Service

| | 7810 Interest | 7800 Principal | Total | |
|---|-------------------|---------------------|---------------------|-----|
| Loan Repayments: | | | | |
| HUD 108 Del Paso Nuevo 2011-A | 40,000 | 600,000 | 640,000 | (1) |
| HUD 108 Globe Mills | 169,764 | 301,000 | 470,764 | (2) |
| Bank of America-Public Capital corp (801 12th St) | 389,647 | 655,022 | 1,044,669 | (3) |
| HUD 108 CNI Twin Rivers | 211,128 | 510,872 | 722,000 | (4) |
| Total Debt Service | \$ 810,539 | \$ 2,066,894 | \$ 2,877,433 | |

(1) \$3,125,000 Community Development Block Grant Note Payable authorized and issued August 9, 2001, due in installments of \$85,000 to \$600,000 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).

(2) \$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.

SECTION 10 - DEBT SERVICE

Debt Service *continued*

(3) \$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.

(4) \$16,490,000 Community Development Block Grant Note Payable authorized and issued September 2018, due in installments of \$306,000 to \$1,087,000 from August 2020 through August 2040 with interest payable semiannually at 2.56% to for the purpose of financing the Twin Rivers Housing project. This note is collateralized by and payable from future CDBG entitlements. The funds from the Section 108 loan will be used to finance the installation of new infrastructure (storm water, water and sewer, roads and sidewalks) at the 22 acre Twin Rivers redevelopment site. The Twin Rivers Transit-Oriented Development project will replace 218 units of obsolete public housing with up to 500 units of new affordable and moderate income housing within a master-planned community. The project was awarded a \$30 million Choice Neighborhoods Initiative (CNI) grant from HUD in 2015, and CNI funds will be combined with State funds and tax credits to develop the housing units. In 2018, the project was awarded a \$23 million State Transformative Climate Communities grant to develop a new Light Rail Station adjacent to the property and to install solar systems, a community garden and street trees. The demolition and environmental mitigation work will be completed in the first half of 2019. Then, Section 108 loan funds will be used to pay for the backbone infrastructure that will make it feasible for the residential development to proceed.

11

Projects and Programs Schedule

11 - PROJECTS & PROGRAMS SCHEDULE

Projects and Programs Schedule

Projects by Funding Source - FY 2020

| Fund Description | Project Type | Description | Appropriation |
|--|--------------------------------------|---|---------------|
| Conventional Housing - Capital Fund Program - City | Housing Authority Capital Projects | Moderization | \$ 1,331,942 |
| | | Subtotal | \$ 1,331,942 |
| Conventional Housing - Capital Fund Program - County | Housing Authority Capital Projects | Moderization | \$ 700,036 |
| | | Subtotal | \$ 700,036 |
| HSA-Project fund City | Housing Development and Preservation | Project Delivery | \$ 898,012 |
| HSA-Project fund City | Housing Development and Preservation | Property Holding Costs and Disposition Plan | 898,012 |
| | | Subtotal | \$ 1,796,024 |
| HSA-Project fund County | Housing Development and Preservation | Project Delivery | \$ 204,172 |
| HSA-Project fund County | Housing Development and Preservation | Property Holding Costs and Disposition Plan | 202,172 |
| | | Subtotal | \$ 406,344 |
| Housing Trust Fund - City | Housing Development and Preservation | Housing Development Assistance | \$ 5,985,194 |
| | | Subtotal | \$ 5,985,194 |
| Housing Trust Fund - County | Housing Development and Preservation | Housing Development Assistance | \$ 250,186 |
| | | Subtotal | \$ 250,186 |
| City Inclusionary Housing | Housing Development and Preservation | Housing Development Assistance | \$ 66,310 |
| | | Subtotal | \$ 66,310 |
| Afordable Housing Program - Affordability | Housing Development and Preservation | Housing Development Assistance | \$ 3,579,468 |
| | | Subtotal | \$ 3,579,468 |

