



SACRAMENTO HOUSING AND  
REDEVELOPMENT AGENCY

# 2020 APPROVED 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

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# 1 - GENERAL

## Transmittal Letter - FY 2020

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November 5, 2019

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

Honorable Members in Session:

Today, I present to you the Sacramento Housing and Redevelopment Agency's proposed budget for 2020. This budget document provides detailed information about the forecasted revenues and expenditures for the Agency in the coming year.

### Overview of the 2020 SHRA Proposed Budget

The 2020 Proposed Budget recommends total expenses of \$211.9 million and is comprised of the Housing Assistance Payments (HAP) Budget of \$109.1 million; the Operating Budget of \$46.1 million; the Capital Projects Budget of \$48 million; the Public Services Budget of \$5.1 million; and the Debt Service and Financial Transactions Budget of \$3.6 million. The 2020 proposed budget represents a \$19.2 million or 10% increase in net appropriations in comparison with the prior year's budget. This change in annual budget appropriations is primarily the result of an increase in capital projects related to the Twin Rivers Redevelopment Project.

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

## Transmittal Letter - FY 2020 *continued*

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### Overview of the 2020 SHRA Proposed Budget *continued*

As with previous year's budgets, the 2020 budget centers on conveying the Mission, Vision & Goals of the Organization, by:

**1**

#### **Continuing to maximize leasing of vouchers in the HCV program**

- There are 13,202 vouchers authorized for leasing each month and the HCV program strives to maintain a leasing level between 98-100%.
- The focus of the voucher program in 2020 will be to serve families off of our waiting lists as well as house homeless individuals and families.

**2**

#### **Continuing to pursue new funding opportunities to decrease reliance on traditional funding sources for the creation and preservation of affordable housing and by;**

- The Agency is expecting to receive approximately 81 percent of its funding from the federal government which is an overall decrease from prior year, previously 83%. This decrease is attributed to the agency's participation in the Rental Assistance Demonstration (RAD) program.
- This move will not only preserve low income housing, it will allow private investment funding to address the capital needs of the Agency properties.



## Transmittal Letter - FY 2020 *continued*

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### Overview of the 2020 SHRA Proposed Budget *continued*

#### 3

#### **Continuing to focus on the rehabilitation and repositioning of former Public Housing properties.**

- The Agency is expecting to receive approximately 81 percent of its funding from the federal government which is an overall decrease from prior year, previously 83%. This decrease is attributed to the agency's participation in the Rental Assistance Demonstration (RAD) program.
- This move will not only preserve low income housing, it will allow private investment funding to address the capital needs of the Agency properties.

2020 challenges include the aging Public Housing inventory and limited amount of funding. The Agency's inventory faces mounting capital and modernization needs; however, Capital Fund appropriations continue to lag. At the same time, funding for operations has endured deep cuts, forcing postponement of critical maintenance functions and jeopardizing the long term sustainability of many properties. Each year, HUD proration of funding provides significantly less than what is needed to address the physical needs at the properties.

#### **Federal Funding**

- Public Housing Operating Subsidy in 2019 was prorated by HUD at 97%. 2020 is anticipated to be similar to 2019.
- HUD funding for SHRA's Capital Fund Program (CFP) increased in 2018 and 2019, after being cut nearly 50% in previous years. 2020 is projected to be more in line with the 2017 level, pre-increase.
- Appropriations of Federal programs such as Community Development Block Grant (CDBG) and Home Investment Partnership (HOME) for 2020 are anticipated to be funded at levels lower than in 2019.

## Transmittal Letter - FY 2020 *continued*

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### Overview of the 2020 SHRA Proposed Budget *continued*

Though the economy appears to have stabilized, costs of programs and services are increasing while our funding is still limited, which continues to impact the needs of our community. As such, and to the extent possible within these constraints, the budget continues to support a long-range vision for the community.

### 2019 Accomplishments

While federal and local funding remains a constant challenge, SHRA has been remarkably successful in securing competitive grants and developing public-private-nonprofit partnerships that provide significant leveraging ability and assist in accomplishing our goal to improve housing and communities. As such, our performance continues to be regarded as a model for best practices in affordable housing preservation and production.

### Promise Zone

Since receiving the designation in April of 2015, more than \$176 million in local, federal, and state funds have been awarded to organizations and agencies as a direct result of receiving bonus points or support from the Promise Zone. In addition:

- 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 (CNC) continued throughout 2019 in collaboration with 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.

## Transmittal Letter - FY 2020 *continued*

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### 2019 Accomplishments *continued*

- 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, recently renamed Mirasol Village, 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 will be part of Mirasol Village.

### Asset Repositioning

- Completed resident relocation and demolition of the former Twin Rivers project.
- Obtained approvals and closed a Section 108 loan for the construction of new infrastructure systems at the 22 acre Marisol Village 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.
- Secured competitive tax credits and perm financing; transferred ownership and began substantial rehabilitation of the 79-unit Shasta Hotel SRO property

### Sustainable Communities

- 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.

## Transmittal Letter - FY 2020 *continued*

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### 2019 Accomplishments *continued*

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



- 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
- Stanford Settlement Center Improvements
- Salvation Army's Women's Shelter Improvements
- 3601 Pansy Avenue Garden and Playground
- Morrison Creek Preliminary Design.
- Continued ongoing infrastructure and public facilities improvements:
  - 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.

## Transmittal Letter - FY 2020 *continued*

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### 2019 Accomplishments *continued*

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



- 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
- Rosemont Community Park Improvements
- Continued ongoing infrastructure and public facilities improvements:
  - 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.

## Transmittal Letter - FY 2020 *continued*

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### 2019 Accomplishments *continued*

#### Public Service Programs

- 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.
- Moved ahead with Bringing Families Home initiative in partnership with the County of Sacramento's Child Protective Services and the Sacramento Continuum of Care.

#### 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, Mirasol Village, 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).



## Transmittal Letter - FY 2020 *continued*

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### 2019 Accomplishments *continued*

#### Single Family

- Approved financing for 85 families for Home Buyer and MCC programs, including 15 families that participated 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.

#### Job Creation and Employment Opportunities

The Housing Authority supported resident training programs in three areas: clerical, painting, and janitorial. Approximately 19 residents worked for the Housing Authority in one of the aforementioned areas and received a wage while learning the technical skills of the program. After completion of the training program, the majority of the graduates have success transitioning into regular employment.

The Agency also 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.

#### Housing Administration

The Housing Authority provided rent assistance and affordable housing to more than 51,000 low income residents through the Housing Choice Voucher Program and the Conventional Public Housing Program.

## Transmittal Letter - FY 2020 *continued*

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### 2019 Accomplishments *continued*

#### Housing Choice Voucher Program

The HCV program received “High Performer” designation for maximum Section 8 Management Assessment Plan (SEMAP) points. This assessment is used by HUD to ensure the program is run efficiently and meets all 14 standards tested through this evaluation process.

#### Public Housing and Local Housing Programs

City Housing Authority received “High Performer” status based upon 2018 operating results. In addition, the City and County Housing Authority:

- 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
- Maintained a 98% occupancy rate
- Received overall favorable ratings from the residents that responded to the customer service survey, (54%) Excellent & (30%) Good
- Implemented the Rent Café, allowing residents 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

## Transmittal Letter - FY 2020 *continued*

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### 2019 Accomplishments *continued*

#### Supportive Services Programs

- By midyear 2019, 72 families were enrolled in the City FSS, 63 families in the County FSS, and 115 families in the City ROSS program.
  - Over 57% of the total number of participants had accrued an escrow balance. The average increase in earned income is \$7,140.
  - 40 participants received Financial Coaching or Education in a classroom setting.
  - 4 residents had successfully completed and graduated from the FSS Program. 2 additional families were on track to graduate by the end of the year.

#### Effective/Efficient Governance

- Produced annual report of the Agency's activities and accomplishments.
- Provided internship opportunities through the City of Sacramento Summer at City Hall program for 19 high school students in our Public Information, Public Housing, Housing Choice Voucher, Finance, Human Resources, and Community Development departments
- 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.

SECTION 1 - GENERAL

## Transmittal Letter - FY 2020 *continued*

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

Sincerely,



La Shelle Dozier  
Executive Director

# 1 - GENERAL

## Agency Mission, Vision and Goals

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### OUR MISSION

The Sacramento Housing and Redevelopment Agency's Mission Statement conveys the essence of the organization and serves as the foundation for our Vision and Goals. Our mission is to revitalize communities, provide affordable housing opportunities and to serve as the Housing Authority for the City and County of Sacramento.

### OUR VISION

Our Vision for Sacramento is a region:

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

### OUR GOALS

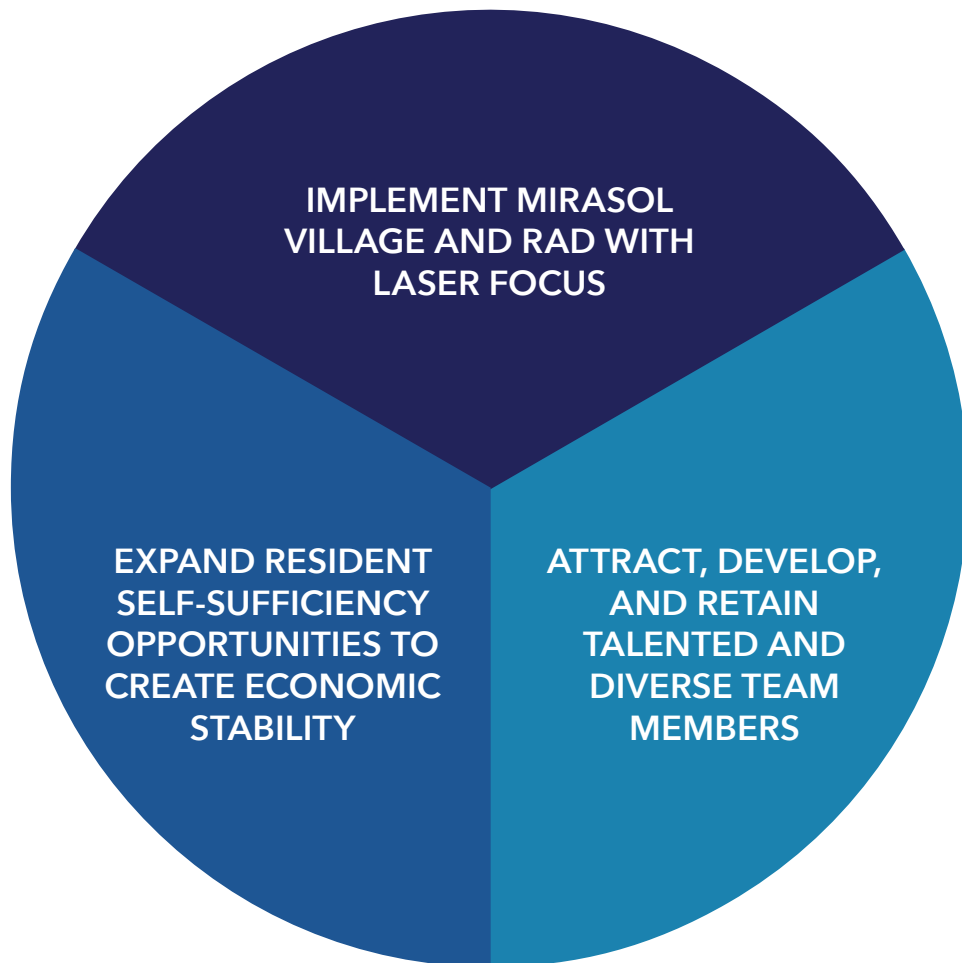
To help achieve our Vision, the Sacramento Housing and Redevelopment Agency is working to fulfill these goals:

- Develop, preserve and finance a continuum of affordable housing opportunities for Sacramento City and County residents
- Effectively and efficiently maintain Agency-owned housing by providing tenant-based rental assistance programs
- Revitalize lower income neighborhoods to create healthy and sustainable communities
- Promote economic development through strategic infrastructure and public facility improvements.

## Agency Mission, Vision and Goals *continued*

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### SHRA Three-Year Strategic Goals





# 1 - GENERAL

## Agency Overview

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### Overview of Sacramento, California established 1849

#### City and County Statistics

<i>Categories</i>	<i>City</i>	<i>County</i>
Population, State of CA	6th largest	8th largest
2019 Population Estimates	508,172	1,546,174
Extent of Range	97.9 square miles	994 square miles
Type & Form of Government	Charter Council-Member	Charter Elected 5-Member Board

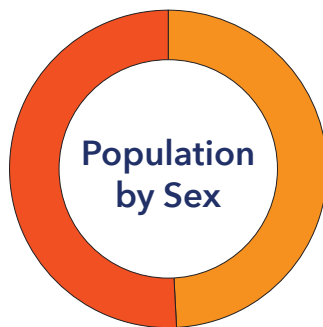


## Agency Overview *continued*

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### Who We Serve

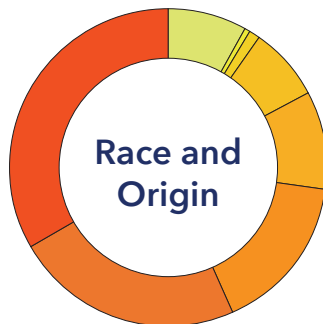
#### Gender, Race and Ethnicity



■ 51.1% *Female*

■ 48.9% *Male*

1,540,975 *Total Population*



■ 33.4% *White*

■ 23.4% *Hispanic or Latino*

■ 16.1% *Asian*

■ 9.9% *Black or African American*

■ 1.2% *Native Hawaiian and Other Pacific Islander*

■ 0.7% *American Indian and Alaskan Native*

■ 7.5% *Two or More Races*

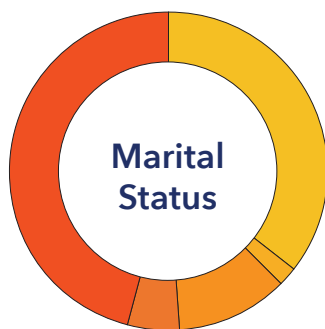
■ 7.8% *Some Other Race*

## Agency Overview *continued*

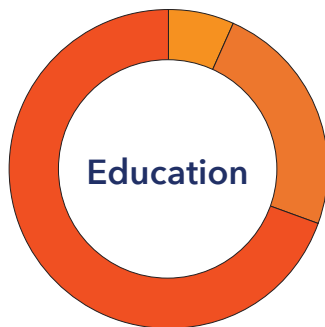
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### Who We Serve *continued*

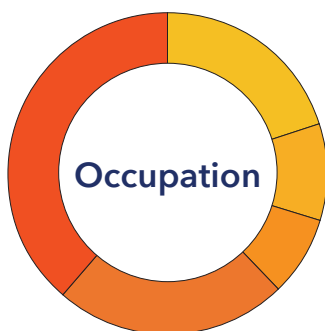
#### Lifestyle Statistics



- 46.1% Married
- 5.2% Widowed
- 11.2% Divorced
- 2.2% Separated
- 35.3% Never Married



- 87% High School Graduate
- 29.9% Bachelor's Degree or Higher
- 8.3% Associate's Degree



- 38.8% Management, Business, Science, and Arts
- 23.5% Sales and Office
- 8.0% Natural Resources, Construction, and Maintenance
- 9.7% Production and Transportation
- 20% Service

## Agency Overview *continued*

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### Who We Serve *continued*

#### Housing and Income



**543,560 Occupied Housing Units**

■ **57.3%** *Owner-Occupied Housing Unit*

■ **42.7%** *Renter-Occupied Housing Unit*

#### Average House Size

**2.87** *Owner-Occupied Housing Unit*

**2.69** *Renter-Occupied Housing Unit*

#### Individual Income

**\$29,693** *Per Capita Income*

**\$30,546** *Median Earnings for Workers*

#### Household Income

**181,690** *Total Households*

**\$74,469** *Mean Household Income*

**\$54,615** *Median Household Income*

The information in this section is based on the 2018 American Community Survey (ACS) 1-Year Estimates from the United States Census Bureau.



## Agency Overview *continued*

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### Profile of the Agency - 2020

The Sacramento Housing and Redevelopment Agency was created to ensure the ongoing development of affordable housing and to continuously fuel community redevelopment projects in the city and county of Sacramento. These goals are met by creating safer neighborhoods and a more robust economy, so individuals, families and children in our community have the opportunity for a better life. Our work has been recognized among the best in the country by the U.S. Department of Housing and Urban Development and others. Every day, our team of over 200 employees secures funding, battles for support, organizes our partners and engages the Sacramento community in a proactive collaboration to change lives.



## Agency Overview *continued*

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### Profile of the Agency - 2020 *continued*

The Agency, a joint powers authority created in 1982 (operating since 1973), serves as the fiscal agent/administrator and provides the exclusive staffing for the Housing Authorities of the City and County of Sacramento, formed July 1939 and June 1940, respectively. The Agency is a separate legal entity and is not a component unit of the City or County of Sacramento. The Agency receives no City or County general funds and is not included in the Comprehensive Annual Financial Report of either the City or County of Sacramento.

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

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

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

## Agency Overview *continued*

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### Long-Term Financial Planning

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

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

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

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

## Agency Overview *continued*

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### Relevant Financial Policies

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

### Strategic Goals

The Agency continues to focus its energy and resources on outcomes and improvements that increase efficiencies and strengthen operations both of which are considered crucial elements of its long term strategic planning goals. As such, in our ongoing commitment to openness, transparency, accountability, and responsiveness, the Agency launched a redesigned website at [www.shra.org](http://www.shra.org). This website has improved public awareness with timely information, as well as, easier access to reports and documents. The Agency continues to develop new features on the website which will give our customers 24/7 access to do business with the Agency. Anticipated features for 2020 include a portal for HCV voucher residents to complete documentation and certifications online that previously required onsite visits or paper documentation.

Key Indicators were used throughout the fiscal year as a tool to measure, evaluate and develop supporting actions relating to operational improvements. Most importantly they were utilized by management to ensure resources needed were reflected in the 2020 budget, that departmental objectives and goals were obtainable, and to establish outcomes that best support the Mission of SHRA.



