



# 2023

SACRAMENTO HOUSING AND  
REDEVELOPMENT AGENCY

**FINAL BUDGET**

# **SHRA 2023 FINAL 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**

## **2023 FINAL BUDGET**

### **ACKNOWLEDGMENT**

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23

SACRAMENTO HOUSING AND  
REDEVELOPMENT AGENCY

**FINAL BUDGET**

A large, white, stylized number '1' is positioned on the right side of the image. It is set against a background of a solid blue upper half and a solid dark blue lower half, separated by a curved orange band that sweeps from the left edge towards the right, passing behind the number.

**GENERAL**

# 1 GENERAL TRANSMITTAL LETTER

November 1, 2022

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 2023. This budget document provides detailed information about the forecasted revenues and expenditures for the Agency in the coming year.

## OVERVIEW OF THE 2023 SHRA PROPOSED BUDGET

The Agency continues to respond to challenges and opportunities after successfully pivoting to a hybrid virtual environment in 2020 in response to the COVID-19 pandemic in order to maintain operations safely for our workforce, housing residents, and the public. This national public health crisis resulted in the Agency receiving an unprecedented amount of federal, state and local funding awarded for expenditure from 2020 through 2022 fiscal years. Our strategic focus for these funds is to advance the Agency's goal of maximizing the preservation and delivery of core programs and public services. Responding to the impact of the pandemic on the homeless crisis and helping distressed residents remain in their homes will continue to be a high priority for these funds in the coming fiscal year.

The 2023 Proposed Budget recommends total expenses of \$340.1 million and is comprised of the Housing Assistance Payments (HAP) Budget of \$154.6 million; Rental Assistance Payment of \$15.6 million; Operating Budget of \$68.6 million; the Capital Projects Budget of \$89.4 million; the Public Services Budget of \$9.7 million; and the Debt Service budget of \$2.2 million. The 2023 proposed budget represents a \$7 million or 3.3% decrease in net appropriations in comparison with the prior year's budget. This change in annual budget appropriations is primarily the expected decrease in the Sacramento Emergency Rental Assistance Program which is expected to wind down in Fiscal Year 2023.

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.

As with previous year's budgets, the 2023 budget centers on conveying the Mission, Vision & Goals of the Organization, by:

1

**Continuing to maximize leasing of vouchers in the HCV Program**

2

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

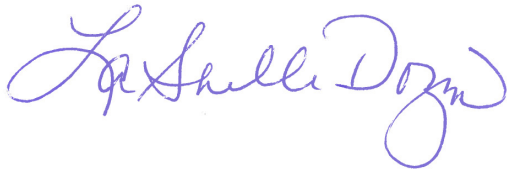
3

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

2023 challenges continue to be the overall aging of the Public Housing inventory and limited amount of funding. The Agency's inventory faces mounting capital and modernization needs; however, Capital Fund Appropriations have continuously come up short. This reality highlights the need of the Agency to continue to pursue the Rental Assistance Demonstration (RAD) disposition process to maximize private investment and Housing Tax Credits.

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,

A handwritten signature in blue ink, reading "La Shelle Dozier". The signature is fluid and cursive, with the first name "La Shelle" and the last name "Dozier" clearly legible.

La Shelle Dozier  
Executive Director



# 1 GENERAL MISSION, VISION & GOALS

## OUR MISSION

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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

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### 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

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### 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.

## SHRA THREE-YEAR STRATEGIC GOALS



# 1 GENERAL AGENCY OVERVIEW

## 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	9th largest
2022 Population Estimates	518,037	1,374,790
Extent of Range	97.9 square miles	994 square miles
Type & Form of Government	Charter Council-Member	Charter Elected 5-Member Board





## PROFILE OF THE AGENCY

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.

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 3,371 units of affordable housing under the Public Housing/Property Management Program. This includes 2,155 apartments, duplexes, and some single family homes to qualified low-income families. The Property Management group also manages manage 271 affordable units as well as manages the properties owned by the non-profit arm of the Agency, Sacramento Housing Authority Repositioning Program Inc (SHARP). SHARP properties include 440 Rental Assistance Demonstration (RAD) and or project based units, as well as 231 elderly units and 274 scattered-site properties.

## 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.

### GUIDING PRINCIPLES USED TO DEVELOP THE AGENCY'S BUDGET

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

## RELEVANT FINANCIAL POLICIES

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



## JURISDICTIONAL COMPARISONS

Fiscal Year 22/23 Budget	Sacramento Housing & Redevelopment Agency (SHRA)	San Diego Housing Commission (SHDC)
Year Established	1982 - JPA	1979
Governed By	1. City Council 2. HACs 3. County BOS 4. HACOS 5. Commission	San Diego City Council (HA) Commission (Advisory)
Housing Authorities FOR:	City & County of Sacramento	City of San Diego
Comparison Significance	Largest Area Provider of Affordable Housing	Largest Area Provider of Affordable Housing
Population: <sup>1</sup>		
• County	1,576,618	3,287,306
• City	518,037	1,374,790
Area Median Income (Annual) <sup>2</sup>	81,050	106,900
Budget Comparison - Fiscal Year Basis	January - December	July - June
Revenue		
• Federal	\$202.7M	\$336.2M
• State/Other	\$228.3M	\$258.6M
Total Revenue	\$431M	\$594.8M
Expenditures		
• Personnel Costs	\$42M	\$47.5M
• Housing Programs	\$174.8M	\$341.9M
• Other	\$33.9M	\$89.7M
• Capital	\$89.4M	\$115.7M
Total Budget	\$340.1M	\$594.8M
Total FTE	320	366

<sup>1</sup> Demographics - 2022 courtesy of Department of Finance<sup>2</sup> 2022 HUD median income for California counties based on a family of four

# 1 GENERAL BUDGET PROCESS TIMELINE

## JUNE

### Fund Equity - Mid-year schedule

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

### Revenue schedule

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

### Budget Narrative and Performance Measures available for update

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

## JULY

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

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

### Project defunding schedule

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

### Debt service schedule

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

## **JULY** *continued*

### **Transfers schedule**

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

### **Financial transactions**

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

### **HAPs schedule**

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

### **Public services schedule**

Public Services schedule contains amounts 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 by information on anticipated projects from program staff. Finance Management will also include available amounts remaining in certain funds as development assistance or housing development assistance projects.

## AUGUST

### Department budget meetings

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

## SEPTEMBER

### Debt budget meetings continue

The budgets created by the departments are finalized with Executive Director and Chief Financial Officer.

### Budget Workshops - Commission

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

## OCTOBER

### Budget Presentation - Commission

Presentation of final Proposed Budget is presented by the Chief Financial Officer and Executive Director to the 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.



# **FINANCIAL MANAGEMENT POLICIES**

# 2 FINANCIAL MGMT POLICIES

## FINANCIAL MANAGEMENT POLICIES

### REVENUE POLICY

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

### DEBT POLICY

- It is the intent of the Agency to issue debt in a manner that adheres to state and federal laws, existing bond covenants and prudent financial management.
  - o Minimize debt service and issuance cost
  - o Maintain the highest practical credit rating
  - o 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.
  - o Full and timely repayment of outstanding debt
  - o Compliance with continuing disclosure requirements

## INTERDEPARTMENTAL CHARGES/ INDIRECT COST RECOVERY

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

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

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

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

PROGRAM/PROJECT	DESCRIPTION/TYPES OF EXPENDITURES	DIVISIONS CHARGED
<p>Support Services fund which is a combination of the following Departments:</p> <ul style="list-style-type: none"> <li>Governing Boards</li> <li>Executive Director</li> <li>Legal</li> <li>Human Resources</li> <li>Finance</li> <li>Information Technology</li> <li>Agency Clerk</li> <li>Procurement</li> <li>Capital Projects - Admin Services</li> </ul>	<p>Expenses directly related to the administration and management of the Agency. These expenses are spread to all funds included in the allocation model.</p>	<ul style="list-style-type: none"> <li>Housing Admin</li> <li>Housing Choice Voucher</li> <li>Community Development</li> <li>RE/CS Admin</li> </ul>

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 Community Development represents 21% of the direct labor relative to all of the funds that are to be allocated overhead, then Community Development would be charged 21% of the indirect cost from the Supportive Services fund, such as Executive Director, HR, Finance, IT, etc.

	Costs	32% Housing	44% Housing Choice	17% Community Development	7% Real Estate/Construc	TOTAL
Governing Boards	\$ 60,000	\$ 19,200	\$ 26,400	\$ 10,200	\$ 4,200	\$ 60,000
Executive Director	\$ 2,629,269	\$ 841,366	\$ 1,156,878	\$ 446,976	\$ 184,049	\$ 2,629,269
Legal	\$ 1,576,265	\$ 504,405	\$ 693,557	\$ 267,965	\$ 110,339	\$ 1,576,265
Human Resources	\$ 1,883,395	\$ 602,686	\$ 828,694	\$ 320,177	\$ 131,838	\$ 1,883,395
Finance	\$ 2,296,382	\$ 734,842	\$ 1,010,408	\$ 390,385	\$ 160,747	\$ 2,296,382
Information Technology	\$ 3,626,554	\$ 1,160,497	\$ 1,595,684	\$ 616,514	\$ 253,859	\$ 3,626,554
Procurement	\$ 1,147,442	\$ 367,181	\$ 504,874	\$ 195,065	\$ 80,321	\$ 1,147,442
Agency Clerk	\$ 361,480	\$ 115,674	\$ 159,051	\$ 61,452	\$ 25,304	\$ 361,480
<b>Totals</b>	<b>\$ 13,580,787</b>	<b>\$ 4,345,852</b>	<b>\$ 5,975,546</b>	<b>\$ 2,308,734</b>	<b>\$ 950,655</b>	<b>\$ 13,580,787</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.

### Budget Basis

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

### **Responsibility**

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

### **Budget Review**

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

### **Budget Adoption**

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

### **Budget Implementation**

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

### Budget Control

The Agency budget is controlled at the fund group level. Except as provided in the enclosed budget resolutions, no expenditure will exceed the approved budget. Budget amendments are done if expenditures look to be going over budget, but only up to \$100,000. Any amounts in excess of \$100,000 require approval by the governing boards. Purchasing authority is delegated to various departments. Large purchases are the same process as small purchases. All items have to be budgeted, but as long as there are funds in a project or admin, monies can be spent.

## ACCOUNTING STRUCTURE AND PRINCIPLES

### Accounting System

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

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

### Basis of Accounting

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

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

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

### Fund Descriptions

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

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

### Proprietary Funds

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

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

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

## Governmental Funds

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

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

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

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

## Account Groups

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

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

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



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# 3

## **MAJOR REVENUE DESCRIPTION AND REVENUE ESTIMATES**

# 3

## MAJOR REVENUE

### MAJOR REVENUE - DESCRIPTION AND REVENUE ESTIMATES

#### HOUSING CHOICE VOUCHER PROGRAM (HCV)

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

Revenue estimates for 2023 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 13,084 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 2022, HUD prorated our HAP eligibility at 88% and the Agency anticipates a similar funding level for 2023 based upon the current proposals moving through Congress.

#### HCV ADMINISTRATION 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 2022, the Agency received \$109.02 per unit for the first 7,200 unit months leased and \$101.75 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 2022, the proration was 88% of administrative funding eligibility. The Agency expects the revenue estimates in 2023 to increase based on increase in lease up and federal funding.

## 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 2023 revenues for the Shelter Plus Care Program to be consistent with the prior two years.

## PUBLIC HOUSING/PROPERTY MANAGEMENT OPERATING SUBSIDY

The Public Housing/Property Management 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.

2023 revenues are projected to remain similar to the 2022 subsidy, which was prorated by HUD at 104.29% as of the October and November Obligation Notices.

## 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.

2023 revenues are anticipated to decrease for 2022. Capital Fund Program funding is determined by the number of public housing units held by an Agency. In 2020, the Agency transferred 124 units to the Rental Assistance Demonstration (RAD) program, and another 192 units in 2022. As the Agency moves forward in 2023, it's anticipated that another 59 units will be converted to Local Housing Projects with private investment. This reduces the overall number of public housing units that are eligible for funding from HUD.

## 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, 274 scattered-site project-based units, and 440 Rental Assistance Demonstration (RAD) &/or project-based units.

Revenue estimates for 2023 show an increase from prior years primarily due to the additional units that will transition to the non profit through the Rental Assistance Demonstration (RAD) program; there will be an additional 59 units under the Local Housing Projects.

## 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 2023 revenues are anticipated to show a slight decrease from 2022 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 2018, the program saw appropriations increase by 49% from Congress, with 2019 levels remaining consistent. In 2021, Due to the American Rescue Plan, appropriations increased due to the special funding, however, the Agency expects 2023 funding levels to return to pre-pandemic levels.

## 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.

Funding for HTF fees saw an increase in 2021 from prior years but it is expected to remain fairly consistent with prior year.

## 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 Mirasol 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 2023 will see a decrease as the grant will be in its final year.

## 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.

Riverview Plaza is expected to be rehabilitated in 2023 and be transferred to Sacramento Housing Authority Repositioning Program (SHARP) using Tax Credits.

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# 4

**FUND  
STRUCTURE**



# 4

## FUND STRUCTURE

### FUND STRUCTURE



#### Administration

- Headquarters
- Insurance
- Payroll
- Prorate
- Support Services

#### Real Estate and Construction Services

- Commerce Circle
- Public Housing Homeownership
- Purchase & Resale Equity (PRE)
- Section 32
- Section 32 (PRE)
- Auburn/Garfield Property Management

#### Housing Choice Voucher Program

- Housing Choice Voucher (HCV)
- Mod Rehab

#### Component Units

- City Riverview Plaza Debt (Component Unit)

#### Development

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

#### Housing Funds

- Foundation Uniting Needs and Dollars (Fund Inc.)
- General Housing Reserve
- Riverview Plaza Reserve
- ROSS PH FSS Grant
- ROSS PH Service Coordinator
- Shelter Plus Care
- Capital Fund Program
- Asset Repositioning - Sierra Vista
- Asset Repositioning - Sutterview
- Asset Repositioning - Washington Plaza
- Central Office Cost Center (COCC)
- Locally Funded Projects
- Larchmont Wildflower
- Norcade Circle
- Phoenix Park
- Public Housing - Asset Management Projects - (AMP) 1- 5 & 7
- Riverview Plaza Commercial
- San Carlos Shelter Plus Care
- San Jose/Broadway
- Scattered Sites
- Villa De Novo

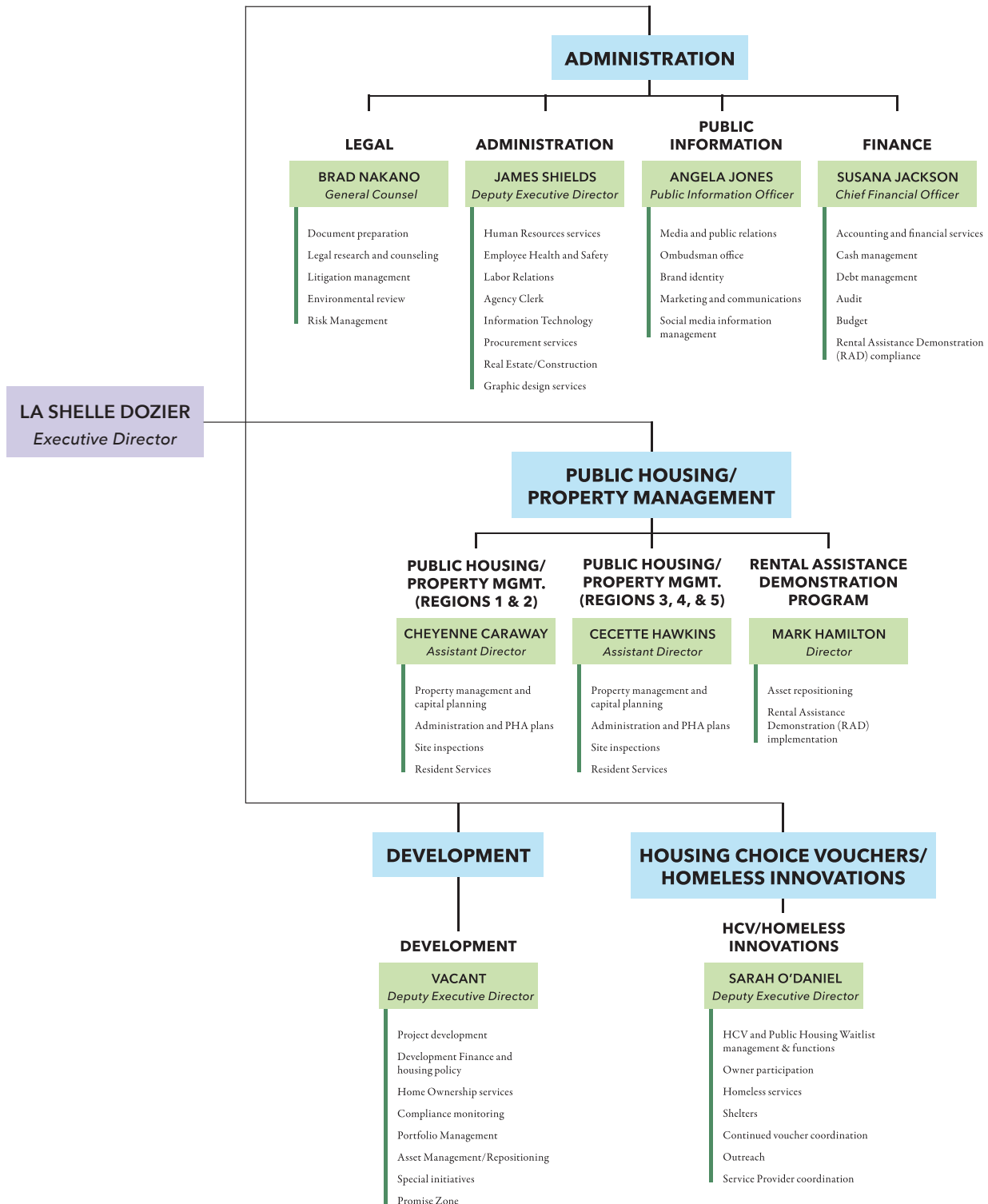


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# 5

## **BUDGET SUMMARIES**

## DEPARTMENT/DIVISION ORGANIZATIONAL CHART



# 5

## BUDGET SUMMARIES

### BUDGET SUMMARIES

#### SUMMARY OF FULL-TIME EQUIVALENT POSITIONS (FTE) BY DEPARTMENT - FY 2023

Department	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Increase (Decrease)
Executive Director	4.00	5.00	6.00	7.00	1.00
Legal	4.50	4.50	5.00	5.00	0.00
Human Resources	6.45	6.45	9.45	9.45	0.00
Finance	15.00	15.00	15.00	15.00	0.00
IMTS	10.10	10.10	12.10	13.10	1.00
Agency Clerk	2.60	2.60	1.10	1.10	0.00
Procurement	6.05	6.05	6.05	6.05	0.00
<b>Subtotal Administrative Support</b>	<b>48.70</b>	<b>49.70</b>	<b>54.70</b>	<b>56.70</b>	<b>2.00</b>
Public Housing	94.70	94.80	94.00	94.00	0.00
<b>Subtotal Public Housing</b>	<b>94.70</b>	<b>94.80</b>	<b>94.00</b>	<b>94.00</b>	<b>0.00</b>
Housing Choice Vouchers/Homeless Innovations	67.30	73.20	130.00	130.00	0.00
<b>Subtotal Housing Choice Vouchers</b>	<b>67.30</b>	<b>73.20</b>	<b>130.00</b>	<b>130.00</b>	<b>0.00</b>
Development	26.00	25.00	25.00	29.00	4.00
<b>Subtotal Housing and Community Development</b>	<b>26.00</b>	<b>25.00</b>	<b>25.00</b>	<b>29.00</b>	<b>4.00</b>
Real Estate and Construction Services	9.30	9.30	9.30	10.30	1.00
<b>Subtotal Real Estate and Construction Services</b>	<b>9.30</b>	<b>9.30</b>	<b>9.30</b>	<b>10.30</b>	<b>1.00</b>
<b>Total</b>	<b>246.00</b>	<b>252.00</b>	<b>313.00</b>	<b>320.00</b>	<b>7.00</b>

## BUDGET APPROPRIATION COMPARISON SCHEDULE

		2020 Approved Budget	2021 Approved Budget ***	2022 Approved Budget	2023 Approved Budget
<b>Operations:</b>					
Salaries and Benefits		\$ 28,733,234	\$ 30,054,686	\$ 38,674,015	\$ 41,985,897
Services & Supplies		17,402,961	17,402,961	24,040,914	25,995,626
HAP Payments		109,079,844	109,079,844	130,696,526	154,562,429
Rental Assistance Payments		-	-	66,743,091	15,615,707
Debt Service		2,877,433	2,877,443	2,229,433	2,186,681
Financial Transactions		753,463	753,463	636,755	640,878
Public Services		5,086,302	5,086,302	5,685,556	9,675,523
<b>Total Operations</b>		<b>\$ 163,933,237</b>	<b>\$ 165,254,699</b>	<b>\$ 268,706,290</b>	<b>\$ 250,662,741</b>
<b>Projects:</b>					
Capital Projects		\$ 48,027,902	\$ 48,027,902	\$ 78,417,934	\$ 89,444,650
<b>Total Budget</b>		<b>\$ 211,961,139</b>	<b>\$ 213,282,601</b>	<b>\$ 347,124,224</b>	<b>\$ 340,107,391</b>

\*\*\*Due to COVID-19, the budget was adopted as a "Roll Forward" meaning all revenues and expenses were based off of the prior years budget. Only known increases in Salaries, and benefits were calculated.

## 2023 FUND EQUITY SUMMARY

	Housing	Other Governmental	Internal Service	Gross Total		Net Total (1)
<b>RESOURCES</b>						
Estimated Fund Balance - January 1	\$ 52,933,758	\$ 78,446,044	\$ 4,262,873	\$ 135,642,675		\$ 135,642,675
Interest Revenue	1,309,710	3,062,340	15,000	4,387,050		4,387,050
Intergovernmental	-	318,763	-	318,763		318,763
Repayment on Loans	-	4,086,414	-	4,086,414		4,086,414
Dwelling Rents	7,627,427	-	-	7,627,427		7,627,427
Grants	9,480,509	46,765,207	-	56,245,716		56,245,716
Housing Vouchers - Administration	15,229,812	-	-	15,229,812		15,229,812
Housing Vouchers - HAP	149,846,281	-	-	149,846,281		149,846,281
Emergency Rental Assistance	-	15,615,707	-	15,615,707		15,615,707
Miscellaneous	14,119,536	8,879,229	141,600	23,140,365		23,140,365
Interdepartmental Charges	8,027,927	-	10,910,903	18,938,830		-
Net Transfers	(2,171,713)	893,110	1,278,603	-		-
Subtotal Operating Revenues	203,469,489	79,620,770	12,346,106	295,436,365		276,497,535
Defundings	-	-	-	-		-
<b>Gross Resources</b>	<b>256,403,247</b>	<b>158,066,814</b>	<b>16,608,979</b>	<b>431,079,040</b>		<b>412,140,210</b>
Less Interfund Transactions	(8,027,927)	-	(498,242)	(8,526,169)		-
Less Interdepartmental Charges	-	-	(10,412,661)	(10,412,661)		-
<b>Net Resources (1)</b>	<b>248,375,320</b>	<b>158,066,814</b>	<b>5,698,076</b>	<b>412,140,210</b>		<b>412,140,210</b>
<b>APPROPRIATIONS</b>						
Salaries and Benefits	22,325,033	10,336,634	9,324,230	41,985,897		41,985,897
Services and Supplies	20,263,114	2,292,124	3,440,388	25,995,626		25,995,626
Housing Assistance Payments	154,562,429	-	-	154,562,429		154,562,429
Emergency Rental Assistance Payments	-	15,615,707	-	15,615,707		15,615,707
Debt Service	-	1,202,501	984,180	2,186,681		2,186,681
Financial Transactions	430,248	210,630	-	640,878		640,878
Public Services	1,199,800	8,475,723	-	9,675,523		9,675,523
Pilot and Miscellaneous	-	-	-	-		-
Interdepartmental Charges	10,168,238	3,259,878	561,294	13,989,410		-
Subtotal Operating expenditures	208,948,862	41,393,197	14,310,092	264,652,151		250,662,741
Capital Projects	100,000	89,344,650	-	89,444,650		89,444,650
<b>Gross Appropriations</b>	<b>209,048,862</b>	<b>130,737,847</b>	<b>14,310,092</b>	<b>354,096,801</b>		<b>340,107,391</b>
Less Interfund Transactions	(8,027,927)	-	(498,242)	(8,526,169)		-
Less Interdepartmental Charges	-	-	(10,412,661)	(10,412,661)		-
<b>Net Appropriations (1)</b>	<b>201,020,935</b>	<b>130,737,847</b>	<b>3,399,189</b>	<b>335,157,971</b>		<b>340,107,391</b>
Estimated Fund Balance-December 31	\$ 47,354,385	\$ 27,328,967	\$ 2,298,887	\$ 76,982,239		\$ 72,032,819