SECTION 11 - PROJECTS AND PROGRAMS SCHEDULE

Projects and Programs Schedule *continued*

| Fund Description | Project Type | Description | Appropriation |
|--|--|--|-----------------------|
| City Low Income Housing (MIHO) | Housing Development and Preservation | Housing Development Assistance | \$ 2,346,229 |
| | | | Subtotal \$ 2,346,229 |
| County AHO Monitoring | Housing Development and Preservation | Housing Development Assistance | \$ 74,440 |
| | | | Subtotal \$ 74,440 |
| Supplemental Admin Fees - City | Housing Development and Preservation | Housing Development Assistance | \$ 1,596,581 |
| | | | Subtotal \$ 1,596,581 |
| Supplemental Admin Fees - County | Housing Development and Preservation | Housing Development Assistance | \$ 727,710 |
| | | | Subtotal \$ 727,710 |
| Community Development Block Grant - City | Housing Development and Preservation | Housing Program Implementation and Delivery | \$ 241,544 |
| Community Development Block Grant - City | Housing Development and Preservation | Emergency Repair Program/Accessibility Grant Program (ERP) | 150,000 |
| Community Development Block Grant - City | Housing Development and Preservation | Fair Housing Activities | 135,000 |
| Community Development Block Grant - City | Housing Development and Preservation | Minor Repair & ADA for Seniors & Low Income Homeowners Program | 50,000 |
| | | | Subtotal \$ 576,544 |
| Community Development Block Grant - City | Infrastructure and Public Improvements | Affordable Housing Rehabilitation | \$ 1,036,225 |
| Community Development Block Grant - City | Infrastructure and Public Improvements | Capital Reserve | 482,171 |
| Community Development Block Grant - City | Infrastructure and Public Improvements | Meadowview Park Improvements | 430,000 |
| Community Development Block Grant - City | Infrastructure and Public Improvements | Meadowview Streetscape Phase 1 & 2 | 250,000 |
| Community Development Block Grant - City | Infrastructure and Public Improvements | Sim Center Traffic Signal/Wayfinding | 200,000 |
| Community Development Block Grant - City | Infrastructure and Public Improvements | Broadway Complete Street | 150,000 |
| Community Development Block Grant - City | Infrastructure and Public Improvements | Small Public Facility Notice of Funding Availability (NOFA) | 150,000 |
| Community Development Block Grant - City | Infrastructure and Public Improvements | Del Paso Boulevard Road | 100,000 |
| Community Development Block Grant - City | Infrastructure and Public Improvements | Robla Community Park | 100,000 |
| Community Development Block Grant - City | Infrastructure and Public Improvements | Consolidated Planning (Promise Zone, CDBG, Public Improvement) | 91,362 |
| Community Development Block Grant - City | Infrastructure and Public Improvements | Susan B Anthony Park Improvements | 75,000 |
| Community Development Block Grant - City | Infrastructure and Public Improvements | Nielsen Park | 70,000 |
| Community Development Block Grant - City | Infrastructure and Public Improvements | Del Paso Boulevard | 60,000 |
| Community Development Block Grant - City | Infrastructure and Public Improvements | River District Basketball Court | 45,000 |
| Community Development Block Grant - City | Infrastructure and Public Improvements | Consolidated Planning | 25,305 |
| Community Development Block Grant - City | Infrastructure and Public Improvements | Capital Improvement Project Scoping and Environmental | 25,000 |
| | | | Subtotal \$ 3,290,063 |

SECTION 11 - PROJECTS AND PROGRAMS SCHEDULE

Projects and Programs Schedule *continued*

Projects by Funding Source - FY 2020 *continued*

| Fund Description | Project Type | Description | Appropriation |
|--|--|--|---------------------|
| Community Development Block Grant - County | Housing Development and Preservation | Affordable Housing Rehabilitation | \$ 1,100,000 |
| Community Development Block Grant - County | Housing Development and Preservation | Countywide ADA Curb Ramp Project | 900,000 |
| Community Development Block Grant - County | Housing Development and Preservation | Housing Program Implementation and Delivery | 266,544 |
| Community Development Block Grant - County | Housing Development and Preservation | Emergency Repair Program/Accessibility Grant Program (ERP) | 150,000 |
| Community Development Block Grant - County | Housing Development and Preservation | Fair Housing Activities | 90,000 |
| Community Development Block Grant - County | Housing Development and Preservation | Minor Repair & ADA for Seniors & Low Income Homeowners Program | 50,000 |
| | | Subtotal | \$ 2,556,544 |
| Community Development Block Grant - County | Infrastructure and Public Improvements | Florin Area LED Street Light Project Phase 3 | \$ 675,000 |
| Community Development Block Grant - County | Infrastructure and Public Improvements | Watt Avenue Complete Street Improvement Phase I | 400,000 |
| Community Development Block Grant - County | Infrastructure and Public Improvements | Arden Way Complete Streets Phase I | 400,000 |
| Community Development Block Grant - County | Infrastructure and Public Improvements | Folsom Seniors Helping Seniors Handyman Program | 165,000 |
| Community Development Block Grant - County | Infrastructure and Public Improvements | Small Public Facility Notice of Funding Availability (NOFA) | 150,000 |
| Community Development Block Grant - County | Infrastructure and Public Improvements | Consolidated Planning | 220,930 |
| Community Development Block Grant - County | Infrastructure and Public Improvements | Galt Capital Infrastructure Improvement | 100,000 |
| Community Development Block Grant - County | Infrastructure and Public Improvements | Empowerment Park Improvements | 60,690 |
| Community Development Block Grant - County | Infrastructure and Public Improvements | Capital Reserve | 220,112 |
| Community Development Block Grant - County | Infrastructure and Public Improvements | Empowerment Park Improvements | 39,310 |
| Community Development Block Grant - County | Infrastructure and Public Improvements | Capital Improvement Project Scoping and Environmental | 25,000 |
| | | Subtotal | \$ 2,456,042 |
| HOME Investment Partnership - Entitlement City | Housing Development and Preservation | Multi-family Housing Acquisition and Rehabilitation | \$ 1,107,062 |
| HOME Investment Partnership - Entitlement City | Housing Development and Preservation | Multi-family Housing New Construction | 1,101,157 |
| | | Subtotal | \$ 2,208,219 |
| HOME Revolving Loans - City | Housing Development and Preservation | Multi-family Housing New Construction | \$ 716,906 |
| | | Subtotal | \$ 716,906 |
| HOME Revolving Loans - County | Housing Development and Preservation | Multi-family Housing Acquisition and Rehabilitation | \$ 4,716,770 |
| HOME Revolving Loans - County | Housing Development and Preservation | Multi-family Housing New Construction | 4,716,770 |
| | | Subtotal | \$ 9,433,540 |