# 1 - GENERAL

## 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: Comparison Significance	City & County of Sacramento Largest Area Provider of Affordable Housing	City of San Diego Largest Area Provider of Affordable Housing
Population: <sup>1</sup>	1,546,174	3,351,786
• County	508,172	1,420,572
• City	83,600	86,300
Area Median Income (Annual) <sup>2</sup>	January - December	July - June
Budget Comparison - Fiscal Year Basis		
Funding Sources - Budget	\$171.6M	\$273.4M
• \$\$\$ of Federal Funding	\$40.3M	\$179.0M
• \$\$\$ of State, Local/Other Funding	\$211.9M	\$452.4M
Total Funding Sources By Major Category		
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	246	341

<sup>1</sup> Demographics-2019 courtesy of Department of Finance

<sup>2</sup> 2019 HUD median income for California counties based on a family of four

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# 1 - GENERAL

## Budget Process Timeline

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### JUNE

#### Fund Equity - Mid-year schedule

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

#### Revenue schedule

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

#### Budget Narrative and Performance Measures available for Update

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

## Budget Process Timeline *continued*

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### JULY



#### Operating division budget

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



#### Project defunding schedule

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



#### Debt service schedule

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

## Budget Process Timeline *continued*

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### Transfers schedule

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

### Financial transactions

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

### HAP schedule

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

### Public services schedule

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

### Capital Projects schedule

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

## Budget Process Timeline *continued*

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### **AUGUST**

#### **Department budget meetings**

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

### **SEPTEMBER**

#### **Department budget meetings continue**

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

#### **Budget Presentations - Commission**

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

### **OCTOBER**

#### **Budget Presentation - Commission**

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

### **NOVEMBER**

#### **Budget Presentations - City and County**

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

# 2

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## Financial Management Policies

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## 2 - FINANCIAL MANAGEMENT POLICIES

# Financial Management Policies

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### Revenue Policy

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

### Debt Policy

- It is the intent of the Agency to issue debt in a manner that adheres to state and federal laws, existing bond covenants and prudent financial management.
  - Minimize debt service and issuance costs
  - Maintain the highest practical credit rating
  - Evaluate the cost effectiveness of all potential borrowings
- 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*

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### Interdepartmental Charges / Indirect Cost Recovery

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

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

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

## SECTION 2 - FINANCIAL MANAGEMENT POLICIES

### Financial Management Policies *continued*

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

## 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
<b>Subtotal Claimable Costs</b>	<b>\$ 9,310,707</b>	<b>\$ 3,631,174</b>	<b>\$ 3,072,533</b>	<b>\$ 1,955,247</b>	<b>\$ 744,857</b>
Roll forward from 2017		<b>\$ 627,546</b>			
<b>Total Claimable Costs</b>	<b>\$ 10,031,357</b>	<b>\$ 4,258,720</b>	<b>\$ 3,072,533</b>	<b>\$ 1,955,247</b>	<b>\$ 744,857</b>

### 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*

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### 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 use the modified accrual basis of accounting which recognizes revenues in the period in which they become measurable and available to finance expenditures of the current period. "Measurable" means the amount can be determined and "available" means collectible within the current period or soon enough thereafter to pay current liabilities. This is generally within sixty (60) days after the end of the fiscal year. Expenditures are recognized when the related fund liability is incurred.

Proprietary funds (enterprise and internal service funds) are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned, and their expenses are recognized when incurred.

#### Responsibility

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

#### Budget Review

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

## Financial Management Policies *continued*

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### Budget Policies and Procedures *continued*

#### Budget Adoption

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

#### Budget Implementation

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

#### Budget Control

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

### Accounting Structure and Principles

#### Accounting System

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.

## Financial Management Policies *continued*

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### Accounting Structure and Principles *continued*

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

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

### Basis of Accounting

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

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

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

### Fund Descriptions

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

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

## Financial Management Policies *continued*

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### 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*

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### **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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## Major Revenue - Description and Revenue Estimates

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### 3 - MAJOR REVENUE

## Major Revenue - Description and Revenue Estimates

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#### Major Revenues

##### Enterprise Funds

Public Housing

Local Housing

HCV

##### Governmental Funds

CDBG

HOME

Capital Fund

Housing Trust Fund

Choice Neighborhoods Initiative

Shelter Plus Care

Riverview Plaza

## SECTION 2 - MAJOR REVENUE

# Major Revenue - Description and Revenue Estimates *continued*

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### Enterprise Funds

#### Public Housing Operating Subsidy

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

2020 revenues are projected to remain similar to the 2019 subsidy, which was prorated by HUD at 97%. The proration of funding requires the public housing program to cut operating costs wherever possible and utilize its meager operating reserves.

#### Local Housing Projects

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

Revenue estimates for 2020 show an increase from 2019 numbers. This is primarily due to the Rental Assistance Demonstration (RAD) program; there will be an additional 124 units under the Local Housing Projects.

## Major Revenue - Description and Revenue Estimates *continued*

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### Enterprise Funds *continued*

#### Housing Choice Voucher Program (HCV)

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

Revenue estimates for 2020 are based on anticipated funding from HUD in the form of Housing Assistance Payments (HAP) and Administrative Fees (AF). Revenue is tied to the Leasing of Vouchers. Currently, the Housing Authority has 13,202 vouchers authorized for leasing each month. Despite the Agency being entitled to maximum funding for the program, HUD intentionally provides less funding than required to cover HAP costs in an effort to recapture accumulated HAP reserves from public housing authorities across the country. In 2019, HUD prorated our HAP eligibility at 99.5% and the Agency anticipates a similar funding level for 2020 based upon the current proposals moving through Congress.

#### HCV Administrative Fee

Funding eligibility is based upon the number of units leased within the Housing Authority's authorized voucher allocation. Once eligibility is determined, HUD uses a formula to determine administrative fees for the Agency. For 2019, the Agency received \$94.43 per unit for the first 7,200 unit months leased and \$88.13 per unit on all remaining unit months leased. HUD then applies a proration to the formula to reduce fees paid so that the administrative fees paid to the housing authorities match the appropriations provided by Congress. In 2018, the proration was 80% of administrative funding eligibility. This proration was decreased slightly to 79.5% of administrative funding eligibility in 2019. The Agency expects the revenue estimates in 2020 to remain the same.

## SECTION 2 - MAJOR REVENUE

# Major Revenue - Description and Revenue Estimates *continued*

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### Governmental Funds

#### Community Development Block Grant (CDBG)

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

CDBG 2020 revenues are anticipated to show a slight decrease from 2019 due to federal appropriations.

#### Home Investment Partnership Program (HOME)

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

Revenue estimates are determined in several ways. The annual HUD HOME budget is allocated to states and participating jurisdictions as formula grants. The Agency receives HOME entitlement for both the City of Sacramento and the County of Sacramento. In the past, appropriations declined by 47%. In 2018, the program saw appropriations increase by 49% from Congress, with 2019 levels remaining fairly consistent. The Agency expects 2020 funding levels to decrease slightly.



## Major Revenue - Description and Revenue Estimates *continued*

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### Governmental Funds *continued*

#### Capital Fund Program (CFP)

The Capital Fund Program (CFP) is a HUD program that provides funding specifically intended for the development, financing, modernization, and management of improvements for properties owned under the HUD public housing program. Funds are allocated annually via a formula. The Agency receives funding for the public housing properties owned by the City and County Housing Authorities. HUD funding for the capital improvements and modernization of Public Housing properties has decreased to as little as 21% of actual cost in the past, however, 2018 funding saw an increase of 50%, with 2019 also experiencing a slight increase.

2020 revenues are anticipated to decrease. Capital Fund Program funding is determined by the number of public housing units held by an Agency. In 2020, the Agency will transfer 124 units to the Rental Assistance Demonstration (RAD) program, which will reduce the number of public housing units and convert them to Local Housing Projects with private investment.

#### Housing Trust Funds (HTF)

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

Even though there has been an increase an overall increase in funding since 2013, 2020 is estimated to continue the decline that has been occurring since 2016.

## SECTION 2 - MAJOR REVENUE

# Major Revenue - Description and Revenue Estimates *continued*

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## Governmental Funds *continued*

### Choice Neighborhoods Implementation Grant

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

During 2016 and 2017, predevelopment planning and coordination activities began in earnest in preparation for breaking ground. Additional pre-development activities included preparing entitlement application and environmental clearance documents for both the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA).

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

Revenues will fluctuate annually since they are drawn based upon actual construction related expenditures. It is expected that 2020 will see an increase in construction costs compared to the previous three years.

## Major Revenue - Description and Revenue Estimates *continued*

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### Governmental Funds *continued*

#### Shelter Plus Care Program

This program is a rental assistance program that provides housing assistance to homeless disabled individuals and families. These families are also linked to supportive services with case management from local service providers to keep the families stabilized in housing. The McKinney Vento Homeless Assistance Act established the legislative authority to fund the homeless programs nationwide. The Agency applies for the funding through a local competitive process to receive the funds from HUD. The Agency currently administers three Shelter Plus Care programs, one is a tenant based program where families find a rental unit anywhere in Sacramento County, one is based at the Shasta Hotel, and the remaining is at Boulevard Court, a rehabilitated motel which was converted into one and two bedroom units.

The Agency anticipates the 2020 revenues for the Shelter Plus Care Program to be consistent with the prior two years.

#### Riverview Plaza

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

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

Revenues are generated from both commercial and residential rental leases and 2020 is projected to earn revenues consistent with 2018 and 2019.

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## Fund Structure

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## 4 - FUND STRUCTURE

# Fund Structure - FY 2020



## SECTION 4 - FUND STRUCTURE

# Fund Structure - FY 2020 *continued*





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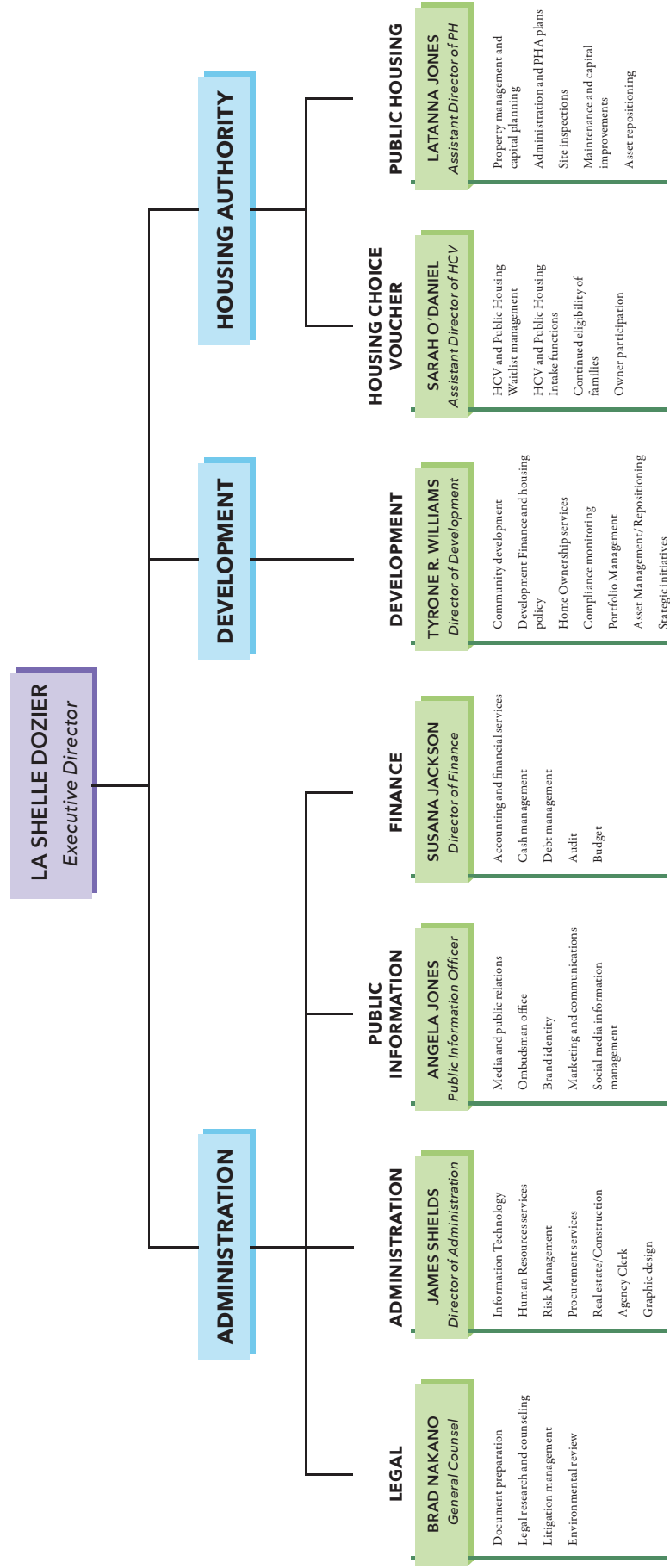
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## Budget Summaries

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## 5 - BUDGET SUMMARIES

### Department/Division Organizational Chart



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## 5 - BUDGET SUMMARIES

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

Department	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Increase (Decrease)
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

## 5 - BUDGET SUMMARIES

# Budget Appropriation Comparison Schedule

	2018 Approved Budget	2019 Approved Budget	2020 Approved Budget	Variance 2019 to 2020	
				Amount	%
<b><u>Operations:</u></b>					
Salaries and Benefits	\$ 24,435,339	\$ 27,271,544	\$ 28,733,234	1,461,690	5.4%
Services & Supplies	17,906,929	17,783,164	17,402,961	(380,203)	-2.1%
HAPs Payments	100,749,057	100,344,675	109,079,844	8,735,169	8.7%
Debt Service	2,155,943	2,591,231	2,877,433	286,202	11.0%
Financial Transactions	3,260,488	326,379	753,463	427,084	130.9%
Public Services	6,700,602	5,119,260	5,086,302	(32,958)	-0.6%
<b>Total Operations</b>	<b>\$ 155,208,358</b>	<b>\$ 153,436,253</b>	<b>\$ 163,933,237</b>	<b>\$ 10,496,984</b>	<b>6.8%</b>
<b><u>Projects:</u></b>					
Housing Development and Preservation	\$ 28,047,588	\$ 14,393,849	\$ 40,249,819	25,855,970	179.6%
Housing Authority Capital Projects	2,912,283	18,503,066	2,734,261	(15,768,805)	-85.2%
Infrastructure and Public Improvements	4,554,593	6,414,245	5,043,822	(1,370,423)	-21.4%
<b>Total Projects</b>	<b>\$ 35,514,464</b>	<b>\$ 39,311,160</b>	<b>\$ 48,027,902</b>	<b>\$ 8,716,742</b>	<b>22.2%</b>
<b>Total Budget</b>	<b>\$ 190,722,822</b>	<b>\$ 192,747,413</b>	<b>\$ 211,961,139</b>	<b>\$ 19,213,726</b>	<b>10.0%</b>

# 5 - BUDGET SUMMARIES

## Fund Equity - FY 2020

### Fund Equity Summary - FY 2020

	Housing	Other Governmental	Internal Service	Gross Total	Net Total (1)
<b>RESOURCES</b>					
<b>Estimated Fund Balance - January 1</b>	\$ 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	156,247,115	40,507,570	11,890,091	208,017,230	190,807,400
Defundings	486,939	9,764,192	-	10,251,131	10,251,131
<b>Gross Resources</b>	192,563,889	69,987,940	16,876,092	278,800,375	261,590,545
Less Interfund Transactions	(6,821,370)	-	(1,077,734)	(7,899,104)	-
Less Interdepartmental Charges	-	-	(9,938,272)	(9,938,272)	-
<b>Net Resources (1)</b>	<b>185,742,519</b>	<b>69,987,940</b>	<b>5,860,086</b>	<b>260,962,999</b>	<b>261,590,545</b>
<b>APPROPRIATIONS</b>					
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	154,619,361	13,406,788	13,744,464	181,770,613	163,933,237
Capital Projects	2,324,291	45,703,611	-	48,027,902	48,027,902
<b>Gross Appropriations</b>	156,943,652	59,110,399	13,744,464	229,798,515	211,961,139
Less Interfund Transactions	(6,821,370)	-	(1,077,734)	(7,899,104)	-
Less Interdepartmental Charges	-	-	(9,938,272)	(9,938,272)	-
<b>Net Appropriations (1)</b>	<b>150,122,282</b>	<b>59,110,399</b>	<b>2,728,458</b>	<b>211,961,139</b>	<b>211,961,139</b>
<b>Estimated Fund Balance-December 31</b>	<b>\$ 35,620,237</b>	<b>\$ 10,877,541</b>	<b>\$ 3,131,628</b>	<b>\$ 49,001,860</b>	<b>\$ 49,629,406</b>

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

## SECTION 5 - BUDGET SUMMARIES

Fund Equity - FY 2020 *continued*

## Fund Equity - City Enterprise Funds - Housing

	City Enterprise - Housing				
	City Public Housing	City Local Housing	City Misc Housing	City Component Units	Subtotal
<b>RESOURCES</b>					
<b>Estimated Fund Balance - January 1</b>	\$ 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	10,334,139	2,543,001	10,587,009	741,000	24,205,149
Defundings	-	-	-	-	-
<b>Gross Resources</b>	21,204,964	5,706,505	15,318,978	945,244	43,175,691
Less Interfund Transactions	-	-	(2,679,470)	-	(2,679,470)
<b>Net Resources (1)</b>	21,204,964	5,706,505	12,639,508	945,244	40,496,221
<b>APPROPRIATIONS</b>					
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	10,095,056	2,370,350	9,446,887	711,912	22,624,205
Capital Projects	-	-	1,596,581	-	1,596,581
<b>Gross Appropriations</b>	10,095,056	2,370,350	11,043,468	711,912	24,220,786
Less Interfund Transactions	-	-	(2,679,470)	-	(2,679,470)
<b>Net Appropriations (1)</b>	10,095,056	2,370,350	8,363,998	711,912	21,541,316
<b>Estimated Fund Balance-December 31</b>	\$ 11,109,908	\$ 3,336,155	\$ 4,275,510	\$ 233,332	\$ 18,954,905