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

## 2023 FUND EQUITY CITY ENTERPRISE - HOUSING

	City Public Housing	City Local Housing	City Misc Housing	City Component Units	Subtotal
<b>RESOURCES</b>					
1 Estimated Fund Balance - January 1	\$ 12,168,997	\$ 6,990,321	\$ 8,087,028	\$ 316,019	\$ 27,562,365
Interest Revenue	\$ 78,000	\$ 968,011	\$ 32,000	\$ 500	\$ 1,078,511
Repayment on Loans	\$ -	\$ -	\$ -	\$ -	-
Dwelling Rents	\$ 4,377,427	\$ 995,000	\$ -	\$ -	5,372,427
Grants	\$ 6,465,000	\$ -	\$ 245,011	\$ -	6,710,011
Housing Vouchers - Administration	-	-	-	-	-
Housing Vouchers - HAP	-	-	-	-	-
Emergency Rental Assistance	-	-	-	-	-
Miscellaneous	\$ 336,330	\$ 10,173,497	\$ 610,000	\$ 700,000	11,819,827
Emergency Rental Assistance	-	-	-	-	-
Interdepartmental Charges	\$ -	\$ -	\$ 3,055,410	\$ -	3,055,410
Net Transfers	\$ 160,520	\$ -	\$ (2,411,295)	\$ -	(2,250,775)
Subtotal Operating Revenues	11,417,277	12,136,508	1,531,126	700,500	25,785,411
1 Defundings	-	-	-	-	-
<b>Gross Resources</b>	<b>23,586,274</b>	<b>19,126,829</b>	<b>9,618,154</b>	<b>1,016,519</b>	<b>53,347,776</b>
Less Interfund Transactions	-	-	(3,055,410)	-	(3,055,410)
<b>Net Resources (1)</b>	<b>23,586,274</b>	<b>19,126,829</b>	<b>6,562,744</b>	<b>1,016,519</b>	<b>50,292,366</b>
<b>APPROPRIATIONS</b>					
Salaries and Benefits	2,976,803	3,432,812	2,170,768	48,157	8,628,540
Services and Supplies	7,608,657	4,999,405	301,631	408,350	13,318,043
1 Housing Assistance Payments	-	-	-	-	-
Emergency Rental Assistance Payments	-	-	-	-	-
1 Debt Service	-	-	-	-	-
1 Financial Transactions	147,571	5,889	6,702	-	160,162
1 Public Services	-	-	537,195	-	537,195
Interdepartmental Charges	-	1,925,957	1,470,881	-	3,396,838
Subtotal Operating expenditures	10,733,031	10,364,063	4,487,177	456,507	26,040,778
1 Capital Projects	-	-	-	-	-
<b>Gross Appropriations</b>	<b>10,733,031</b>	<b>10,364,063</b>	<b>4,487,177</b>	<b>456,507</b>	<b>26,040,778</b>
Less Interfund Transactions	-	-	(3,055,410)	-	(3,055,410)
<b>Net Appropriations (1)</b>	<b>10,733,031</b>	<b>10,364,063</b>	<b>1,431,767</b>	<b>456,507</b>	<b>22,985,368</b>
<b>Estimated Fund Balance-December 31</b>	<b>\$ 12,853,243</b>	<b>\$ 8,762,766</b>	<b>\$ 5,130,977</b>	<b>\$ 560,012</b>	<b>\$ 27,306,998</b>

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



## 2023 FUND EQUITY

### COUNTY ENTERPRISE - HOUSING AND HOUSING TOTAL

County Public Housing	County Local Housing	County Misc Housing	County Housing Choice Vouchers	County Shelter Plus Care	Subtotal	Total Enterprise Funds-Housing	
							RESOURCES
\$ 5,549,698	\$ 1,318,736	\$ 10,609,977	\$ 7,892,982	\$ -	\$ 25,371,393	\$ 52,933,758	Estimated Fund Balance - January 1
\$ 18,500	\$ 121,699	\$ 91,000	\$ -	\$ -	231,199	1,309,710	Interest Revenue
\$ -	\$ -	\$ -	\$ -	\$ -	-	-	Repayment on Loans
\$ 2,255,000	\$ -	\$ -	\$ -	\$ -	2,255,000	7,627,427	Dwelling Rents
\$ 2,695,000	\$ -	\$ 75,498	\$ -	\$ -	2,770,498	9,480,509	Grants
-	-	-	\$ 14,972,641	\$ 257,171	15,229,812	15,229,812	Housing Vouchers - Administration
-	-	-	\$ 143,093,420	\$ 6,752,861	149,846,281	149,846,281	Housing Vouchers - HAP
-	-	-	-	-	-	-	Emergency Rental Assistance
\$ 15,700	\$ 388,409	\$ 1,895,600	\$ -	\$ -	2,299,709	14,119,536	Miscellaneous
\$ -	\$ -	\$ 4,972,517	\$ -	\$ -	4,972,517	8,027,927	Interdepartmental Charges
\$ 79,062	\$ -	\$ -	\$ -	\$ -	79,062	(2,171,713)	Net Transfers
5,063,262	510,108	7,034,615	158,066,061	7,010,032	177,684,078	203,469,489	Subtotal Operating Revenues
-	-	-	-	-	-	-	Defundings
10,612,960	1,828,844	17,644,592	165,959,043	7,010,032	203,055,471	256,403,247	Gross Resources
-	-	(4,972,517)	-	-	(4,972,517)	(8,027,927)	Less Interfund Transactions
10,612,960	1,828,844	12,672,075	165,959,043	7,010,032	198,082,954	248,375,320	Net Resources (1)
							APPROPRIATIONS
1,325,967	-	1,667,943	10,539,421	163,162	13,696,493	22,325,033	Salaries and Benefits
3,695,802	-	418,835	2,764,716	65,718	6,945,071	20,263,114	Services and Supplies
-	-	-	147,918,629	6,643,800	154,562,429	154,562,429	Housing Assistance Payments
-	-	-	-	-	-	-	Emergency Rental Assistance Payments
-	-	-	-	-	-	-	Debt Service
226,094	-	37,680	6,312	-	270,086	430,248	Financial Transactions
-	-	662,605	-	-	662,605	1,199,800	Public Services
-	1,828,844	1,153,000	3,789,556	-	6,771,400	10,168,238	Interdepartmental Charges
5,247,863	1,828,844	3,940,063	165,018,634	6,872,680	182,908,084	208,948,862	Subtotal Operating expenditures
-	-	100,000	-	-	100,000	100,000	Capital Projects
5,247,863	1,828,844	4,040,063	165,018,634	6,872,680	183,008,084	209,048,862	Gross Appropriations
-	-	(4,972,517)	-	-	(4,972,517)	(8,027,927)	Less Interfund Transactions
5,247,863	1,828,844	(932,454)	165,018,634	6,872,680	178,035,567	201,020,935	Net Appropriations (1)
\$ 5,365,097	\$ -	\$ 13,604,529	\$ 940,409	\$ 137,352	\$ 20,047,387	\$ 47,354,385	Estimated Fund Balance-December 31

## 2023 FUND EQUITY OTHER GOVERNMENTAL FUNDS CITY SPECIAL REVENUE

	City CDBG	City CDBG RLF		City HOME	City HOME RLF	City Misc Grants	City Housing Trust
<b>RESOURCES</b>							
Estimated Fund Balance - January 1	\$ -	\$ 2,027,828		\$ -	\$ 2,324,059	\$ 12,078,643	\$ 2,821,368
Interest Revenue	\$ -	\$ 3,000		\$ -	\$ 170,000	\$ 965,540	\$ 574,000
Intergovernmental	\$ -	\$ -		\$ -	\$ -	\$ 5,700	\$ -
Repayment on Loans	\$ -	\$ 13,000		\$ -	\$ 75,000	\$ -	\$ 1,500,000
Dwelling Rents	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
Grants	\$ 4,519,221	\$ -		\$ 2,946,312	\$ -	\$ 717,196	\$ -
Housing Vouchers - Administration	-	-		-	-	-	-
Housing Vouchers - HAP	-	-		-	-	-	-
Emergency Rental Assistance	-	-		-	-	9,112,553	-
Miscellaneous	\$ -	\$ -		\$ -	\$ -	\$ 1,298,025	\$ 1,800,000
Interdepartmental Charges	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
Net Transfers	\$ -	\$ -		\$ -	\$ -	\$ (965,540)	\$ -
Subtotal Operating Revenues	4,519,221	16,000		2,946,312	245,000	11,133,474	3,874,000
Defundings	-	-		-	-	-	-
<b>Gross Resources</b>	<b>4,519,221</b>	<b>2,043,828</b>		<b>2,946,312</b>	<b>2,569,059</b>	<b>23,212,117</b>	<b>6,695,368</b>
Less Interfund Transactions	-	-		-	-	-	-
Less Interdepartmental Charges	-	-		-	-	-	-
Less Interdepartmental Charges	-	-		-	-	-	-
<b>Net Resources (1)</b>	<b>4,519,221</b>	<b>2,043,828</b>		<b>2,946,312</b>	<b>2,569,059</b>	<b>23,212,117</b>	<b>6,695,368</b>
<b>APPROPRIATIONS</b>							
Salaries and Benefits	442,975	-		347,293	101,427	3,016,549	143,594
Services and Supplies	95,044	-		100,480	27,140	789,581	32,611
Housing Assistance Payments	-	-		-	-	-	-
Emergency Rental Assistance	-	-		-	-	9,112,553	-
Debt Service	722,000	-		-	-	-	-
Financial Transactions	-	2,058		-	5,717	2,350	45,689
Public Services	598,000	-		-	-	4,433,001	-
Pilot and Miscellaneous	-	-		-	-	-	-
Interdepartmental Charges	350,445	-		241,744	15,294	386,316	140,715
Subtotal Operating expenditures	2,208,464	2,058		689,517	149,578	17,740,350	362,609
Capital Projects	2,251,756	-		2,094,979	2,419,481	-	6,106,513
<b>Gross Appropriations</b>	<b>4,460,220</b>	<b>2,058</b>		<b>2,784,496</b>	<b>2,569,059</b>	<b>17,740,350</b>	<b>6,469,122</b>
Less Interfund Transactions	-	-		-	-	-	-
Less Interdepartmental Charges	-	-		-	-	-	-
Less Interdepartmental Charges	-	-		-	-	-	-
<b>Net Appropriations (1)</b>	<b>4,460,220</b>	<b>2,058</b>		<b>2,784,496</b>	<b>2,569,059</b>	<b>17,740,350</b>	<b>6,469,122</b>
Estimated Fund Balance-December 31	\$ 59,001	\$ 2,041,770		\$ 161,816	\$ -	\$ 5,471,767	\$ 226,246

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

**2023 FUND EQUITY  
OTHER GOVERNMENTAL FUNDS  
CITY SPECIAL REVENUE CONTINUED**

City Affordable Housing	City Housing Authority Funds	City HOPWA	City ESG	City CalHOME	Subtotal	
						<b>RESOURCES</b>
\$ 5,629,795	\$ 10,250,831	\$ -	\$ -	\$ 2,519,492	\$ 37,652,016	Estimated Fund Balance - January 1
\$ 15,000	\$ 460,000	\$ -	\$ -	\$ 157,000	2,344,540	Interest Revenue
\$ -	\$ -	\$ -	\$ -	\$ -	5,700	Intergovernmental
\$ -	\$ 358,414	\$ -	\$ -	\$ 900,000	2,846,414	Repayment on Loans
\$ -	\$ -	\$ -	\$ -	\$ -	-	Dwelling Rents
\$ 2,000,000	\$ -	\$ 1,716,506	\$ 646,252	\$ -	12,545,487	Grants
-	-	-	-	-	-	Housing Vouchers - Administration
-	-	-	-	-	-	Housing Vouchers - HAP
					9,112,553	Emergency Rental Assistance
\$ 500,000	\$ 16,000	\$ -	\$ -	\$ -	3,614,025	Miscellaneous
\$ -	\$ -	\$ -	\$ -	\$ -	-	Interdepartmental Charges
\$ -	\$ 2,411,295	\$ -	\$ -	\$ -	1,445,755	Net Transfers
2,515,000	3,245,709	1,716,506	646,252	1,057,000	31,914,474	Subtotal Operating Revenues
	-		-	-	-	Defundings
<b>8,144,795</b>	<b>13,496,540</b>	<b>1,716,506</b>	<b>646,252</b>	<b>3,576,492</b>	<b>69,566,490</b>	<b>Gross Resources</b>
-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
-	-	-	-	-	-	Less Interdepartmental Charges
<b>8,144,795</b>	<b>13,496,540</b>	<b>1,716,506</b>	<b>646,252</b>	<b>3,576,492</b>	<b>69,566,490</b>	<b>Net Resources (1)</b>
						<b>APPROPRIATIONS</b>
13,552	185,281	10,073	255,868	-	4,516,612	Salaries and Benefits
3,129	29,528	2,084	2,084	-	1,081,681	Services and Supplies
-	-	-	-	-	-	Housing Assistance Payments
-	-	-	-	-	9,112,553	Emergency Rental Assistance
-	480,501	-	-	-	1,202,501	Debt Service
18,284	67,560	-	-	1,240	142,898	Financial Transactions
-	281,616	1,016,006	376,198	-	6,704,821	Public Services
-	-	-	-	-	-	Pilot and Miscellaneous
14,190	79,793	9,460	9,460	-	1,247,417	Interdepartmental Charges
49,155	1,124,279	1,037,623	643,610	1,240	24,008,483	Subtotal Operating expenditures
8,090,698	12,285,808	676,533	-	-	33,925,768	Capital Projects
<b>8,139,853</b>	<b>13,410,087</b>	<b>1,714,156</b>	<b>643,610</b>	<b>1,240</b>	<b>57,934,251</b>	<b>Gross Appropriations</b>
-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
-	-	-	-	-	-	Less Interdepartmental Charges
<b>8,139,853</b>	<b>13,410,087</b>	<b>1,714,156</b>	<b>643,610</b>	<b>1,240</b>	<b>57,934,251</b>	<b>Net Appropriations (1)</b>
\$ 4,942	\$ 86,453	\$ 2,350	\$ 2,642	\$ 3,575,252	\$ 11,632,239	Estimated Fund Balance-December 31

## 2023 FUND EQUITY OTHER GOVERNMENTAL FUNDS COUNTY SPECIAL REVENUE

	County CDBG	County CDBG RLF	County HOME	County HOME RLF	County Misc Grants	County Housing Trust
<b>Revenues</b>						
<b>1 Estimated Fund Balance - January 1</b>	\$ -	\$ 2,205,670	\$ -	\$ 10,781,916	\$ 8,250,184	\$ 1,723,816
Interest Revenue	\$ -	\$ 37,000	\$ -	\$ 250,800	\$ -	\$ 46,000
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ 313,063	\$ -
Repayment on Loans	\$ -	\$ 30,000	\$ -	\$ 100,000	\$ -	\$ 60,000
Dwelling Rents	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants	\$ 6,026,283	\$ -	\$ 4,139,606	\$ -	\$ 11,416,450	\$ -
Housing Vouchers - Administration	-	-	-	-	-	-
Housing Vouchers - HAP	-	-	-	-	-	-
Emergency Rental Assistance	-	-	-	-	6,503,154	-
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ 3,715,204	\$ 250,000
Interdepartmental Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Transfers	\$ -	\$ -	\$ -	\$ -	\$ (313,063)	\$ -
Total Agency Revenue	6,026,283	67,000	4,139,606	350,800	21,634,808	356,000
<b>1 Defundings</b>						
<b>Gross Resources</b>	<b>6,026,283</b>	<b>2,272,670</b>	<b>4,139,606</b>	<b>11,132,716</b>	<b>29,884,992</b>	<b>2,079,816</b>
Less Interdepartmental Charges	-	-	-	-	-	-
<b>Net Resources</b>	<b>6,026,283</b>	<b>2,272,670</b>	<b>4,139,606</b>	<b>11,132,716</b>	<b>29,884,992</b>	<b>2,079,816</b>
<b>Appropriations</b>						
Salaries and Benefits	724,875	-	404,406	421,326	3,102,989	16,386
Services and Supplies	123,472	-	117,439	88,589	866,341	3,129
1 Housing Assistance Payments	-	-	-	-	-	-
Emergency Rental Assistance	-	-	-	-	6,503,154	-
1 Debt Service	-	-	-	-	-	-
1 Financial Transactions	-	3,960	-	14,375	2,412	1,150
1 Public Services	792,511	-	-	-	213,416	-
Pilot and Miscellaneous	-	-	-	-	-	-
Interdepartmental Charges	462,189	-	278,974	424,514	120,000	14,190
Subtotal Operating expenditures	2,103,047	3,960	800,819	948,804	10,808,312	34,855
1 Capital Projects	3,646,858	-	3,176,971	10,100,297	16,432,814	2,044,961
<b>Gross Appropriations</b>	<b>5,749,905</b>	<b>3,960</b>	<b>3,977,790</b>	<b>11,049,101</b>	<b>27,241,126</b>	<b>2,079,816</b>
Less Interfund Transactions	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-
<b>Net Appropriations (1)</b>	<b>5,749,905</b>	<b>3,960</b>	<b>3,977,790</b>	<b>11,049,101</b>	<b>27,241,126</b>	<b>2,079,816</b>
<b>Estimated Fund Balance-December 31</b>	<b>\$ 276,378</b>	<b>\$ 2,268,710</b>	<b>\$ 161,816</b>	<b>\$ 83,615</b>	<b>\$ 2,643,866</b>	<b>\$ -</b>

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

**2023 FUND EQUITY**  
**OTHER GOVERNMENTAL FUNDS**  
**COUNTY SPECIAL REVENUE CONTINUED**

County Affordable Housing	County Housing Authority Funds	County ESG	County CalHOME	Choice Neighborhoods Initiative Grant	Subtotal	
						<b>RESOURCES</b>
\$ 11,444,013	\$ 1,331,917	\$ -	\$ 3,488,420	\$ -	\$ 39,225,936	Estimated Fund Balance - January 1
\$ -	\$ 85,000	\$ -	\$ 170,000	\$ -	588,800	Interest Revenue
\$ -	\$ -	\$ -	\$ -	\$ -	313,063	Intergovernmental
\$ -	\$ 150,000	\$ -	\$ 600,000	\$ -	940,000	Repayment on Loans
\$ -	\$ -	\$ -	\$ -	\$ -	-	Dwelling Rents
\$ 4,000,000	\$ -	\$ 862,422	\$ -	\$ 119,914	26,564,675	Grants
-	-	-	-	-	-	Housing Vouchers - Administration
-	-	-	-	-	-	Housing Vouchers - HAP
-	-	-	-	-	6,503,154	Emergency Rental Assistance
\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	5,265,204	Miscellaneous
\$ -	\$ -	\$ -	\$ -	\$ -	-	Interdepartmental Charges
-	-	-	-	-	-	
\$ -	\$ -	\$ -	\$ -	\$ -	(313,063)	Net Transfers
5,300,000	235,000	862,422	770,000	119,914	39,861,833	Subtotal Operating Revenues
-	-	-	-	-	-	
-	-	-	-	-	-	Defundings
16,744,013	1,566,917	862,422	4,258,420	119,914	79,087,769	<b>Gross Resources</b>
-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
-	-	-	-	-	-	Less Interdepartmental Charges
16,744,013	1,566,917	862,422	4,258,420	119,914	79,087,769	<b>Net Resources (1)</b>
						<b>APPROPRIATIONS</b>
39,297	-	373,499	-	119,914	5,202,692	Salaries and Benefits
8,864	-	2,609	-	-	1,210,443	Services and Supplies
-	-	-	-	-	-	Housing Assistance Payments
-	-	-	-	-	6,503,154	Emergency Rental Assistance
-	-	-	-	-	-	Debt Service
41,709	1,399	-	2,300	-	67,305	Financial Transactions
-	296,000	468,975	-	-	1,770,902	Public Services
-	-	-	-	-	-	Pilot and Miscellaneous
40,205	-	11,825	-	-	1,351,897	Interdepartmental Charges
130,075	297,399	856,908	2,300	119,914	16,106,393	Subtotal Operating expenditures
-	-	-	-	-	-	
12,609,894	1,269,518	-	-	-	49,281,313	Capital Projects
12,739,969	1,566,917	856,908	2,300	119,914	65,387,706	<b>Gross Appropriations</b>
-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
-	-	-	-	-	-	Less Interdepartmental Charges
12,739,969	1,566,917	856,908	2,300	119,914	65,387,706	<b>Net Appropriations (1)</b>
\$ 4,004,044	\$ -	\$ 5,514	\$ 4,256,120	\$ -	\$ 13,700,063	Estimated Fund Balance-December 31

## 2023 FUND EQUITY

### OTHER GOVERNMENTAL FUNDS

### CITY CAPITAL PROJECTS FUNDS

	City Capital Fund	City Public Housing Homeownership	City Commerce Circle	Subtotal
<b>RESOURCES</b>				
Estimated Fund Balance - January 1	\$ -	\$ 710,227	\$ -	\$ 710,227
Interest Revenue	\$ -	\$ 61,000	\$ 5,000	66,000
Intergovernmental	\$ -	\$ -	\$ -	-
Repayment on Loans	\$ -	\$ 200,000	\$ -	200,000
Dwelling Rents	\$ -	\$ -	\$ -	\$ -
Grants	\$ 4,991,794	\$ -	\$ -	4,991,794
Housing Vouchers - Administration	-	-	-	-
Housing Vouchers - HAP	-	-	-	-
Emergency Rental Assistance	-	-	-	-
Miscellaneous	\$ -	\$ -	\$ -	-
Interdepartmental Charges	\$ -	\$ -	\$ -	-
Net Transfers	\$ (160,520)	\$ -	\$ -	(160,520)
Subtotal Operating Revenues	4,831,274	261,000	5,000	5,097,274
Defundings	-	-	-	-
<b>Gross Resources</b>	<b>4,831,274</b>	<b>971,227</b>	<b>5,000</b>	<b>5,807,501</b>
Less Interfund Transactions	-	-	-	-
Less Interdepartmental Charges	-	-	-	-
Less Interdepartmental Charges	-	-	-	-
<b>Net Resources (1)</b>	<b>4,831,274</b>	<b>971,227</b>	<b>5,000</b>	<b>5,807,501</b>
<b>APPROPRIATIONS</b>				
Salaries and Benefits	321,393	-	-	321,393
Services and Supplies	-	-	-	-
Housing Assistance Payments	-	-	-	-
Emergency Rental Assistance	-	-	-	-
Debt Service	-	-	-	-
Financial Transactions	-	100	-	100
Public Services	-	-	-	-
Pilot and Miscellaneous	-	-	-	-
Interdepartmental Charges	431,012	-	-	431,012
Subtotal Operating expenditures	752,405	100	-	752,505
Capital Projects	4,078,869	-	-	4,078,869
<b>Gross Appropriations</b>	<b>4,831,274</b>	<b>100</b>	<b>-</b>	<b>4,831,374</b>
<b>Net Appropriations (1)</b>	<b>4,831,274</b>	<b>100</b>	<b>-</b>	<b>4,831,374</b>
Estimated Fund Balance-December 31	\$ -	\$ 971,127	\$ 5,000	\$ 976,127

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

**2023 FUND EQUITY**  
**OTHER GOVERNMENTAL FUNDS**  
**CITY CAPITAL PROJECTS FUNDS CONTINUED**  
**AND TOTAL OTHER GOVERNMENTAL FUNDS**

County Capital Fund	County Public Housing Homeownership		Subtotal		Total Other Governmental Funds	
						RESOURCES
\$ -	\$ 857,865		\$ 857,865		\$ 78,446,044	Estimated Fund Balance - January 1
\$ -	\$ 63,000		63,000		3,062,340	Interest Revenue
\$ -	\$ -		-		318,763	Intergovernmental
\$ -	\$ 100,000		100,000		4,086,414	Repayment on Loans
\$ -	\$ -		-		-	Dwelling Rents
\$ 2,663,251	\$ -		2,663,251		46,765,207	Grants
-	-		-		-	Housing Vouchers - Administration
-	-		-		-	Housing Vouchers - HAP
-	-		-		20,000,000	Emergency Rental Assistance
-	-		-		4,494,936	Miscellaneous
\$ -	\$ -		-		-	Interdepartmental Charges
-	-		-		-	
\$ (79,062)	\$ -		(79,062)		893,110	Net Transfers
2,584,189	163,000		2,747,189		79,620,770	Subtotal Operating Revenues
-	-		-		-	Defundings
<b>2,584,189</b>	<b>1,020,865</b>		<b>3,605,054</b>		<b>158,066,814</b>	<b>Gross Resources</b>
-	-		-		-	Less Interfund Transactions
-	-		-		-	Less Interdepartmental Charges
-	-		-		-	Less Interdepartmental Charges
<b>2,584,189</b>	<b>1,020,865</b>		<b>3,605,054</b>		<b>158,066,814</b>	<b>Net Resources (1)</b>
						APPROPRIATIONS
295,937	-		295,937		10,336,634	Salaries and Benefits
-	-		-		2,292,124	Services and Supplies
-	-		-		-	Housing Assistance Payments
-	-		-		15,615,707	Emergency Rental Assistance
-	-		-		1,202,501	Debt Service
-	327		327		210,630	Financial Transactions
-	-		-		8,475,723	Public Services
-	-		-		-	Pilot and Miscellaneous
229,552	-		229,552		3,259,878	Interdepartmental Charges
525,489	327		525,816		41,393,197	Subtotal Operating expenditures
2,058,700	-		2,058,700		89,344,650	Capital Projects
<b>2,584,189</b>	<b>327</b>		<b>2,584,516</b>		<b>130,737,847</b>	<b>Gross Appropriations</b>
<b>2,584,189</b>	<b>327</b>		<b>2,584,516</b>		<b>130,737,847</b>	<b>Net Appropriations (1)</b>
\$ -	\$ 1,020,538		\$ 1,020,538		\$ 27,328,967	Estimated Fund Balance-December 31

## 2023 FUND EQUITY INTERNAL SERVICE FUNDS

		Internal Services
<b>RESOURCES</b>		
1 Estimated Fund Balance - January 1		\$ 4,262,873
Interest Revenue		15,000
Intergovernmental		-
Repayment on Loans		-
Dwelling Rents		-
Grants		-
Housing Vouchers - Administration		-
Housing Vouchers - HAP		-
Emergency Rental Assistance		-
Miscellaneous		141,600
Interdepartmental Charges		10,910,903
		-
		-
Net Transfers		1,278,603
Subtotal Operating Revenues		12,346,106
1 Defundings		-
<b>Gross Resources</b>		<b>16,608,979</b>
Less Interfund Transactions		(498,242)
Less Interdepartmental Charges		(10,412,661)
Less Interdepartmental Charges		(10,910,903)
<b>Net Resources (1)</b>		<b>5,698,076</b>
<b>APPROPRIATIONS</b>		
Salaries and Benefits		9,324,230
Services and Supplies		3,440,388
1 Housing Assistance Payments		-
1 Debt Service		984,180
1 Financial Transactions		-
1 Public Services		-
Pilot and Miscellaneous		-
Interdepartmental Charges		561,294
Subtotal Operating expenditures		14,310,092
1 Capital Projects		-
<b>Gross Appropriations</b>		<b>14,310,092</b>
Less Interfund Transactions		(498,242)
Less Interdepartmental Charges		(10,412,661)
Less Interdepartmental Charges		(10,910,903)
<b>Net Appropriations (1)</b>		<b>3,399,189</b>
Estimated Fund Balance-December 31		\$ 2,298,887