SECTION 11 - PROJECTS AND PROGRAMS SCHEDULE

Projects and Programs Schedule continued

Projects by Funding Source - FY 2020 continued

| Fund Description | Project Type | Description | Appropriation |
|------------------|--------------------------------------|---|----------------------|
| HOME - County | Housing Development and Preservation | Multi-family Housing Acquisition and Rehabilitation | \$ 1,353,473 |
| HOME - County | Housing Development and Preservation | Multi-family Housing New Construction | 1,357,957 |
| | | Subtotal | \$ 2,711,430 |
| HOPWA | Housing Development and Preservation | Housing Development Assistance | \$ 157,809 |
| HOPWA | Housing Development and Preservation | Housing Development Assistance | 662,540 |
| HOPWA | Housing Development and Preservation | Housing Development Assistance | 397,801 |
| | | Subtotal | \$ 1,218,150 |
| TCC-SIMPL | Transformative Climate Community | Sacramento Inter-Modal Place-Based Living | \$ 4,000,000 |
| | | Subtotal | \$ 4,000,000 |
| | | TOTAL | \$ 48,027,902 |

SECTION 11 - PROJECTS AND PROGRAMS SCHEDULE

Projects and Programs Schedule *continued*

Defunding

| Funding Source | Project Type | Description | Appropriation |
|---|--|--|---------------|
| Community Dev Block Grant - City - 2013 | Infrastructure and Public Improvements | Unallocated Capital Reserve | \$ 156,225 |
| | | Subtotal | \$ 156,225 |
| Community Dev Block Grant - City - 2015 | Infrastructure and Public Improvements | Unallocated Capital Reserve | 108,247 |
| | | Subtotal | \$ 108,247 |
| Community Dev Block Grant - City - 2016 | Infrastructure and Public Improvements | Unallocated Capital Reserve | \$ 156,236 |
| | | Subtotal | \$ 156,236 |
| Community Dev Block Grant - City - 2017 | Infrastructure and Public Improvements | Unallocated Capital Reserve | \$ 19,113 |
| | | Subtotal | \$ 19,113 |
| Community Dev Block Grant - City - 2018 | Infrastructure and Public Improvements | Unallocated Capital Reserve | \$ 590,130 |
| | | Subtotal | \$ 590,130 |
| Community Dev Block Grant - City - 2019 | Infrastructure and Public Improvements | Consolidated Plan Development | \$ 50,000 |
| Community Dev Block Grant - City - 2019 | Infrastructure and Public Improvements | Small Public Facility Notice of Funding (NOFA) | \$ 100,000 |
| Community Dev Block Grant - City - 2019 | Infrastructure and Public Improvements | Sim Center Traffic Signal/Wayfinding | \$ 300,000 |
| Community Dev Block Grant - City - 2019 | Infrastructure and Public Improvements | Meadowview Streetscape Phase II | \$ 400,000 |
| Community Dev Block Grant - City - 2019 | Infrastructure and Public Improvements | Unallocated Capital Reserve | \$ 187,240 |
| | | Subtotal | \$ 1,037,240 |
| Community Dev Block Grant - County 2014 | Infrastructure and Public Improvements | Unallocated Capital Reserve | \$ 17,755 |
| | | Subtotal | \$ 17,755 |
| Community Dev Block Grant - County 2016 | Infrastructure and Public Improvements | Unallocated Capital Reserve | 60,691 |
| | | Subtotal | \$ 60,691 |