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



## SECTION 5 - BUDGET SUMMARIES

# Fund Equity - FY 2020 *continued*

## 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		
							<b>RESOURCES</b>
\$ 3,906,589	\$ -	\$ 8,431,042	\$ 4,521,662	\$ -	\$ 16,859,293	\$ 35,829,835	<b>Estimated Fund Balance - January 1</b>
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
5,445,778	99,300	6,358,115	115,322,817	4,815,956	132,041,966	156,247,115	Subtotal Operating Revenues
-	-	486,939	-	-	486,939	486,939	Defundings
9,352,367	99,300	15,276,096	119,844,479	4,815,956	149,388,198	192,563,889	<b>Gross Resources</b>
-	-	(4,141,900)	-	-	(4,141,900)	(6,821,370)	Less Interfund Transactions
<b>9,352,367</b>	<b>99,300</b>	<b>11,134,196</b>	<b>119,844,479</b>	<b>4,815,956</b>	<b>145,246,298</b>	<b>185,742,519</b>	<b>Net Resources (1)</b>
							<b>APPROPRIATIONS</b>
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
4,898,679	99,300	6,552,738	115,629,458	4,814,981	131,995,156	154,619,361	Subtotal Operating expenditures
-	-	727,710	-	-	727,710	2,324,291	Capital Projects
4,898,679	99,300	7,280,448	115,629,458	4,814,981	132,722,866	156,943,652	<b>Gross Appropriations</b>
-	-	(4,141,900)	-	-	(4,141,900)	(6,821,370)	Less Interfund Transactions
<b>4,898,679</b>	<b>99,300</b>	<b>3,138,548</b>	<b>115,629,458</b>	<b>4,814,981</b>	<b>128,580,966</b>	<b>150,122,282</b>	<b>Net Appropriations (1)</b>
\$ 4,453,688	\$ -	\$ 7,995,648	\$ 4,215,021	\$ 975	\$ 16,665,332	\$ 35,620,237	<b>Estimated Fund Balance-December 31</b>

## SECTION 5 - BUDGET SUMMARIES

Fund Equity - FY 2020 *continued*

## 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
<b>RESOURCES</b>							
<b>Estimated Fund Balance - January 1</b>	\$ 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
<b>Gross Resources</b>	6,228,627	789,655	231,587	2,442,993	748,244	7,103,109	6,186,129
Less Interfund Transactions	-	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-	-
<b>Net Resources (1)</b>	6,228,627	789,655	231,587	2,442,993	748,244	7,103,109	6,186,129
<b>APPROPRIATIONS</b>							
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
<b>Gross Appropriations</b>	6,228,627	27,363	214	2,442,993	748,244	5,871,101	6,186,129
Less Interfund Transactions	-	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-	-
<b>Net Appropriations (1)</b>	6,228,627	27,363	214	2,442,993	748,244	5,871,101	6,186,129
<b>Estimated Fund Balance-December 31</b>	\$ -	\$ 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 5 - BUDGET SUMMARIES

# Fund Equity - FY 2020 *continued*

## Fund Equity - Other Governmental Funds

City Special Revenue					
City Affordable Housing	City Housing Authority- HSA Funds (2)	City HOPWA	City ESG	City CalHOME	Subtotal
\$ (653,728)	\$ 1,434,700	\$ -	\$ -	\$ 960,832	\$ 4,943,028
30,459	299,772	-	-	14,738	759,929
-	870,224	-	-	-	1,994,804
-	100,000	-	-	-	360,262
-	-	-	-	-	-
-	-	1,330,172	408,235	-	14,596,074
-	-	-	-	-	-
-	-	-	-	-	-
500,000	-	-	-	-	2,220,000
-	-	-	-	-	-
-	-	-	-	-	(998,229)
530,459	1,269,996	1,330,172	408,235	14,738	18,932,840
2,581,986	-	820,349	-	-	8,552,215
2,458,717	2,704,696	2,150,521	408,235	975,570	32,428,083
-	-	-	-	-	-
-	-	-	-	-	-
2,458,717	2,704,696	2,150,521	408,235	975,570	32,428,083
15,964	93,751	18,366	14,500	-	1,756,343
1,383	9,649	2,611	1,401	-	149,948
-	-	-	-	-	-
-	470,764	-	-	-	1,832,764
18,284	67,560	-	-	1,240	147,984
-	238,000	898,738	381,787	-	2,116,525
10,547	28,948	12,656	10,547	-	1,020,877
46,178	908,672	932,371	408,235	1,240	7,024,441
2,412,539	1,796,024	1,218,150	-	-	22,203,639
2,458,717	2,704,696	2,150,521	408,235	1,240	29,228,080
-	-	-	-	-	-
-	-	-	-	-	-
2,458,717	2,704,696	2,150,521	408,235	1,240	29,228,080
\$ -	\$ -	\$ -	\$ -	\$ 974,330	\$ 3,200,003

### RESOURCES

#### Estimated Fund Balance - January 1

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

Defundings

#### Gross Resources

Less Interfund Transactions  
Less Interdepartmental Charges

#### Net Resources (1)

### APPROPRIATIONS

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

Capital Projects

#### Gross Appropriations

Less Interfund Transactions  
Less Interdepartmental Charges

#### Net Appropriations (1)

#### Estimated Fund Balance-December 31

## SECTION 5 - BUDGET SUMMARIES

Fund Equity - FY 2020 *continued*

## 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
<b>Revenues</b>							
<b>Estimated Fund Balance - January 1</b>	\$ -	\$ 918,009	\$ 428,292	\$ -	\$ 9,290,699	\$ 143,650	\$ -
Interest Revenue	-	877	-	-	421,811	17,452	46,094
	-	-	-	-	-	396,360	-
Repayment on Loans	-	-	-	-	450,529	-	33,000
Dwelling Rents	-	-	-	-	-	-	-
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	-	-	-	-	-	-
<b>Gross Resources</b>	<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	-	-	-	-	-	-	-
<b>Net Resources</b>	<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>
<b>Appropriations</b>							
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
<b>Gross Appropriations</b>	<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	-	-	-	-	-	-	-
<b>Net Appropriations (1)</b>	<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>
<b>Estimated Fund Balance-December 31</b>	<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 5 - BUDGET SUMMARIES

# Fund Equity - FY 2020 *continued*

## 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
\$ 1,906,977	\$ 430,716	\$ -	\$ 872,194	\$ (3,262,882)	\$ 10,727,655
74,621	8,547	-	21,661	-	591,063
-	296,000	-	-	-	692,360
-	-	-	-	-	483,529
-	-	-	-	-	-
-	-	484,611	-	3,582,508	13,764,887
-	-	-	-	-	-
-	-	-	-	-	-
1,925,000	-	-	-	-	2,149,064
-	-	-	-	-	-
-	-	-	-	-	(312,217)
1,999,621	304,547	484,611	21,661	3,582,508	17,368,686
-	-	-	-	-	1,211,977
3,906,598	735,263	484,611	893,855	319,626	29,308,318
-	-	-	-	-	-
-	-	-	-	-	-
3,906,598	735,263	484,611	893,855	319,626	29,308,318
117,052	19,572	17,400	-	319,626	1,629,860
9,550	3,103	1,639	-	-	153,899
-	-	-	-	-	-
-	-	-	-	-	-
41,709	1,399	-	2,300	-	68,004
-	296,000	452,916	-	-	1,753,332
84,379	8,845	12,656	-	-	920,498
252,690	328,919	484,611	2,300	319,626	4,525,593
3,653,908	406,344	-	-	-	21,467,994
3,906,598	735,263	484,611	2,300	319,626	25,993,587
-	-	-	-	-	-
-	-	-	-	-	-
3,906,598	735,263	484,611	2,300	319,626	25,993,587
\$ -	\$ -	\$ -	\$ 891,555	\$ -	\$ 3,314,731

### RESOURCES

#### Estimated Fund Balance - January 1

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

Defundings

#### Gross Resources

Less Interfund Transactions  
Less Interdepartmental Charges

#### Net Resources (1)

### APPROPRIATIONS

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

Capital Projects

#### Gross Appropriations

Less Interfund Transactions  
Less Interdepartmental Charges

#### Net Appropriations (1)

#### Estimated Fund Balance-December 31

## SECTION 5 - BUDGET SUMMARIES

Fund Equity - FY 2020 *continued*

## Fund Equity - Other Governmental Funds

	City Capital Projects Funds				
	City Capital Fund	City Public Housing Homeownership	City Purchase and Resale Entity (PRE)	City Commerce Circle	Subtotal
<b>RESOURCES</b>					
<b>Estimated Fund Balance - January 1</b>	\$ 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	2,257,940	574	142,260	7,353	2,408,127
Defundings	-	-	-	-	-
<b>Gross Resources</b>	4,894,985	58,194	284,114	73,328	5,310,621
Less Interfund Transactions	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-
<b>Net Resources (1)</b>	4,894,985	58,194	284,114	73,328	5,310,621
<b>APPROPRIATIONS</b>					
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	727,006	100	284,114	1,046	1,012,266
Capital Projects	1,331,942	-	-	-	1,331,942
<b>Gross Appropriations</b>	2,058,948	100	284,114	1,046	2,344,208
Less Interfund Transactions	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-
<b>Net Appropriations (1)</b>	2,058,948	100	284,114	1,046	2,344,208
<b>Estimated Fund Balance-December 31</b>	\$ 2,836,037	\$ 58,094	\$ -	\$ 72,282	\$ 2,966,413

## SECTION 5 - BUDGET SUMMARIES

Fund Equity - FY 2020 *continued*

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

## SECTION 5 - BUDGET SUMMARIES

# Fund Equity - FY 2020 *continued*

### 2020 Fund Equity - Internal Services Funds

	<b>Total Internal Services</b>
<b>RESOURCES</b>	
<b>Estimated Fund Balance - January 1</b>	\$ 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	-
<b>Gross Resources</b>	<u>16,876,092</u>
Less Interfund Transactions	(1,077,734)
Less Interdepartmental Charges	(9,938,272)
<b>Net Resources (1)</b>	<u><u>5,860,086</u></u>
<b>APPROPRIATIONS</b>	
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	-
<b>Gross Appropriations</b>	<u>13,744,464</u>
Less Interfund Transactions	(1,077,734)
Less Interdepartmental Charges	(9,938,272)
<b>Net Appropriations (1)</b>	<u><u>2,728,458</u></u>
<b>Estimated Fund Balance-December 31</b>	<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.



# 5 - BUDGET SUMMARIES

## Historical Resource Summary By Fund - FY 2020

Description	2018 Budget	2019 Budget	2020 Budget
<b>Housing</b>			
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	182,302,191	172,755,481	192,563,889
<b>Other Governmental</b>			
City CDBG	4,683,497	4,774,979	6,228,627
City CDBG - RLF	119,611	657,153	789,655
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 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 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	51,426,116	57,928,351	69,987,940
<b>Internal Services</b>			
Sub total Internal Services	13,675,659	14,466,186	16,876,092
<b>Gross Total (1)</b>	<b>\$ 247,403,966</b>	<b>\$ 245,150,018</b>	<b>\$ 279,427,921</b>
Less Interdepartmental Charges	(15,445,694)	(15,853,888)	(17,837,376)
<b>Net Total (2)</b>	<b>\$ 231,958,272</b>	<b>\$ 229,296,130</b>	<b>\$ 261,590,545</b>

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

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

## 5 - BUDGET SUMMARIES

# Historical Appropriations Summary By Fund - FY 2020

Description	2018 Budget	2019 Budget	2020 Budget
<b>Enterprise</b>			
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	11,043,468
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	7,280,448
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>156,943,652</u>
<b>Other Governmental</b>			
City CDBG	4,680,696	4,772,175	6,228,627
City CDBG - RLF	119,365	53,759	27,363
City CDBG-NSP 3	-	-	214
City HOME	2,038,709	2,650,549	2,442,993
City HOME - RLF	2,106,175	1,148,876	748,244
City Misc Grants	730,849	17,007,990	5,871,101
City Housing Trust	8,827,675	920,549	6,186,129
City Affordable Housing	35,000	1,190,984	2,458,717
City Housing Successor Agency	4,407,646	1,901,918	2,704,696
City HOPWA	1,239,018	1,418,306	2,150,521
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	6,972,864
County CDBG - RLF	593,593	444,240	3,960
County CDBG NSP 3	-	-	23
County HOME	2,055,281	3,180,255	2,992,126
County HOME - RLF	1,836,397	933,505	10,080,594
County Misc Grants	1,189,481	458,626	216,528
County Housing Trust	258,262	119,945	279,094
County Affordable Housing	2,343,931	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	2,131	2,300
City Capital Fund	1,931,802	2,074,354	2,058,948
City Public Housing Homeownership	317,390	315	100
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	1,271,956
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>59,110,399</u>
<b>Internal Services</b>			
Sub total Internal Services	<u>10,880,964</u>	<u>12,607,598</u>	<u>13,744,464</u>
<b>Gross Total (1)</b>	<u>\$ 206,168,516</u>	<u>\$ 208,601,301</u>	<u>\$ 229,798,515</u>
Less Interdepartmental Charges	(15,445,694)	(15,853,888)	(17,837,376)
<b>Net Total (2)</b>	<u>\$ 190,722,822</u>	<u>\$ 192,747,413</u>	<u>\$ 211,961,139</u>

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

Note 2: Net total reflects appropriations net of interdepartmental charges

## 5 - BUDGET SUMMARIES

# Budget to Actual Resource Summaries By Fund - FY 2020

Description	2018 Budget	2018 Actuals	2019 Budget	2019 Estimated	2020 Budget
<b>Enterprise</b>					
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	182,302,191	182,316,521	172,755,481	174,483,036	192,563,889
<b>Other Governmental</b>					
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 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 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 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	51,426,116	55,937,412	57,928,351	58,507,634	69,987,940
<b>Internal Services</b>					
Sub total Internal Services	13,675,659	13,147,028	14,466,186	14,610,848	16,876,092
<b>Gross Total (1)</b>	<b>\$ 247,403,966</b>	<b>\$ 251,400,961</b>	<b>\$ 245,150,018</b>	<b>\$ 247,601,518</b>	<b>\$ 279,427,921</b>
Less Interdepartmental Charges	(15,445,694)	(15,154,966)	(15,853,888)	(16,170,966)	(17,837,376)
<b>Net Total (2)</b>	<b>\$ 231,958,272</b>	<b>\$ 236,245,995</b>	<b>\$ 229,296,130</b>	<b>\$ 231,430,552</b>	<b>\$ 261,590,545</b>

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

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

## 5 - BUDGET SUMMARIES

# Budget to Actual Appropriation Summaries By Fund - FY 2020

Description	2018 Budget	2018 Actuals	2019 Budget	2019 Estimated	2020 Budget
<b>Enterprise</b>					
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
<b>Other Governmental</b>					
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 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 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 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
<b>Internal Services</b>					
Sub total Internal Services	10,880,964	12,703,802	12,607,598	12,733,674	13,744,464
<b>Gross Total (1)</b>	<b>\$ 206,168,516</b>	<b>\$ 214,716,450</b>	<b>\$ 208,601,301</b>	<b>\$ 210,687,313</b>	<b>\$ 229,798,515</b>
Less Interdepartmental Charges	(15,445,694)	(15,154,966)	(15,853,888)	(16,012,427)	(17,837,376)
<b>Net Total (2)</b>	<b>\$ 190,722,822</b>	<b>\$ 199,561,484</b>	<b>\$ 192,747,413</b>	<b>\$ 194,674,886</b>	<b>\$ 211,961,139</b>

**Note 1:** Appropriations reflected in any given fund include interdepartmental charges  
**Note 2:** Net total reflects appropriations net of interdepartmental charges

## 5 - BUDGET SUMMARIES

# Significant Fund Balance Changes

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The City Miscellaneous Grant Fund Group is estimated to see overall increases in fund balance due to Agency's participation in the Capitol Park Hotel Homeless shelter project. Additionally, the Agency was awarded funds from The State of California Strategic Growth Council's Transformative Climate Communities program for the development of housing and a light rail station for the Twin Rivers development project now named Mirasol Village.

County Miscellaneous Grants also estimates an overall increase in estimated fund balance at December 31, 2020 due to an estimated increase in revenues attributed to the Emergency Solutions Grant.

County HOME RLF estimates a large decrease in fund balance due to planned projects for 2020. During 2019, the HOME program received more loan payments than expected allowing the program to reinvest that Program Income back into future projects in 2020.

Funds such as the City Housing Trust and City Home RLF see a decrease from beginning of 2020 through December 31st because it is estimated that any payments received will be immediately invested in future projects.

Choice Neighborhoods Initiative Grant also estimates an increase in fund balance due to grant reimbursement timing with U.S Department of Housing and Urban Development.