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

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



## HISTORICAL RESOURCE SUMMARY BY FUND

Description	2020 Budget	2021 Budget	2022 Estimated	2023 Budget
<b>Housing</b>				
City Public Housing	\$ 21,204,964	\$ 19,668,505	\$ 27,214,522	\$ 23,586,274
City Local Housing	5,706,505	3,228,623	41,072,949	19,126,829
City Misc Housing	15,318,978	6,679,392	16,145,674	9,618,154
City Component Units	945,244	864,000	1,048,000	1,016,519
County Public Housing	9,352,367	5,662,874	12,344,450	10,612,960
County Local Housing	99,300	508,008	73,479,880	1,828,844
County Misc Housing	15,276,096	7,027,888	20,655,762	17,644,592
County Housing Choice Vouchers	119,844,479	141,449,334	148,130,484	165,959,043
County Shelter Plus Care	4,815,956	4,961,000	6,587,198	7,010,032
Transfers In				256,403,247
<b>Sub total Enterprise</b>	<b>192,563,889</b>	<b>190,049,624</b>	<b>346,678,919</b>	<b>256,403,247</b>
<b>Other Governmental</b>				
City CDBG	7,393,456	8,466,859	9,163,116	4,519,221
City CDBG - RLF	1,295,420	305,519	1,207,802	2,043,828
City CDBG-NSP 1	-	-	-	-
City CDBG-NSP 3	-	-	-	-
City HOME	2,995,779	2,517,795	11,725,315	2,946,312
City HOME - RLF	1,838,130	5,412,574	6,164,567	2,569,059
City Misc Grants	26,112,895	36,578,704	18,805,460	23,212,117
City Housing Trust	2,776,565	2,371,273	9,251,766	6,695,368
City Affordable Housing	1,569,637	1,042,000	8,327,059	8,144,795
City Housing Authority	2,575,715	431,279	4,521,824	13,496,540
City HOPWA	2,083,277	218,082	2,447,191	1,716,506
City ESG	1,589,906	11,659,812	525,679	646,252
City CalHOME	660,186	539,756	2,403,619	3,576,492
County Choice Neighborhoods Initiative	7,557,722	4,000,000	11,847,385	119,914
County CDBG	6,211,448	10,141,390	10,683,068	6,026,283
County CDBG - RLF	791,622	111,781	2,112,726	2,272,670
County CDBG-NSP 1	-	-	-	-
County CDBG-NSP 3	-	-	-	-
County HOME	1,652,249	3,296,441	15,247,371	4,139,606
County HOME - RLF	1,183,271	12,356,555	17,383,151	11,132,716
County Misc Grants	2,434,051	84,034,914	56,833,726	29,884,992
County Housing Trust	1,114,322	731,409	1,636,177	2,079,816
County Affordable Housing	2,891,042	1,800,900	7,490,595	16,744,013
County Housing Authority	316,004	440,237	888,980	1,566,917
County ESG	2,104,015	2,935,322	616,884	862,422
County CalHOME	552,070	740,201	1,158,359	4,258,420
City Capital Fund	6,409,345	4,104,873	10,233,651	4,831,274
City Public Housing Homeownership	24,317	99,324	352,598	971,227
City Section 32	-	-	-	-
City Purchase and Resale Entity (PRE)	972,211	-	2,214,683	-
City Commerce Circle	7,231	-	3,540	5,000
County Capital Fund	1,247,989	2,186,206	4,285,443	2,584,189
County Public Housing Homeownership	57,410	76,340	627,146	1,020,865
County Section 32	-	-	-	-
County Purchase and Resale Entity (PRE)	1,624,089	-	-	-
Transfers In	-	-	-	-
<b>Sub total Other Governmental</b>	<b>88,041,374</b>	<b>196,599,546</b>	<b>218,158,881</b>	<b>158,066,814</b>

## HISTORICAL RESOURCE SUMMARY BY FUND *CONTINUED*

<b>Internal Services</b>					
Internal Support					
Equipment Replacement					
Payroll					
Insurance					
Headquarters-801 12th Street					
Transfers In					
<b>Sub total Internal Services</b>	<b>12,220,780</b>	<b>12,255,371</b>	<b>21,916,129</b>		<b>16,608,979</b>
<b>Gross Total (1)</b>	<b>\$ 292,826,043</b>	<b>\$ 398,904,541</b>	<b>\$ 586,753,929</b>		<b>\$ 431,079,040</b>
Less Net Transfers					
Less Interdepartmental Charges	(17,837,376)	(15,837,376)	(22,448,601)		(18,938,830)
<b>Net Total (2)</b>	<b>\$ 274,988,667</b>	<b>\$ 264,581,555</b>	<b>\$ 564,305,328</b>		<b>\$ 412,140,210</b>

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

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

## HISTORICAL APPROPRIATIONS SUMMARY BY FUND

Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Housing</b>				
City Public Housing	\$ 10,095,056	\$ 10,424,028	\$ 11,345,692	\$ 10,733,031
City Local Housing	2,370,350	2,505,043	24,590,729	10,364,063
City Misc Housing	11,043,468	10,596,893	8,771,120	4,487,177
City Component Units	711,912	628,869	-	456,507
County Public Housing	4,898,679	4,787,218	6,096,162	5,247,863
County Local Housing	99,300	99,300	48,959,581	1,828,844
County Misc Housing	7,280,448	7,644,991	9,766,984	4,040,063
County Housing Choice Vouchers	115,629,458	117,274,829	140,319,232	165,018,634
County Shelter Plus Care	4,814,981	4,826,580	6,587,198	6,872,680
<b>Sub total Enterprise</b>	<b>156,943,652</b>	<b>158,787,751</b>	<b>256,436,698</b>	<b>209,048,862</b>
<b>Other Governmental</b>				
City CDBG	6,228,627	6,280,747	3,927,363	4,460,220
City CDBG - RLF		313,686	2,058	2,058
City CDBG-NSP 1	-	-	-	-
City CDBG-NSP 3	214	214	-	-
City HOME	2,442,993	2,453,007	11,725,315	2,784,496
City HOME- RLF	748,244	886,286	6,164,567	2,569,059
City Misc Grants	5,871,101	5,419,230	3,953,502	17,740,350
City Housing Trust	6,186,129	6,194,733	9,201,862	6,469,122
City Affordable Housing	2,458,717	2,461,103	6,317,957	8,139,853
City Housing Authority	2,704,696	2,697,622	4,521,824	13,410,087
City HOPWA	2,150,521	2,150,543	513,471	1,714,156
City ESG	408,235	470,304	525,679	643,610
City CalHOME	1,240	1,240	1,240	1,240
County Choice Neighborhoods Initiative	319,626	397,403	11,847,385	119,914
County CDBG	6,972,864	6,980,466	10,683,068	5,749,805
County CDBG - RLF	-	-	3,960	3,960
County CDBG-NSP 1	-	-	-	-
County CDBG NSP 3	23	23	-	-
County HOME	2,992,126	2,992,854	799,838	3,977,790
County HOME - RLF	10,080,594	9,851,882	4,305,943	11,049,101
County Misc Grants	216,528	216,528	8,385,521	27,241,126
County Housing Trust	279,094	275,287	1,636,177	2,079,816
County Affordable Housing	3,906,598	3,914,583	6,472,235	12,739,969
County Housing Authority	735,263	732,755	322,187	1,566,917
County ESG	484,611	543,780	616,884	856,908
County CalHOME	2,300	2,300	2,300	2,300
City Capital Fund	2,058,948	2,091,529	1,924,425	4,831,374
City Public Housing Homeownership	-	-	-	100
City Section 32	-	-	-	-
City Purchase and Resale Entity (PRE)	284,114	308,001	-	-
City Commerce Circle	1,046	1,046	1,046	-
County Capital Fund	1,271,956	1,303,285	1,608,145	2,584,189
County Public Housing Homeownership	-	-	-	327
County Section 32	-	-	-	-
County Purchase and Resale Entity (PRE)	-	-	-	-
Transfers In	-	-	96,608,072	-
<b>Sub total Other Governmental</b>	<b>59,110,399</b>	<b>58,940,437</b>	<b>95,463,952</b>	<b>130,737,847</b>

## HISTORICAL APPROPRIATIONS SUMMARY BY FUND *CONTINUED*

<b>Internal Services</b>					
Internal Support					
Equipment Replacement			(20,583,124)		(20,583,124)
Payroll					
Insurance			351,133,821		351,133,821
Headquarters-801 12th Street			1,863,949		1,863,949
Transfers In			-		-
<b>Sub total Internal Services</b>	<b>13,744,464</b>	<b>13,391,779</b>	<b>17,672,175</b>		<b>14,310,092</b>
<b>Gross Total (1)</b>	<b>\$ 229,798,515</b>	<b>\$ 231,119,967</b>	<b>\$ 369,572,825</b>		<b>\$ 354,096,801</b>
Less Interdepartmental Charges	(17,837,376)	(17,837,376)	(20,583,124)		(18,938,830)
<b>Net Total (2)</b>	<b>\$ 211,961,139</b>	<b>\$ 213,282,591</b>	<b>\$ 348,989,701</b>		<b>\$ 335,157,971</b>

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

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

## BUDGET TO ACTUAL RESOURCE SUMMARIES BY FUND

Description	2020 Budget	2020 Actuals	2021 Budget	2021 Actuals	2022 Estimated	2023 Budget
<b>Enterprise</b>						
City Public Housing	\$ 21,204,964	\$ 18,583,246	\$ 19,668,505	\$ 15,823,646	\$ 27,214,522	\$ 23,586,274
City Local Housing	5,706,505	4,198,141	3,228,623	33,947,929	41,072,949	19,126,829
City Misc Housing	15,318,978	10,058,173	6,679,392	13,723,546	16,145,674	9,618,154
City Component Units	945,244	839,886	864,000	2,986,495	1,048,000	1,016,519
County Public Housing	9,352,367	8,316,004	5,662,874	7,357,776	12,344,450	10,612,960
County Local Housing	99,300	349,188	508,008	496,560	73,479,880	1,828,844
County Misc Housing	15,276,096	7,437,000	7,027,888	8,776,918	20,655,762	17,644,592
County Housing Choice Vouchers	119,844,479	127,559,504	141,449,334	145,449,290	148,130,484	165,959,043
County Shelter Plus Care	4,815,956	4,815,635	4,961,000	5,002,643	6,587,198	7,010,032
<b>Sub total Enterprise</b>	<b>192,563,889</b>	<b>182,156,777</b>	<b>190,049,624</b>	<b>233,564,804</b>	<b>346,678,919</b>	<b>256,403,247</b>
<b>Other Governmental</b>						
City CDBG	6,228,627	7,393,456	8,466,859	8,986,903	9,163,116	4,519,221
City CDBG - RLF	789,655	1,295,420	305,519	640,020	1,207,802	2,043,828
City CDBG-NSP 1	-	-	-	-	-	-
City CDBG-NSP 3	231,587	-	-	-	-	-
City HOME	2,442,993	2,995,779	2,517,795	-	11,725,315	2,946,312
City HOME- RLF	748,244	1,838,130	5,412,574	5,627,642	6,164,567	2,569,059
City Misc Grants	7,103,109	26,112,895	36,578,704	49,383,776	18,805,460	23,212,117
City Housing Trust	6,186,129	2,776,565	2,371,273	2,698,341	9,251,766	6,695,368
City Affordable Housing	2,458,717	1,569,637	1,042,000	646,170	8,327,059	8,144,795
City Housing Authority	2,704,696	2,575,715	431,279	678,571	4,521,824	13,496,540
City HOPWA	2,150,521	2,083,277	218,082	1,535,142	2,447,191	1,716,506
City ESG	408,235	1,589,906	11,659,812	1,709,381	525,679	646,252
City CalHOME	975,570	660,186	539,756	1,167,805	2,403,619	3,576,492
County Choice Neighborhoods Initiative	319,626	7,557,722	4,000,000	6,440,066	11,847,385	119,914
County CDBG	6,979,299	6,211,448	10,141,390	6,483,408	10,683,068	6,026,283
County CDBG - RLF	918,886	791,622	111,781	313,368	2,112,726	2,272,670
County CDBG-NSP 1	-	-	-	-	-	-
County CDBG-NSP 3	428,292	-	-	-	-	-
County HOME	2,992,126	1,652,249	3,296,441	-	15,247,371	4,139,606
County HOME - RLF	10,163,039	1,183,271	12,356,555	13,501,629	17,383,151	11,132,716
County Misc Grants	1,207,629	2,434,051	84,034,914	67,643,006	56,833,726	29,884,992
County Housing Trust	279,094	1,114,322	731,409	371,945	1,636,177	2,079,816
County Affordable Housing	3,906,598	2,891,042	1,800,900	4,579,750	7,490,595	16,744,013
County Housing Authority	753,263	316,004	440,237	314,473	888,980	1,566,917
County ESG	484,611	2,104,015	2,935,322	4,589,436	616,884	862,422
County CalHOME	893,855	552,070	740,201	798,662	1,158,359	4,258,420
City Capital Fund	4,894,985	6,409,345	4,104,873	2,827,729	10,233,651	4,831,274
City Public Housing Homeownership	58,194	24,317	99,324	84,472	352,598	971,227
City Section 32	-	-	-	-	-	-
City Purchase and Resale Entity (PRE)	284,114	972,211	-	2,497,510	2,214,683	-
City Commerce Circle	73,328	7,231	-	3,002	3,540	5,000
County Capital Fund	2,452,667	1,247,989	2,186,206	597,378	4,285,443	2,584,189
County Public Housing Homeownership	216,060	57,410	76,340	63,754	627,146	1,020,865
County Section 32	-	-	-	-	-	-
County Purchase and Resale Entity (PRE)	272,241	1,624,089	-	-	-	-
<b>Sub total Other Governmental</b>	<b>70,005,990</b>	<b>88,041,374</b>	<b>196,599,546</b>	<b>184,183,342</b>	<b>218,158,881</b>	<b>158,066,814</b>
<b>Internal Services</b>						
<b>Sub total Internal Services</b>	<b>16,876,092</b>	<b>12,220,780</b>	<b>12,255,371</b>	<b>10,569,628</b>	<b>21,916,129</b>	<b>16,608,979</b>
<b>Gross Total (1)</b>	<b>\$ 279,445,971</b>	<b>\$ 282,418,931</b>	<b>\$ 398,904,541</b>	<b>\$ 428,317,774</b>	<b>\$ 586,753,929</b>	<b>\$ 431,079,040</b>
Less Interdepartmental Charges	(17,837,376)	(16,629,594)	(15,837,376)	(15,837,376)	(22,448,601)	(18,938,830)
<b>Net Total (2)</b>	<b>\$ 261,608,595</b>	<b>\$ 265,789,337</b>	<b>\$ 383,067,165</b>	<b>\$ 412,480,398</b>	<b>\$ 564,305,328</b>	<b>\$ 412,140,210</b>

**Note 1:** Resources available in any given fund include the estimated revenue to be received in that fund for the current year

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

## BUDGET TO ACTUAL APPROPRIATION SUMMARIES BY FUND

Description	2020 Budget	2020 Actuals	2021 Budget	2021 Actuals	2022 Estimated	2023 Budget
<b>Enterprise</b>						
City Public Housing	\$ 10,095,056	\$ 15,349,376	\$ 11,270,716	\$ 34,721,803	\$ 11,345,692	\$ 10,733,031
City Local Housing	2,370,350	3,047,930	1,322,149	3,558,702	24,590,729	10,364,063
City Misc Housing	11,043,468	6,059,802	4,533,256	6,727,349	8,771,120	4,487,177
City Component Units	711,912	1,327,723	802,419	2,474,747	-	456,507
County Public Housing	4,898,679	9,121,297	5,784,918	7,512,919	6,096,162	5,247,863
County Local Housing	99,300	138,576	145,786	874,189	48,959,581	1,828,844
County Misc Housing	7,280,448	6,229,808	5,550,493	7,595,419	9,766,984	4,040,063
County Housing Choice Vouchers	115,629,458	127,556,492	128,048,194	145,574,718	140,319,232	165,018,634
County Shelter Plus Care	4,814,981	4,814,363	4,918,364	18,469,409	6,587,198	6,872,680
<b>Sub total Enterprise</b>	<b>156,943,652</b>	<b>173,645,367</b>	<b>173,645,367</b>	<b>227,509,257</b>	<b>256,436,698</b>	<b>209,048,862</b>
<b>Other Governmental</b>						
City CDBG	6,228,627	7,393,455	7,954,132	8,986,903	3,927,363	4,460,220
City CDBG - RLF	-	1,514,150	2,990	26,855	2,058	2,058
City CDBG-NSP 1	-	-	-	-	-	-
City CDBG-NSP 3	214	11,381	-	-	-	-
City HOME	2,442,993	2,995,780	3,295,358	563,844	11,725,315	2,784,496
City HOME- RLF	748,244	1,494,316	1,643,748	316,404	6,164,567	2,569,059
City Misc Grants	5,871,101	26,074,651	22,862,116	43,714,568	3,953,502	17,740,350
City Housing Trust	6,186,129	2,224,065	2,446,472	5,806,959	9,201,862	6,469,122
City Affordable Housing	2,458,717	3,119,592	3,431,551	602,114	6,317,957	8,139,853
City Housing Authority	2,704,696	5,650,840	6,215,924	2,214,236	4,521,824	13,410,087
City HOPWA	2,150,521	2,083,277	2,291,605	1,765,118	513,471	1,714,156
City ESG	408,235	1,589,906	1,748,897	1,709,381	525,679	643,610
City CalHOME	1,240	887,537	976,291	389,387	1,240	1,240
County Choice Neighborhoods Initiative	319,626	7,557,722	8,313,494	6,440,066	11,847,385	119,914
County CDBG	6,972,864	6,211,448	6,832,593	6,483,408	10,683,068	5,749,805
County CDBG - RLF	-	637,570	701,327	31,062	3,960	3,960
County CDBG-NSP 1	-	10,769	11,846	21,134	-	-
County CDBG NSP 3	23	143,707	158,078	143,697	-	-
County HOME	2,992,126	1,652,249	1,817,474	389,718	799,838	3,977,790
County HOME - RLF	10,080,594	1,611,283	1,772,411	5,899,272	4,305,943	11,049,101
County Misc Grants	216,528	2,412,680	2,653,948	53,390,904	8,385,521	27,241,126
County Housing Trust	279,094	69,515	76,467	75,336	1,636,177	2,079,816
County Affordable Housing	3,906,598	183,989	202,388	1,104,414	6,472,235	12,739,969
County Housing Authority	735,263	341,474	375,621	338,030	322,187	1,566,917
County ESG	484,611	2,104,015	2,314,417	4,623,938	616,884	856,908
County CalHOME	2,300	91,583	100,741	7,203	2,300	2,300
City Capital Fund	2,058,948	5,262,433	5,788,676	2,724,673	1,924,425	4,831,374
City Public Housing Homeownership	-	377	415	540	-	100
City Section 32	-	-	-	-	-	-
City Purchase and Resale Entity (PRE)	284,114	1,837,333	2,021,066	2,022,403	-	-
City Commerce Circle	1,046	111,981	123,179	130,703	1,046	-
County Capital Fund	1,271,956	1,030,686	1,133,755	597,378	1,608,145	2,584,189
County Public Housing Homeownership	-	1,403	1,543	1,226	-	327
County Section 32	-	-	-	-	-	-
County Purchase and Resale Entity (PRE)	-	1,485,294	1,633,823	-	-	-
<b>Sub total Other Governmental</b>	<b>59,110,399</b>	<b>87,796,461</b>	<b>88,902,346</b>	<b>150,520,871</b>	<b>95,463,952</b>	<b>130,737,847</b>
<b>Internal Services</b>						
<b>Sub total Internal Services</b>	<b>13,744,464</b>	<b>14,532,782</b>	<b>13,069,711</b>	<b>12,563,312</b>	<b>17,672,175</b>	<b>14,310,092</b>
<b>Gross Total (1)</b>	<b>\$ 229,798,515</b>	<b>\$ 275,974,610</b>	<b>\$ 275,617,424</b>	<b>\$ 390,593,440</b>	<b>\$ 369,572,825</b>	<b>\$ 354,096,801</b>
Less Interdepartmental Charges	(17,837,376)	(16,629,594)	(1,765,497)	(15,837,376)	(20,583,124)	(18,938,830)
<b>Net Total (2)</b>	<b>\$ 211,961,139</b>	<b>\$ 259,345,016</b>	<b>\$ 273,851,927</b>	<b>\$ 374,756,064</b>	<b>\$ 348,989,701</b>	<b>\$ 335,157,971</b>

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

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



**ADMINISTRATIVE  
SUPPORT**



# ADMINISTRATIVE SUPPORT

## AGENCY CLERK

### DEPARTMENT SUMMARY

The **Agency Clerk's Department** works across the organization to ensure that all Agency projects, programs, policies, and budget items receive all necessary governing board approvals through the staff report process. The department ensures 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.

### APPROPRIATIONS SUMMARY

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2019	2020	2021	2022	2023
Salaries and Benefits	\$ 313,016	\$ 316,681	\$ 342,903	\$ 342,903	\$ 250,174
Services and Supplies	171,790	108,091	108,091	108,091	111,995
<b>Total</b>	<b>\$ 484,806</b>	<b>\$ 424,772</b>	<b>\$ 450,994</b>	<b>\$ 450,994</b>	<b>\$ 362,169</b>

### ACTIVITIES DETAIL

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

- Archivist for official Agency records, resolutions, ordinances, and staff reports as approved by the Agency's Commission, 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 the Agency's records retention schedule.



## 2023 GOALS AND OBJECTIVES

- Create public records request procedure manual.
- Implement public records request training.
- Implement records retention training.
- Implement Agenda Management Software.

## 2022 ACCOMPLISHMENTS

- Implemented Public Records Request software.
- Created a Commissioner onboarding process featuring a video.
- Created Commissioner onboarding page in NeoGov
- Updated Conflict of Interest policy.
- Onboarded two new Commissioners.
- Updated the Commission website.
- Created a virtual Commission tour.
- Updated Conflict of Interest Code.

## KEY INDICATORS

<b>Output</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
# of public records requests responded to	67	64	legal dept.	20 from May to Dec	50
# of staff reports reviewed and processed	86	95	104	50	50
# of SHRC agenda related documents posted on the website	103	121	80	105	100
# of Form 700 - Statement of Economic Interest processed (e-file application)	221	294	200	300	200
# of staff trained on public speaking/success at the podium	15	pandemic	pandemic	pandemic	200

<b>Effectiveness</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
% of reports submitted to the Clerk's office on time for final review per required staff report review guidelines	75%	75%	90%	100%	100%
% of SHRC agenda related documents posted on the website on time	100%	100%	100%	100%	100%
% of Form 700 - Statement of Economic Interest forms processed within required time period	100%	100%	100%	100%	100%

# 6

## ADMINISTRATIVE SUPPORT EXECUTIVE DIRECTOR

### DEPARTMENT SUMMARY

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

### APPROPRIATIONS SUMMARY

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2019	2020	2021	2022	2023
Salaries and Benefits	\$ 714,977	\$ 663,556	\$ 861,664	\$ 1,377,621	\$ 1,774,192
Services and Supplies	885,920	735,319	735,319	806,320	909,647
<b>Total</b>	<b>\$ 1,600,897</b>	<b>\$ 1,398,875</b>	<b>\$ 1,596,983</b>	<b>\$ 2,183,941</b>	<b>\$ 2,683,839</b>

### 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.

## 2023 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 implementation of homeless initiatives to house the homeless in the City and County utilizing various local, state, and federal funding, and Public Housing Authority resources such as turn-over vouchers and public housing units.
- Continue working at the federal and state levels to support initiatives for maintaining funding for community development and affordable housing programs.
- Continue to work with local and national affordable housing organizations to seek legislative support for a sustainable source of funds for affordable housing.
- Continue committing staff resources to position the Agency for federal, state, and local funding opportunities to revitalize and redevelop public housing communities, and help residents achieve self-reliance.
- Continue to navigate the challenging economy through fiscal vigilance, careful planning and conservative budgeting; and continuous evaluation of Agency programs to help ensure cost efficiency.
- 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 communications and timely responses to inquiries and request 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 and engage 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.

## 2022 ACCOMPLISHMENTS

- Continued implementing a strategic response to the COVID-19 pandemic to provide and maintain a safe work environment for all Agency employees and housing residents while continuing to effectively deliver on Agency programs, projects and services.
- Administered over \$100 million in federal and state funding through a City/County partnership program to provide emergency rental assistance to more than 12,000 renters struggling to pay rent and utilities due to the COVID-19 pandemic.
- Continued administering three homeless shelters, including a facility serving up to 100 adults living unhoused in the Broadway/Alhambra corridor; a facility in North Sacramento serving up to 24 transitional age youth aged 18-24, and a homeless shelter serving up to 100 unhoused chronically homeless women in the South Sacramento area.
- Provided virtual training and professional development courses for staff to learn and improve skills necessary for successful job performance and career development.
- 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.

- Delivered virtual meetings all staff to communicate the direction and goals of the organization, and the accomplishments achieved by all departments.
- Received an average of five calls per day to residents inquiring about affordable housing opportunities and rental assistance programs.
- Received more than 600 inquiries to the Agency Ombudsman Program from housing assistance program residents and community members

## KEY INDICATORS

<b>Output</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
# of postings on Facebook	42	112	57	100	150
# of postings on Twitter	29	93	53	50	100
# of postings on YouTube	4	11	0	23	30
# of Ombudsman inquiry inquiries	169	224	400	850	750
# of news releases posted to the website	16	22	12	20	25
# of E-Newsletters distributed to stakeholders	6	9	12	16	24
# of strategic media opportunities completed	2	3	5	5	5
# of events or programs attracting media attention	2	3	10	10	10
# of Changing Lives success story videos produced	1	0	3	12	12
# of State Legislative bills tracked	N/A	N/A	75	70	70

<b>Effectiveness</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
Increase in # of Likes on Facebook	2,367	2,869	Unavailable	9,800	10,000
Increase in # of Followers on Twitter	Unavailable	Unavailable	Unavailable	2,359	2,500
Increase in # of Subscribers on YouTube	Unavailable	Unavailable	526	1,180	1,300



# ADMINISTRATIVE SUPPORT FINANCE

## DEPARTMENT SUMMARY

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

## APPROPRIATIONS SUMMARY

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2019	2020	2021	2022	2023
Salaries and Benefits	\$ 1,388,914	\$ 1,536,079	\$ 1,628,371	\$ 2,008,497	\$ 1,931,784
Services and Supplies	172,975	\$ 169,658	\$ 169,658	\$ 179,655	\$ 146,391
<b>Total</b>	<b>\$ 1,561,889</b>	<b>\$ 1,705,737</b>	<b>\$ 1,798,029</b>	<b>\$ 2,188,152</b>	<b>\$ 2,078,175</b>

## ACTIVITIES DETAIL

### Accounting and Financial Services

In addition to performing the daily functions of payroll, accounts payable, cash management and general ledger accounting, department staff perform specialized reporting services on behalf of the Housing Authority. Examples of 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 Annual Comprehensive Financial Reports.