SECTION 11 - PROJECTS AND PROGRAMS SCHEDULE

Projects and Programs Schedule *continued*

Defunding continued

| Funding Source | Project Type | Description | Appropriation |
|---|--|--------------------------------|---------------|
| Community Dev Block Grant - County 2017 | Infrastructure and Public Improvements | Unallocated Capital Reserve | 85,198 |
| | | Subtotal | \$ 85,198 |
| Community Dev Block Grant - County 2018 | Infrastructure and Public Improvements | Unallocated Capital Reserve | 727,403 |
| | | Subtotal | \$ 727,403 |
| Community Dev Block Grant - County 2019 | Infrastructure and Public Improvements | Unallocated Capital Reserve | 320,930 |
| | | Subtotal | \$ 320,930 |
| HOPWA | Housing Development and Preservation | Housing Development Assistance | 157,809 |
| | | Subtotal | \$ 157,809 |
| HOPWA | Housing Development and Preservation | Housing Development Assistance | 662,540 |
| | | Subtotal | \$ 662,540 |
| Supplemental Admin Fees-County | Housing Development and Preservation | Housing Development Assistance | 486,939 |
| | | Subtotal | \$ 486,939 |
| Housing Trust Fund - City | Housing Development and Preservation | Housing Development Assistance | 1,215,243 |
| | | Subtotal | \$ 1,215,243 |
| Housing Trust Fund - City | Housing Development and Preservation | Housing Development Assistance | 367,446 |
| | | Subtotal | \$ 367,446 |

SECTION 11 - PROJECTS AND PROGRAMS SCHEDULE

Projects and Programs Schedule *continued*

Defunding continued

| Funding Source | Project Type | Description | Appropriation |
|---------------------------|--------------------------------------|--------------------------------|---------------|
| City Inclusionary Housing | Housing Development and Preservation | Housing Development Assistance | \$ 781,986 |
| | | | Subtotal |
| Housing Trust Fund - City | Housing Authority Capital Projects | 1717 S Street | \$ 1,500,000 |
| | | | Subtotal |
| Housing Trust Fund - City | Housing Authority Capital Projects | 1717 S Street | \$ 1,800,000 |
| | | | Subtotal |
| TOTAL | | | \$ 10,251,131 |

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12 - GLOSSARY

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A

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

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

AGENCY - The Sacramento Housing and Redevelopment Agency.

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

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

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

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

B

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

Glossary *continued*

B

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

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

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

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

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

C

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

CAPITAL IMPROVEMENT PROGRAM - An ongoing plan of single and multiple-year capital expenditures which is updated annually.

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

CBO - See Community Based Organizations.

Glossary *continued*

C

CDBG - See Community Development Block Grant.

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

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

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

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

COST - The estimated expenditure for a particular resource.

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

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

D

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

DEFICIT - An excess of expenditures over resources.

Glossary *continued*

D

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

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

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

E

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

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

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

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

EQUIPMENT - Tangible property intended for use longer than one year, excluding land or buildings and improvements thereon. Examples include vehicles, office or shop equipment, and appliances with a unit cost of over \$5,000. NOTE: A lesser value may apply for some appliances purchased for Housing Authority uses.

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

Glossary *continued*

F

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

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

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

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

FTE - See Full-Time Equivalent.

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

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

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

G

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

Glossary *continued*

G

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

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

H

HAP - See Housing Assistance Payment.

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

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

HPRP - See Homelessness Prevention and Rapid Re-Housing Program.

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

HUD - The United States Department of Housing and Urban Development.

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

Glossary *continued*

I

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

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

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

J

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

L

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

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

Glossary *continued*

M

MFSAF - Multifamily Supplemental Assessment Fee.

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

N

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

NSP - See Neighborhood Stabilization Program.

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

O

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

Glossary *continued*

O

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

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

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

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

OVERHEAD - See Indirect Costs

P

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

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

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

Glossary *continued*

P

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

R

RESERVE - An amount in a fund set aside to be used to meet cash requirements, emergency expenditures, or future defined requirements. A reserve is not an appropriation, and there is no limitation on the amount of reserves that can be established.

RESOURCES - Total amounts available for appropriation during the fiscal year, including revenues, fund transfers, and available fund balances.

REVENUE - Money received to finance ongoing Agency services.

RLF - Revolving Loan Fund.

S

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

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

STAKEHOLDER - a party which has an active interest either as a provider or a recipient.

Glossary *continued*

T

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

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

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

DRAFT PROPOSED BUDGET