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## Administrative Support

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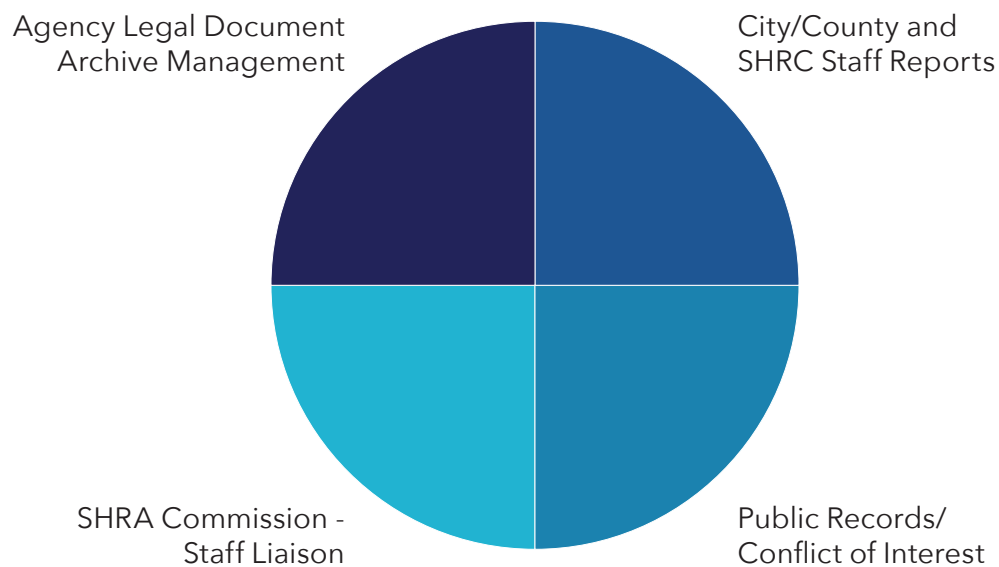


## 6 - ADMINISTRATIVE SUPPORT

# Agency Clerk

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### Operating Budget - FY 2020



## SECTION 6 - ADMINISTRATIVE SUPPORT

### Agency Clerk *continued*

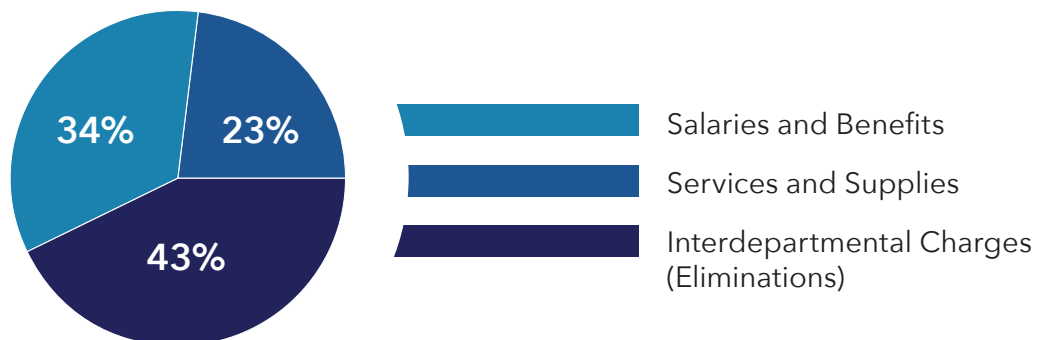
#### Department Summary

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	-	-	-	-	-
<b>Subtotal</b>	<b>370,945</b>	<b>523,550</b>	<b>432,352</b>	<b>484,806</b>	<b>424,772</b>
Interdepartmental Charges-Eliminations	(304,341)	(381,548)	(322,805)	(394,965)	(424,772)
<b>Required Funding</b>	<b>\$66,604</b>	<b>\$142,002</b>	<b>\$109,547</b>	<b>\$89,841</b>	<b>\$-</b>

#### Expense Summary



## Agency Clerk *continued*

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### 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.

## SECTION 6 - ADMINISTRATIVE SUPPORT

### Agency Clerk *continued*

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#### 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

	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Increase (Decrease)
Total Positions	1.50	1.50	2.50	2.60	2.60	0.00

## SECTION 6 - ADMINISTRATIVE SUPPORT

### Agency Clerk *continued*

#### Key Indicators

<b>Output</b>	<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
<b>Effectiveness</b>	<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%

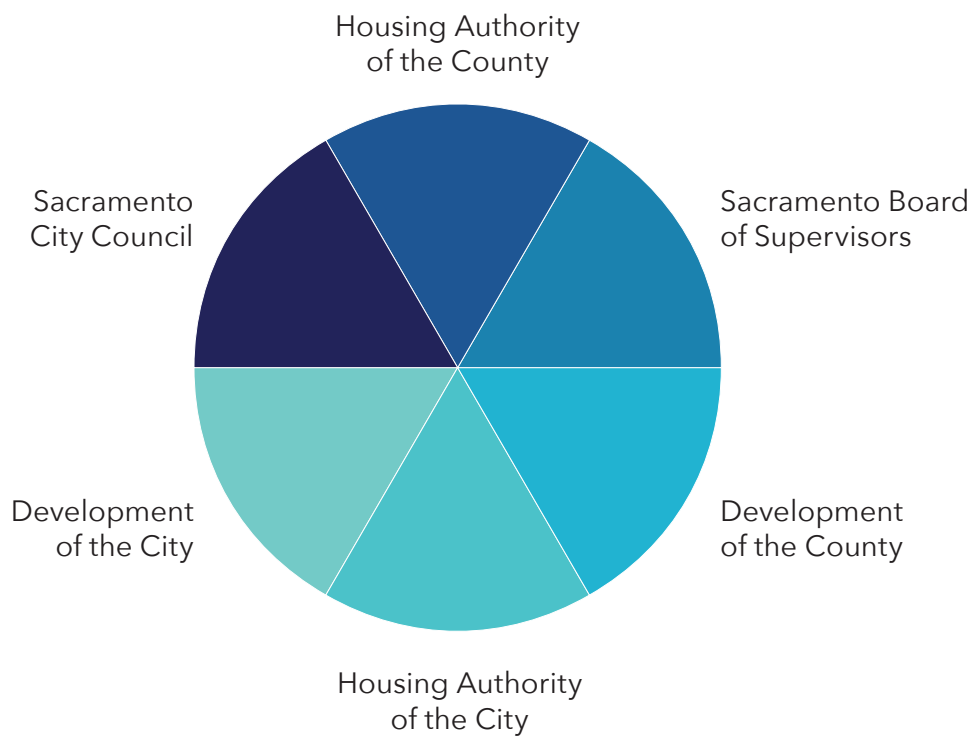
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## 6 - ADMINISTRATIVE SUPPORT

# Executive Director

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### Operating Budget - FY 2020



## SECTION 6 - ADMINISTRATIVE SUPPORT

### 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

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2016	2017	2018	2019	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*

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### 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*

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### 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.

### 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.

## Executive Director *continued*

### 2019 Accomplishments *continued*

- 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.

### Employee Services Schedule

	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Increase (Decrease)
Total Positions	3.00	4.00	4.00	4.00	4.00	0.00

## SECTION 6 - ADMINISTRATIVE SUPPORT

### Executive Director *continued*

#### Key Indicators

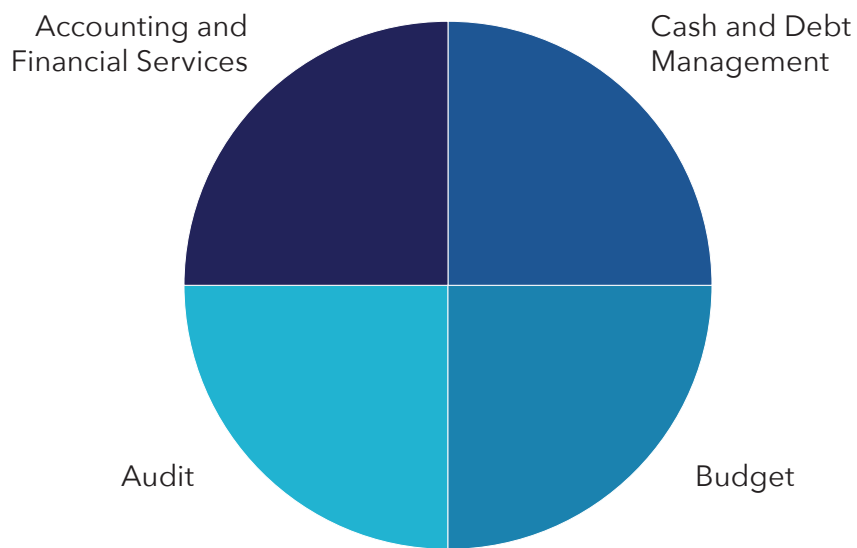
Output	FY 18 actual	FY 19 projected	FY 19 mid-year projected	FY 20 estimated
# of postings on Facebook	149	800	75	175
# of postings on Twitter	192	200	100	300
# of postings on YouTube	9	10	4	10
# of Ombudsman inquiry responses	82	150	45	100
# of news releases posted to the website	8	10	5	12
# of E-Newsletters 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	FY 18 actual	FY 19 projected	FY 19 mid-year projected	FY 20 estimated
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

## 6 - ADMINISTRATIVE SUPPORT

# Finance

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### Operating Budget - FY 2020



## SECTION 6 - ADMINISTRATIVE SUPPORT

### Finance *continued*

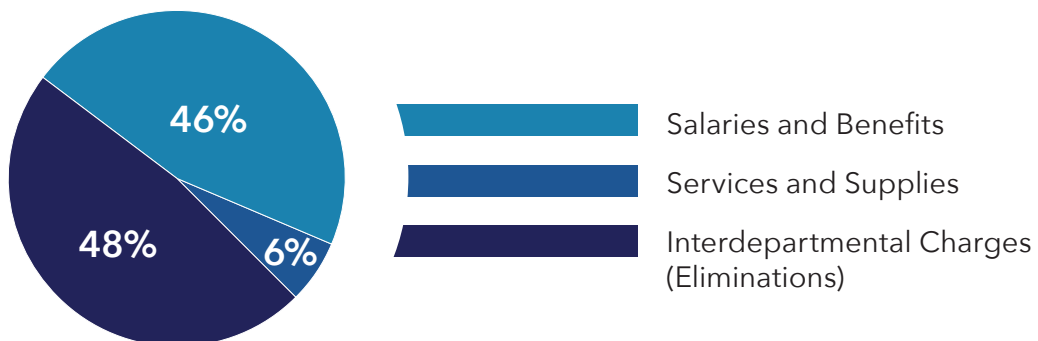
#### Department Summary

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*

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### 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.

## SECTION 6 - ADMINISTRATIVE SUPPORT

### Finance *continued*

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#### 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.



## SECTION 6 - ADMINISTRATIVE SUPPORT

### Finance *continued*

#### Employee Services Schedule

	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Increase (Decrease)
<b>Total Positions</b>	13.00	13.00	12.00	12.00	15.00	3.00

#### Key Indicators

<b>Output</b>	<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	7,400
# 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

## SECTION 6 - ADMINISTRATIVE SUPPORT

### Finance *continued*

<b>Effectiveness</b>	<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
# 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

<b>Efficiency</b>	<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

## 6 - ADMINISTRATIVE SUPPORT

# Governing Boards

### Department Summary

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

### Appropriation Summary

Type of Expense	Budget 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*

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### **Activities Detail**

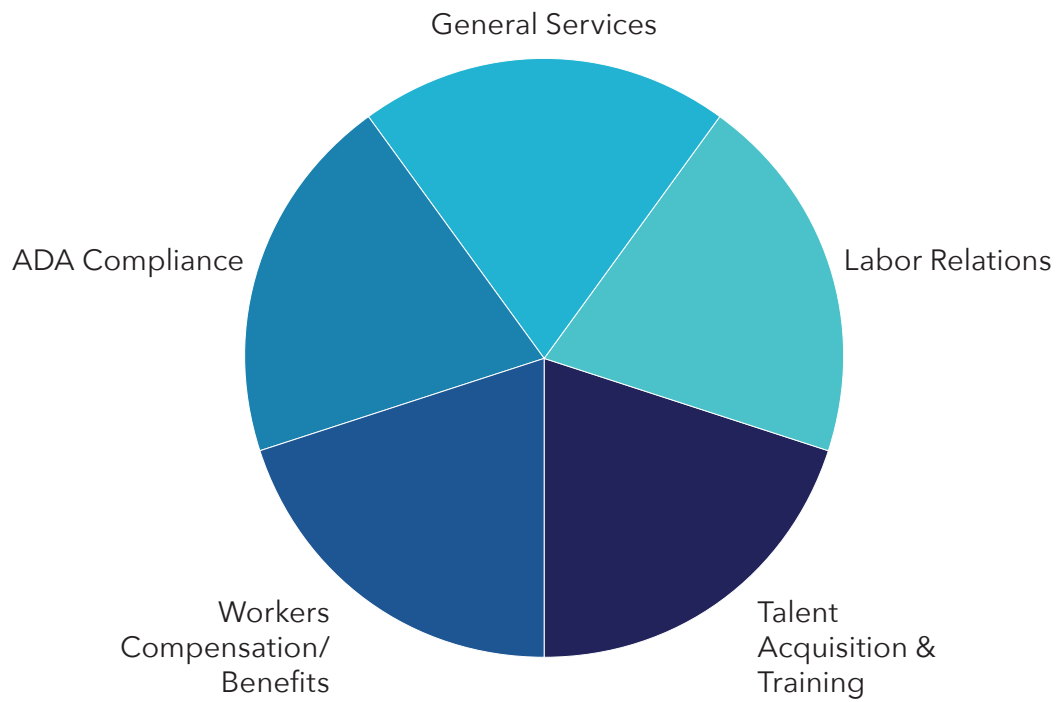
- Review and approve the activities of the Agency
- Serve, to the best of the governing boards' abilities, the residents of the City and County by meeting their needs and concerns through the adoption of ordinances and resolutions, establishment of policies, approval of new and ongoing program activities,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

## 6 - ADMINISTRATIVE SUPPORT

# Human Resources

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### Operating Budget - FY 2020



## SECTION 6 - ADMINISTRATIVE SUPPORT

# 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	-	-	-	-	-
<b>Subtotal</b>	<b>1,714,318</b>	<b>1,671,211</b>	<b>1,372,859</b>	<b>1,748,522</b>	<b>1,580,269</b>
Interdepartmental Charges-Eliminations	(984,393)	(1,349,646)	(1,537,134)	(1,537,134)	(1,484,633)
<b>Required Funding</b>	<b>\$729,925</b>	<b>\$321,565</b>	<b>\$(164,275)</b>	<b>\$211,388</b>	<b>\$95,636</b>

## Expense Summary



## Human Resources *continued*

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### 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*

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### 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



## 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

	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Increase (Decrease)
Total Positions	7.60	7.00	6.20	5.95	6.45	0.50

## SECTION 6 - ADMINISTRATIVE SUPPORT

### Human Resources *continued*

#### Key Indicators

Output	FY 18 actual	FY 19 projected	FY 19 mid-year projected	FY 20 estimated
# 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 Lifedjojo 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	FY 18 actual	FY 19 projected	FY 19 mid-year projected	FY 20 estimated
% 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

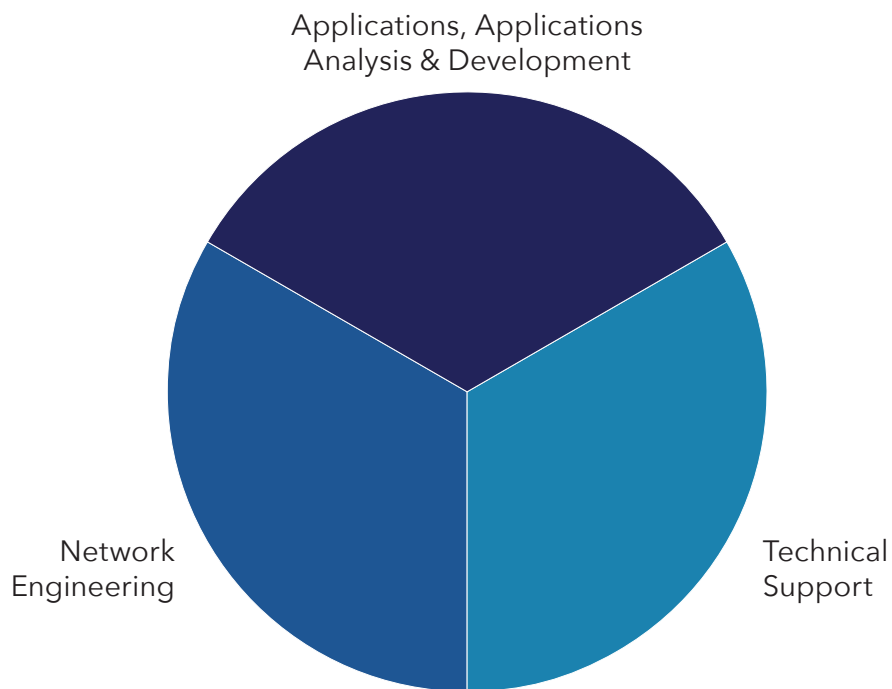
Efficiency	FY 18 actual	FY 19 projected	FY 19 mid-year projected	FY 20 estimated
Online open enrollment (hours of HR prep time)	60	50	N/A	45
Time to complete new hire paperwork (hours spent by HR )	1	0.5	0.5	0.5

## 6 - ADMINISTRATIVE SUPPORT

# Information Technology

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### Operating Budget - FY 2020



## SECTION 6 - ADMINISTRATIVE SUPPORT

# 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	-	-	-	-	-
<b>Subtotal</b>	<b>1,965,399</b>	<b>2,192,567</b>	<b>2,317,519</b>	<b>2,477,773</b>	<b>2,641,601</b>
Interdepartmental Charges-Eliminations	(1,136,214)	(1,943,625)	(1,894,374)	(1,885,287)	(2,641,601)
<b>Required Funding</b>	<b>\$829,185</b>	<b>\$248,942</b>	<b>\$423,145</b>	<b>\$592,486</b>	<b>\$-</b>

## Expense Summary



## Information Technology *continued*

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### 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*

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### 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

### Employee Services Schedule

	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Increase (Decrease)
Total Positions	9.00	10.00	10.00	10.10	10.10	0.00

## Information Technology *continued*

### Key Indicators

<b>Output</b>	<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	1866	3678
# of helpdesk phone calls received	1450	1487	825	1650
# of data backups performed	260	260	130	260

<b>Effectiveness</b>	<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

<b>Efficiency</b>	<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

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## 6 - ADMINISTRATIVE SUPPORT

# Legal

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### Operating Budget - FY 2020



## SECTION 6 - ADMINISTRATIVE SUPPORT

### 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

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2016	2017	2018	2019	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	-	-	-	-	-
<b>Subtotal</b>	<b>762,627</b>	<b>949,896</b>	<b>994,609</b>	<b>1,142,245</b>	<b>936,809</b>
Interdepartmental Charges-Eliminations	(472,151)	(708,985)	(562,897)	(858,363)	(936,809)
<b>Required Funding</b>	<b>\$290,476</b>	<b>\$240,911</b>	<b>\$431,712</b>	<b>\$283,882</b>	<b>\$-</b>

#### Expense Summary



## Legal *continued*

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### 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*

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### 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*

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### 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.

## SECTION 6 - ADMINISTRATIVE SUPPORT

### Legal *continued*

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#### 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.

## Legal *continued*

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### 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*

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### 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.



## Legal *continued*

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### 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.