### Budget

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

### Non-Profits

- Manage monthly financial reporting and management of Non-Profit entities including:
  - Accounts Payable, Accounts Receivable, Monthly Financials for investors.
- Manage year-end audits and completion of financial statements

## 2023 GOALS AND OBJECTIVES

- Continue to produce an adopted Annual Budget that meets the Excellence award standards of the CSMFO.
- Continue to produce an Annual Comprehensive Financial Report (ACFR) that meets the award standards of the Government Finance Officers Association (GFOA).
- Streamline accounting processes and procedures to enable faster reporting for investors and partnerships for non-profits.

## 2022 ACCOMPLISHMENTS

- Continued to Receive the Government Finance Officers Award for Excellence in Financial Reporting.
- Received an unmodified audit opinion on the 2020/2021 Annual Comprehensive Financial Report (ACFR).
- Submitted the budget document to receive the Excellence Award in budgeting from CSMFO.
- Submitted the 2020/2021 Annual Comprehensive Financial Report (ACFR) to the Government Finance Officers Association for consideration for the Excellence in Financial Reporting Award.

## KEY INDICATORS

<b>Output</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
# of Accounts Payable (A/P) Checks Processed	6,700	7,400	6,500	6,600	6,600
# of Electronic Fund Transfers (EFT) Processed	47,471	46,836	38,812	39,000	39,200
# of 1099 Misc. Forms Prepared	5,400	5,500	5,500	5,500	5,600
# of Payrolls completed on time	26	26	26	26	26
# of Applications submitted to the CSMFO Budget Award Program	1	1	1	1	1
# of Applications submitted to the GFOA Financial Reporting Award Program	1	1	1	1	1
Prepare an easy-to-read, briefer version of annual budget (Budget-In-Brief)	1	1	1	1	1

<b>Effectiveness</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
# of Budget Awards received from CSMFO	1	1	1	1	1
# of Certificates of Achievements for Excellence in Financial Reporting received from GFOA	1	1	1	1	1
Obtain an Unmodified Audit Opinion on Comprehensive Annual Financial Report (CAFR)	1	1	1	1	1

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## 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.

### APPROPRIATIONS SUMMARY

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2019	2020	2021	2022	2023
Services and Supplies	\$ 75,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
<b>Total</b>	<b>\$ 75,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>

### 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

### 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, training and development, health and safety and employee wellness.

### APPROPRIATIONS SUMMARY

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2019	2020	2021	2022	2023
Salaries and Benefits	\$ 790,206	\$ 893,381	\$ 851,775	\$ 1,207,343	\$ 1,219,632
Services and Supplies	958,316	686,888	686,888	789,692	665,692
<b>Total</b>	<b>\$ 1,748,522</b>	<b>\$ 1,580,269</b>	<b>\$ 1,538,663</b>	<b>\$ 1,997,035</b>	<b>\$ 1,885,324</b>

### 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 SHRA (Employee Association), and/or American Federation of State, County & Municipal Employees (AFSCME).

### **Training and Development**

Research, develop and improve delivery of training programs for employees and leaders

### **Employee Performance Appraisal System**

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

### **New Employee Onboarding**

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

### **Safety and Wellness Programs**

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

### **Worker's Compensation Program**

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

### **Health and Welfare Insurance Programs**

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

### **Temporary Services Contracts**

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

## 2023 GOALS AND OBJECTIVES

- Complete the creation and updates to all Standard Operating Procedures for all Administration Departments.
- Launch a 365 Onboarding Program for New Hires and New Managers
- Convert 100% of all retirees to the retiree payment portal
- Complete a leadership assessment of all key executives and managers
- Launch a formal Succession Program for Key positions
- Update policies and procedures
- Update and implement revised Personnel Rules and Employer Employee Relations Policy
- Completed formal negotiations with bargaining units on expiring labor contracts
- Development and implement at Employee Engagement Survey action plan
- Lead the development of an employment equity program which will be implemented over the next 3 to 5 years.
- Implementation of a Hiring Manager Certification program to support bias-free hiring as well as an increased focus on diversity and inclusion.

## 2022 ACCOMPLISHMENTS

- Launched a temporary telework program and deployed 220 teleworking employees
- Launched an aggressive Agency response and health and safety strategies in response to the 2020-2021 global COVID-19 pandemic
- Completed Standard Operating Procedures for all HR staff
- Negotiated 2-year contract with AFSCME/SHRA-EA
- Launched integrated online testing for recruitment

- Launched online Learning Management System (LMS). In 2020, a total of 1,435 online courses were completed
- Completed a compensation market study for unrepresented positions
- Coordinated and delivered 3 employee orientations online
- Coordinated and delivered a successful online open enrollment process
- Launched employee engagement survey which yielded an 78% response rate with an overall 82% positive employee engagement level
- Completed Diversity Training for Executive team
- Started Action Planning in response to engagement survey
- Launched new digital display board (NetPresenter)
- Conducted Safety Drills for HCV
- Conducted Safety inspections of all property management sites
- Designed and Launched new customer/contact center project plan for HCV
- Launched new Supervisor/Manager Training Academy
- Launched new online staff training
- Launched new customer service training for contact center
- Completed a return to work and -re-entry planning
- Managed the COVID-19 response plan
- Hired 102 staff for the SERA1/SERA2 Program
- Hired 92 new FTE staff
- Launched a new Emerging Leaders Program
- Maintained a 3.14% turnover during the pandemic (2020-2021)
- Designed and Launched a new Contact Center Organization for HCV



## KEY INDICATORS

Output	FY 19 actuals	FY 20 actuals	FY 21 actuals	FY 22 projected	FY 23
# of annual employee performance appraisals administered timely	205	220	200	265	265
# of completed probationary plans	33	50	25	60	60
# of recruitments conducted	29	40	45	40	65
# of Payrolls completed on time	26	26	26	26	265
# of new employees hired	33	14	22	25	60
# of Supervisor trainings provided /# of participants	8	8	8	24 trainings; approx. 10 attendees per course	50
# of Participants in Agency's Weight Watchers wellness program	45	60	85	101	150
# of employees promoted	7	39	40	18	20
# of temps hired	N/A	76	125	125	50
# of Emerging Leaders Hired	N/A	4	4	4	0
# of FTE's from Temp-to-Hire	N/A	84.60%	85%	85%	25%
% of hires that were Section 3	N/A	73.60%	85%	85%	85%

Effectiveness	FY 19 actuals	FY 20 actuals	FY 21 actuals	FY 22 projected	FY 23
% of annual employee performance appraisals administered timely	99%	99%	90%	99%	95%
% of completed probationary plans	100%	100%	100%	100%	100%
# of lost work days due to work related injury or illness	19	0	0	0	0
% of time to hire for FTE positions	N/A	N/A	N/A	52% faster hiring	75% faster hiring

<b>Efficiency</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
Online open enrollment (hours of HR prep time)	55	27	25	25	25
Time to complete new hire paperwork (hours spent by HR )	0.5	0.5	0.5	0.5	0.5

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## ADMINISTRATIVE SUPPORT INFORMATION TECHNOLOGY

### DEPARTMENT SUMMARY

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

### APPROPRIATIONS SUMMARY

	Budget		Budget		Budget		Budget		Budget
Type of Expense	2019		2020		2021		2022		2023
Salaries and Benefits	1,464,302		\$ 1,609,369		\$ 1,726,593		\$ 2,112,135		\$ 2,387,300
Services and Supplies	1,013,471		1,032,232		1,032,232		1,190,232		1,225,232
<b>Total</b>	<b>\$ 2,477,773</b>		<b>\$ 2,641,601</b>		<b>\$ 2,758,825</b>		<b>\$ 3,302,367</b>		<b>\$ 3,612,532</b>

### ACTIVITIES DETAIL

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

## 2023 GOALS AND OBJECTIVES

- Upgrade/replace current NetApp disk sub-system. This is the Agency wide used storage system for all documents. Mission critical. Current NetApp is end of life.
- Wan aggregation - secondary internet circuit to backup primary for remote locations.
- VMware 7.0 upgrade - server monitoring and access software
- Domain controller upgrade - yellow pages for the SHRA network
- Core Router upgrade - Agency network access hardware
- Site network refresh - 16 locations
- Cloud Disaster recovery rebuild
- DMZ server replacement - data access security
- Procurement Portal
- Waitlist Phase II
- Continual adds to PH/CNV Portal
- Create digital WMS app with auto routing
- Create SHRA MyChart application/dashboard - total/comprehensive overview of a tenant's status within SHRA (rent, repair requests, recerts, caseworker communications, inspections)

## 2022 ACCOMPLISHMENTS

- Completed 4800+ internal requests for IT services. These requests varied from desktop support to complex projects across all Agency business units. (La Shelle chosen KPI)
- ShoreTel Phone Migration to the Cloud - 400+ extensions

- Setup, configuration and execution of personnel moves to Elks Tower (60-70 people)
- Developed and implemented Cybersecurity plan in the event the Agency was to be hit by ransomware
- Fostered a culture that recognizes its employees for their contributions to the Agency.
- Email migration to cloud: Exchange migration to O365
- Upgraded server operating systems from 2008 to 2019 for long term support

## KEY INDICATORS

<b>Output</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
# of work orders opened	3489	3678	4000	4500	5220
# of helpdesk phone calls received	1528	1621	1820	2000	2650
# of data backups performed	260	260	260	260	260

<b>Effectiveness</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
# of work orders closed	3480	3590	3975	4450	5180
# of helpdesk phone calls responded to within 1 business day	989	1003	1085	1400	1680
# of data backups validated	260	260	260	260	260

<b>Efficiency</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
# of work orders closed in 24 hours	1623	1786	1950	2150	2880



# ADMINISTRATIVE SUPPORT LEGAL

## 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.

## APPROPRIATIONS SUMMARY

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2019	2020	2021	2022	2023
Salaries and Benefits	\$ 842,867	\$ 667,340	\$ 908,041	\$ 1,095,935	\$ 1,265,425
Services and Supplies	299,378	269,469	269,469	289,472	325,772
<b>Total</b>	<b>\$ 1,142,245</b>	<b>\$ 936,809</b>	<b>\$ 1,177,510</b>	<b>\$ 1,385,407</b>	<b>\$ 1,591,197</b>

## ACTIVITIES DETAIL

### Document Preparation and Review

Provide transactional legal services for Agency real property transactions, affordable housing and community development in targeted areas, homelessness initiatives, 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, homeless shelter projects, routine services and procurement.

- Prepare legal opinions and legal documentation necessary to implement Agency projects and programs.
- Environmental and Risk Management coordination, document preparation and supervision of Agency programs, projects and discretionary activities.

### Legal Research and Counseling

Serve as legal advisor to governing boards and Agency staff on housing and community development issues, public housing and landlord/tenant issues, and homelessness initiatives. Coordinate with other Agency departments to ensure legal compliance in real estate transactional, contractual, and procurement matters. Specifically:

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

### Litigation

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

- Litigate unlawful detainer cases for tenant evictions.
- 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.
- Provide Hearing Officer services for HCV and Public Housing

### Risk Management

Support the legal, finance, human resources, real estate, development and procurement departments in reviewing, obtaining and securing insurance coverage. 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.

- Annual renewal of Property, liability and auto insurance for all Agency owned properties.
- Annual renewal and coverage review of property & liability insurance for all Agency non-profits and affiliates.
- Annual renewal of Directors and Officers, Crime & Employment Practices for Agency operations.
- 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.

- Annual renewal of Directors and Officers coverage for Agency affiliates.
- Manage and oversee Property Loss/Damage incidents greater than \$50k.

### Environmental Management

Environmental management activities include ensuring the Agency maintains compliance with local, state and federal environmental laws and regulations, including, but not limited to, the California Environmental Quality Act (CEQA), the National Environmental Policy Act (NEPA), and HUD environmental review procedures at 24 CFR Part 58, as well as coordinating and carrying out assessment and remediation activities on Agency-owned brownfield sites. Additional activities include:

- Maintaining a qualified list of environmental consultants.
- Developing and implementing environmental training for staff.
- Conducting environmental due diligence and risk assessment for potential projects.
- Staying informed of changes to environmental laws and HUD regulations and implementing programmatic changes as necessary.
- Maintaining organized environmental review records.
- Establishing and maintaining positive working relationships with oversight agencies and consulting parties.

## 2023 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.

- Conduct minimum of six training sessions, to assist with and clarify regulatory compliance in specific programs and Agency activities.
- Continue to assist with and explore other types of affordable housing and funding mechanisms including public housing disposition and more public-private partnering.
- Federal and state fair housing agencies generally recognize and determine Agency compliance with fair housing law. Legal will continue to work with appropriate staff to develop more efficient procedures for resolution of fair housing law complaints.
- Complete work with ITMS to integrate Box to assist in legal department management and performance providing responsive and accurate work to Agency staff in a timely manner.
- Continue work with Agency Clerk to implement and integrate centralized Agency electronic and paper filing systems including Box.
- Develop an overall policy for the Agency regarding its relationship with the nonprofit affiliates that will result in the standardization of processes and procedures of interaction while protecting Agency interests.
- Continue to digitize (paperless), update and standardize Agency contracts, grants and procurement practices.
- Continue monitoring the Agency's risk profile, including review and updating of contracts, insurance coverage, providing training update Agency work policies to create a compliance culture.
- Ongoing review, updates and modifications to Agency contract language and forms.
- Continue to provide hearing officer services for HCV and Public Housing
- Continue to assist Emergency Rental Assistance Program to deter and remedy fraud.
- Update Agency Facility Use Agreement.

## 2022 ACCOMPLISHMENTS

- Provided 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 which resulted in significant savings on legal costs.
- Advised the Agency on legal issues related to the numerous homeless shelters and initiatives that accompanied creation of the Homeless Innovations department.
- Provided legal advisory services and monitored for compliance with multiple external audits of the Agency and Agency administered projects and programs.
- Defended Agency and disposed of federal and state fair housing complaints with federal and state determination of Agency compliance with fair housing law.
- In-house representation of Agency in Writs on public housing/HCV hearings and procedures resulted in significant savings on legal costs.
- Provided in-house training sessions to assist housing management staff in the handling of procedures and presentations regarding hearings. Training topics included due process, evidence and fair hearings.
- 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.
- Secured new insurance coverage and Lawyers Liability Insurance.
- Met the Agency needs and investor requirements of the RAD conversion in a timely manner.
- Initial development of new claims management log.
- Established new providers of Hearing Officer services to assist with Public Housing and HCV hearings.

## KEY INDICATORS

<b>Output</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
# of contracts reviewed	163	200	230	225	250
# of requests for legal opinions	4	3	6	4	5
# of resolutions/ordinances	70	76	80	80	90
# of staff trainings	6	3	1	2	2
# of writs assigned to outside counsel	38	17	15	15	25
# of writs handled by in-house counsel	65	38	20	25	25
# of NEPA Exemptions or Categorical Exclusions not Subject to §58.5 (CENST) 4 month period - Environmental review	99	40	40	45	45
# of Categorically Excluded Subject to (CEST) 4 month period - Environmental review	100	25	25	30	30
# of EA/IS completed in-house or managing consultants 4 month period - Environmental review	9	5	5	7	12

<b>Effectiveness</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
% of legal logs returned within the stated "due" date	99%	100%	100%	100%	100%
% of resolutions and ordinances completed within the required circulation period	100%	100%	100%	100%	100%

<b>Efficiency</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
\$ amount saved per writ by handling in house	<b>\$80-100K</b>	<b>\$90-120K</b>	<b>\$95-125K</b>	<b>\$95-125K</b>	<b>\$105-145K</b>
\$ amount saved per EA/IS by handling in-house	<b>\$8-20K</b>	<b>\$10-25K</b>	<b>\$10-25K</b>	<b>\$10-25K</b>	<b>\$10-30K</b>
\$ amount saved per CEST by handling in-house	<b>\$2-5K</b>	<b>\$2-5K</b>	<b>\$3-5K</b>	<b>\$3-5K</b>	<b>\$4-6K</b>

# 6

## ADMINISTRATIVE SUPPORT PROCUREMENT SERVICES

### DEPARTMENT SUMMARY

The **Procurement Services Department** 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.

### APPROPRIATIONS SUMMARY

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2019	2020	2021	2022	2023
Salaries and Benefits	\$ 585,001	\$ 704,112	\$ 907,112	\$ 907,112	\$ 1,003,859
Services and Supplies	174,585	\$ 154,187	\$ 154,187	\$ 154,187	\$ 143,583
<b>Total</b>	<b>\$ 759,586</b>	<b>\$ 858,299</b>	<b>\$ 1,061,299</b>	<b>\$ 1,061,299</b>	<b>\$ 1,147,442</b>

### ACTIVITIES DETAIL

#### Procurement Services

Mission is to provide customer service to in-house/outhouse vendors. Provide information, training and guidance with the solicitation process. Provide the best value to the Agency and ensure all workers are paid applicable wage depending on funding.

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

## 2023 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.
- 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. Connect with Blue Book as well as the Rental Housing Association for vendor outreach.
- Develop and provide the following staff training:
  - o Contract Circulation
  - o Purchase Orders
  - o Task Order Process
- Update Procurement resources on the Agency website and Intranet.
- Expand the current surplus program & establish policy & procedures for implementing disposition of surplus.
- Research/implement an inventory control system for Agency assets.
- Provide continuing education and staff training for
  - o Compliance
  - o Public Procurement



- o Federal Procurement
- o Certification Training
- o Staff Training Conferences
- Update policy/procedure manual with new E-Procurement Software.
- Go live with OpenGov (New E-Procurement Software) (February 2023)

## 2022 ACCOMPLISHMENTS

- Completed 43 Invitation for Bids' solicitations.
- Completed 75 Requests for Proposals' and Requests for Qualifications' solicitations.
- 482 Contracts/Amendments executed
- \$185 million in Contracted Services spend for FY 21/22
- \$200 million in Certified Payroll Compliance Reviews.
- In partnership with SacPAC, participated in the Small Business Enterprise – Virtual Expo that had over 800 attendees from throughout Northern California and the Building Connections Construction Expo with over 500 attendees.
- Grant funded by the City in which Section 3 managed to training/placement of residents interested in a career as Child Development professionals.
- Attended 3 day Procurement/Compliance training as a department
- Trained Public Housing Department on processes and procedures for the Under \$10,000 Task Order system.
- Implemented new Section 3 reporting requirements.

## KEY INDICATORS

Output	FY 19 actuals	FY 20 actuals	FY 21 actuals	FY 22 projected	FY 23
# of Invitation for Bid solicitations completed	22	25	35	43	60
# of Requests for Proposals	33	40	51	75	35
# of Contracts Completed	80	100	239	250	250
# of RFQ's Completed				100	125
Average # of small businesses reached out to in the City & County of Sacramento at the SacPACs annual small business expo.	152	200	225	50	
# 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.	35	50	100	100	100
\$ of Contract Value - Public Housing/SHRA			\$96,087,611.33	\$38,316,610.36	\$175,000,000
\$ Contract Value - SHARP				\$1M	\$5M
Solicitation \$ - Public Housing/SHRA			\$6.7M	\$6.7M	
Solicitation \$ - SHARP				\$1M	
Certified Payroll Compliance \$	\$20M	\$85M	\$136M	\$200M	\$225M

# 6

## ADMINISTRATIVE SUPPORT SHRA ADMINISTRATIVE BUILDING

### SUMMARY

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.

### APPROPRIATIONS SUMMARY

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2019	2020	2021	2022	2023
Benefits			\$ 926,580		
Services and Supplies	\$ 559,812	\$ 717,271	717,271	818,771	728,771
Debt Service	1,044,669	1,044,669	1,044,669	1,044,669	982,999
<b>Total</b>	<b>\$ 1,604,481</b>	<b>\$ 1,761,940</b>	<b>\$ 2,688,520</b>	<b>\$ 1,863,440</b>	<b>\$ 1,711,770</b>

A large, stylized white number '7' is positioned on the right side of the image. The background is split horizontally: the top half is a solid blue color, and the bottom half is a solid dark blue color. A thick, curved orange line separates the two blue sections, starting from the left edge and curving upwards towards the right, passing behind the number '7'.

# 7

**HOUSING  
AUTHORITY**

# 7 HOUSING AUTHORITY

## PUBLIC HOUSING/ PROPERTY MANAGEMENT

### DEPARTMENT SUMMARY

The Housing Authority owns and/or manages a total of 3,371 units of affordable housing under its Public Housing/Property Management Program for over 7,600 extremely low, very low, and low-income persons, including children, seniors, and disabled individuals.

The **Public Housing/Property Management Program** provides 2,155 apartments, duplexes, and some single-family homes to qualified low-income families. There are 1,508 units in the City of Sacramento, and 647 units in the County of Sacramento. This housing is owned, managed, and maintained by the Housing Authority, making it one of the largest landlords in Sacramento County.

The Housing Authority also owns and manages 271 affordable units comprising of tax credits funded projects, and other local and state funded projects.

Additionally, the non-profit arm, Sacramento Housing Authority Repositioning Program Inc. (SHARP), owns and manages three project-based voucher high-rise properties consisting of 231 elderly-only units, 274 scattered-site project-based units, and 440 Rental Assistance Demonstration (RAD) &/or project-based units

### APPROPRIATIONS SUMMARY

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2019	2020	2021	2022	2023
Salaries and Benefits	8,683,751	9,565,706	8,793,377	9,732,587	10,785,939
Services and Supplies	11,996,395	11,878,332	11,878,332	13,778,025	14,883,350
Interdepartmental Charges	8,744,090	11,090,503	11,090,503	12,988,906	9,577,943
<b>Total</b>	<b>\$ 29,424,236</b>	<b>\$ 32,534,541</b>	<b>\$ 31,762,212</b>	<b>\$ 36,499,518</b>	<b>\$ 35,247,232</b>

## ACTIVITIES DETAIL

### Property Management and Capital Planning

Public Housing/Property Management 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:

- Achieving and maintaining an optimal occupancy rate above 95% post COVID-19 pandemic.
- Analyzing and implementing efforts to modernize the public housing stock.
- Presenting capital improvement plans for all managed units.
- Collecting rents timely, and enforcing rent collection efforts as needed
- Maximizing the use and installation of energy efficient appliances, doors, and windows.
- Preparing and leasing vacant units within 21 days.
- Responding to requests for emergency maintenance repairs within 24 hours.
- Prioritizing other maintenance requests based on urgency and nature of the work order.
- Inspecting all units, sites and building systems at least annually through the use of in-person inspections, the use of third-party vendors, or any combination thereof.
- Keeping tenant accounts receivable to the lowest possible delinquency rate.
- Maintaining appropriate levels of operating reserves based on the anticipated needs and projected expenses.
- Keeping operating expenses within the limits of available resources and established and approved budgets.
- Carrying out a program of resident-focused initiatives through its various Resident Services programs.

- Establishing and increasing the capacity to develop additional units.
- Continuous assessments of program activities to maximize customer service.
- Developing and implementing training plans to ensure that staff are kept up to date with current and best practices in the property management, maintenance, and resident service sectors.

### Public Housing (PHA) Plan

Annually the Housing Authority updates its Public Housing Agency Plan (PHA Plan) which includes the Admissions and Continued Occupancy Program (ACOP) 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 the United States Department of Housing and Urban Development (HUD) every year. It is through the Annual Plan that the Housing Authority receives capital funding. Site and system inspections are conducted monthly, or more frequently if needed.

### Site Inspections, Maintenance & Capital Improvements

General upkeep and maintenance of property is important for curb appeal and resident satisfaction. Regular Uniform Physical Condition Standards (UPCS) site inspections using standard checklists are conducted at least annually by property management and maintenance staff.

Inspection results are used in conjunction with third party Physical Needs Assessments information to populate the data in the PHA Plan to allocate funding for Public Housing capital improvements. Fee-based management properties will be assessed by inspections conducted by both Public Housing and construction staff, as well as periodic third-party Physical Needs Assessments studies. Site and system inspections are conducted monthly by staff. Major building systems (mechanical, electrical, and plumbing) are on a preventive maintenance schedule developed by the Housing Authority and implemented through a procured third-party vendor.

### Audit

All department activities are audited to determine program compliance. Staff has developed various audit tools. They include on-site reviews, automated reporting using the YARDI database management system, and the independent audit conducted by a qualified Certified Public Accounting firm.

Furthermore, the department has hired a Program Integrity Analyst whose sole function is to audit internal department practices and to develop safeguards to ensure that the department's policies and procedures are being followed as written.

### Asset Repositioning

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

- Extending the useful life of some aging properties.
- Altering and/or retrofitting facilities to consolidate space or accommodate new functions and technologies.
- Improving residential property-based standards for safety, environmental quality and accessibility.
- Disposing of excess property successfully.
- Utilizing technologies to create efficiencies and maximize limited resources.
- Pursuing opportunities for private/public partnerships in the development and funding of Public Housing/Property Management assets.



## 2023 GOALS AND OBJECTIVES

### Asset Repositioning

- The initial phase of the Rental Assistance Demonstration (RAD) program is referred to as the RAD Pilot and it will transfer over to Asset Management for investor compliance monitoring. The project will focus on maintaining compliance with the investor, and the California Tax Credit Allocation Committee (CTCAC).
- Continue to support the Mirasol Village project with former Twin Rivers residents relocation back to the site. Management and maintenance will need to work on deposit issuance and making the vacated units ready for re-occupancy.
- Continue with RAD development pipeline. The Central City 1 project is scheduled to be complete by November 2022. It will go through permanent conversion once stabilized lease up is achieved (generally within 3 months of construction completion). Central City 2 Bond and LIHTC application are scheduled to be submitted for the second round of 2022. If the award is granted, the project will go through investor closing in February 2023, and should begin construction no later than March 2023 with an 18 month construction timeline.
- Enact Section 18 Capital Improvement Plan for Las Casitas City and County.
- Research 1725 K Street as a possible project for 2023 pre-development. May have to look at other Housing assets if the project is not financially feasible due to available funds.
- Identify land to purchase for possible new development, potential use of HUD Faircloth-to-RAD conversion process.

### Resident Services

- Resident Services aims to address the areas of need at both the community and individual level by continuing to assist our participants with supportive services, resident empowerment activities, and assistance in becoming economically self-sufficient. Services and referrals may include:
  - Health
  - Education
  - Employment
  - Life and Soft Skills
  - Financial Literacy/Business Acumen

- Enact Project B.U.R.S.T. (Building Unified Resident Services Teams) and ensure that there is meaningful progress and dialog between all departmental units that are engaged in resident service activities.
- Set up two computer learning centers where students and adults can utilize the computers for homework; research; job searches; resume preparation; skills training and communication.
- Work with the Workforce Development (Section 3) team to create an employment pipeline for residents graduating from the training programs.
- Develop and adhere to meaningful metrics for Resident Services including, but not limited to:
- Tracking of outcomes
  - o Contact tracking (email, phone, etc.)
  - o Utilization of partners/referral services
  - o Note responsiveness of partner and availability
  - o Resume live workshops and other educational opportunities for residents.
  - o Develop partnerships with outside agencies to provide soft skill and educational training.

### Housing Operations - Administrative

- Obtain “high performer” status in the Housing Authority of the County of Sacramento.
- Obtain “high performer” status in the Housing Authority of the City of Sacramento.
- Develop regular training plan for all staff levels, from line staff to management. Look to set up training scenarios based on real experiences.
- Increase efficiencies
  - o In how applicants update their information while they remain on the wait list.
  - o In quality control to reduce errors in files and work processes.
  - o In customer service to meet the needs of the residents.
  - o In technological advancement to create additional efficiencies and maintain measurable efficiencies.

- Complete tenant portal to allow for the electronic entry of re-certifications.
- Continue to educate staff and management on Low Income Housing Tax Credit (LIHTC), and project-based Section 8 requirements.
- Implement new HUD National Standards for the Physical Inspection of Real Estate (NSpire), pending final approval to go live.

### Housing Operations - Maintenance

- Focus on increasing productivity and work order completion rate.
- Continue with ongoing Simulated Unit Interior Training Environment (SUITE) courses for maintenance personnel.
- Continue the development and implementation of on-boarding training for new maintenance staff.
- Address building critical items through third party contracting to allow for maintenance to focus more on residential unit work. Expand third party preventive maintenance contracts to include:
  - o Auto and pedestrian gate preventive maintenance on a fixed schedule.
  - o Residential HVAC maintenance on a fixed schedule (to include filter replacement).
- Continue to look for technology improvements to allow for greater productivity and efficiency. Travel time for administrative follow up to completed work orders and issuing task orders should be greatly reduced.
- Ensure that maintenance personnel adhere to shop and vehicle organization plans to maximize workplace safety through periodic monitoring and evaluation of workspaces.
- Look to develop a team within the department to have a higher degree of familiarity with building systems to act as a rapid response/preventive maintenance team. This team would work directly with Facilities staff to focus on preventive maintenance work and fire and life safety systems.

## 2022 ACCOMPLISHMENTS

The global pandemic that started in March of 2020, continued through 2021 and into 2022. Eviction moratoriums continued to be extended, and housing operations were limited to both preserve housing and the health of our employees and residents in Public Housing/Property Management.

Despite the challenges of the past few years, the Public Housing/Property Management department was able to achieve a lot of its goals that were set in 2021. There was a major focus on asset repositioning, department restructuring, resident services, and overhauling department-wide training.

### Asset Repositioning

In February 2022, in partnership with the Sacramento Housing Authority Repositioning Program (SHARP), the Housing Authority was able to provide development services to reposition the 1820 Capitol Avenue and 626 I Street properties. These properties were combined in a 4% tax credit project referred to as Central City I. By utilizing a RAD blend, involving both RAD project based vouchers (PBVs) and Section 18 disposition, the project began its construction period shortly after partnership closing in February. Ultimately, 192 units will be converted over to RAD with the rehabilitation efforts projected to conclude in November of 2022.

The Housing Authority is continuing to partner with SHARP to act as its developer on a project being referred to as Central City II. This project will consist of the properties located 2516 H Street, 917 38th Street, and 600 I Street (aka Riverview Plaza). This project is expected to be a 4% tax credit project.

In July 2020, the Housing Authority of the County successfully closed its first RAD Project with the introduction of the RAD Pilot collection of properties in its management portfolio. This is a scattered site collection of six former Public Housing properties that has successfully converted over to a LIHTC private/public partnership that utilizes RAD PBVs as a housing subsidy. Total project costs that are still being closed out is estimated to be around \$25 million. In June 2021, the project successfully completed all construction tasks and all residents have relocated back to the property.

The Housing Authority of the County continues to provide property management services for these units. These units received PBVs and will remain affordable to low-income families. With the increased contract rents generated from the PBV subsidy, the Housing Authority receives additional revenue to address any needed capital repairs.

The Housing Authority of the City of Sacramento finalized the disposition of its 1-4 unit properties through the streamlined Section 18 disposition process. These homes were sold to SHARP Inc. through the use of a seller-carryback loan. The Housing Authority of the City continues to provide property management services for these units. These units received PBVs and will remain affordable to low-income families. With the increased contract rents generated from the PBV subsidy, the Housing Authority receives additional revenue to address any needed capital repairs.

### Leasing/Occupancy Accomplishments

- Continued to work with residents to collect rent, despite the eviction moratorium and COVID-19.
- Assisted families to apply for the Sacramento Emergency Rental Assistance Program (SERA) who experienced a decrease or loss of income as a result of the pandemic
- Maintained high occupancy rate.
- Projecting to temporarily rehouse and return 192 households to their original units for RAD Phase II and Central City I.

### Housing Operations - Administrative

- Virtual meetings have been adopted as the new norm for department trainings and meetings.
- Productivity tracking was introduced for the department for all office and maintenance worker positions.
- In partnership with the Housing Choice Voucher (HCV) department, units were converted from the Public Housing program over to the HCV platform for monitoring and financial purposes. This involved interacting with families during the pandemic to ensure compliancy with the new housing platform.
- Created the Program Integrity Analyst position for the Public Housing department to audit files and procedures and review internal processes within the department. This position also serves as the 504 coordinator to ensure that the department is compliant with Fair Housing policies.

### Housing Operations

- Partnered with the Agency's Procurement and Real Estate & Construction (RECS) team to create a strategy to address the long-standing vacancies in the Public Housing inventory caused by COVID-19 impacts on staffing. By combining the efforts of outside contracting, the expertise of Construction staff, and the experience of the maintenance department, the Housing Authority is on track to have the units backlogged (due to COVID 19) turned and completed before the beginning of Fall 2022.
- Combined the Simulated Unit Interior Training Environment (SUITE) program with On the Job (OTJ) training to aid in the development of newly hired maintenance staff. This training is conducted in the Housing Authority's model unit and provides the opportunity to evaluate how a maintenance worker will address a maintenance problem created by the trainers. In addition, new components were added to this process to allow for maintenance personnel to create their own training devices as part of a basic carpentry course. These devices will allow for maintenance personnel to practice a lot of skills being taught through their training modules. The existing program was modified through the continued efforts of the Housing Authority's maintenance supervisors, coordinators, and maintenance workers.
- This is the second year of the Mechanical Electrical Plumbing preventive maintenance contract, which was conceived in collaboration with the Housing Authority's facilities coordinator, RECS, and the Procurement department. This contract has been instrumental in the Housing Authority's efforts to ensure that complex building systems remain running in optimal condition and that the appropriate preventive maintenance protocols are being followed. The facilities coordinator provides a strict level of quality control on the work being provided by Lawson, our MEP contractor.
- Work Orders that were backlogged due to the pandemic were processed. In addition, processing these work orders was streamlined by introducing a central dispatch system within the maintenance department. This allowed for the department to tackle nearly 1,800 deferred emergency work orders within a span of 6 weeks. By making a clear assignment process, resources and personnel within the department were more efficiently allocated to allow for more work to be performed within the same time periods.

- An additional supervisor was hired in maintenance. This led to an increased level of oversight and accountability within the department. The maintenance supervisors have split their duties and have managed critical projects involving rehabilitation, inspections, staff development, and other key assignments.

### Resident Services

Resident Services Team worked directly with the Housing Authority's public housing residents helping them meet personal goals and/or meet specific challenges. Coordinators collaborated with local service providers to provide residents with access to a wide variety of supportive services that includes case management, counseling, job training and placement, health care services, and financial literacy.

In the past year, staff provided needed resources to residents that included financial workshops, homeownership workshops, hiring events, scholarship information, employment workshops, mental health services, career fairs, summer meal locations, food bank information, transportation services, and COVID-19 related resources.

Resident Services also organized events at the Marina Vista and Alder Grove sites providing school supplies to all school aged children, provided the ABC Mouse Program for pre-K students, hosted 4 COVID-19 vaccine clinics, hosted virtual cooking workshops, free groceries to 350 families at Marina Vista and 360 families at Alder Grove and a turkey give away to 100 additional families.

## KEY INDICATORS

<b>Output - Public Housing/ Property Mgmt. Division</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
Average # of units leased/Total Units	2659	2659	1999	1908	1950
# of maintenance requests responded to			16,556		20,000
# of emergency maintenance requests	456	2776	5,472	5000	4000
# of units turned	214	182	144	140	200
# of FSS Resident Contracts	58	75	71	100	75
# of People served at Alder Grove Clinic	1230	2069	N/A	2200	N/A
# of Residents enrolled at Highlands Community Charter School on site	28	28	0	30	0

<b>Effectiveness - Public Housing/ Property Mgmt. Division</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
Average % Occupancy Rate	99	99	98	98	98
% score received for High Performer designation for the City of Sacramento Housing Authority *	86	86	COVID waiver	89	86
% score received for Standard Performer designation for the County of Sacramento Housing Authority *	82	82	COVID waiver	85	83
# of FSS graduates	14	7	5	2	21
# of people served at the Alder Grove Clinic who are residents	40	54	N/A	60	N/A
# of residents enrolled at Highlands Community Charter School on site	28	28	0	30	0
% rent collected	98	93	87	98	90



**Efficiency - Public Housing/  
Property Mgmt. Division**

	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
% units turned in <20 days	<b>29%</b>	<b>31%</b>	<b>29%</b>	<b>35%</b>	<b>35%</b>

**Output - Resident Services -  
Jobs Plus**

	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
Number of workable Adults in development	<b>767</b>	<b>764</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Number of residents that completed a Jobs Plus Assessment	<b>508</b>	<b>508</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Number of participants beginning new part-time employment	<b>144</b>	<b>145</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Number of participants beginning new full-time employment	<b>138</b>	<b>139</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Number of participants who became employed with continuous employment for 180 days +	<b>192</b>	<b>193</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Number of participants enrolled into a High School Equivalency program	<b>23</b>	<b>52</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Number of youth employed in jobs/ internships (summer or year-round)	<b>21</b>	<b>21</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

**Effectiveness - Resident  
Services Division - Jobs Plus**

	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
Percent of work-able residents in development who are employed	<b>45</b>	<b>35</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Percent of current assessed residents who are employed	<b>60</b>	<b>34</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Percent of work-able residents employed at the living wage	<b>1</b>	<b>1</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Number of households with earnings disregarded (JPEID)	<b>298</b>	<b>304</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

# 7 HOUSING AUTHORITY

## HCV & HOMELESS INNOVATIONS

### DEPARTMENT SUMMARY

#### Housing Choice Voucher Department

The **Housing Choice Voucher (HCV) program** provides rental assistance to low-income families throughout Sacramento County. The Agency has authority to provide approximately 13,000 vouchers and seeks to maintain utilization at 98-100% of the vouchers available.

There are specific voucher allocations for various sub-populations. For example, there are:

- 759 Veterans Affairs Supportive Housing (VASH) tenant based vouchers to assist homeless veterans.
- 105 VASH project-based vouchers (PBVs) where the federal subsidy is tied to the unit. They are at the following locations:
  - o 26 at Mather Veterans Village (Phase 1)
  - o 25 at Mather Veterans Village (Phase 3)

### APPROPRIATIONS SUMMARY

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2019	2020	2021*	2022	2023
Salaries and Benefits	\$ 6,687,636	\$ 6,567,619	\$ 7,216,934	\$ 13,348,835	\$ 17,000,452.00
Services and Supplies	2,382,498	1,912,135	1,912,135	4,932,357	\$ 4,504,634.00
Debt Service	-	-	-	-	-
Interdepartmental Charges	2,753,021	2,878,559	2,878,559	3,985,341	\$ 4,107,242.00
<b>Total</b>	<b>\$ 11,823,155</b>	<b>\$ 11,358,313</b>	<b>\$ 12,007,628</b>	<b>\$ 22,266,533</b>	<b>\$ 25,612,328</b>

\*The Homeless Innovations Department was created in 2021

- o 29 at Hotel Berry
  - o 25 at Mirasol Village (formerly Twin Rivers) development
- 100 are for non-elderly disabled (NED) households
- 36 are for Family Unification Program (FUP)
- 216 are for the tenant-based Mainstream vouchers
- 232 are Rental Assistance Demonstration (RAD) PBVs. These are formerly public housing units that converted to RAD PBVs.
- 1,576 PBVs for homeless or homeless/rent burdened families at the following properties:

Project	# of Units
Phoenix Park I	140
Phoenix Park II	144
Serna Village	75
Washington Plaza	76
Suterview Place	77
Sierra Vista	78
7th and H	40
Saybrook Apartments	60
Mather Veterans Village (Phase 3)	25
MLK Village	54
Shasta Hotel	54
Victory Townhomes/Dixieanne	8
Courtyard	92
Previous Public Housing	218
Quinn Cottages	10
La Mancha	100
Riverview	123
Boulevard Court	10
Edgewater	43
Capital Terrace	33
Ardenaire	10
Lavender Court	24
Mirasol Blocks B and E	82

A Request for Proposal is released for PBVs each year since 2017. The following projects are currently awarded or under construction:

- 1,184 new PBVs allocated for homeless families

Project	Status	# of Units
Mirasol Block D	In Construction	32
Mirasol Block A	In Construction	71
Capital Park Hotel	In Construction	134
Sunrise Pointe	In Construction	46
Mirasol (Twin Rivers) Block C and E	Awarded	53
Mutual Housing on the Boulevard	Awarded	67
EAH on Broadway	Awarded	37
Eden Elk Grove Apartments	Awarded	33
Mutual at 46th	Awarded	16
Elk Grove Florin	Awarded	15
Villa Jardin/Coral Gables	Awarded	43
Northview	Awarded	66
Oak Rose	Awarded	66
440 Arden Way	Awarded	10
Mutual at San Juan	Awarded	16
Broadway and 39th	Awarded	12
Village Apartments	Awarded	18
Donner Field	Awarded	67
Longview	Awarded	65
The Pardes	Awarded	25
Cornerstone Village	Awarded	84
Vista Nueva	Awarded	106
Colonia San Martin	Awarded	10
Sutter House	Awarded	92

## ACTIVITIES DETAIL

### Customer Communication Center

Staff are continuously looking at innovative approaches to upgrade the Customer Communication Center to better assist our customers. The focus is to connect our community with team members who are ready to change lives. The Communication Center has high quality team members and leverages new technology to deliver exceptional customer service to accomplish the Agency's mission.

### HCV Wait List Management

One of the significant aspects of the HCV program is the comprehensive management of all waiting lists. This is vital to filling vacancies expeditiously with households in need of housing while maintaining maximum usage of the vouchers allocated by HUD within the limitations of the HCV budget. Currently there are six waiting lists available for the HCV (tenant and project-based) program allowing staff to be responsive and efficient to house low-income families. In January 2022, the HCV tenant based waiting list (among others) was opened for new applicants and 23,534 applications were received, 5,000 of which were placed on the waiting list (by random computer selection).

### Intake Functions

The intake functions provide support of the initial integrity of the program by determining the eligibility of applicants from the waiting list(s). When there are vacancies, the integrated intake team (for Public Housing and HCV) select households from the appropriate waiting list to start the eligibility process for participation on the program(s). This includes reviewing the application and supporting documents and verifying eligibility of all household members.

### Continued Occupancy of Active HCV Participants

Continued participation on the Housing Choice Voucher program requires participants to recertify their eligibility annually. During this process, staff re-determines their eligibility and submits the documentation electronically to HUD. One of the newest innovations is the creation of the Resident Portal which allows participants to recertify

their eligibility online without sending in paperwork or coming into the office. Participating households must also have their rental unit inspected to ensure that it meets Housing Quality Standards. Households 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

Housing providers are the backbone of the Housing Choice Voucher Program, and we appreciate their service to our program. As the housing landscape evolves due to factors like COVID-19, market demands, and creative housing solutions, it is critical to have a proactive approach to connect with housing providers to market, provide guidance and support them regarding housing authority processes. As new technologies are embraced, the outreach has evolved to include regular online owner orientations and promoting new innovations such as the electronic Request for Tenancy Approval (RFTA). In the next year, it is anticipated that there will be a return to traditional program marketing including increased visibility in public places through marketing materials, presentations, and in-person exchanges supported by online and socially distanced marketing.

## DEPARTMENT SUMMARY

### The Homeless Innovations (HI) Department

The **Homeless Innovations (HI) Department** specializes in administering programs that serve the un-housed in Sacramento partnering with the City, County and non-profit agencies to assist the households. These initiatives utilize HUD rental assistance to provide housing and most programs seek partnerships with service providers to provide supportive services. Programs include the City of Sacramento's Pathways to Health+Home (Pathways), the County of Sacramento's Flexible Supportive Rehousing Program (FSRP), the Performance Pilots Partnership (P3), Shelter Plus Care (SPC), Emergency Housing Vouchers (EHV) and the Move On program. In addition, the HI Department oversees the management of three homeless shelters and administers the emergency rental assistance program for the City and County of Sacramento also known as the Sacramento Emergency Rental Assistance (SERA) Program. Phase 1 of SERA was completed in December 2020 and Phase 2 (SERA2) of the program is underway.

### Pathways

The City of Sacramento launched a pilot program using Whole Person Care funding to improve the health, quality of life, and housing stability for individuals experiencing, or at-risk of experiencing, homelessness. Through this program the household receives a Housing Choice Voucher (HCV) and is partnered with a service provider for supportive services. The household is well supported to secure stable housing in Sacramento County. As of September 1, 2022, 314 families were housed and 252 families had a voucher and were searching for a unit. Even though this program is no longer funded to refer homeless families, those families with an active voucher will remain eligible for rental assistance.

### Flexible Supportive Rehousing Program (FSRP)

The County of Sacramento launched the FSRP program to serve the community's most vulnerable homeless members. Through this program the household receives a HCV and is partnered with a service provider for supportive services. The household is well supported to secure and stabilize in housing in Sacramento County. As of September 1, 2022, 86 families were housed and 226 families had a voucher and were searching for a unit.

### Performance Pilots Partnership Program for Disconnected Youth (P3)

In January 2017, Sacramento Housing and Redevelopment Agency was awarded a Performance Partnership Pilots for Disconnected Youth (P3) grant. The P3 program provides HCVs to 100 disconnected youth aged 18-24 especially foster youth, youth on probation, homeless youth and youth at risk of becoming homeless. As of September 1, 2022, 84 youth successfully leased up. Although this federal program ended September 30, 2021, 14 additional families have vouchers and may still lease up.

With the tight rental market, it is extremely challenging to find appropriate housing. Currently there are over 400 voucher households looking for housing through the above three programs. In addition, another 700 (i.e., more than 1100 total) are looking for housing with the regular tenant based HCV.

### Move On

The Move On program was launched in 2020 and is available to formerly homeless households who are ready to transition from supportive housing to the HCV tenant based voucher program while simultaneously transitioning from receiving intensive to less intensive/no supportive services. Households are referred to the program by their service provider if they meet programmatic guidelines. Transitioning formerly homeless households (who can stabilize independently) to the HCV program creates flow within the continuum of homeless housing to create vacancies in permanent supportive housing programs thereby enabling additional homeless families to be housed. As of September 1, 2022, 7 families have leased up through Move On and 11 families are looking for housing.

### Emergency Housing Vouchers

In June 2021, the Housing Authority received an allocation of 494 vouchers to house households that are homeless, at risk of homelessness, fleeing domestic violence or recently homeless. In coordination with the Continuum of Care (CoC), households are referred to the Housing Authority through the Homeless Coordinated Entry process and service providers. These vouchers are currently being deployed to households to find housing in Sacramento County. As of September 1, 2022, a total of 463 vouchers have been issued and 151 families have leased up and 312 families are looking for housing.



### Shelter Plus Care (SPC)

The SPC program is distinct from the HCV program and houses 566 homeless, disabled households in Sacramento County. The Housing Authority partners with service providers in the community to provide case management services to the households. There are three SPC programs; the largest program (tenant based SPC) allows households to find units in Sacramento County while the other two programs are located at the Shasta Hotel and Boulevard Court respectively. As of September 1, 2022:

- 497 households are on the SPC tenant-based program.
- 18 households received assistance at the Shasta Hotel.
- 14 households received assistance at Boulevard Court.

### Shelters

The HI department oversees the following shelters on behalf of the City of Sacramento:

- **Emergency Bridge Housing (EBH)** - This shelter opened on June 10, 2020, to serve homeless Transition-Aged Youth (TAY), aged 18-24. Twenty-four (24) sleeping cabins were provided for double-room occupancy to serve 48 homeless youth. Due to the COVID-19 pandemic, occupancy is limited to one person per cabin. First Steps Communities is the on-site shelter operator. As of August 19, 2022, EBH sheltered 249 youth. 129 guests successfully moved out of EBH into housing. Monthly and weekly reports regarding EBH outcomes can be found at: <https://www.shra.org/emergency-bridge-housing/>
- **Meadowview Navigation Center (MNC)** - This shelter opened on October 1, 2020 to serve homeless women. This is a congregate shelter with 100 beds in a sprung shelter, dormitory-style. Volunteers of America is the on-site shelter operator. As of August 19, 2022, MNC provided shelter to 643 women. 158 guests successfully moved out of the MNC into housing. Monthly and weekly reports regarding MNC outcomes can be found at: <https://www.shra.org/meadowview-navigation-center/>.
- **X Street Navigation Center (XNC)** - This shelter opened on September 21, 2022, to serve homeless adults. This is a congregate shelter with 100 beds in a sprung shelter, dormitory-style like MNC. Volunteers of America is the on-site shelter operator. As of August 19, 2022, XNC provided shelter to 418 guests. 106 guests successfully moved out of the XNC into housing. Monthly and weekly reports regarding shelter outcomes can be found at: <https://www.shra.org/x-street-navigation-center/>.

### Sacramento Emergency Rental Assistance (SERA) Program

In the last quarter of 2020, the City and the County of Sacramento requested the Housing Authority to develop and administer an emergency rental assistance program for renters impacted by COVID-19 who are unable to pay rent. Local funds from the Community Development Block Grant CARES funds (CDBG CARES) and the COVID Relief Fund were available for this purpose. In just over 2 months with the SERA1 program, 780 landlords received payment for 1,230 families at risk of losing their housing.

In December 2020 and January 2021, federal and state funds became available to provide additional rental assistance. Both the City and the County of Sacramento received funding from the U.S. Treasury and the State Department of Housing and Community Development for the Emergency Rental Assistance Program (ERAP). They both requested the Housing Authority to implement a program to keep additional households from being evicted from their rental homes. \$1,460,287 in CARES Act funding was added to the funds available for rental and utility assistance for a total of \$179 million. The application period for SERA2 was open from February 25 to March 19, 2021 and then reopened again on May 11, 2021 and remains open. As of August 16, 2022, 45,712 applications for assistance were received and as September 1, 2022 almost \$140 million was disbursed to 14,257 households. Additional information about this program is found at [www.shra.org/sera](http://www.shra.org/sera).

## 2023 GOALS AND OBJECTIVES

### Housing Choice Voucher Program

- Maintain high performer status from HUD for Section Eight Management Assessment Plan (SEMAP). This is a nationwide honor provided to housing authorities who achieve this status.
- Maximize the utilization of vouchers despite the tight Sacramento rental market and seek opportunities for families to move into low poverty areas.
- Encourage participants to utilize the Resident Portal for their annual recertification. The goal is to reach 80% participation within the next year (current usage is at 67%).
- Continued development of the Customer Communication Center.
- Refine the current landlord portal where 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 submissions of rent increases online. Future refinements will include enabling owners to email staff online and proactively schedule future inspections.
- Prioritize the recognition of employees on a regular basis to value their hard work, customer service and good performance.
- Convert the third tranche of 139 public housing units to the Rental Assistance Demonstration (RAD) PBV platform.

### Homeless Innovations

- Maximize voucher utilization for homeless households participating in the Pathways and the Flexible Supportive Rehousing Program (FSRP).
- Market and encourage referrals and participation in the Move On Program so that households living with supportive services can “graduate” into subsidized housing with a voucher, creating vacancies and “flow” for others who need the housing connected to intensive services.
- Maximize budget authority to fully utilize the SPC Program so that disabled, homeless households with increased need for supportive services can live in affordable housing with the supports they need.

- Maintain 100 percent occupancy at the three shelters (EBH, MNC, and the X Street Shelter) so that unhoused residents of Sacramento have a safe and healthy place to stay and connect to services while becoming stabilized.
- Utilize all available funds to provide emergency rental assistance to households who are unable to pay rent and/or utilities due to the COVID-19 pandemic.
- House 494 homeless households through the EHV program working with the Continuum of Care's Coordinated Entry System and service agency partners.

## 2022 ACCOMPLISHMENTS

Despite the pandemic, the Housing Authority continued to manage an effective and efficient housing program to provide applicants, participants, and housing providers.