## SECTION 6 - ADMINISTRATIVE SUPPORT

### Legal *continued*

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#### 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

	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Increase (Decrease)
Total Positions	3.50	4.50	4.50	4.50	4.50	0.00

## SECTION 6 - ADMINISTRATIVE SUPPORT

### Legal *continued*

#### Key Indicators

<b>Output</b>	<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

<b>Effectiveness</b>	<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 6 - ADMINISTRATIVE SUPPORT

### Legal *continued*

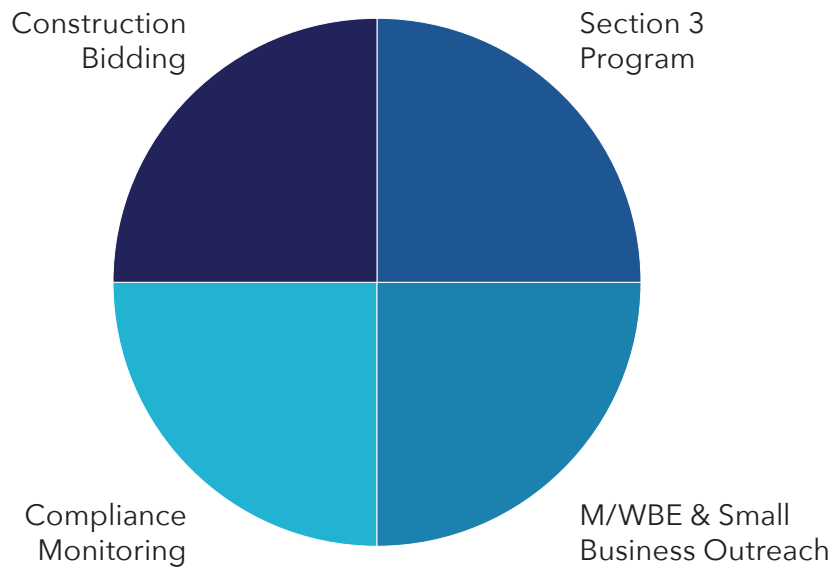
Efficiency	FY 18 actual	FY 19 projected	FY 19 mid-year projected	FY 20 estimated
\$ amount saved per writ by handling in house	\$80-100K	\$80-100K	\$60-80K	\$60-80K
\$ amount saved per EA/IS by handling in-house	\$8-20K	\$8-20K	\$8-20K	\$12-14K
\$ amount saved per CEST by handling in-house	\$2-5K	\$2-5K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

## 6 - ADMINISTRATIVE SUPPORT

# Procurement Services

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### Operating Budget - FY 2020



## SECTION 6 - ADMINISTRATIVE SUPPORT

# 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

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2016	2017	2018	2019	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*

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### 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*

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### 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

	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Increase (Decrease)
Total Positions	4.00	4.00	4.00	5.05	6.05	1.00



## Procurement Services *continued*

### Key Indicators

Output	FY 18 actual	FY 19 projected	FY 19 mid-year projected	FY 20 estimated
# 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

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## 6 - ADMINISTRATIVE SUPPORT

# SHRA Administrative Building

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

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

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2016	2017	2018	2019	2020
Services and Supplies	\$523,813	\$630,137	\$642,948	\$559,812	\$717,271
Debt Service	1,044,669	1,044,668	1,044,669	1,044,669	1,044,669
<b>Subtotal</b>	<b>1,568,482</b>	<b>1,674,805</b>	<b>1,687,617</b>	<b>1,604,481</b>	<b>1,761,940</b>
Interdepartmental Charges-Eliminations	(1,116,136)	(1,116,136)	(1,080,136)	(1,078,936)	(1,077,734)
(1,198,875)	(383,864)	(383,864)	(383,864)	(383,866)	(383,866)
<b>Required Funding</b>	<b>\$68,482</b>	<b>\$174,805</b>	<b>\$223,617</b>	<b>\$141,679</b>	<b>\$300,340</b>

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# 7

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Housing Authority

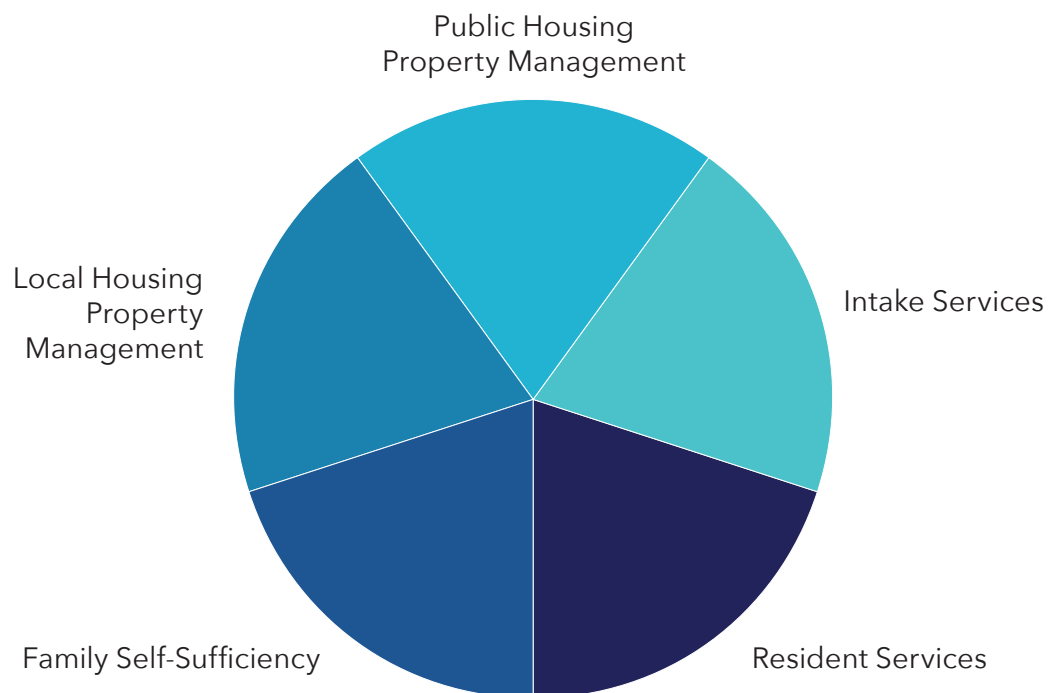
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## 7 - HOUSING AUTHORITY

# Public Housing

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### Operating Budget - FY 2020



## SECTION 7 - HOUSING AUTHORITY

# 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
<b>Public Housing Authority</b>					
Salaries and Benefits	\$7,270,205	\$7,755,757	\$7,820,857	8,297,896	8,099,908
Services and Supplies	11,717,734	12,249,650	12,113,196	11,882,020	12,126,891
Interdepartmental Charges	7,350,856	9,009,358	8,962,371	8,744,090	10,196,484
<b>Subtotal</b>	<b>26,338,795</b>	<b>29,014,765</b>	<b>28,896,424</b>	<b>28,924,006</b>	<b>30,423,283</b>
Interdepartmental Charges-Eliminations	(4,938,494)	(6,410,029)	(6,483,179)	(6,172,221)	
<b>Subtotal Public Housing Authority</b>	<b>21,400,301</b>	<b>22,604,736</b>	<b>22,413,245</b>	<b>22,751,785</b>	<b>30,423,283</b>
<b>Intake Services</b>					
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)	-	-	-	-	-
<b>Subtotal</b>	<b>485,667</b>	<b>370,146</b>	<b>390,302</b>	<b>500,230</b>	<b>506,702</b>
Interdepartmental Charges-Eliminations	(485,667)	(370,146)	(390,302)	(500,230)	(506,702)
<b>Subtotal Intake</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>	<b>\$21,400,301</b>	<b>\$22,604,736</b>	<b>\$22,413,245</b>	<b>\$22,751,785</b>	<b>\$30,423,283</b>



## Public Housing *continued*

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### Expense Summary - Public Housing



### Expense Summary - PH Intake



## Public Housing *continued*

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### Activities Detail

#### Property Management and Capital Planning

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

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

## Public Housing *continued*

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### 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*

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### 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*

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### 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*

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### 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 Southwest Dewey, Pine Knoll, and Oak Park

## Public Housing *continued*

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### Employee Services Schedule

	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Increase (Decrease)
Total Positions	95.40	91.25	91.35	90.60	94.70	4.10

## SECTION 7 - HOUSING AUTHORITY

### Public Housing *continued*

#### Key Indicators - Public Housing Division

Output	FY 18 actual	FY 19 projected	FY 19 mid-year projected	FY 20 estimated
Average # of units leased/Total Units	2658	2659	2444	2112
# of maintenance requests responded to	10865	20000	6777	11856
# of emergency maintenance requests	287	300	214	300
# of Units Turned	299	300	178	259
# of FSS Resident Contracts	87	120	92	100
# of People served at Alder Grove Clinic	275	1000	102	102
# of Residents enrolled at Highlands Community Charter School on site	18	15	24	30

Effectiveness	FY 18 actual	FY 19 projected	FY 19 mid-year projected	FY 20 estimated
Average % Occupancy Rate	98	98	98	98
% score received for High Performer designation for the City of Sacramento Housing Authority	86	89	N/A	85
% score received for Standard Performer designation for the County of Sacramento Housing Authority	82	87	N/A	80
# of FSS graduates	11	11	9	12
# of people served at the Alder Grove Clinic who are residents	275	100	102	102
# of residents enrolled at Highlands Community Charter School on site	18	21	24	30
% Rent collected	98	98	98	98



## SECTION 7 - HOUSING AUTHORITY

### Public Housing *continued*

Efficiency	FY 18 actual	FY 19 projected	FY 19 mid-year projected	FY 20 estimated
% units turned in <20 days	43	45	32	35

### Key Indicators - Resident Services Division - Jobs Plus

Output	FY 18 actual	FY 19 projected	FY 19 mid-year projected	FY 20 estimated
Number of workable Adults in development	751	900	771	775
Number of residents that completed a Jobs Plus Assessment	435	150	465	525
Number of participants beginning new part-time employment	96	61	106	150
Number of participants beginning new full-time employment	110	55	128	200
Number of participants who became employed with continuous employment for 180 days +	88	82	133	175
Number of participants enrolled into a High School Equivalency program	18	10	24	30
Number of youth employed in jobs/ internships (summer or year-round)	6	4	8	10

Effectiveness	FY 18 actual	FY 19 projected	FY 19 mid-year projected	FY 20 estimated
Percent of work-able residents in development who are employed	54	44	54	65
Percent of current assessed residents who are employed	61	33	61	75
Percent of work-able residents employed at the living wage	1	1	1	1
Number of households with earnings disregarded (JPEID)	166	33	205	191

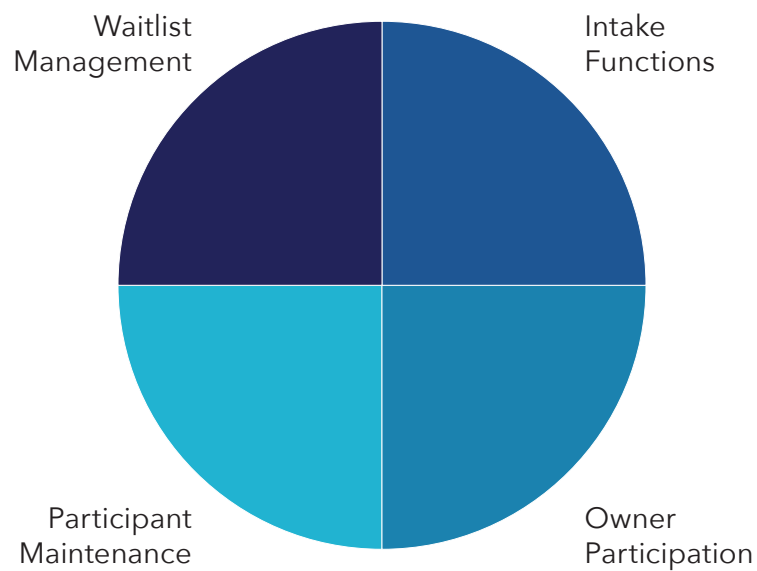
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## 7 - HOUSING AUTHORITY

# Housing Choice Vouchers

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### Operating Budget - FY 2020



## Housing Choice Vouchers *continued*

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### 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*

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### 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 7 - 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
<b>Housing Choice Vouchers</b>					
Salaries and Benefits	\$4,477,794	\$5,203,051	\$5,509,701	\$5,765,663	\$5,842,263
Services and Supplies	2,770,326	2,336,525	2,078,416	2,062,581	1,649,465
Debt Service	200,000	1,200,000	-	-	-
Interdepartmental Charges	1,750,000	2,860,000	2,917,470	2,753,021	2,822,408
<b>Subtotal Public Housing Choice Vouchers</b>	<b>9,198,120</b>	<b>11,599,576</b>	<b>10,505,587</b>	<b>10,581,265</b>	<b>10,314,136</b>
Interdepartmental Charges-Eliminations					
<b>Subtotal Housing Choice Vouchers</b>	<b>9,198,120</b>	<b>11,599,576</b>	<b>10,505,587</b>	<b>10,581,265</b>	<b>10,314,136</b>
<b>Intake Services</b>					
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	-	-	-	-	-
<b>Subtotal Intake</b>	<b>617,279</b>	<b>985,148</b>	<b>1,244,518</b>	<b>1,241,890</b>	<b>1,108,783</b>
Interdepartmental Charges-Eliminations*	(617,279)	-	-	-	-
<b>Subtotal Intake</b>	<b>-</b>	<b>985,148</b>	<b>1,244,518</b>	<b>1,241,890</b>	<b>1,108,783</b>
<b>Grand Total</b>	<b>\$9,198,120</b>	<b>\$12,584,724</b>	<b>\$11,750,105</b>	<b>\$11,823,155</b>	<b>\$11,422,919</b>

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

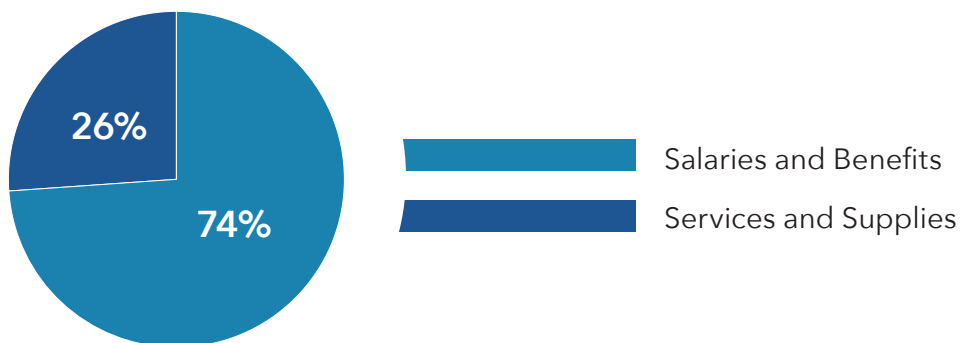
## Housing Choice Vouchers *continued*

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### Expense Summary - HCV



### Expense Summary - HCV



## Housing Choice Vouchers *continued*

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### 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*

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### 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*

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### 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*

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### Employee Services Schedule

	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Increase (Decrease)
Total Positions	59.60	65.75	70.65	70.40	67.30	-3.10

## SECTION 7 - HOUSING AUTHORITY

# Housing Choice Vouchers *continued*

### Key Indicators

Output	FY 18 actual	FY 19 projected	FY 19 mid-year projected	FY 20 estimated
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 7 - HOUSING AUTHORITY

### Housing Choice Vouchers *continued*

<b>Effectiveness</b>	<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%

<b>Efficiency</b>	<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%

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

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## Development

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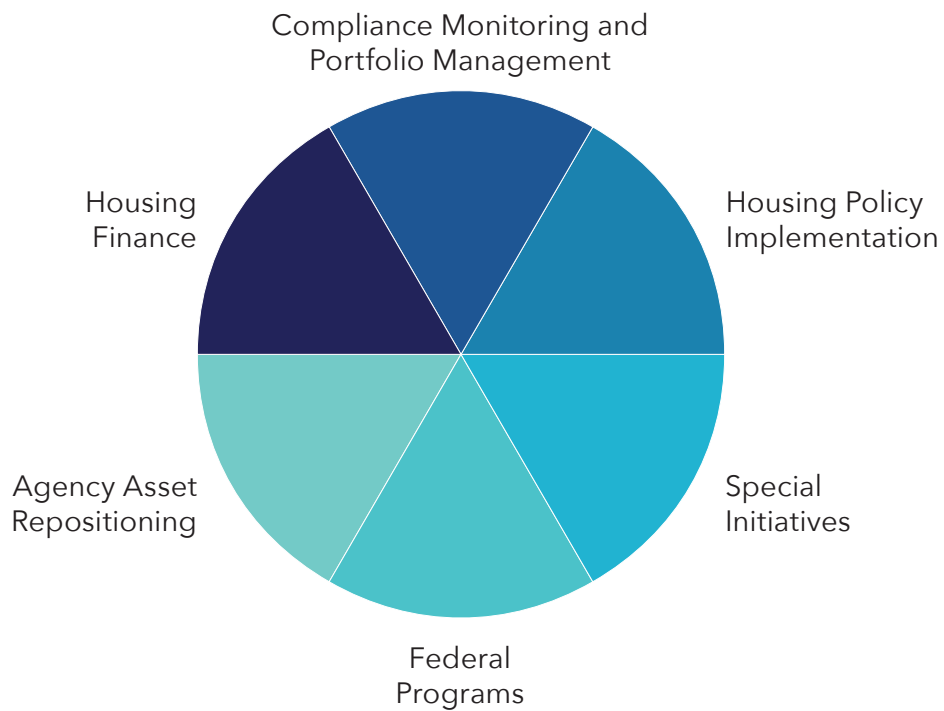


## 8 - DEVELOPMENT

# Development

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### Operating Budget - FY 2020



## Development *continued*

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### 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.