### Housing Choice Voucher Program

- Despite the pandemic, the Housing Authority received high performer status from HUD for another year, receiving maximum Section Eight Management Assessment Plan (SEMAP) points for fiscal year 2021. This is a nationwide honor provided to housing authorities who achieve this status.
- Almost 100 percent of landlords participating in the HCV program are enrolled for electronic Housing Assistance Payments (HAPs) through direct deposit.
- Opened the HCV tenant-based waiting list and received 23,534 applications. 5,000 applications were selected by a random computerized selection process and placed on a waiting list. This is the number of applications forecasted to be necessary to fully utilize the vouchers available for three years.
- Administered seven HCV tenant and project-based waiting lists.
- Added updated 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, and answers to frequently asked questions.

- Launched a new HCV Landlord Incentive Program in April 2022.
- Expanded the use of electronic and virtual platforms developed during the pandemic to maintain high levels of efficiency. These include:
  - o DocuSign to communicate/sign paperwork with the housing providers for RFTA's.
  - o Continue Zoom communications for applicants, participants, and housing providers
  - o Resident portal and virtual communication

### Homeless Innovations

- As of September 1, 2022, the Housing Authority has housed:
  - o 314 families through the Pathways Program
  - o 86 families through the FSRP Program
  - o 84 youth through the P3 Program
  - o 249 youth as shelter guests at EBH, and moved 129 guests into permanent housing
  - o 643 women as shelter guests at MNC and moved 158 guests into permanent housing
  - o 418 adults as shelter guests at XNC and moved 106 guests into permanent housing
  - o 154 families through the Emergency Housing Voucher Program
  - o 14,257 households received rent and/or utility assistance totaling \$140 million through the SERA2 program.

## KEY INDICATORS

Output	FY 19 actuals	FY 20 actuals	FY 21 actuals	FY 22 projected	FY 23
Score received for the Section 8 Management Assessment Program (SEMAP)	79%	93%	93%	93%	96%
# of (Tenant Based) Housing Choice Vouchers (HCV) allocation (excl PBV)	10,962	10,828	10,712	10,833	10,569
# of Project Based Vouchers (PBV)	893	1,063	1,359	2,076	2,340
# of (Tenant Based) Veterans Affairs Supportive Housing Vouchers (VASH) - homeless	566	566	565	740	820
# of (Project Based) Veterans Affairs Supportive Housing Vouchers (VASH) - homeless	98	98	99	124	124
# of Shelter Plus Care Certificates (SPC) - homeless	441	441	446	447	87
EHV	N/A	N/A	494	494	494
RAD	N/A	118	118	232	371
MSS	N/A	116	216	216	260
% of families with elderly family member in the household	34%	35%	42%	43%	45%
% of disabled members in household	70%	68%	74%	75%	76%
% of households with family members who are employed	25%	25%	23%	23%	23%
% of families who were initially homeless	9%	11%	16%	17%	19%
% of families with total household income less than \$10,000, unadj inc	15%	15%	22%	20%	20%
% of families with income less than 25% Area Median Income, unadj inc	59%	60%	81%	80%	70%

<b>Effectiveness</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
Received High Performer designation from HUD for the Section 8 Management Assessment Program (SEMAP)	0	1	1	1	1
% of HCV tenant based voucher utilization	90%	89%	89%	89%	92%
% of HCV project based voucher utilization	90%	93%	98%	98%	98%
% of VASH (tenant & project based) voucher utilization - homeless	64%	67%	74%	75%	80%
% of Shelter Plus Care (SPC) certificate utilization - homeless	80%	109%	108%	108%	90%
% of Emergency Housing Voucher (EHV) utilization	N/A	N/A	3%	61%	91%
% of RAD utilization	N/A	85%	99%	99%	100%
% of Mainstream Voucher (MS5) utilization	N/A	93%	56%	81%	100%
<b>Efficiency</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
% of landlords electronically receiving their payments through direct deposit	99%	99%	98%	99%	99%
% of families utilizing the resident portal (for any purpose)	1%	23%	51%		
% of families utilizing the resident portal			100%	100%	100%

A large, stylized white number 8 is positioned on the right side of the image. The number is composed of two thick, rounded strokes. The top stroke forms a circle with a blue center, and the bottom stroke forms a larger circle with a blue center. The number is set against a background of a light blue upper half and a dark blue lower half, separated by a curved orange band that sweeps from the left side towards the bottom right.

# 8

**DEVELOPMENT**





# DEVELOPMENT DEVELOPMENT

## 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.

Since the elimination of redevelopment funding in 2012, the Development Department has actively sought opportunities to establish and expand our network of strategic partners and funding sources. Internally, we have aligned our staff to reflect the funding streams and goals of the organization. We continue to take deliberate actions to create and support a work environment that acknowledges and celebrates the achievements of its employees.

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

## APPROPRIATIONS SUMMARY

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2019	2020	2021	2022	2023
Salaries and Benefits	\$ 3,012,577	\$ 4,094,214	\$ 3,538,047	\$ 3,941,285	\$ 3,938,315
Services and Supplies	714,162	468,941	608,532	564,953	666,684
Interdepartmental Charges	1,543,619	2,890,908	1,862,773	2,095,030	2,621,600
<b>Total</b>	<b>\$ 5,270,358</b>	<b>\$ 7,454,063</b>	<b>\$ 6,009,352</b>	<b>\$ 6,601,268</b>	<b>\$ 7,226,599</b>

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

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

## ACTIVITIES DETAIL

### Federal Programs

**Community Development Block Grant** - 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 for the construction of new affordable housing. Additionally, 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 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 Reports and HOME Investment Partnership Program
- Annual Single Room Occupancy (SRO) Preservation Report
- Annual County Affordable Housing Report
- County Fee Waivers Tracking
- Annual City and County Housing Element Updates
- Consolidated Annual Performance and Evaluation Report (CAPER) of HOME (federal funds) accomplishments
- Annual Performance Reports for Mortgage Credit Certificate, and CalHOME awards

### **Agency Asset Repositioning**

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

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

### 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. 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 up to five full time AmeriCorps VISTA members to recruit and manage volunteers and strengthen the capacity of the Promise Zone partners.
- The Sacramento Promise Zone encompasses 22 square miles of the economically hardest-hit neighborhoods in the city - from Del Paso Heights in the North Area to The Avenues in the South County.
- The Promise Zone was initially 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 was 19 percent; and the life expectancy of the residents in the Promise Zone was 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:
  - o Create Jobs
  - o Increase Economic Activity
  - o Improve Educational Opportunities
  - o Improve Health and Wellness
  - o Facilitate Neighborhood Revitalization
- Since receiving the designation in April of 2015, more than \$181 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.

## 2023 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 implementing the regional Assessment of Fair Housing by partnering with surrounding entitlement jurisdictions to support the Agency's commitment to Affirmatively Further Fair Housing.
- Continue administering and managing the Coronavirus Aid, Relief, and Economic Security Act (CARES) funds which includes CDBG-CV, ESG-CV, and HOPWA awards to respond to the COVID-19 epidemic.
- Provide a technical assistance as needed and multiple training opportunities for CDBG, HOPWA and ESG subrecipients.

### Development Finance

- Provide Mortgage Revenue Bond and gap financing needed to complete the significant rehabilitation and new construction of affordable multifamily rental properties within the City and unincorporated County of Sacramento.
- Continue to pursue additional funding resources, including Homekey.
- Continue the eligibility review process for the Welcome Home Program homebuyers.
- Monitor and inspect affordable housing units in the City and County of Sacramento.
- Collect loan proceeds.

### Agency Asset Repositioning

- Close on Phase 4 funding to implement the final phase of development associated with the Mirasol Village / Twin Rivers Transit Oriented Development (Choice Neighborhoods Initiative).
- Continue the Section 106 Historic Preservation review in support of the Choice Neighborhoods planning process for Upper Land Park-Broadway (Marina Vista/ Alder Grove) vision.

- 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.

### Special Initiatives

#### Promise Zone

- Establish monthly tracking systems, evaluation and reporting standards
  - o This goal is the highest priority as it enables full reporting of PZ impacts.
  - o We will have met the goal when: trackers are complete and reporting standards set and implemented.
  - o To achieve this goal we need to: finalize metrics with partners and develop reporting standards.
  - o This goal will affect the: HUD, CNCS reporting and communication efforts.
  - o We have finalized metrics internally and are currently working with partners to confirm interpretation and collection.
- Establish monthly media and mass communication
  - o This goal is the second highest priority to increase and maintain partner/ community engagement.
  - o 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.
  - o To achieve this goal we need to: develop our communications platforms, complete market research, and implement our communications strategy.
  - o This goal will affect knowledge of and connections with the Promise Zone.
  - o 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.



- Aggressively seek out new funding opportunities
  - o This goal is the third priority to create more impact and improve partner benefits.
  - o We will have met the goal when: additional funding sources are identified and obtain by partners to supplement the federal funding sources.
  - o To achieve this goal we need to: identify non-federal funding sources and support connections with Federal and non-Federal grants and private funding.
  - o This goal will affect partners' capacity and ability to provide programs, events, and initiatives to PZ communities.
  - o This strategy will continue.
- Engage the Action Teams
  - o This goal is the fourth priority to build and maintain partner relationships in an effort to create, maintain, and increase collaborative efforts.
  - o We will have met the goal when: Action Teams are reconvened and meeting regularly.
  - o To achieve this goal we need to: identify objectives, foster reengagement, reconfirm roles and responsibilities, and reconvene all Action Teams.
  - o This goal will affect the: amount of future collaboration among partners and the sustainability of PZ efforts.
  - o This strategy will continue.
- Expand contacts with state and federal agencies
  - o This goal is the fourth priority to build relationships and increase access to state and Federal resources.
  - o We will have met the goal when: deepen our Federal contacts and create new state contacts.
  - o To achieve this goal we need to: build relationships with state agencies and continue and increase Federal partner engagement.
  - o This goal will affect the: increase the amount of resources
  - o This strategy will continue with Federal partners and start with state agencies.

## 2022 ACCOMPLISHMENTS

### Federal Programs

- Continued the implementation of Bringing Families Home initiative in partnership with the County of Sacramento's Child Protective Services and the Sacramento Continuum of Care.
- Continued the ongoing implementation of a comprehensive countywide Fair Housing program covering all jurisdictions within Sacramento County in partnership with all of the incorporated cities and the unincorporated County, Legal Services of Northern California and Self Help Housing.
- Released a request for Proposals for HOPWA providers of family services in 2021 and added Sunburst Projects as partner in 2022. The organization serves all individuals who are living with or affected by HIV/AIDS including men, women, families, youth and the Sacramento HIV community as a whole .
- Completed infrastructure and public facility improvements
  - o In the County, Jack Davis Park Shade Improvement Project, Mather Community Campus Building Renovations, and Walnut Grove ADA Restroom.
  - o In the City, these projects include Broadway and Franklin Blvd, design/ engineering of Complete Street projects; construction of Del Paso Blvd. Road Diet and Northgate Blvd. Signal Improvements; Thelma and Hawk and 21st Street master plans; and River District Park, Nielsen and Temple park improvements and Matsui Park ADA access improvements
- Continued ongoing infrastructure and public facilities improvements:
  - o In the County, projects included the Watt Avenue Complete Street- Phase 1 (Design), Arden Way Complete Streets (Concept/Feasibility, Design/ Engineering), Empowerment Park (Design), Rio Linda Area Street Lights (Design), Gibson Ranch ADA Improvements.
  - o Continued strategic projects in the City such as Mangan Park Improvements, O'Neil Field ADA Compliant Restroom, Mama Marks, Wood, Camellia, Woodlake, Lawrence park improvements

## Development Finance

### Multifamily

- Committed approximately \$57.2 million in Multifamily Loan assistance to 7 affordable housing developments (Mirasol C, Phases C, and D, Vista Nueva, Central Sacramento Studios, Crossings at Woodbury, Central City II, and additional funding for Capitol Park Hotel).
- Approved issuance of \$111 million in Mortgage Revenue Bonds for rehabilitation and construction of 3 multifamily developments (Mirasol D, Central City II, River City Trio).
- Completed construction and renovation of multifamily developments totaling 816 affordable units (Mirasol phases A and B/E, Capitol Park Hotel, Lavender Courtyard, Northlake, Vista Nueva and Central Sacramento Studios).

### Housing Policy Implementation

- Certified homebuyers, calculated sales prices, and coordinated recording of regulatory agreements on new and resale single family homes per the City's Mixed Income and County Affordable Housing Ordinances.
- Implemented the City of Sacramento revised SRO, Housing Trust Fund and Mixed Income Housing Ordinances.
- Implemented the County of Sacramento Affordable Housing and Housing Trust Fund Ordinances.
- Applied for and revived Homekey, No Place Like Home, Permanent Local Housing Allocations, and State Housing Trust Funds.

### Single Family

- Approved financing for 13 families for Home Buyer and MCC programs. This includes 5 families participating in the Welcome Home Program.
- Completed construction and sales of 6 new homes in Phase VI of Del Paso Nuevo.

### Portfolio Management

- Managed a \$417 million portfolio of 876 loans.
- Audited over 700 tenant files to ensure compliance with income eligibility and property management procedures.
- Monitored 75 resident services at multifamily properties
- Completed annual audit confirmations for 101 multifamily developments.
- Provided calculations and prepared invoices for the Supplemental Annual Administrative Fee for 51 multifamily bond developments.
- Completed CDLAC Certification on 94 Mortgage Revenue Bond Projects.
- Processed 10 loan subordination requests for existing single family home loans.
- Processed 15 loan subordination or ownership change requests for existing multifamily loans.
- Monitored compliance of over 1031 single family home loans.

### Agency Asset Repositioning

- Closed Phase 3 and Phase 4 financing to begin construction of the final 200 units of the Mirasol Village (formerly Twin Rivers) Transit Oriented Development (Choice Neighborhoods Initiative).
- Phoenix Park – The nonprofit affiliate NAHC, completed the partnership buyout of Phoenix Park Phase 2 and secured funding for a long-term capital improvements program. Refinanced \$6M in maturing debt with reduced interest rate.
- RAD Central City – The nonprofit affiliate (SHARP) completed the financial closing for the acquisition and rehabilitation of 183 units at three properties in a LIHTC and tax-exempt bond transaction. Total Development Cost is \$89M.

## Special Initiatives

### Promise Zone

- National Coalition of Promise Zones (NCPZ) 2020 Federal Convening: The Sacramento Promise Zone Coordinator, Julius Austin, lead the planning team and hosted the NCPZ 2020 Federal Convening; 17 virtual sessions from federal agencies and change agents to share resources and capacity building TA for LMI/PZ communities; 1396 attendees from across the country (22 PZs and partners); 30 federal agencies and PZ partner agencies presented.
- NCPZ 2021 Federal Convening: SPZ Coordinator, Julius Austin, lead the planning team and hosted the NCPZ 2021 Federal Convening; 9 virtual sessions from 33 federal agency representatives, White House representatives, and change agents to share resources and capacity building TA for LMI/PZ communities; 549 attendees from across the country (22 PZs and partners).
- With support from the Sacramento Promise Zone and the SPZ U.S. Department of Housing and Urban Development Community Liaison, Dr. Michael Huff, two SPZ partners, La Familia Counseling Center and the Fruitridge Community Collaborative became federally designated EnVision Centers, centralized hubs that provide people with resources and support needed to excel. EnVision centers focus on character and leadership, health and wellness, educational advancement, and economic empowerment. EnVision Centers are made possible by coordination from the U.S. Department of Housing and Urban Development, U.S. Environmental Protection Agency, U.S. Department of Commerce, U.S. Department of Health and Human Services, U.S. Department of Treasury, U.S. Department of Agriculture, U.S. Department of Labor, U.S. Department of Education, and AmeriCorps VISTA/NCCC.
- Promise Zones were identified using Census tracts. The 2020 Census data and CDC data show the following changes in the Promise Zone:
  - o Population: 146,944 (2015: 127,893) [+19,051]
  - o Poverty Rate: 28.7% (2015: 34%) [-8.3%]
  - o Unemployment Rate: 9.44% (2015: 19%) [-9.56%]
  - o Life Expectancy: 75.7 years old (2015: 72 years old) [+3.7]

- The Sacramento Promise Zone continued its participation in the U. S. Department of Housing and Urban Development California Promise Zone Affinity Group. The California Governor's Office of Business and Economic Development (GoO-Biz) has joined the Affinity Group to provide information about state resources and opportunities.
- The Promise Zone Coordinator, Julius Austin, along with support from the Federal Deposit Insurance Corporation (FDIC), facilitated the 2020, 2021, and 2022 rounds of the Financial Institution Collaborative, a funder lead initiative that awarded four Promise Zone community-based organizations (CBO) a total of \$454,500. A total \$905,000 has been award for nine CBO projects have been awarded since 2017.
- The City of Sacramento Mayor's Office hosts a bi-weekly Food Access Coordination meeting for food provider organizations and other stakeholders focused on food insecurity. Partners share updates on food distribution efforts in the Sacramento Region. Sacramento Promise Zone Coordinator, Julius Austin, and HUD Community Liaison, Dr. Michael Huff, participate on the call to support partner efforts, form strategic partnerships, and share pertinent resources. This includes sharing federal grant opportunities and inviting federal agency representatives to attend meetings to directly share resources.
- Art for the Heart: Sacramento Promise Zone Coordinator, Julius Austin, facilitated a collaboration between the City of Sacramento Office of Arts of Culture (Melissa Cirrone), City of Sacramento Great Plates Program (Julia Burrow/Colin Rua), California State University of Sacramento Galleries (Kelly Lindner) and Crocker Art Museum (Stacey Shelnut - Hendrick and Faith McKinnie of Crocker Art Museum). Kelly Lindner and Stacey Shelnut-Hendrick facilitated efforts so that local artists could work with youth from Sol Collective and Sojourner Truth African Museum to create art pieces that were packaged and delivered to 1050 seniors who receive meals through the Great Plates food distribution program.
- Un/Equal Freedoms: Expressions for Social Justice [Center for Race Immigration and Social Justice]: The Sacramento Promise Zone Coordinator, Julius Austin, was a part of a California State University - Sacramento Center for Race Immigration and Social Justice arts sub-committee and served as the Chair of the selection committee. The artworks in the exhibition reckon with the unequal freedoms embedded in our social structures. These pieces were made by professional and emerging artists, individuals and groups, students, and community members.

Viewed as a group, these works offer artistic expressions for social justice, laying bare these unequal freedoms, giving marginalized voices a space for expression, representing forward action, and ultimately offering a vision for an improved society with greater equality and freedom for all.

- In 2017, the Sacramento Housing and Redevelopment Agency (SHRA) was designated as a Performance Partnership Pilot Initiative Program (P3) awardee. The Sacramento P3 gave disconnected youth housing stability by using the Housing Choice Voucher (HCV) program. The youth also received supportive services and extensive case management from service provider partners (Cosumnes River College, Lutheran Social Services of Northern California, Sacramento Regional Conservation Corps, Step Up, Waking the Village, Wind Youth Services, and Volunteers of America) as they pursue education, training and/or certification that will lead to livable wage jobs. Over 84 disconnected youth have been housed and are receiving supportive services.
- Sacramento Promise Zone partnered with Health Net, Mutual Assistance Network, Sacramento Covered, and St. Paul Church of God in Christ to put on the Fall Flu-Venture health event on October 21, 2020. Hosted by Pastor Larry Joyner at the St. Paul Church of God in Christ, the health event was able to take place during the church's weekly food distribution. Ample outdoor space allowed attendees, providers, and volunteers to practice physical distancing and COVID-19 safety precautions. Approximately 100 attendees and volunteers had the opportunity to receive free flu shots, blood pressure and diabetes screenings, as well as education materials on asthma and health insurance prior to picking up food items. The event helped to combat the greater need for flu shot accessibility during the COVID-19 pandemic and flu season.
- Sacramento Promise Zone Mind, Body, & Spirit Health Series: The Sacramento Promise Zone is partnered with Samuel Merritt University to host a bimonthly mind, body, & spirit health series that featured medical professionals sharing information focused on improving health outcomes and eliminating disparities on the following topics:
  - o Adverse Childhood Experiences (ACEs) and Resilience
  - o Stress Management and Mindfulness-Based Stress Reduction
  - o Social Determinants of Health and Relationship to Health and Well-Being
  - o Cognitive Health and Optimizing Memory Function
  - o Bullying Prevention
  - o Exercise
  - o First Aid

- The Sacramento Promise Zone Sustainable Communities Collaborative (Sacramento Black Chamber of Commerce, SMUD, the Sacramento Housing and Redevelopment Agency, the Sacramento Kings, UC Davis Health and the City of Sacramento) partnered to:
  - o Fund solar energy training for by Baker Energy. 25 students graduated.
  - o Install SMUD solar trees at Simmons Center and the Greater Sacramento Urban League. Some of the solar training graduates worked on the installations.
  - o Fund the Energy Baron Program, a facilities management training program by Eco-Alpha. Six students graduated.
- Sacramento Promise Zone Interactive Map: Greg Helzerman, SHRA GIS Analyst, created the Sacramento Promise Zone (SPZ) Interactive Map. The interactive map can be used to learn more about the SPZ resources and geographic areas (i.e. Sacramento city/county boundaries and Sacramento city/county districts). The map features interactive layers that allow the user to identify resources and information related to the five Promise Zone focus areas; education health, jobs, economic development, and sustainably built communities. For example, users can use the layers to identify the schools, hospitals, job centers, light rail routes/stops, and so much more! The map can also be used to quickly learn whether or not a home or organization is within the Promise Zone boundaries.
- 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.
- 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.



## KEY INDICATORS

<b>Output - Community Development Division</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
Public Facilities/Infrastructure Contracts Awarded	17	17	18	19	8
Households Rapidly Rehoused (Individuals)	197	99	200	200	200
Households Sheltered (ESG and CDBG)	207	197	860	860	860
Households assisted (HOPWA)	440	389	440	440	440
Households Receiving Meals	4,964	5,441	5,564	4,964	4,964

<b>Effectiveness - Community Development Division</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
Public Facility/Infrastructure Requests (High Priority)	17	17	18	19	8
Public Facilities/Infrastructure Requests Funded	17	17	19	19	8
Months of Service Enrolled in Rapid Rehousing	15	4	5	5	5
Housing Assisted/Number of Units (HOPWA)	390	594	400	400	360
Meals Served	386,279	395,342	386,279	386,279	386,279

<b>Efficiency - Community Development Division</b>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
Cost per meal	\$3.85	\$3.85/4.20	\$3.85/10.82	\$3.85	\$3.85
Affordable Units Preserved (HOPWA)	40	40	40	40	40
% of Funding Awarded Public Facilities/Infrastructure	100%	100%	95%	100%	100%

**Efficiency - Community Development Division**

	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
Housed One-Year After Exit From Rapid Rehousing	<b>96%</b>	<b>80%</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>
Cost Per Household Rapid Rehousing	<b>\$10,674</b>	<b>\$10,674</b>	<b>\$10,674</b>	<b>\$10,674</b>	<b>\$10,674</b>

**Output - Dev. Finance Division - Multifamily Affordable Housing**

	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
\$ of Loan Assistance provided	<b>\$11.4M</b>	<b>\$27M</b>	<b>\$51.9M</b>	<b>\$22M</b>	<b>\$22M</b>
# of Developments Receiving Loan Assistance	<b>5</b>	<b>5</b>	<b>7</b>	<b>5</b>	<b>5</b>
# of units financed	<b>340</b>	<b>566</b>	<b>866</b>	<b>300</b>	<b>300</b>
\$ of Mortgage Revenue Bonds Issuance Approved	<b>\$164M</b>	<b>\$97M</b>	<b>\$211M</b>	<b>\$100M</b>	<b>\$100M</b>
# of Developments Receiving Mortgage Revenue Bonds	<b>7</b>	<b>3</b>	<b>7</b>	<b>5</b>	<b>5</b>
# of Developments Completed	<b>5</b>	<b>2</b>	<b>8</b>	<b>5</b>	<b>5</b>
# of Units Completed	<b>200</b>	<b>511</b>	<b>200</b>	<b>200</b>	<b>200</b>

**Output - Dev. Finance Division - Housing Policy Implementation**

	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
City: Mixed Income Housing Ordinance Annual Report	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
City: Mixed Income Housing Ordinance Homebuyers Certified & Regulatory Agreements Recorded	<b>19</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>
Housing Trust Fund Ordinance Annual Report (City & County of Sacramento)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
SRO Ordinance Report	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
County: Affordable Housing Strategies Approved	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**Output - Dev. Finance Division  
- Single Family Affordable  
Financing & Home Ownership**

	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
# of Loans Financed Under the Home Buyer Down Payment Assistance Program	15	24	15	16	16
\$ amount of Loans Financed under the Home Buyer Down Payment Assistance Program	\$600K	\$925K	\$580K	\$640K	\$640K
# of Certificates Issued under the MCC Programs	61	5	0	0	0
\$ Amount of First Mortgage Loans Leverage with the MCC Program	\$16.2M	\$980k	0	0	0
# of Parcels Sold & Income Certifications for Owner Occupied Single Family Homes- NSP Program	5	0	0	0	0
# of Welcome Home Program Homebuyers Certified	12	9	9	5	5
# of Del Paso Nuevo Single Family Homes Constructed	31	46	22	0	0
# of Del Paso Nuevo Homebuyers Certified	17	27	10	0	0

**Output - Dev. Finance Division -  
Portfolio Management**

	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
# of Loans Managed in the Portfolio	1,041	987	960	940	940
\$ Amount of Loans Managed	\$340M	\$360M	\$380M	\$390M	\$390M
# of physical inspections of multifamily developments	163	183	160	184	184
# of physical inspections of multifamily units	1895	1053	2000	2674	2674
# of Multifamily Tenant files Audited	1849	0	1000	2600	2600
# of Multifamily Resident Services Requirements Monitored	52	65	95	102	102

**Output - Dev. Finance Division -  
Portfolio Management**

	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
# of Annual Audit Confirmations for Multifamily Developments	111	112	94	95	95
# of Supplemental Annual Administrative Fees (SAAF) Invoiced and Collected	44	48	48	48	48
# of CDLAC Certifications Completed	77	0	82	83	83
# of Subordination Loan Requests Processed for Existing Multifamily Loans	4	3	8	5	5
# of Subordination Loan Requests Processed for Existing Single Family Home Loans	12	18	48	20	20
# of Single Family Home Loans Monitored for Compliance	1,003	963	577	570	570
# of Children Provided After School Services due to SAAF Funding	887	965	2026	2000	2000

**Effectiveness - Dev. Finance  
Division - Portfolio Management**

	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
% of Multifamily Units Constructed or Renovated on scheduled	100%	100%	100%	100%	100%
% of City/County Annual Housing Ordinance Reports Completed	100%	100%	100%	100%	100%
# of Del Paso Nuevo Homebuyers Certified	17	27	10	0	0

**Efficiency - Dev. Finance  
Division - Portfolio Management**

	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
\$'s Leveraged per Mortgage Credit Certificate	\$265,574	\$196,000	0	0	0
\$'s spent per Down Payment Assistance	\$40,000	\$39,583	\$38,667	\$40,000	\$40,000

**Output - Asset Repositioning Division**

	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 actuals</i>	<i>FY 22 projected</i>	<i>FY 23</i>
Projects repositioned from Public Housing to LIHTC partnerships		3	1	3	3
Units repositioned from Public Housing to LIHTC partnerships		351	192	324	324
Existing projects re-syndicated	1	0	0	0	0
Projects rehabilitated	1	1	1	1	1
Units rehabilitated	79	124	192	124	124
Existing projects refinanced			1	1	1
Leveraged funds		\$120M	\$15.2M	\$192.9 M	\$192.9M
Total projects managed through related non-profits	6	9	10	15	15



**REAL ESTATE &  
CONSTRUCTION  
SERVICES**

# 9

## REAL ESTATE & CONSTRUCTION SERVICES

### REAL ESTATE & CONSTRUCTION SVCS

### DEPARTMENT SUMMARY

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

### APPROPRIATIONS SUMMARY

Type of Expense	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023
Salaries and Benefits	\$ 1,246,898	\$ 1,218,900	\$ 1,345,664	\$ 1,309,566	\$ 1,938,514
Services and Supplies	190,146	262,488	262,488	335,153	270,299
Interdepartmental Charges	617,447	804,107	804,107	528,845	426,688
<b>Total</b>	<b>\$ 2,054,491</b>	<b>\$ 2,285,495</b>	<b>\$ 2,285,495</b>	<b>\$ 2,173,564</b>	<b>\$ 2,635,501</b>

### 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, design and delivery of the "RAD" rehabilitation projects, and the design, rehabilitation, and sale of Agency owned single family homes to first-time, low income homebuyers.

## 2023 GOALS AND OBJECTIVES

- Complete the Welcome Home Program (also known as the Purchase and Resale Entity (PRE) program) by rehabilitating 2 duplexes and constructing one single-family home.
- Continue marketing the Agency's new implementation of HUD's Lead Hazard Reduction Program to potential recipients.
- Complete the construction of the following projects at the Mirasol Village neighborhood:
  - Housing Blocks A and C
  - Mirasol Village Early Childhood Education (ECE) facility
- Manage the modernization of Public Housing properties for the Housing Authority.
- Manage the design and rehab of the RAD Phases 2 & 3 projects
- Assist the Agency's Section 3 Coordinator in providing a more robust Section 3 Local Hiring program for all applicable RECS related activities.
- Manage the maintenance of the Agency's vacant properties.
- Continue implementing the Agency's property Disposition Plan by selling Agency-owned vacant properties most eligible for sale.
- Complete the remaining environmental remediation of one of the two recently demolished buildings at the Auburn Garfield site, receive environmental clearance from the governing agency and sell the property



- Provide budget analyses and construction oversight for the many lending programs the Agency offers.
- Complete Multi-Family budget analysis guide for use on outside developer projects.
- Continue to foster a culture that recognizes its employees for their contributions to the Agency.
- Continue managing the Agency's Home Repair Program (HRP), formerly known as the Emergency Repair Program

## 2022 ACCOMPLISHMENTS

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

Completion of the following projects:

- o Del Paso Nuevo single-family home construction (Phase 6)
- o Multi-family rehab projects (Lavender Court, Sunrise Pointe, etc.)
- o Bing Tong Kong (Phase 2)
- o Emergency Bridge Housing at the Grove (Phase 2)
- o Mirasol Village Housing Blocks B and E
- o Mirasol Village City Park and Community Garden
- o 29 at Hotel Berry
- o 25 at Mirasol Village (formerly Twin Rivers) development

On-going construction of the following projects:

- o Multi-family rehab projects (Capitol Park Hotel, Northlake Senior Apts., Sierra Sunrise)
- o Mirasol Village Block A

- 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 the final two duplexes and new single-family house in the Welcome Home Program.
- Launched the Agency's new implementation of HUD's Lead Hazard Reduction Program to potential recipients.

- Implemented and managed the Agency's Home Repair Program (HRP)
- Managed the maintenance of the Agency's many vacant properties.
- Managed the commercial tenants at Riverview Plaza (600 I Street).
- Demolished both buildings at the Auburn Garfield site, and began remediation of the environmental issue at 5420 Auburn Blvd.

## KEY INDICATORS

Output	FY 19 actuals	FY 20 actuals	FY 21 actuals	FY 22 projected	FY 23
# of appraisals completed (appraise all properties assigned)	55	121	12	12	10
# of Agency owned Vacant Properties Sold	12	7	6	3	5
# of Public Housing/Property Mgmt. rehab projects managed	20	15	15	20	15
# of Multi-family lending projects for which construction oversight was provided	18	15	16	15	15
# of Agency-owned single family homes rehabbed or sold to 1st time low income homebuyers (total completed over total available)	12	7	6	5	0

Effectiveness	FY 19 actuals	FY 20 actuals	FY 21 actuals	FY 22 projected	FY 23
% of appraisals completed within estimated timeframe	95%	90%	90%	90%	90%
# of construction projects with change orders under 10%	82%	85%	85%	85%	85%
% of Agency owned single family homes designated for 1st time low income homebuyers, designed, rehabbed or sold (total completed over total available)	73%	70%	100%	100%	100%

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# 10

**COMMUNITY  
SOCIAL SERVICES**

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

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

### APPROPRIATIONS SUMMARY

	Budget	Budget	Budget	Budget	Budget
Type of Expense	2019	2020	2021	2022	2023
Public Services	\$ 5,119,260	\$ 5,086,302	\$ 5,086,302	\$ 5,685,556	\$ 9,675,523
<b>Total</b>	<b>\$ 5,119,260</b>	<b>\$ 5,086,302</b>	<b>\$ 5,086,302</b>	<b>\$ 5,685,556</b>	<b>\$ 9,675,523</b>

### 2023 GOALS AND OBJECTIVES

- Continue to implement the Coordinated Entry System in partnership with Sacramento Steps Forward.

## 2022 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.

## PUBLIC SERVICES BY CATEGORY

	City	County	Total	Source
<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 Tenant Based (TBRA)	508,093		508,093	HOPWA-City
Homeless Prevention & Rapid Re-Housing	150,479		150,479	ESG-City
Solano CountyHomeless Prevention & Rapid Re-Housing		213,416	213,416	ESG State
Homeless Prevention & Rapid Re-Housing		187,590	187,590	ESG- County
Boulevard Court	238,000		238,000	Housing Successor-City
Mutual Housing at the Highlands		296,000	296,000	Housing Successor-County
Rental Assistance		43,616	43,616	Housing Successor-City
<b>Subtotal Rental Assistance</b>	<b>896,572</b>	<b>740,622</b>	<b>1,637,194</b>	
<b>Senior Nutrition</b>				
Senior Nutrition Program	535,000		535,000	CDBG - City
Senior Nutrition Program		429,511	429,511	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>479,511</b>	<b>1,101,511</b>	
<b>Homeless</b>				
Shelter / COC	63,000		63,000	CDBG - City
Shelter / COC		363,000	363,000	CDBG - County
Shelter / COC		581,510	581,510	MFSAF - County
Shelter / COC	225,719		225,719	ESG-City
Shelter / COC		281,385	281,385	ESG-County
Shelter / COC	175,195		175,195	PILOT - City
Shelter / COC		31,095	31,095	PILOT - County
Shelter / COC	764,998		764,998	Emergency Bridge Housing at Grove (EBH)
Shelter / COC	168,003		168,003	Meadowview Shelter
Shelter / COC	3,500,000		3,500,000	X Street City funds
<b>Subtotal Homeless</b>	<b>4,896,915</b>	<b>1,256,990</b>	<b>6,153,905</b>	
<b>Supportive Services</b>				
HOPWA Supportive Services	507,913	-	507,913	HOPWA-City
<b>Subtotal Supportive Services</b>	<b>507,913</b>	<b>-</b>	<b>507,913</b>	
<b>Totals</b>	<b>\$ 7,198,400</b>	<b>\$ 2,477,123</b>	<b>\$ 9,675,523</b>	

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# 11

**DEBT  
SERVICE**

# 11

## DEBT SERVICE DEBT SERVICE

	7810		7800		
	Interest		Principal		Total
<b>Loan Repayments:</b>					
HUD 108 Globe Mills	96,501		384,000		480,501 (1)
Bank of America-Public Capital corp (801 12th St)	117,721		866,459		984,180 (2)
HUD 108 CNI Twin Rivers	100,000		640,000		740,000 (3)
<b>Total Debt Service</b>	<b>\$ 314,222</b>	<b>\$</b>	<b>1,890,459</b>	<b>\$</b>	<b>2,204,681</b>

(1) \$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.

(2) \$13,000,000 Bank of America Note Payable originally authorized and issued June 2008. Refinanced in 2021, payments are due in monthly installments of \$82,015 from October 2021 while keeping the June 2028 payoff. Interest is payable monthly at a reduced rate of 2.53%, down from the original 5.18%. The note finances 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 the new location. 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.



(3) \$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.

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# 12

**CAPITAL  
PROJECTS**

Fund	Fund Description	Project Type	Description	Appropriation
0040	Equipment Reserve	Commercial		\$ -
6123	Conventional Housing - Capital Fund Program - City	Housing Authority Capital Projects	Moderization	\$ 4,078,869
			<b>Subtotal</b>	<b>\$ 4,078,869</b>
6223	Conventional Housing - Capital Fund	Housing Authority Capital Projects	Moderization	2,058,700
			<b>Subtotal</b>	<b>\$ 2,058,700</b>
1523	HSA-Project fund City	Housing Development and Preservation	Project Delivery	\$ 6,142,904
1523	HSA-Project fund City	Housing Development and Preservation	Property Holding Costs and Disposition Plan	\$ 6,142,904
			<b>Subtotal</b>	<b>\$ 12,285,808</b>
1623	HSA-Project fund County	Housing Development and Preservation	Project Delivery	\$ 634,760
1623	HSA-Project fund County	Housing Development and Preservation	Property Holding Costs and Disposition Plan	634,758
			<b>Subtotal</b>	<b>\$ 1,269,517</b>
4000	Housing Trust Fund - City	Housing Development and Preservation	Housing Development Assistance	6,106,513
			<b>Subtotal</b>	<b>\$ 6,106,513</b>
4001	Housing Trust Fund - County	Housing Development and Preservation	Housing Development Assistance	2,044,961
			<b>Subtotal</b>	<b>\$ 2,044,961</b>
4200	City Inclusionary Housing	Housing Development and Preservation	Housing Development Assistance	410,109
			<b>Subtotal</b>	<b>\$ 410,109</b>
4201	Affordable Housing Program -	Housing Development and Preservation	Housing Development Assistance	12,609,894
			<b>Subtotal</b>	<b>\$ 12,609,894</b>
4204	City Low income Housing (MIHO)	Housing Development and Preservation	Housing Development Assistance	3,323,522
			<b>Subtotal</b>	<b>\$ 3,323,522</b>
			<b>Subtotal</b>	<b>\$ -</b>
5591	PL HA	Housing Development and Preservation	Housing Development Assistance	4,357,067
			<b>Subtotal</b>	<b>\$ 4,357,067</b>
2123	Community Development Block Grant -	Capital Improvements	Northwood School Access	700,000
2123	Community Development Block Grant -	Capital Improvements	Broadway Complete Streets Phases 1 and 2	300,000
2123	Community Development Block Grant -	Capital Improvements	Babcock School Park Master Plan	40,000
2123	Community Development Block Grant -	Capital Improvements	NOFA	100,000
2123	Community Development Block Grant -	Capital Improvements	CIP Environmental Scoping	25,000
			<b>Subtotal</b>	<b>\$ 1,165,000</b>
2123	Community Development Block Grant -	Housing Development and Preservation	Minor Repair Program	55,000
2123	Community Development Block Grant -	Housing Development and Preservation	Home Repair Program	250,000
2123	Community Development Block Grant -	Housing Development and Preservation	Affordable Housing Rehabilitation Program	550,000
2123	Community Development Block Grant -	Housing Development and Preservation	Housing Programs Implementation and Delivery	231,756
			<b>Subtotal</b>	<b>\$ 1,086,756</b>

Fund	Fund Description	Project Type	Description	Appropriation
2223	Community Development Block Grant -	Capital Improvements	South Sacramento Affordable Housing Pedestrian Improvements	850,000
2223	Community Development Block Grant -	Capital Improvements	William B. Pond ADA Fishing Pier Improvements	225,000
2223	Community Development Block Grant -	Capital Improvements	Rio Linda Area Street Lights	550,000
2223	County	Capital Improvements	Mather Community Campus- Installation of Addressable Fire Alarm System Phase 1	600,000
2223	Community Development Block Grant -	Capital Improvements	SOPEP - Fruitridge ADA Improvements	100,000
2223	Community Development Block Grant -	Capital Improvements	NOFA - Parks	150,000
2223	Community Development Block Grant -	Capital Improvements	NOFA - Non-Profits and Small Jurisdictions	100,000
2223	Community Development Block Grant -	Capital Improvements	GP Scoping	25,000
			<b>Subtotal</b>	<b>\$ 2,600,000</b>
2223	Community Development Block Grant - Coi Housing Development and Preservation		Minor Repair Program	55,000
2223	Community Development Block Grant - Coi Housing Development and Preservation		Home Repair Program	200,000
2223	Community Development Block Grant - Coi Housing Development and Preservation		Affordable Housing Rehabilitation Program	545,000
2223	Community Development Block Grant - Coi Housing Development and Preservation		Housing Programs Implementation and Delivery	246,858
			<b>Subtotal</b>	<b>\$ 1,046,858</b>
3123	HOME Investment Partnership -	Housing Development and Preservation	Multi-family Housing Acquisition and Rehabilitation	1,047,489
3123	HOME Investment Partnership -	Housing Development and Preservation	Multi-family Housing New Construction	1,047,490
			<b>Subtotal</b>	<b>\$ 2,094,979</b>
3010	HOME Revolving Loans - County	Housing Development and Preservation	Multi-family Housing Acquisition and Rehabilitation	\$ 5,050,149
3010	HOME Revolving Loans - County	Housing Development and Preservation	Multi-family Housing New Construction	\$ 5,050,148
			<b>Subtotal</b>	<b>\$ 10,100,297</b>
3223	HOME - County	Housing Development and Preservation	Multi-family Housing Acquisition and Rehabilitation	\$ 1,588,486
3223	HOME - County	Housing Development and Preservation	Multi-family Housing New Construction	\$ 1,588,485
			<b>Subtotal</b>	<b>\$ 3,176,970</b>
4523	HOPWA	Housing Development and Preservation	Housing Development Assistance	\$ 676,533
				\$ 676,533
5900	Mortgage Revenue Bonds	Homebuyer Education Program		\$ 100,000
			<b>Subtotal</b>	<b>\$ 100,000</b>
3000	HOME Revolving Loans City	Housing Development and Preservation	Multi-family Housing Acquisition and Rehabilitation	\$ 1,209,741
3000	HOME Revolving Loans - City	Housing Development and Preservation	Multi-family Housing New Construction	\$ 1,209,740
			<b>Subtotal</b>	<b>\$ 2,419,481</b>
5550	County Building Hope-MHSA	Housing Development and Preservation	County of Sacramento Eligible Projects	\$ 16,432,814
			<b>Subtotal</b>	<b>\$ 16,432,814</b>
			<b>TOTAL</b>	<b>\$ 89,444,647</b>

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

# 13

## GLOSSARY

# 13

## GLOSSARY

### GLOSSARY

## 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.

**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.

## 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.



## 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.

## 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.

## 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.

## 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.

## 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).

## 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.

**PUBLIC HOUSING / PROPERTY MANAGEMENT** - 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.

## 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.



# 14

**RESOLUTIONS**



**APPROVED**

BOARD OF SUPERVISORS

by Reso Nos. 2022-0992 + 2022-0993  
NOV 15 2022

**COUNTY OF SACRAMENTO  
CALIFORNIA**

BY *Florence Evans*  
Clerk of the Board

**APPROVED**

BOARD OF DIRECTORS

by Reso Nos. HA-2478 + SHDC-0045  
NOV 15 2022

For the Agenda of:  
November 15, 2022

BY *Florence Evans*  
Clerk of the Board

To: Board of Supervisors  
Housing Authority  
Sacramento Housing Development Corporation

Through: Ann Edwards, County Executive  
Chevon Kothari, Deputy County Executive, Social Services

From: La Shelle Dozier, Executive Director, Sacramento Housing  
and Redevelopment Agency

Subject: 2023 Sacramento Housing And Redevelopment Agency  
Proposed Budget

District(s): All

**RECOMMENDED ACTION**

Conduct a public hearing and upon conclusion adopt the following resolutions:  
1) a County Board Resolution 2) a Housing Authority Resolution (Authority)  
approving the 2023 Sacramento Housing and Redevelopment Agency Budget,  
3) a Sacramento Housing Development Corporation Resolution approving the  
2023 Proposed Budget for the Riverview Plaza Residential Project, and 4) a  
Board of Supervisors Resolution adopting a Multi-Family Loan and Mortgage  
Revenue Bond Application Schedule that corresponds with California Tax  
Credit Allocation Committee and California Debt Limit Allocation Committee  
application deadlines.

**BACKGROUND**

The annual budget of the Sacramento Housing and Redevelopment Agency  
(Agency) incorporates the budgets of the Housing Authority of the City of  
Sacramento, the Housing Authority of the County of Sacramento, and the  
administration of specific funds on behalf of the City and County of  
Sacramento.

The proposed 2023 budget provides a plan by which the Agency operates in  
an efficient manner and in compliance with the regulatory requirements of our  
funding sources and the Government Accounting Standards Board. The

Agency's budget and fiscal year is the calendar year from January 1<sup>st</sup> through December 31<sup>st</sup>. The County does not provide any General Funds in support of the Agency's budget. Appropriate financial planning and applicable government regulations require that the Agency have an operating budget and capital budget adopted prior to the start of each new fiscal year. Consequently, the Agency presents its budget to all governing bodies for approval annually.

The Agency proposes a balanced budget in the amount of \$340.1 million representing the operational activities and projects for 2023. The 2023 proposed budget represents a reduction in overall spending of approximately \$7 million or 3.3% in net appropriations compared with the prior year. This change in annual budget appropriations is primarily the result of the expected wind-down of the Emergency Rental Assistance Program, which accounts for a decrease of \$51.1 million or a 76.6% decrease in planned expenditures. Capital Projects are also estimated to increase a total of \$11 million to approximately \$89.4 million. Increases in full time employees (FTE) is to continue to support the Agency overall in the departments identified in the budget. They are funded through the departments listed. The increase in HAP is estimated based on Federal Estimates of the program allowances and effort to lease up additional vouchers.

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

- Protecting "core services" to the greatest extent possible, with the 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;
- Considering the overall financial health of the organization, not just the cash flow from year to year;
- Using partnerships with public entities, community-based organizations, and private entities whenever practicable; and
- Developing budget plans that deal with the immediate needs of the Agency and employing strategies that address the long-term needs of the communities we serve.

The chart below shows the budget trends for the past four years. Please note, that due to the COVID -19 Pandemic, the 2021 budget was adopted as a "Roll Forward" budget, where only the known increases in salaries and benefits were estimated for the year. All revenues and expenses were adopted as of the prior year of 2020.

2023 Sacramento Housing And Redevelopment Agency Proposed Budget  
Page 3

Calendar Year 2023 Proposed Budget (\$ In Millions)						
	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Variance (2022 to 2023)	
<b>OPERATIONS</b>						
Salaries and Benefits	28.7	30.0	38.7	42.0	3.3	8.5%
Services and Supplies	17.4	17.4	24.1	26.0	1.9	7.9%
Housing Assistance Payments	109.1	109.1	130.7	154.6	23.9	18.3%
Emergency Rental Assistance Payments	0.0	0.0	66.7	15.6	(51.1)	-76.6%
Debt Service	2.9	2.9	2.2	2.2	0.0	0.0%
Financial Transactions	0.7	0.7	0.6	0.6	0.0	0.0%
Public Services	5.1	5.1	5.7	9.7	4.0	70.2%
<b>Subtotal</b>	<b>\$163.9</b>	<b>\$165.2</b>	<b>\$268.7</b>	<b>\$250.7</b>	<b>(\$18.0)</b>	<b>-10.9%</b>
<b>CAPITAL PROJECTS</b>						
<b>Subtotal</b>	<b>\$48.0</b>	<b>\$48.0</b>	<b>\$78.4</b>	<b>\$89.4</b>	<b>11.0</b>	<b>14.0%</b>
<b>TOTAL</b>	<b>\$211.9</b>	<b>\$213.2</b>	<b>\$347.1</b>	<b>\$340.1</b>	<b>(\$7.0)</b>	<b>-3.3%</b>

#### COMMISSION ACTION

At its meeting on October 19, 2022, the Sacramento Housing and Redevelopment Commission approved the staff recommendation for this item.

#### POLICY CONSIDERATIONS

The actions recommended in this report are consistent with adopted Consolidated Plan goals, the annual Housing Operating budget, the Capital Fund Plan, and adopted Agency policies.

This report also recommends the adoption of the Agency's Multi-Family Loan and Mortgage Revenue Bond 2023 Application Schedule. The schedule will allow applicants to apply for funding on certain dates corresponding to the California Tax Credit Allocation Committee (TCAC) and California Debit Limit Allocation Committee (CDLAC) application deadlines.

#### ENVIRONMENTAL REVIEW

**California Environmental Quality Act (CEQA):** 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). Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

**National Environmental Policy Act (NEPA):** The proposed actions are administrative and fiscal activities and do not make any commitments to, or give approvals for, specific projects or activities 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 choice limiting action(s) being carried out with regard to such projects.

**M/WBE/SECTION 3 CONSIDERATIONS**

The action proposed in this report has no M/WBE or Section 3 impact; therefore, M/WBE or Section 3 considerations do not apply.

**FINANCIAL ANALYSIS**

The 2023 proposed budget recommends total expenses of \$340.1 million, with the Housing Assistance Payments budget at \$154.6 million, Rental Assistance Payments estimated at \$15.6 million, the Operating budget at \$68.6 million; the Capital Project budget at \$89.4 million; the Public Services budget at \$9.7 million; and, the Debt Service budget at \$2.2 million. The 2023 proposed budget of \$340.1 million represents a net \$7 million, or a 3% percent overall decrease compared with the total 2022 Adopted budget. This decrease is due primarily to the anticipated wind-down of the Sacramento Emergency Rental Assistance program, the increase in anticipated expenditures for Housing Assistance Payments, and the increase of Public Services expenditures for the management of certain Homeless Shelter Programs such as the extension of the Emergency Bridge Housing and W/X Shelter programs.

Attachment(s):

RES – County BOS Resolution  
EX A Summary of Budget  
RES – HACOS Resolution  
EX B Summary of Budget  
EX B-1 – County Public Housing and Central Services budget  
EX B-2 - HUD Resolution  
RES – SHDC Resolution  
RES – County Multifamily Housing Application Schedule  
EX A– Multifamily Housing Application Schedule  
ATT 1 – Background  
ATT 2 – SHRA 2023 Proposed Budget

## **RESOLUTION NO. 2022-0992**

### **APPROVAL OF 2023 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS AND IMPLEMENTING AUTHORIZATIONS; 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 and to manage and administer federal housing and community development programs on behalf of the City and County of Sacramento. This structure provides a competitive advantage to the City and County when seeking federal and other housing and community development funding opportunities. The consolidation of multiple departments from different jurisdictions achieves close coordination of housing and community development programs and provides budget savings for operation and overhead. The Agency Executive Director reports directly to the City and the County governing boards. The Agency is recognized statewide and nationally as a model public agency that achieves multi-jurisdictional cooperation and effectively leverages local, state and federal housing and community development funds; and

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

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

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 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 2023 Operating Budget totaling \$250,662,741 and the 2023 Project Budget totaling \$89,444,650 all as further described in the 2023 Proposed Agency Budget (hereinafter "2023 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 2023 fiscal year. The 2023 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 320 Agency full time equivalent positions are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.

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

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



Section 6. The Agency is authorized to submit the 2023 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 2023 Housing Operating Budget are necessary for the efficient and economical operation of Agency housing to serve low-income families.

Section 8. The housing financial plan set forth in the 2023 Housing Operating Budget is reasonable in that:

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

Section 9. The 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 10. Subject to availability under the Budget of any required funds, the Agency is authorized to approve the 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 the adopted Agency/Housing Authority policy and governing board approvals. The Agency is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the approved HUD-approved conversion.

Section 11. The Agency is authorized and directed to approve, submit and implement the Public Housing Agency (PHA) Annual Plan and PHA Five-Year Plan, and the attachments and/or amendments to such Plans to comply with the Quality Housing and Responsibility Act of 1998, as approved by the Sacramento Housing and Redevelopment Agency Commission.

Section 12. The Agency is authorized to submit to HUD the One-Year Action Plan for Community Development Block Grant (CDBG), Home Investment Partnership (HOME), Emergency Solutions Grant (ESG), and Housing Opportunities for People with AIDS (HOPWA). The Agency is delegated authority to administer federal funds appropriated by HUD and is the designated recipient of funds outlined in the One-Year Action Plan. If such grants are awarded, the Agency is authorized to accept the grant or grants, execute all related documents and amend the Budget accordingly. The Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. The Agency is authorized to amend the Capital Reserve Project budget in the event that the actual entitlement exceeds, or is less than, that estimated in the Budget.

Section 13. The Agency is authorized to administer ESG and HOPWA funds, or delegate authority to other appropriate entities approved by the



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

Section 14. The Agency is authorized to enter into necessary grants and agreements with HUD, the State Housing and Community Development Department (HCD), and other governmental or private entities for homeless programs for which the Agency is the designated recipient of grant funds or contracting agency. The Agency is authorized to accept such grants, execute contracts to implement homeless activities as outlined in the Agency public services schedule and funded in the Budget, and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget).