## 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	\$3,788,119
Services and Supplies	906,002	592,433	868,415	714,162	669,486
Interdepartmental Charges	1,193,786	1,954,798	1,065,461	1,543,619	1,955,247
<b>Subtotal</b>	<b>4,833,201</b>	<b>5,405,620</b>	<b>4,585,278</b>	<b>5,270,358</b>	<b>6,412,852</b>
Interdepartmental Charges-Eliminations					
<b>Total</b>	<b>\$4,833,201</b>	<b>\$5,405,620</b>	<b>\$4,585,278</b>	<b>\$5,270,358</b>	<b>\$6,412,852</b>

### Expense Summary



## Development *continued*

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### Activities Detail - Federal Programs

#### Community Development Block Grant (CDBG)

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

#### 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*

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### **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*

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### 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*

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### 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*

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### 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*

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### 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*

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### 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*

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### 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*

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### 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*

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### 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*

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### 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*

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### 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*

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### 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*

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### 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

## SECTION 8 - DEVELOPMENT

# Development *continued*

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## 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*

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### 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*

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### 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*

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### 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*

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### 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 8 - DEVELOPMENT

### Development *continued*

#### Employee Services Schedule

	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Increase (Decrease)
<b>Total Positions</b>	22.00	23.00	21.00	22.00	26.00	4.00

#### Key Indicators - Community Development Division

<b>Output</b>	<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

<b>Effectiveness</b>	<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
Meals Served	404,418	405,200	N/A	406,100

## SECTION 8 - DEVELOPMENT

### Development *continued*

<b>Efficiency</b>	<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
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

<b>Output - Multifamily Affordable Housing</b>	<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 8 - DEVELOPMENT

### Development *continued*

<b>Output - Housing Policy Implementation</b>	<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

<b>Output - Single Family Affordable Financing &amp; Home Ownership</b>	<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 8 - DEVELOPMENT

### Development *continued*

<b>Output - Single Family Affordable Financing &amp; Home Ownership</b>	<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

<b>Output - Portfolio Management</b>	<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 8 - DEVELOPMENT

### Development *continued*

<b>Output - Portfolio Management</b>	<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

<b>Effectiveness</b>	<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

<b>Efficiency</b>	<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 8 - DEVELOPMENT

### Development *continued*

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#### Key Indicators - Asset Repositioning Division

Output	FY 18 actual	FY 19 projected	FY 19 mid-year projected	FY 20 estimated
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

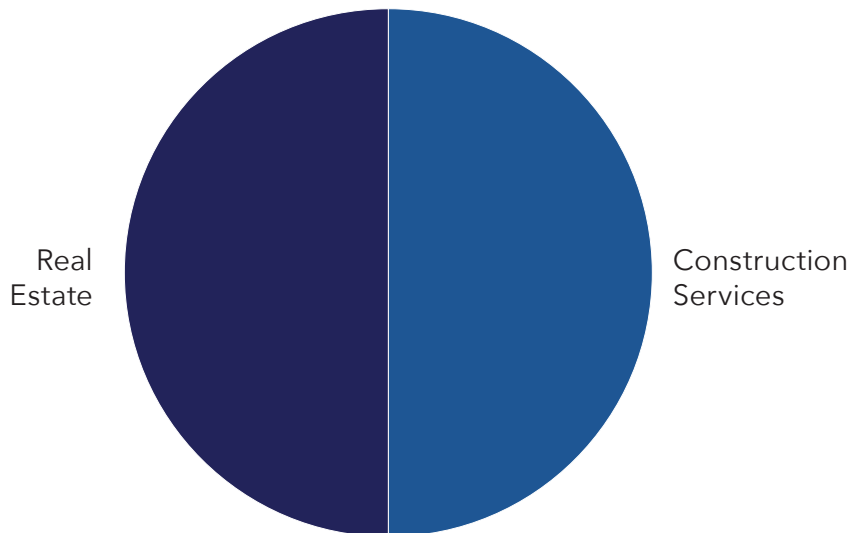
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## 9 - REAL ESTATE & CONSTRUCTION SVCS

# Real Estate and Construction Services

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Operating Budget - FY 2020



## SECTION 9 - REAL ESTATE AND CONSTRUCTION SERVICES

### 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

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2016	2017	2018	2019	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*

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### 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*

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### 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.

### Employee Services Schedule

	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Increase (Decrease)
Total Positions	6.40	6.00	6.30	9.30	9.30	0.00

## SECTION 9 - REAL ESTATE AND CONSTRUCTION SERVICES

### Real Estate and Construction Svcs *continued*

#### Key Indicators

Output	FY 18 actual	FY 19 projected	FY 19 mid-year projected	FY 20 estimated
# 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	FY 18 actual	FY 19 projected	FY 19 mid-year projected	FY 20 estimated
% 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%



# 10

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Community Social  
Services

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# 10 - 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

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2016	2017	2018	2019	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*

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### 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 10 - COMMUNITY SOCIAL SERVICES

# Community Social Services *continued*

### Public Services by Category - FY 2020

	City	County	Total	Source
<b>Administration</b>				
HOPWA Administration	\$ 39,912		\$ 39,912	HOPWA-City
<b>Community Services</b>				
Natomas Youth Services	175,000	-	175,000	MFSAF - City
Valley-Hi Boys and Girls Club	100,000		100,000	MFSAF - City
<b>Subtotal Community Services</b>	<b>275,000</b>	<b>-</b>	<b>275,000</b>	
<b>Rental Assistance</b>				
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 CountyHomeless 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
<b>Subtotal Rental Assistance</b>	<b>688,541</b>	<b>688,809</b>	<b>1,377,350</b>	
<b>Senior Nutrition</b>				
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
<b>Subtotal Senior Nutrition</b>	<b>622,000</b>	<b>478,000</b>	<b>1,100,000</b>	
<b>Homeless</b>				
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
<b>Subtotal Homeless</b>	<b>467,267</b>	<b>1,265,773</b>	<b>1,733,040</b>	
<b>Supportive Services</b>				
HOPWA Supportive Services	561,000	-	561,000	HOPWA-City
<b>Totals</b>	<b>\$ 2,653,720</b>	<b>\$ 2,432,582</b>	<b>\$ 5,086,302</b>	

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## Debt Service

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# 11 - DEBT SERVICE

## Debt Service

	7810 Interest	7800 Principal	Total	
<b>Loan Repayments:</b>				
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)
<b>Total Debt Service</b>	<b>\$ 810,539</b>	<b>\$ 2,066,894</b>	<b>\$ 2,877,433</b>	

(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 11 - DEBT SERVICE

### Debt Service *continued*

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(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.



# 12

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## Capital Projects

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## 12 - CAPITAL PROJECTS

# Capital Projects

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The Capital Budget provides an overview of revenue and expenses of SHRA's upcoming projects.

The Capital Budget for the fiscal year beginning January 1, 2020 and ending December 31, 2020 is \$48 million. The budget consists of \$40.3 million for Housing Development and Presentation, \$2.7 million for Housing Authority Capitol Projects and \$5 million for Infrastructure and Public Improvements.

The tables on the following pages represent estimated expenditures by project, funding source, project type, description of project and appropriation amount.

These project tables are developed with the assistance of program staff and incorporate projects listed in the SHRA Action Plan for both the City and County of Sacramento, for a number of federal entitlements. Additionally, SHRA annually submits a Five-Year Action Plan to the U.S Department of Housing and Urban Development (HUD) for the Capital Fund Grant. This grant is provided to Public Housing Agencies who operate a Public Housing Program. Once this plan is approved, it allows the agency to spend Capital Funds only on activities that were previously approved in the plan. In emergency situations, and only if approved in advance, HUD may allow the Capital Funds to be used for emergency purposes.

The funding available from HUD for capital expenses is far less than funding required to address all deferred maintenance and capital needs. The Agency does it's best to appropriately allocate funds in the Five-Year Action Plan based on funds available and level of need at each property. In the event an emergency occurs, this will significantly change the Agency's planned projects due to funding availability.

All projects listed in the Five-Year Action plan, are significant nonrecurring capital expenditures. If any emergencies occur outside of these planned expenditures, it will impact any future planned projects and have a negative impact on the agency Capital Funds and the approved Five-Year Action Plan. The Agency does not receive any General Fund money from either the City or County of Sacramento. Therefore, this Capital Fund is the only money available to fund capital projects on agency owned properties.

## SECTION 12 - CAPITAL PROJECTS

### Capital Projects *continued*

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SHRA continues to implement an Asset Repositioning strategy for long term operation, capital investment, rehabilitation, modernization and disposition for agency property. This multifaceted strategy will allow the Agency to preserve and improve the low income housing stock.

The Agency Capital Project List includes an estimate of available funding per program and actual available amounts may vary depending on any newly approved projects for the remainder of the 2019 fiscal year.

### Major Initiatives

#### MIRASOL VILLAGE (TWIN RIVERS REDEVELOPMENT)



The Twin Rivers Redevelopment Project is a new construction, mixed-income housing development.

- **Demolition** of original buildings and infrastructure **completed** in **August 2019**
- New construction will provide up to **499** housing units
- Total Development Cost: **\$310 M**
- **\$75 Million of neighborhood improvements** to parks, roads, and transit.

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#### CAPITOL PARK HOTEL



- Continue to Operate Capitol Park Hotel as a **temporary homeless shelter**.
- **Assist occupants** to become **stably housed**.
- Oversees:
  - Property Management
  - Shelter Operations
  - Re-housing

# 12 - CAPITAL PROJECTS

## Capital Projects Schedule

### Projects by Funding Source - FY 2020

Fund Description	Project Type	Description	Appropriation
Conventional Housing - Capital Fund Program - City	Housing Authority Capital Projects	Modernization	\$ 1,331,942
		Subtotal	\$ 1,331,942
Conventional Housing - Capital Fund Program - County	Housing Authority Capital Projects	Modernization	\$ 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
Affordable Housing Program - Affordability	Housing Development and Preservation	Housing Development Assistance	\$ 3,579,468
		Subtotal	\$ 3,579,468

## SECTION 12 - CAPITAL PROJECTS

Capital Projects 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/Mayfinding	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 12 - CAPITAL PROJECTS

# Capital Projects 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 12 - CAPITAL PROJECTS

Capital Projects 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 12 - CAPITAL PROJECTS

## Capital Projects 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 12 - CAPITAL PROJECTS

Capital Projects 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 12 - CAPITAL PROJECTS

## Capital Projects Schedule *continued*

### Defunding *continued*

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

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## Glossary

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# 13 - GLOSSARY

## 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*

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### 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*

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### 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*

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### 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*

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### 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*

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### 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*

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### 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*

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### 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*

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### 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*

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### 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*

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### T

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

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

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

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## Appendix

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## RESOLUTION NO. SHRC-2019-23

ADOPTED BY THE SACRAMENTO HOUSING AND REDEVELOPMENT COMMISSION UNDER THE AUTHORITY DELEGATED TO THE COMMISSION PURSUANT TO CALIFORNIA HEALTH AND SAFETY CODE, SECTION 33202 BY RESOLUTION NO. RA 81-083 ADOPTED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO ON OCTOBER 20, 1981, AND BY RESOLUTION NO. RA-83 ADOPTED BY THE REDEVELOPMENT AGENCY OF THE COUNTY OF SACRAMENTO ON OCTOBER 27, 1981, AND PURSUANT TO CALIFORNIA HEALTH AND SAFETY CODE SECTION 34292 BY RESOLUTION NO. HA 81-098 ADOPTED BY THE HOUSING AUTHORITY OF THE CITY OF SACRAMENTO ON OCTOBER 20, 1981, AND BY RESOLUTION NO. HA-1497 ADOPTED BY THE HOUSING AUTHORITY OF THE COUNTY OF SACRAMENTO ON OCTOBER 27, 1981.

ON DATE OF

**October 16, 2019**

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

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

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

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

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

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

## RESOLUTION NO. SHRC-\_\_\_\_\_

ADOPTED BY THE SACRAMENTO HOUSING AND REDEVELOPMENT COMMISSION UNDER THE AUTHORITY DELEGATED TO THE COMMISSION PURSUANT TO CALIFORNIA HEALTH AND SAFETY CODE, SECTION 33202 BY RESOLUTION NO. RA 81-083 ADOPTED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO ON OCTOBER 20, 1981, AND BY RESOLUTION NO. RA-83 ADOPTED BY THE REDEVELOPMENT AGENCY OF THE COUNTY OF SACRAMENTO ON OCTOBER 27, 1981, AND PURSUANT TO CALIFORNIA HEALTH AND SAFETY CODE SECTION 34292 BY RESOLUTION NO. HA 81-098 ADOPTED BY THE HOUSING AUTHORITY OF THE CITY OF SACRAMENTO ON OCTOBER 20, 1981, AND BY RESOLUTION NO. HA-1497 ADOPTED BY THE HOUSING AUTHORITY OF THE COUNTY OF SACRAMENTO ON OCTOBER 27, 1981.

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

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

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

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

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

Section 2. The 2020 Operating Budget totaling \$163,933,237 and the 2020 Project Budget totaling \$48,027,902, all as further described in the 2020 Proposed Agency Budget (hereinafter “2020 Agency Budget” or “Budget”), a copy of which is on file with the Agency Clerk and copies of which have been provided to the respective governing board members, are approved as the Budget of Agency for the 2020 fiscal year. The 2020 Agency Budget incorporates the budgets of the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.

Section 3. A total of 243.6 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.

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

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

Section 6. The Executive Director, or designee, is authorized to submit the 2020 Annual Housing Operating Budget and all supporting documents to the United States Department of Housing and Urban Development (HUD), including all required amendments for utilities and other miscellaneous adjustments. Furthermore, the Executive Director, or designee, is authorized to amend the Budget to reflect actual HUD approved expenditures and revenues for HUD funded programs and projects.

Section 7. The proposed expenditures under the 2020 Housing Operating Budget are necessary in the efficient and economical operation of Agency housing to serve low-income families.

Section 8. The housing financial plan set forth in the 2020 Housing Operating Budget is reasonable in that:

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

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

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

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

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

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

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



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

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

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

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

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

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

Section 20. The proposed planning and administrative expenses paid for from the low and moderate income housing fund are necessary for the production, improvement and/or preservation of low and moderate income housing during the 2020 Agency Budget year.

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

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

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

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

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

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

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

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

Section 29. The Executive Director, or designee, is authorized to amend the budget to receive insurance proceeds and award contracts to expend insurance proceeds so long as such proceeds are used exclusively towards, the repairing, rehabilitating, replacing or otherwise compensating for the insured loss.



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

Section 31. The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. Agency is authorized to enter into "loan work outs," to the extent reasonably necessary to protect Agency assets, and in entering such "work outs," Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property). Further, The Executive Director, or designee, is authorized to renegotiate existing Agency debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in a cost savings or provide the Agency with more favorable loan terms.

Section 32. All project appropriations in existence as of December 31, 2019 will be carried over and continued in 2020.

Section 33. All multi-year operating grant budgets in existence as of December 31, 2019 shall be continued in 2020.

Section 34. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2019 may remain in effect in 2020. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2019, but only to the extent that the applicable division's 2019 operating budget appropriations exceeded 2019 expenditures.

Section 35. The Executive Director, or designee, is authorized to incorporate the changes as listed on Exhibit A as part of the 2020 Budget.

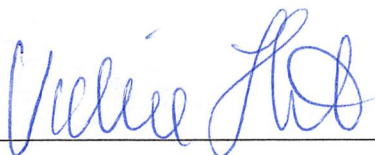
Section 36. The Executive Director, or designee, is authorized to delegate the authorities as set out in this resolution.

Section 37. This resolution shall take effect immediately.



CHAIR

ATTEST:



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## **RESOLUTION NO. 2019-0424**

Adopted by the Sacramento City Council

November 5, 2019

### **Approval Of 2020 Budget for Sacramento Housing and Redevelopment Agency; Related Findings, Approvals, Delegations and Implementing Authorizations Including Authority for HUD Submissions, Grants and Fund Transfers**

#### **BACKGROUND**

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

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

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

or a reasonably foreseeable indirect physical change in the environment. Therefore, the proposed actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) per Guidelines Section 15378(b)(4), and are exempt under the National Environmental Policy Act (NEPA) per 24 CFR 58.34(a)(2) and (3). Environmental review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

- Section 2. The 2020 Operating Budget totaling \$163,933,237 and the 2020 Project Budget totaling \$48,027,902, all as further described in the 2020 Proposed Agency Budget (hereinafter “2020 Agency Budget” or “Budget”), a copy of which is on file with the Agency Clerk and copies of which have been provided to the respective governing board members, are approved as the Budget of the Agency for the 2020 fiscal year. The 2020 Agency Budget incorporates the budgets of the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.
- Section 3. A total of 243.6 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.
- Section 4. The budgeted amount for any item in the Budget may be amended by majority vote of the governing body of each entity actually undertaking and funding the activity. Such an amendment to the Budget so enacted shall be deemed to have been approved by all of the entities that originally adopted the Budget without further action of the remaining entities.
- Section 5. The Agency is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate legal directives of the California State Department of Finance and/or the State Controller’s Office and the actions taken by the City of Sacramento acting as Successor Agency to the former Redevelopment Agency as approved by the Successor Agency’s Oversight Board regarding housing successor matters.
- Section 6. The Agency is authorized to submit the 2020 Annual Housing Operating Budget and all supporting documents to the United States Department of Housing and Urban Development (HUD), including all required amendments for utilities and other miscellaneous adjustments. Furthermore, the Agency is authorized to amend the Budget to reflect actual HUD approved expenditures and revenues for HUD funded programs and projects.

- Section 7. The proposed expenditures under the 2020 Housing Operating Budget are necessary in the efficient and economical operation of Agency housing to serve low-income families.
- Section 8. The housing financial plan set forth in the 2020 Housing Operating Budget is reasonable in that:
- a. It indicates a source of funding adequate to cover all proposed expenditures.
  - b. It does not provide for the use of federal funding in excess of amounts payable under the provisions of the pertinent regulations.
  - c. It proposes rental charges and expenditures that are consistent with provisions of law and the Annual Contributions Contract.
  - d. It includes asset management project budgets prepared on an individual basis as shown in the schedule of public housing AMP and Central office 2020 budget.
- Section 9. The Housing Authority of the City of Sacramento (Authority), staffed by the Agency, is authorized to submit applications to HUD for the Capital Fund Plan and Program funding. If such grants are awarded, the Agency is authorized to accept the grant or grants, execute all related documents, execute contracts to implement the Capital Fund Program subject to HUD approval of the annual statements and amend the budget accordingly. The Agency is directed to comply with all policies, procedures, and requirements prescribed by HUD as a condition of such grants. The Agency is authorized to submit the Comprehensive Plan or annual statement to HUD, after receiving public comments and resident review and approval of the Sacramento Housing and Redevelopment Agency Commission.
- Section 10. On an annual basis, HUD requires the Authority, staffed by the Agency, to conduct a physical inventory, analyze receivables for collectability, and, accordingly, reconcile and adjust related financial records. The Agency is authorized to amend the Budget and financial records as needed for such adjustments.
- Section 11. The Agency is authorized to purchase all lines of applicable insurance for its properties and operations through local independent agents, direct carriers, or risk retention pools, provided that the insurance requirements, coverage and terms are commercially reasonable and provided that the cost does not exceed the amounts in the approved Budget. The Agency is also authorized to obtain

flood insurance through the federal flood insurance program for Agency properties and this coverage may be secured through a local independent agent.

- Section 12. Subject to availability under the Budget of any required funds, the Agency is authorized to approve conversion of HUD funded conventional public housing dwelling units to non-dwelling use or disposition as long as the use or disposition is approved by HUD and consistent with adopted Agency/Housing Authority policy and governing board approvals. The Agency is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the HUD approved conversion.
- Section 13. The Agency is authorized and directed to approve, submit and implement the Public Housing Agency (PHA) Annual Plan and PHA Five-Year Plan and the attachments and/or amendments to such Plans to comply with the Quality Housing and Responsibility Act of 1998, as approved by the Sacramento Housing and Redevelopment Commission.
- Section 14. The Agency is delegated authority to administer and accept specific federal entitlement grant funds, execute all related documents, and amend the Budget in the event that the actual federal entitlement grant funds exceeds or is less than the amount estimated in the Budget. The Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants.
- Section 15. The Agency is authorized to administer ESG and HOPWA funds, or delegate authority to other appropriate entities approved by the governing boards to administer ESG and HOPWA programs, and is also authorized to expend funds and execute contracts with the appropriate entities to carry out the ESG and HOPWA funded activities contained in the approved Action Plan, strictly in accordance with the terms of the approved Action Plan and funding source requirements.
- Section 16. The Agency is authorized to enter into necessary grants and agreements with HUD, the State Housing and Community Development Department (HCD), and other governmental or private entities for homeless programs for which the Agency is the designated recipient of grant funds or contracting agency. The Agency is authorized to accept such grants, execute contracts to implement homeless activities as outlined in the Agency public services schedule and funded in the Budget, and amend the Budget accordingly, provided that the activities are fully funded by the grant or are within the Agency Budget and consistent with governing board approvals.
- Section 17. The Agency is authorized to submit grant applications on behalf the City of Sacramento for any and all housing and community development activities within



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

- Neighborhood Stabilization Program
- Family Unification Program
- Family Self Sufficiency
- Veteran's Assistance and Supportive Housing
- California State Water Resources Control Board – Underground Storage Cleanup
- CAL REUSE Cleanup Grant and Loan Program
- Social Innovation Funds

- Section 18. The Agency is authorized to amend the Budget to make transfers of fund balances to accommodate reserve requirements. The Agency may allocate and transfer any available fund balances to accounts held for future projects or reduce budget shortfalls in any other fund balances, provided monies so used are not otherwise restricted by law or regulations related to the funding source. Further, the Agency is authorized to expend available balances from the payroll fund for the cost of liabilities such as post-retirement medical benefits, sick leave, and vacation accruals.
- Section 19. The Agency Budget is controlled at the fund group level. Except as provided in this resolution, no expenditure will exceed the approved Budget.
- Section 20. The Agency is authorized to amend the Budget to appropriate for expenditure all revenues received in revolving funds.
- Section 21. The Agency is authorized to increase or decrease operating Budget appropriations up to \$100,000. Operating Budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.
- Section 22. The Agency is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.
- Section 23. The Agency is authorized to increase or decrease project budget appropriations by not more than \$100,000 for each project or activity. Project budget

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

- Section 24. The Agency is authorized to transfer project appropriations among fund groups.
- Section 25. The Agency is authorized to amend the Budget to reflect all required debt service payments, pass through payments loan repayments, and other existing obligations based on actual higher or lower revenues.
- Section 26. The Agency is authorized to amend the Operating Budget or Capital Project Budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable redevelopment laws and regulations or changes to the aforementioned.
- Section 27. The Agency is authorized to execute and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to modify the terms of loans and reconcile available revenues as needed to assure receipt of anticipated revenues.
- Section 28. The Agency is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. The Agency is authorized to enter into “loan work outs,” to the extent reasonably necessary to protect Agency assets, and in entering such “work outs,” the Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property). Further, the Agency is authorized to renegotiate existing Agency debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in a cost savings or provide the Agency with more favorable loan terms.
- Section 29. The Agency is authorized to amend the Budget to receive insurance proceeds and award contracts to expend insurance proceeds so long as such proceeds are used exclusively towards, the repairing, rehabilitating, replacing or otherwise compensating for the insured loss.
- Section 30. All project appropriations in existence as of December 31, 2019 will be carried over and continued in 2020.



- Section 31. All multi-year operating grant budgets in existence as of December 31, 2019 shall be continued in 2020.
- Section 32. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2019 may remain in effect in 2020. The Agency is authorized to increase the Budget for valid encumbrances as of December 31, 2019, but only to the extent that the applicable division's 2019 operating budget appropriations exceeded 2019 expenditures.
- Section 33. The Agency is authorized to incorporate the changes listed on Exhibit A as part of the 2020 Budget.
- Section 34. If any entity requires a separate resolution to confirm any action approved within this resolution, the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.
- Section 35. The Agency is authorized to delegate the authorities as set out in this resolution to Agency's Executive Director.
- Section 36. This resolution shall take effect immediately.

**Table of Contents:**

Exhibit A - Summary of Sacramento Housing and Redevelopment Agency Proposed 2020 Budget

Adopted by the City of Sacramento City Council on November 5, 2019, by the following vote:

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

Noes: None

Abstain: None

Absent: Mayor Steinberg

Attest:

**Mindy Cuppy** Digitally signed by Mindy Cuppy  
Date: 2019.12.09 13:01:42  
-08'00'

Mindy Cuppy, City Clerk

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

## EXHIBIT A

### SUMMARY OF SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2020 BUDGET

Approved 2020 Total Operating Budget	\$ 163,933,237
Approved 2019 New Projects	\$ 48,027,902
<b>TOTAL AGENCY BUDGET</b>	<b>\$ 211,961,139</b>

## **RESOLUTION NO. 2019-0019**

Adopted by the Housing Authority of the City of Sacramento

November 5, 2019

### **Approval of 2020 Budget for Sacramento Housing and Redevelopment Agency; Related Findings, Approvals, Delegations, and Implementing Authorities; Including Authorities for HUD Submissions, Grants and Fund Transfers**

#### **BACKGROUND**

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

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

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

- Section 2. The proposed actions are administrative and fiscal activities and do not make any commitments to, or give approvals for, specific projects or activities which have the potential to result in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment. Therefore, the proposed actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15378(b)(4), and are exempt under the National Environmental Policy Act (NEPA) pursuant to 24 CFR 58.34(a)(2) and (3). Environmental review for specific projects will be completed prior to any discretionary or choice limiting action(s) being carried out with regard to such projects.
- Section 3. The 2020 Operating Budget totaling \$163,933,237 and the 2020 Project Budget totaling \$48,027,902, all as further described in the 2020 Proposed Agency Budget (hereinafter “2020 Agency Budget” or “Budget”), a copy of which is on file with the Agency Clerk and copies of which have been provided to the respective governing board members, are approved as the Budget of Agency for the 2020 fiscal year. The 2020 Agency Budget incorporates the budgets of the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, the Sacramento Housing Development Corporation, and the adoption of those budgets is contingent upon the approval of each of these respective entities.
- Section 4. A total of 243.6 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.
- Section 5. The Executive Director, or designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate legal directives of the California State Department of Finance and/or the State Controller’s Office and the actions taken by the City of Sacramento acting as Successor Agency to the former Redevelopment Agency as approved by the Successor Agency’s Oversight Board regarding housing successor matters.
- Section 6. The budgeted amount for any item in the Budget may be amended by majority vote of the governing body of each entity actually undertaking and funding the activity. Such an amendment to the Budget so enacted shall be deemed to have been approved by all of the entities that originally adopted the Budget without further action of the remaining entities.
- Section 7. The Executive Director, or designee, is authorized to submit the 2020 Annual Housing Operating Budget and all supporting documents to the United States Department of Housing and Urban Development (HUD), including all required amendments for utilities and other miscellaneous adjustments. Furthermore, the

Executive Director, or designee, is authorized to amend the Budget to reflect actual HUD approved expenditures and revenues for HUD funded programs and projects. See Exhibit B-1 for a summary of the public housing operating budget.

- Section 8. The proposed expenditures under the 2020 Housing Operating Budget are necessary for the efficient and economical operation of Agency housing to serve low-income families.
- Section 9. The housing financial plan set forth in the 2020 Housing Operating Budget is reasonable in that:
- a. It indicates a source of funding adequate to cover all proposed expenditures.
  - b. It does not provide for the use of federal funding in excess of amounts payable under the provisions of the pertinent regulations.
  - c. It proposes rental charges and expenditures that are consistent with provisions of law and the Annual Contributions Contract
  - d. It includes asset management project budgets prepared on an individual basis as shown in the Schedule of Public Housing AMP and Central Office 2020 Budget attached as Exhibit B-1.
- Section 10. Form HUD-52574 (04/2013), attached as Exhibit B-2 for signature by the Chair of the Board of the Housing Authority, provides necessary certifications for submission of the Operating Budgets described in Section 7.
- Section 11. Based on the HUD requirement for public housing authorities to implement Asset Management that includes fee for service, the proposed Budget implements the fee for service provisions and support service costs. The fee for service provision is predicated on the concept that fee revenues will cover the cost of the services provided. Such services include, but are not limited to property management services. Subject to applicable laws, regulations and policies governing Agency procurement, the Agency is authorized to competitively procure and execute contracts for such fee for services.
- Section 12. The Executive Director, or designee, is authorized to submit applications to HUD for the Capital Fund Plan and Program funding. If such grants are awarded, the Executive Director, or designee, is authorized to accept the grant or grants, execute all related documents and to execute contracts to implement the Capital Fund Program subject to HUD approval of the annual statements and amend the budget accordingly. The Executive Director, or designee, is directed to comply with all policies, procedures, and requirements prescribed by HUD as a condition of such grants. The Executive Director, or designee, is authorized to submit the

Comprehensive Plan or annual statement to HUD, after receiving public comments and resident review.

- Section 13. On an annual basis the Agency, on behalf of HACS, conducts a physical inventory, analyzes receivables for collectability and, accordingly, reconciles and adjusts related financial records. The Executive Director, or designee, is authorized to amend the Budget and financial records as needed for such adjustments.
- Section 14. The Executive Director, or designee, is authorized to purchase all lines of applicable insurance for its properties and operations through local independent agents, direct carriers, or risk retention pools, provided that the insurance requirements, coverage and terms are commercially reasonable and provided that the cost does not exceed the amounts in the approved Budget. The Agency, on behalf of HACS, is also authorized to obtain flood insurance through the federal flood insurance program for HACS properties and this coverage may be secured through a local independent agent.
- Section 15. Subject to availability under the Budget of any required funds, the Executive Director, on behalf of HACS, is authorized to approve conversion of HUD funded conventional public housing dwelling units to non-dwelling use or disposition as long as the use or disposition is approved by HUD and consistent with adopted HACS policy and governing board approvals. The Executive Director, or designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the HUD approved conversion.
- Section 16. The Executive Director, or designee, is authorized and directed, on behalf of HACS, to approve, submit and implement the Public Housing Agency (PHA) Annual Plan and the PHA Five-Year Plan, and the attachments and/or amendments to such Plans to comply with the Quality Housing and Responsibility Act of 1998.
- Section 17. The Executive Director, or designee, is authorized to submit to HUD the One Year Action Plan for Community Development Block Grant (CDBG), Home Investment Partnership (HOME), Emergency Shelter Grant (ESG) and Housing Opportunities for People with AIDS (HOPWA). HACS, staffed by the Agency, is delegated authority to administer federal funds appropriated by HUD and is the designated recipient of funds outlined in the One Year action Plan. If such grants are awarded, the Agency is authorized to accept the grant or grants, execute all related documents and amend the Budget accordingly. The Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Agency is authorized to amend the Capital Reserve

Project budget in the event that the actual entitlement exceeds, or is less than, that estimated in the Budget.

- Section 18. The Executive Director, or designee, is authorized to administer funds or delegate authority to other appropriate entities approved by the governing boards to administer ESG and HOPWA programs, and is also authorized to expend funds and execute contracts with the appropriate entities to carry out the ESG and HOPWA funded activities contained in the approved Action Plan, strictly in accordance with the terms of the approved Action Plan and funding source requirements.
- Section 19. The Executive Director, or designee, is authorized to enter into necessary grants and agreements with HUD, the State Housing and Community Development Department (HCD), and other governmental or private entities for homeless programs for which HACS/Agency is the designated recipient of grant funds or contracting agency. The Agency, on behalf of HACS, is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget, and amend the Budget accordingly, provided that the activities are fully funded by the grant or are within the Agency Budget and consistent with governing board approvals. The Executive Director, or designee, is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.
- Section 20. HACS finds and declares that the proposed expenditure of tax increment housing funds, as set forth in approved recognized obligation payment schedules, for activities serving the homeless, including providing subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, as allocated/outlined in the budget, will not cause or exacerbate racial, ethnic or economic segregation and will be beneficial to all former Redevelopment Project Areas by facilitating the production of affordable housing and providing housing for a population which remains in or frequents the former Redevelopment Project Areas and is perceived as a blighting influence by business owners, property owners, workers and residents, and as a result impedes the elimination of blight in the community.
- Section 21. HACS further finds and declares that the proposed expenditure of tax increment housing funds, as set forth in approved recognized obligation payment schedules to provide subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, increases, improves, and preserves the community's supply of low and moderate-income housing available at an affordable housing cost to persons and families that are extremely low, very low, low or moderate income households and will be of benefit to the community.



- Section 22. HACS finds and declares that the proposed planning and administrative expenses which may be paid for from the former low and moderate income housing fund, pursuant to an approved recognized obligation payment schedule, is necessary for the production, improvement and/or preservation of low and moderate income housing during the 2020 Agency Budget year.
- Section 23. HACS is authorized to amend the budget to transfer or accept funding or assets consistent with an approved recognized obligation payment schedule to the Agency or City Redevelopment Agency Successor Agency (RASA) for approved capital projects or operating expenses in compliance with all bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.
- Section 24. HACS is authorized to amend the budget to receive assets or transfer assets, receive funds or transfer funds to the City Redevelopment Agency Successor Agency (RASA) and execute agreements with the City or RASA as necessary to facilitate authorized directives of the State of California, the California State Department of Finance and/or the State Controller's Office or to provide staffing services to RASA.
- Section 25. The Executive Director, or designee, is authorized to submit grant applications on behalf of the Housing Authority of the City of Sacramento for any and all housing and community development activities within the jurisdiction of the Authority. If such grants are awarded, the Executive Director is authorized to accept the grant or grants execute contracts to implement grant activities with the appropriate entities, provided that the activities are fully funded by the grant or within the Budget, execute all related documents and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment and projects. The Executive Director is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:
- Neighborhood Stabilization Program
  - Family Unification Program
  - Family Self Sufficiency
  - Veteran's Assistance and Supportive Housing
  - California State Water Resources Control Board – Underground Storage Cleanup
  - CAL REUSE Cleanup Grant and Loan Program
  - Social Innovation Fund
- Section 26. The Executive Director, or designee, is authorized to amend the Budget to make transfers of fund balances to accommodate reserve requirements. The Executive Director, or designee, may allocate and transfer any available fund balances to



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

- Section 27. The Agency Budget is controlled at the fund group level. Except as provided in this resolution, no expenditure will exceed the approved Budget.
- Section 28. The Executive Director, or designee, is authorized to amend the Budget to appropriate for expenditure all revenues received in revolving funds.
- Section 29. The Executive Director, or designee, is authorized to increase or decrease operating Budget appropriations up to \$100,000. Operating Budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.
- Section 30. The Executive Director, or designee, is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.
- Section 31. The Executive Director, or designee, is authorized to increase or decrease project budget appropriations by not more than \$100,000 for each project or activity. Project budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.
- Section 32. The Executive Director, or designee, is authorized to amend the budget to receive insurance proceeds and award contracts to expend insurance proceeds so long as such proceeds are used exclusively towards, the repairing, rehabilitating, replacing or otherwise compensating for the insured loss.
- Section 33. The Executive Director, or designee, is authorized to transfer any available fund balances from HACS instrumentalities or affiliates to allocate for future HACS projects or to reduce budget shortfalls, provided the use and receipt of funds is not otherwise restricted by law or regulations. Such transactions are subject to HACS instrumentality or affiliate board approval.
- Section 34. The Executive Director, or designee, is authorized to amend the Budget to reflect all required debt service payments, pass through payments, loan repayments, and other existing obligations based on actual higher or lower revenues.
- Section 35. The Executive Director, or designee, is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or

operating budgets in compliance with appropriate approvals, bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

- Section 36. The Executive Director, or designee, on behalf of HACS serving as the Successor Housing Entity, is authorized to execute, and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to modify the terms of loans and reconcile available revenues as needed for the completion of enforceable housing obligations of the former redevelopment agency to assure receipt of anticipated revenues.
- Section 37. The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect HACS assets under contracts, loans, disposition and development agreements, owner participation agreements and other HACS agreements and to appropriate the associated revenues in the Budget. Agency, on behalf of HACS is authorized to enter into “loan work outs,” to the extent reasonably necessary to protect HACS assets, and in entering such “work outs,” The Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property). Further, The Executive Director, or designee, is authorized to renegotiate existing HACS debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in a cost savings or provide HACS with more favorable loan terms.
- Section 38. All project appropriations in existence as of December 31, 2019 will be carried over and continued in 2020.
- Section 39. All multi-year operating grant budgets in existence as of December 31, 2019 shall be continued in 2020.
- Section 40. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2019 may remain in effect in 2020. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2019, but only to the extent that the applicable division’s 2019 operating budget appropriations exceeded 2019 expenditures.
- Section 41. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A-1 as part of the 2020 Budget.
- Section 42. If any entity requires a separate resolution for any action approved within this resolution other than resolutions for approval or amendment of projects, programs

or the Agency Budget, the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.

Section 43. The Executive Director, or designee, or designee, is authorized to delegate the authorities as set out in this resolution.

Section 44. Form HUD-52574 (04/2013), attached as Exhibit B-2 for signature by the Chair of the Board of the Housing Authority, provides necessary certifications for submission of the Operating Budgets described in Section 8d.

Section 45. This resolution shall take effect immediately.

**Table of Contents:**

Exhibit A-1 - Summary of Sacramento Housing and Redevelopment Agency Proposed 2020 Budget

Exhibit B-1 - 2020 City Public Housing Asset Management Projects (AMP) and Central Office Cost Center (COCC)

Exhibit B-2 - HUD Resolution Approving the 2020 AMP Budgets

Adopted by the Housing Authority of the City of Sacramento on November 5, 2019, by the following vote:

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

Noes: None

Abstain: None

Absent: Mayor Steinberg

Attest by Secretary:

**Mindy Cuppy**

Digitally signed by Mindy Cuppy  
Date: 2019.12.09 13:01:17  
-08'00'

Mindy Cuppy, City Clerk

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

## EXHIBIT A

### SUMMARY OF SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2020 BUDGET

Approved 2020 Total Operating Budget	\$ 163,933,237
Approved 2020 New Projects	\$ 48,027,902
TOTAL SHRA BUDGET	\$ 211,961,139

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

## January 1 - December 31, 2020

PHA Code: CA005  
City of Sacramento

	City AMP 1	City AMP 2	City AMP 3	City AMP 4	City AMP 5	City AMP 7	Total City Public Housing	City COCC Central Office & Central Svc
Beginning fund equity	\$ 1,993,017	\$ 3,670,840	\$ 2,310,985	\$ 1,071,986	\$ 968,974	\$ 855,023	\$ 10,870,825	\$ -
Revenues:								
HUD Operating Subsidy	1,647,851	2,038,662	614,791	435,181	519,740	585,053	5,841,278	-
Maintenance Charges to Tenants	3,000	5,000	3,000	12,000	10,000	5,000	38,000	-
Washer/Dryer Income	-	60	15,000	5,000	4,000	4,000	28,060	-
Rental Income - Dwelling	864,790	843,375	874,547	370,143	449,022	420,871	3,822,748	-
Rental Income - Commercial	-	-	-	-	-	-	-	-
Rental income other	15,000	15,000	-	-	-	-	30,000	-
Interest Income - Investment	25,000	46,656	24,000	13,500	13,000	10,367	132,523	-
Bad Debt Recovery	500	1,000	300	500	500	500	3,300	-
Return Check Fee	30	60	75	30	60	30	285	-
Miscellaneous income	10,000	10,000	3,000	2,000	4,000	3,000	32,000	22,146
Management Fee	-	-	-	-	-	-	-	1,818,432
IT/Bookkeeping Fee	-	-	-	-	-	-	-	174,870
Asset Management Fee	-	-	-	-	-	-	-	218,660
Admin Fee (CFP)	-	-	-	-	-	-	-	266,389
Central services fees	-	-	-	-	-	-	-	288,591
Total operating revenue	2,566,171	2,959,813	1,534,713	838,354	1,000,322	1,028,821	9,928,194	2,789,088
CFP Mgmt impr transfers	65,415	65,809	76,249	65,415	65,415	67,642	405,945	-
Local Housing Transfers	-	-	50,000	-	20,000	-	70,000	520,655
Total revenues and transfers in	2,631,586	3,025,622	1,660,962	903,769	1,085,737	1,096,463	10,404,139	3,309,743
Expenditures:								
Employee Services:								
- Management/Maintenance	715,807	812,800	404,780	257,556	253,039	261,252	2,705,234	754,229
- Resident Trainees	65,415	65,809	76,249	65,380	65,415	66,679	404,947	-
Total Employee Services	781,222	878,609	481,029	322,936	318,454	327,931	3,110,181	754,229
Services & Supplies:								
- Management/Maintenance	1,310,041	1,583,334	694,950	373,801	559,455	504,379	5,025,960	2,032,299
Other Charges:								
Financial Transactions	-	-	-	-	-	-	-	-
- Central Service Fees	68,620	75,193	63,594	23,969	28,027	29,188	288,591	-
- Miscellaneous (PILOT, Depr.)	35,417	38,368	32,466	11,807	14,757	14,756	147,571	-
- AMP to AMP transfers	-	-	-	20,000	-	50,000	70,000	-
Management Fee	289,297	317,004	268,109	97,790	114,061	122,359	1,208,620	-
IT / Bookkeeping Fee	31,950	35,010	29,610	11,340	12,597	13,510	134,017	-
Asset Management Fee	43,200	46,920	39,720	15,120	16,796	18,360	180,116	-
Total operating expense	2,559,747	2,974,438	1,609,478	876,763	1,064,147	1,080,483	10,165,056	2,786,528
Ending Balance	\$ 2,064,856	\$ 3,722,024	\$ 2,362,469	\$ 1,098,992	\$ 990,564	\$ 871,003	\$ 11,109,908	\$ 523,215

## PHA Board Resolution

Approving Operating Budget

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

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

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

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

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

PHA Fiscal Year Beginning: 01/01/2020 Board Resolution Number: \_\_\_\_\_

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

DATE


- ☒ Operating Budget approved by Board resolution on: 11/05/2019
- ☐ Operating Budget submitted to HUD, if applicable, on: \_\_\_\_\_
- ☐ Operating Budget revision approved by Board resolution on: \_\_\_\_\_
- ☐ Operating Budget revision submitted to HUD, if applicable, on: \_\_\_\_\_

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

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

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

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

Print Board Chairperson's Name:	Signature:	Date:
Mayor Darrell Steinberg		11/05/19

**RESOLUTION NO. HA-2438**

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

**ON DATE OF  
November 5, 2019**

**APPROVAL OF 2020 BUDGET FOR SACRAMENTO HOUSING AND  
REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS,  
DELEGATIONS, AND IMPLEMENTING AUTHORITIES; INCLUDING  
AUTHORITY FOR UNITED STATES DEPARTMENT OF HOUSING AND  
URBAN DEVELOPMENT (HUD) SUBMISSIONS, GRANTS AND FUND  
TRANSFERS**

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

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

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

**WHEREAS**, as of February 1, 2012, pursuant to Health and Safety Code Section 34173 and resolution no. 2012-0051, the fiscal administration

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

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

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

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

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

Section 3. The 2020 Operating Budget totaling \$163,933,237 and the 2020 Project Budget totaling \$48,027,902, all as further described in the 2020 Proposed Agency Budget (hereinafter "2020 Agency Budget" or "Budget"), a copy of which is on file with the Agency Clerk and copies of which have been provided to the respective governing board members, are approved as the Budget of Agency for the 2020 fiscal year. The 2020 Agency Budget incorporates the budgets of the Housing Authority of the City



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

Section 4. A total of 246 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.

Section 5. Subject to availability under the Budget or limitations on use of any required funds, the Executive Director or her designees is authorized to amend the Budget as necessary to accept funds, expend funds, or transfer funds among operating budgets or project budgets to complete enforceable housing obligations, comply with legal directives of the California State Department of Finance and/or the State Controller's Office, facilitate the dissolution of redevelopment pursuant to AB 1x 26 and AB 1484, or to provide staffing services to County Redevelopment Agency Successor Agency (CRASA). Such transactions must comply with applicable laws and regulations and agreements to provide staffing services for CRASA and are subject to CRASA Oversight Board Approval.

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

Section 7. The Executive Director, or designee, is authorized to submit the 2020 Annual Housing Operating Budget and all supporting documents to the United States Department of Housing and Urban Development (HUD), including all required amendments for utilities and other miscellaneous adjustments. Furthermore, the Executive Director, or designee, is authorized to amend the Budget to reflect actual HUD approved

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

Section 8. The proposed expenditures under the 2020 Housing Operating Budget are necessary for the efficient and economical operation of Agency housing to serve low-income families.

Section 9. The housing financial plan set forth in the 2020 Housing Operating Budget is reasonable in that:

- a. It indicates a source of funding adequate to cover all proposed expenditures.
- b. It does not provide for use of federal funding in excess of amounts payable under the provisions of the pertinent regulations.
- c. It proposes rental charges and expenditures that are consistent with provisions of law and the Annual Contributions Contract.
- d. It includes asset management project budgets prepared on an individual basis as shown in the Schedule of Public Housing AMP, Central Office, and Central Services 2020 Budget attached as Exhibit B-1.

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

Section 11. Based on the HUD requirement for public housing authorities to implement Asset Management that includes fee for service, the Budget implements the fee for service provisions and support service costs. The fee for service provision is predicated on the revenues generated by fees being equal to the cost of services provided. Such services include, but are not limited to property management services. Subject to applicable laws, regulations and policies governing Agency procurement, the Agency is

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

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

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

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

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

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

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

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

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

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

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

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

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

Section 22. HACOS finds and declares that the proposed planning and administrative expenses which may be paid for from the former low and moderate income housing fund, pursuant to an approved recognized payment obligation schedule, is necessary for the production, improvement and/or preservation of low and moderate income housing during the 2020 Agency Budget year.

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

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

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

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

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

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

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

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



Section 29. The Executive Director, or designee, is authorized to increase or decrease operating Budget appropriations up to \$100,000. Operating Budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.

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

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

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

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

Section 34. The Executive Director, or designee, is authorized to amend the budget to receive insurance proceeds and award contracts to expend insurance proceeds so long as such proceeds are used exclusively towards, the repairing, rehabilitating, replacing or otherwise compensating for the insured loss.

Section 35. The Executive Director, or designee, is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets within the respective project



area funds in compliance with approvals, bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

Section 36. The Executive Director, or designee, on behalf of HACOS, serving as the County Successor Housing Entity, is authorized to execute, and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to modify the terms of loans and reconcile available revenues as needed for the completion of enforceable housing obligations of the former redevelopment agency to assure receipt of anticipated revenues.

Section 37. The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. Agency is authorized to enter into "loan work outs," to the extent reasonably necessary to protect Agency assets, and in entering such "work outs," Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria. Further, The Executive Director, or designee, is authorized to renegotiate existing Agency debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in a cost savings or provide the Agency with more favorable loan terms.

Section 38. All project appropriations in existence as of December 31, 2019 will be carried over and continued in 2020.

Section 39. All multi-year operating grant budgets in existence as of December 31, 2019 shall be continued in 2020.

Section 40. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2019 may remain in effect in 2020. The

Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2019, but only to the extent that the applicable division's 2019 operating budget appropriations exceeded 2019 expenditures.

Section 41. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2020 Budget.

Section 42. If any entity requires a separate resolution to confirm any action approved within this resolution the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.

Section 43. The Agency is authorized to delegate the authorities as set out in this resolution to the Agency's Executive Director.

Section 44. This resolution shall take effect immediately.

On a motion by Member Nottoli, seconded by Member Serna, the foregoing Resolution was passed and adopted by the Housing Authority of the County of Sacramento, State of California, this 5<sup>th</sup> day of November, 2019, by the following vote, to wit:

AYES: Members Frost, Nottoli, Peters, Serna, Kennedy

NOES: None

ABSTAIN: None

ABSENT: None

RECUSAL: None



*Patricia Q. R. —*

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

ATTEST: *Florence Evans*  
Clerk, Board of Supervisors

In accordance with Section 25103 of the Government Code  
of the State of California a copy of the document has been  
delivered to the Chair on 11.5.19

By *J. #*  
Deputy Clerk, Board of Directors

**FILED**  
BOARD OF DIRECTORS

NOV 05 2019  
*Florence Evans*  
BY  
CLERK OF THE BOARD

**EXHIBIT A**

**SUMMARY OF SACRAMENTO HOUSING  
AND REDEVELOPMENT AGENCY PROPOSED 2020 BUDGET**

Approved 2020 Total Operating Budget	\$ 163,933,237
Approved 2020 New Projects	\$ 48,027,902
<b>TOTAL SHRA BUDGET</b>	<b>\$ 211,961,139</b>

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

January 1 - December 31, 2020

PHA Code: CA007  
County of Sacramento

	County AMP 1	County AMP 2	County AMP 3	County AMP 5	Total County Public Housing	County COCC Central Office & Central Svc.
Beginning fund equity	\$ 1,234,427	\$ 943,217	\$ 583,689	\$ 1,145,256	\$ 3,906,589	\$ -
Revenues:						
HUD Operating Subsidy	637,000	709,950	1,125,849	684,809	3,157,608	-
Maintenance Charges to Tenants	-	3,000	1,000	3,500	7,500	-
Washer/Dryer Income	-	5,000	3,500	1,400	9,900	-
Rental Income - Dwelling	-	635,473	896,055	507,433	2,038,961	-
Rental Income - Other	-	-	-	5,000	5,000	-
Interest Income - Investment	-	2,000	8,500	8,400	18,900	200
Bud Debt Recovery	-	-	1,000	-	1,000	-
Miscellaneous income	-	2,000	5,800	2,800	10,600	-
Return Check Fee	-	-	30	-	30	-
Management Fee	-	-	-	-	-	1,254,142
IT/Bookkeeping Fee	-	-	-	-	-	63,000
Asset Management Fee	-	-	-	-	-	92,520
Admin Fee (CFP) & (HCV)	-	-	-	-	-	2,278,717
Washer/Dryer Income	-	-	-	-	-	-
Central services fees	-	-	-	-	-	364,207
Total operating revenue	637,000	1,357,423	2,041,734	1,213,342	5,249,499	4,052,786
CFP operating transfers	-	-	-	-	-	-
CFP Mgmt Impr transfers	-	65,415	65,415	65,449	196,279	-
AMP to AMP transfers	(637,000)	212,333	212,333	212,331	-	-
Total revenues and transfers in	-	1,635,171	2,319,482	1,491,125	5,445,778	4,052,786
Expenditures:						
Employee Services:						
- Management/Maintenance	-	408,443	465,829	372,502	1,246,774	824,817
- Resident Trainees	-	65,415	65,415	65,449	196,279	-
Total Employee Services	-	473,858	531,244	437,951	1,443,053	824,817
Services & Supplies:						
- Management/Maintenance	-	585,556	1,059,500	542,386	2,187,442	3,227,769
Other Charges:						
Financial Transactions	133,195	855	1,230	1,500	136,780	200
Central Service Fees	-	110,228	157,388	96,591	364,207	-
- Miscellaneous (PILOT Depr.)	-	29,295	32,957	27,062	89,314	-
Management Fee	-	156,465	227,362	138,536	522,363	-
IT / Bookkeeping Fee	-	18,720	27,610	16,670	63,000	-
Asset Management Fee	-	31,320	32,280	28,920	92,520	-
Total operating expense	133,195	1,406,297	2,069,571	1,289,616	4,898,679	4,052,786
Ending Balance	\$ 1,101,232	\$ 1,172,091	\$ 833,600	\$ 1,346,765	\$ 4,453,688	\$ -

**PHA Board Resolution**  
Approving Operating Budget

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

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

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

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

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

PHA Fiscal Year Beginning: 01/01/2020 Board Resolution Number: \_\_\_\_\_

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

DATE

- ☒ Operating Budget approved by Board resolution on: 11/5/2019
- ☐ Operating Budget submitted to HUD, if applicable, on: \_\_\_\_\_
- ☐ Operating Budget revision approved by Board resolution on: \_\_\_\_\_
- ☐ Operating Budget revision submitted to HUD, if applicable, on: \_\_\_\_\_

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

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

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

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

Print Board Chairperson's Name: Patrick Kennedy	Signature: 	Date: 12/5/19
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**RESOLUTION NO. SHDC - 0040**

**ADOPTED BY THE SACRAMENTO HOUSING DEVELOPMENT  
CORPORATION**

ON DATE OF  
November 5, 2019

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

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

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

Section 2. The Budget totaling \$711,912 for the Riverview Plaza Residential project, which is incorporated in the budget of the Sacramento Housing and Redevelopment Agency, all as further described in the "2020 Proposed Budget", a copy of which is on file with the Agency Clerk, is approved as the Operating Budget for the 2020 fiscal year for the Sacramento Housing Development Corporation (2020 Budget).

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



amounts in the approved 2020 Budget.

Section 4. The Executive Director is authorized to submit grant applications for any and all activities within the authority and jurisdiction of the Sacramento Housing Development Corporation. The Executive Director is authorized to accept such grants, to amend the 2020 Budget to receive and allocate the grant funds, and to implement the actions required by the grant for any projects and programs currently within the Sacramento Housing Development Corporation's authorization and jurisdiction, provided that the activities are fully funded by the grant. Such Budget amendments are permitted for, but not limited to, positions, services and supplies, equipment and projects.

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

Section 6. The Executive Director is authorized to make payments on debt incurred by the Sacramento Housing Development Corporation as necessary to comply with the provisions of the Partnership Agreement within which the Corporation serves as the General Partner, and as deemed prudent and necessary by the Executive Director on behalf of the Sacramento Housing Development Corporation and within the 2020 Budget hereby adopted.

Section 7. The Executive Director, or designee, is authorized to amend the budget to receive insurance proceeds and award contracts to expend insurance proceeds so long as such proceeds are used exclusively towards, the repairing, rehabilitating, replacing or otherwise compensating for the insured



Section 8. The Executive Director is authorized to incorporate the changes listed on Exhibit A as part of the 2020 Budget.

Section 9. The Executive Director is authorized to act on behalf of the Sacramento Housing Development Corporation with the same authority as conferred upon the Executive Director of the Sacramento Housing and Redevelopment Agency.

Section 10. This resolution shall take effect immediately.

On a motion by Director Nottoli, seconded by Director Serna, the foregoing Resolution was passed and adopted by the Sacramento Housing Development Corporation, State of California, this 5<sup>th</sup> day of November, 2019, by the following vote, to wit:

AYES: Directors Frost, Nottoli, Peters, Serna, Kennedy

NOES: None

ABSTAIN: None

ABSENT: None

ABSTAIN: None

(PER POLITICAL REFORM ACT (§ 18702.5.))



ATTEST: *Florence Evans*  
Clerk, Board of Supervisors

*Pat O'Rourke*

Chair, Board of Directors  
Sacramento Housing Development  
Corporation

In accordance with Section 25103 of the Government Code  
of the State of California a copy of the document has been  
delivered to the Chair on 11-5-19

By *J. P. [Signature]*  
Deputy Clerk, Board of Directors

**FILED**  
BOARD OF DIRECTORS  
NOV 05 2019  
*Florence Evans*  
BY  
CLERK OF THE BOARD





SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY • [WWW.SHRA.ORG](http://WWW.SHRA.ORG)