Section 15. The Agency is authorized to submit grant applications on behalf of the County of Sacramento for any and all housing and community development activities within the jurisdiction of the Agency. If such grants are awarded, and approved by the governing board if in excess of \$100,000, the Agency is authorized to accept the grant or grants, execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment, and projects. The Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:

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

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

Section 16. The Agency is authorized to amend the Budget to make transfers of fund balances to accommodate reserve requirements. The Executive Director, or designee, may allocate and transfer any available fund balances to accounts held for future projects or reduce budget shortfalls in any other fund balances, provided monies so used are not otherwise restricted by law or regulations related to the funding source. Further, the Agency is authorized to expend available balances from the payroll fund for the cost of liabilities such as post-retirement medical benefits, sick leave, and vacation accruals.

Section 17. The Agency Budget is controlled at the fund group level. Except as provided in this resolution, no expenditure will exceed the approved Budget.

Section 18. The Agency is authorized to amend the Budget to appropriate for expenditure of all revenues received in revolving funds.

Section 19. 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 20. The Agency is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.

Section 21. The Agency is authorized to transfer project appropriations among fund groups.

Section 22. The Agency is authorized to amend the Budget to reflect all required debt service payments, pass-through payments loan repayments, and other existing obligations based on actual revenues.

Section 23. The Agency is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws, and applicable laws and regulations or changes to the aforementioned.

Section 24. 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, repairing, rehabilitating, replacing, or otherwise compensating for the insured loss.

Section 25. The Agency is authorized to execute and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws, and applicable redevelopment laws and regulations; and to reconcile available revenues as needed to assure receipt of anticipated revenues.

Section 26. The Agency is authorized to exercise default remedies and take other actions to protect the Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. The Agency is authorized to enter into "loan workouts," to the extent reasonably necessary to protect the Agency assets, and in entering such "workouts," the Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria. Further, the Agency is authorized to renegotiate existing Agency debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in cost savings or provide the Agency with more favorable loan terms.

Section 27. All project appropriations in existence as of December 31, 2022, will be carried over and continued in 2023.

Section 28. All multi-year operating grant budgets in existence as of December 31, 2022, shall be continued in 2023.

Section 29. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2022, may remain in effect in 2023. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2022, but only to the extent that the applicable division's 2022 operating budget appropriations exceeded 2022 expenditures.

Section 30. The Agency is authorized to incorporate the changes listed on Exhibit A as part of the 2023 Budget.

Section 31. 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 32. The Agency is authorized to delegate the authorities as set out in this resolution to the Agency's Executive Director.

Section 33. This resolution shall take effect immediately.

On a motion by Supervisor Nottoli, seconded by Supervisor Serna, the foregoing Resolution was passed and adopted by the Board of Supervisors of the County of Sacramento, State of California, this 15th day of November, 2022, by the following vote, to wit:

AYES: Supervisors Desmond, Frost, Kennedy, Serna, Nottoli

NOES: None

ABSENT: None

ABSTAIN: None

RECUSAL: None  
(PER POLITICAL REFORM ACT (§ 18702.5.))



Chair of the Board of Supervisors  
of Sacramento County, California

**FILED**

BOARD OF SUPERVISORS

NOV 15 2022

BY

CLERK OF THE BOARD

ATTEST:

Clerk, Board of Supervisors

In accordance with Section 25103 of the Government Code of the State of California a copy of the document has been delivered to the Chair of the Board of Supervisors, County of Sacramento on November 15, 2022

By

Deputy Clerk, Board of Supervisors

## EXHIBIT A

### SUMMARY OF SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2023 BUDGET

Approved 2023 Total Operating Budget	\$ 250,662,741
Approved 2023 New Projects	\$ 89,444,650
<b>TOTAL SHRA BUDGET</b>	<b>\$ 340,107,391</b>

## **RESOLUTION NO. HA-2478**

### **APPROVAL OF 2023 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS, AND IMPLEMENTING AUTHORIZATIONS; 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 require 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 of the former Redevelopment Agency of the County was assumed within the management structure of the County of Sacramento, which elected to administer the dissolution of its redevelopment agency and manage the County Redevelopment Agency Successor Agency (CRASA). The budget of

the former Redevelopment Agency is no longer incorporated within the Agency Budget; and

**WHEREAS,** Pursuant to Health and Safety Code Section 34176 and Housing Authority 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 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 2023 Operating Budget totaling \$250,662,741 and the 2023 Project Budget totaling \$89,444,650 all as further described in the 2023 Proposed Agency Budget (hereinafter "2023 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 2023 fiscal year. The 2023 Agency Budget incorporates the budgets of HACOS, the Housing Authority of the City 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 320 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 the 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 2023 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 2023 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 2023 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 2023 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 a 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 from the Sacramento Housing and Redevelopment Commission.

Section 13. On an annual basis, 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 Executive Director, or designee, 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 the 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 Authority (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, 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, or designee, 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 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 Executive Director, or designee, is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget, and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Executive Director, or designee, is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services scheduled.

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, are necessary for the production, improvement, and/or preservation of low and moderate-income housing during the 2023 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 Executive Director, or designee, 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, or designee, 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

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 Executive Director, or designee, 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, 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, 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 HACOS assets under contracts, loans, disposition and development agreements, owner participation agreements, and other HACOS agreements and to appropriate the associated revenues in the Budget. The Executive Director, or designee, is authorized to enter into "loan work outs," to the extent reasonably necessary to protect HACOS assets, and in entering such "work outs," the Executive Director, or designee, 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 HACOS debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in cost savings or provide HACOS with more favorable loan terms.

Section 38. All project appropriations in existence as of December 31, 2022, will be carried over and continued in 2023.

Section 39. All multi-year operating grant budgets in existence as of December 31, 2022, shall be continued in 2023.

Section 40. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2022, may remain in effect in 2023. The

Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2022, but only to the extent that the applicable division's 2022 operating budget resources exceeded 2022 expenditures.

Section 41. The Executive Director, or designee, is authorized to transfer, expend, or dispose of the Housing Authority assets, or any part of them, to further any project the Executive Director determines will fulfill the original purpose of the Housing Authority assets without further authorization from the Housing Authority Board, including without limitation, negotiating, executing and amending Loan Commitment Letters, Loan Agreements, purchase and sale agreements, and any related documents, as approved as to form by HACOS's Office of the General Counsel.

Section 42. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2023 Budget.

Section 43. 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 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.

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 15th day of November, 2022, by the following vote, to wit:

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

NOES: None

ABSTAIN: None

ABSENT: None

RECUSAL: None  
(PER POLITICAL REFORM ACT (§ 18702.5.))



*Don Nottoli*

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

**FILED**

BOARD OF DIRECTORS

NOV 15 2022

BY *Florence Evans*  
CLERK OF THE BOARD

In accordance with Section 25103 of the Government Code  
of the State of California a copy of the document has been  
delivered to the Chairman on *November 15, 2022*

By: *[Signature]*  
Deputy Clerk, Board of Directors

ATTEST:

*Florence Evans*

Clerk

## EXHIBIT B

### SUMMARY OF SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2023 BUDGET

Approved 2023 Total Operating Budget	\$ 250,662,741
Approved 2023 New Projects	\$ 89,444,650
<b>TOTAL SHRA BUDGET</b>	<b>\$ 340,107,391</b>

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

January 1 - December 31, 2023

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	\$ 2,042,922	\$ 1,105,405	\$ 1,623,969	\$ 777,322	\$ 5,549,618	\$ 60,618
Revenues:						
HUD Operating Subsidy	-	800,000	1,035,000	860,000	2,695,000	-
Maintenance Charges to Tenants	-	1,000	1,000	2,000	4,000	-
Washer/Dryer Income	-	5,000	3,000	1,200	9,200	-
Rental Income - Dwelling	-	650,000	900,000	700,000	2,250,000	-
Rental Income - Other	-	-	-	5,000	5,000	-
Interest Income - Investment	-	5,000	5,000	8,500	18,500	5,000
Bad Debt Recovery	-	-	-	-	-	-
Miscellaneous income	-	15,000	-	1,000	16,000	-
Management Fee	-	-	-	-	-	490,480
IT/Bookkeeping Fee	-	-	-	-	-	735,858
Asset Management Fee	-	-	-	-	-	-
Admin Fee (CFP) & (HCV)	-	-	-	-	-	3,216,415
Washer/Dryer Income	-	-	-	-	-	-
Central services fees	-	-	-	-	-	-
Total operating revenue	-	1,476,000	1,944,000	1,577,700	4,997,700	4,447,753
CFP operating transfers	-	-	-	-	-	-
CFP Mgmt impr transfers	-	26,354	26,354	26,354	79,062	-
AMP to AMP transfers	(637,000)	212,333	212,333	212,334	-	-
Total revenues and transfers in	(637,000)	1,714,687	2,182,687	1,816,388	5,076,762	4,447,753
Expenditures:						
Employee Services:						
- Management/Maintenance	-	247,249	629,901	369,755	1,246,905	3,798,032
- Resident Trainees	-	12,000	15,100	5,000	32,100	-
Total Employee Services	-	259,249	645,001	374,755	1,279,005	3,798,032
Services & Supplies:						
- Management/Maintenance	-	816,552	1,196,888	631,154	2,644,594	-
Other Charges:						
Financial Transactions	133,195	8,012	78,275	41,216	260,698	49,775
- Central Service Fees	-	-	-	-	-	660,564
- Miscellaneous (PILOT, Depr.)	-	31,953	18,000	27,692	77,645	-
Management Fee	-	165,863	235,255	143,861	544,979	-
IT / Bookkeeping Fee	-	17,640	24,360	15,300	57,300	-
Asset Management Fee	-	23,520	33,360	20,400	77,280	-
Total operating expense	133,195	1,322,789	2,231,139	1,254,378	4,941,501	4,508,371
Ending Balance	\$ 1,272,727	\$ 1,497,303	\$ 1,575,517	\$ 1,339,332	\$ 5,684,879	\$ -

**PHA Board Resolution**  
Approving Operating Budget  
04/30/2016)

**U.S. Department of Housing  
and Urban Development**

OMB No. 2577-0026  
(exp.

Office of Public and Indian Housing -  
Real Estate Assessment Center (PIH-REAC)

**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: 01/01/2023 Board Resolution Number: 2022-0992

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: 11/15/2022
- ☐ Operating Budget submitted to HUD, if applicable, on: \_\_\_\_\_
- ☐ Operating Budget revision approved by Board resolution on: \_\_\_\_\_
- ☐ Operating Budget revision submitted to HUD, if applicable, on: \_\_\_\_\_

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

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

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

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

Print Board Chairperson's Name: Don Nottoli	Signature: <u>Don Nottoli</u>	Date: <u>12/2/22</u>
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Previous editions are obsolete  
(04/2013)

form HUD-52574

**PHA Board Resolution**  
Approving Operating Budget  
04/30/2016)

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.

Previous editions are obsolete  
(04/2013)

form HUD-52574

**RESOLUTION NO. SHDC-0045**

**ADOPTED BY THE SACRAMENTO HOUSING DEVELOPMENT CORPORATION**

**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 \$456,507 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 "2023 Proposed Budget", a copy of which is on file with the Agency Clerk, is approved as the Operating Budget for the 2023 fiscal year for the Sacramento Housing Development Corporation (2023 Budget).

Section 3. The Executive Director of the Sacramento Housing Development Corporation (Executive Director) is authorized to obtain flood insurance for the Riverview Plaza Residential project through the federal flood insurance program, and is authorized to purchase liability insurance and enter into agreements with risk retention pools or other similar organizations, provided that the insurance requirements, coverage and terms are commercially reasonable and provided that the cost does not exceed the

amounts in the approved 2023 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 2023 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 2023 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 loss.

Section 8. The Executive Director is authorized to incorporate the changes listed on Exhibit A as part of the 2023 Budget.

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

2023 Sacramento Housing and Redevelopment Agency Proposed Budget  
Page 3

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 15<sup>th</sup> day of November, 2022, by the following vote, to wit:

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

NOES: None

ABSTAIN: None

ABSENT: None

RECUSAL: None  
(PER POLITICAL REFORM ACT (§ 18702.5.))



ATTEST:

Alorence Ann  
Clerk

Don Nottoli

Chair, Board of Directors  
Sacramento Housing Development  
Corporation

**FILED**

BOARD OF DIRECTORS

NOV 15 2022

BY Alorence Ann  
CLERK OF THE BOARD

In accordance with Section 25103 of the Government Code  
of the State of California a copy of the document has been  
delivered to the Chairman on November 15, 2022

By: [Signature]

Deputy Clerk, Board of Directors

## **RESOLUTION NO. 2022-0993**

### **APPROVAL OF MULTI-FAMILY LENDING AND MORTGAGE REVENUE BOND POLICIES PROGRAM APPLICATION SCHEDULE**

**WHEREAS**, the Sacramento Housing and Redevelopment Agency (SHRA) proposes to revise and implement the Multifamily Lending and Mortgage Revenue Bond Policies Program Application Schedule to correspond with California Tax Credit Allocation Committee and California Debt Limit Allocation Committee application deadlines.

**WHEREAS**, the proposed action is administrative and fiscal activity and do not make any commitments to, or give approvals for, specific projects or activities. The proposed actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15378(b), and are exempt under the National Environmental Policy Act (NEPA) pursuant to 24 CFR 58.34(a)(2) and (3).

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

Section 1. SHRA is authorized to adopt the 2023 Multifamily Lending and Mortgage Revenue Bond Policies Program Application Schedule as outlined Exhibit A.

On a motion by Supervisor Nottoli, seconded by Supervisor Serna, the foregoing Resolution was passed and adopted by the Board of Supervisors of the County of Sacramento, State of California, this 15th day of November, 2022, by the following vote, to wit:

AYES: Supervisors Desmond, Frost, Kennedy, Serna, Nottoli

NOES: None

ABSENT: None

ABSTAIN: None

RECUSAL: None  
(PER POLITICAL REFORM ACT (§ 18702.5.))



*Don Nottoli*

Chair of the Board of Supervisors  
of Sacramento County, California

**FILED**  
BOARD OF SUPERVISORS

NOV 15 2022

BY *Alerence Evans*  
CLERK OF THE BOARD

ATTEST: *Alerence 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 of the Board of Supervisors, County of Sacramento on *November 15, 2022*

By *[Signature]*  
Deputy Clerk, Board of Supervisors

## **Exhibit A**

### **Sacramento Housing and Redevelopment Agency Multi-Family Loan and Mortgage Revenue Bond Applications**

#### **2023 Schedule**

##### **July 9% TCAC & CDLAC Applications:**

###### **Pre-Application Deadline**

Application Deadline

Environmental Deadline\*

Sacramento Housing and Redevelopment Commission (SHRC)

Board of Supervisors (Board) / City Council (Council)

Est. 9% TCAC/CDLAC Application Deadlines

**January 2, 2023**

March 1, 2023

May 1, 2023

June 7, 2023

June 27, 2023

August 1, 2023 / July 6, 2023

##### **March 9% TCAC & CDLAC Applications:**

###### **Pre-Application Deadline**

Application Deadline

Environmental Deadline\*

SHRC

Board / Council

Est. 9% TCAC/CDLAC Application Deadlines

**August 1, 2023**

October 2, 2023

December 15, 2023

February 7, 2024

February 27, 2024

March 13, 2024 / March 13, 2024

\*Environmental clearance (CEQA and NEPA) not received by this date will result in project approvals being delayed and the TCAC/CDLAC application being submitted at a later date.

**BACKGROUND****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 Housing Choice Voucher (HCV) program permits the applicant to obtain housing in the private rental market using housing vouchers or in site-specific developments utilizing HCV Project-Based Vouchers (PBVs). The program participants pay a portion of their income (an adjusted 30 percent of gross family income) towards rent and the remaining due to the owner is paid by the Housing Authority. Participants can utilize their voucher anywhere in the City or County of Sacramento or port out to jurisdictions around the country.

Revenue under the HCV program is received from HUD in the form of Housing Assistance Payments (HAP) and Administrative Fees (AF). The federal appropriations process dictates the amount of funding that will be allocated to the HCV program on a national level. Jurisdictional funding allocations are performance-based, with the funding level determined by the number of authorized vouchers leased. Currently, the Housing Authority has 13,084 vouchers authorized for leasing each month. This program strives to maintain a leasing level of 98-100 percent utilization of all vouchers authorized by HUD. This total of 13,084 includes the additional 494 Emergency Housing Vouchers recently awarded to the Agency, upon HUD creation in 2021.

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

In 2022, the Agency's HAP eligibility was at 100 percent. Staff anticipates this will remain steady for 2023 based on proposals moving through Congress. Typically, HUD intentionally provides less funding than required to cover HAP costs in an effort to recapture accumulated HAP reserves from public housing authorities across the country. In 2018 HUD intentionally recaptured HAP reserves leaving the Housing Authority with approximately two weeks of reserves; therefore, managing leasing levels effectively is exceptionally critical.

HCV administrative funding eligibility is based on 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 2022, the Agency receives \$109.02 per unit for the first 7,200 unit months leased and \$101.75 per unit on all remaining unit months leased. HUD then applies a proration to the formula to reduce fees paid so that the administrative fees paid to housing authorities match the

appropriations provided by Congress. In 2022 the proration was 88 percent of administrative funding eligibility. This is a slight increase from the 82 percent proration of administrative funding eligibility in 2021. The Agency expects funding in 2023 to be closer to 100 percent.

**Emergency Rental Assistance:**

In the last quarter of 2020, the City and the County of Sacramento requested the Housing Authority to develop and administer an emergency rental assistance program for renters impacted by COVID-19 who are unable to pay rent. Local funds from the Community Development Block Grant CARES funds (CDBG CARES) and the COVID Relief Fund were available for this purpose. In just over 2 months with the SERA1 program, 780 landlords received payment for 1,230 families at risk of losing their housing.

In December 2020 and January 2021, federal and state funds became available to provide additional rental assistance. Both the City and the County of Sacramento received funding from the U.S. Treasury and the Department of Housing and Community Development for the Emergency Rental Assistance Program (ERAP). They both requested the Housing Authority to implement a program to keep additional households from being evicted from their rental homes. A total of \$101 million was available to provide renters with assistance paying rent and utilities; both included amounts owed in arrears and prospective bills. As of mid-October, 2022, 44,525 applications for assistance were received, and almost \$150 million was disbursed to 14,823 households. Additional information about this program is found at [www.shra.org/sera](http://www.shra.org/sera).

**Public Housing:**

The Housing Authority manages a total of 3,214 units of affordable housing for extremely low, very low- and low-income persons, including children, seniors, and disabled individuals. Of this total, 2,155 are part of the Public Housing Program (1,508 units in the City of Sacramento and 647 units in the County of Sacramento) which utilizes apartments, duplexes, and single-family homes to house qualified low-income families. Public Housing is owned, managed, and maintained by the Housing Authority, making it one of the largest landlords in Sacramento County.

HUD provides an annual operating subsidy to pay the cost of the Public Housing Program not covered by tenant rents which are appropriated annually through the federal budget process. The federal budget process has recently been erratic, with annual appropriations reaching as high as 103 percent of funding eligibility in 2010 to as low as 82 percent in 2013. In 2022, the program was funded at 104.29% percent of funding eligibility.

The Housing Authority has participated in the Rental Assistance Demonstration (RAD) Program, where HUD has approved the disposition of public housing from the program in order to address the nationwide backlog of deferred maintenance on public housing properties. The authority has partnered with SHRA's nonprofit, Sacramento Housing Authority Repositioning Program, Inc. (SHARP) to transfer ownership and maintain the



properties. This move has and will continue to not only preserve low-income housing, but it will also allow private investment to address the capital needs of the Agency properties. Participation in this program will decrease future allocations of the Operating Subsidy, as the number of units in the Public Housing Portfolio will decrease, year after year.

### **Local Housing (Non-Federal)**

The Housing Authority also owns and manages 271 affordable units funded with tax credits and local funds. These local housing projects are not regulated by HUD and have 2021 revenues that are relatively status quo with prior years even with the COVID-19 Pandemic.

The non-profit organization Sacramento Housing Authority Repositioning Program Inc. (SHARP) owns three high-rise properties funded through project-based vouchers. These properties contain 231 elderly-only units, 274 scattered-site project-based units, and 440 Rental Assistance Demonstration (RAD) and/or project-based units which are managed by Housing Authority staff.

The budget for the Sacramento Housing Development Corporation (SHDC), a nonprofit public benefit corporation created to serve as the general partner of Riverview Plaza Associates (RPA) is also included in the Agency budget. SHDC is the General Partner of the Riverview Plaza Associates (RPA) - a California limited partnership created to provide affordable housing to seniors with limited income. The property, known as Riverview Plaza, is located at 600 I Street. The County Board of Supervisors serves as the Board of Directors of the general partner. The Housing Authority of the City of Sacramento serves as the limited partner. The 2023 budget of SHDC and its limited partnership is \$456,507 and is approved annually by the County Board of Supervisors sitting as the Board of SHDC.

Riverview Plaza is expected to be rehabilitated in 2023 and be transferred to Sacramento Housing Authority Repositioning Program (SHARP) using Tax Credits.

### **Capital Fund Program (CFP):**

The HUD CFP provides funding specifically intended for the development, financing, modernization, and management improvements needed at 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 both the City and County Housing Authorities. Between 2003 and 2015, HUD funding for the CFP decreased by 36 percent, with the sharpest decrease coming in 2011 at 21 percent. In 2019 HUD funding for the CFP increased from the 2018 levels; while 2020 had decreased slightly. It is expected that future funding years will continue to decrease due to the Agency's participation in the Rental Assistance Demonstration (RAD) program as the funding is tied to the number of units in the Public Housing Portfolio.



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

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

The annual HUD CDBG entitlement budget is allocated to cities and counties based on a formula comprised of several measures. The Agency receives grants for both the City and the County of Sacramento. Since 2010, CDBG appropriations have been cut by as much as 25 percent. 2020 saw increases in additional funding due to the COVID-19 pandemic, known as the “CV” funding from the CARES Act. 2022 saw a slight decrease in funding from the prior year, and it is anticipated that this will be the standard funding level in 2023.

**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 and Rancho Cordova through a consortium agreement. This program provides for the preservation and expansion of affordable housing for very low and low-income persons. Housing developers and sponsors (both for-profit and non-profit) apply to the Agency for funding. In the past, HOME funds have assisted families in purchasing their first home, renovating deteriorating housing units, and assisting with the development of new housing.

The annual HUD HOME budget is allocated to participating jurisdictions as formula grants. Since 2010, federal appropriations for the HOME program have declined significantly. 2018 saw a slight increase that did not continue into 2019. Again, due to the COVID-19 Pandemic and the funding available through the American Rescue Plan, 2021 saw a significant increase in HOME funding. HOME federal funding levels are returned to pre-pandemic levels in 2022 and are expected to be the same for 2023.

**Housing Trust Funds (HTF):**

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

Housing Trust Fund fees dropped dramatically from 2009 to 2012 due to the sharp decline in the number of commercial building permits being issued. Beginning in 2013, there has been a steady increase in revenues due to an increase in building permits and prior-year loan repayments. HTF saw an increase in 2021 from prior years, but it is expected to remain fairly consistent going forward.

**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. Revenues for 2021 saw an increase in ESG funding due to the CARES Act. In 2023, the revenues are projected to be relatively status quo with 2019 levels.

**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. Revenues for 2023 are projected to be relative status quo with pre-pandemic levels received.

As a HOPWA recipient, SHRA has the responsibility to serve eligible individuals within the Eligible Metropolitan Statistical Area (EMSA) which is a metropolitan area with more than 500,000 people and more than 2,000 persons living with HIV or AIDS. For HOPWA funds allocated to the City, the eligible area includes Sacramento, Yolo, Placer, and El Dorado counties. SHRA works with sub-recipients to provide services to HOPWA-eligible clients.

## **RESOLUTION NO. 2022-0016**

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

November 1, 2022

#### **Approval of 2023 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 1<sup>st</sup> through December 31<sup>st</sup>.
- 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 (HACS), managed and staffed by the Agency, as the local authority to retain the housing-assets and housing-functions previously performed by its Redevelopment Agency and the Housing Authority consented to serve in that role.

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

#### **SECTION 1.**

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

## **SECTION 2.**

The proposed actions are administrative and fiscal activities and do not make any commitments to, or give approvals for, specific projects or activities which have the potential to result in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment. Therefore, the proposed actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15378(b), and are exempt under the National Environmental Policy Act 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 2023 Operating Budget totaling \$250,662,741 and the 2023 Project Budget totaling \$89,444,650, all as further described in the 2023 Proposed Agency Budget (hereinafter “2023 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 2023 fiscal year. The 2023 Agency Budget incorporates the budgets of the HACS, 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 320 Agency full-time equivalent positions are approved subject to classification review by the Executive Director.

## **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 2023 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 2023 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 2023 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 2023 Budget attached as Exhibit B-1.

## **Section 10.**

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

## **SECTION 11.**

Based on the HUD requirement for public housing authorities to implement Asset Management that includes fee for service, the proposed Budget implements the fee for service provisions and support service costs. The fee for service provision is predicated on the concept that fee revenues will cover the cost of the services provided. Such services include, but are not limited to property management services. Subject to applicable laws, regulations and policies governing

Agency procurement, the Executive Director, or designee, 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 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 Executive Director, or designee, 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, 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 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 to approve, submit and implement the Public Housing Authority (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 Solutions 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 Executive Director, or designee, is authorized to accept the grant or grants, execute all related documents and amend the Budget accordingly. The Executive Director, or designee, is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. The Executive Director 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 Executive Director, or designee, is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget, and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Executive Director, or designee, is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services scheduled.

## **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, are necessary for the production, improvement, and/or preservation of low and moderate-income housing during the 2023 Agency Budget year.

## **SECTION 23.**

The Executive Director 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.**

The Executive Director is authorized to amend the budget to receive assets or transfer assets, receive funds or transfer funds to the City RASA and execute agreements with the City or RASA as necessary to facilitate authorized directives of the State of California, the California State



Department of Finance and/or the State Controller's Office or to provide staffing services to RASA. Agreements between the Agency or HACS and the City RASA are subject to Successor Agency Oversight Board Approval.

#### **SECTION 25.**

The Executive Director, or designee, is authorized to submit grant applications on behalf of the HACS for any and all housing and community development activities within the jurisdiction of Agency. If such grants are awarded, HACS 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
- 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, Executive Director 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, 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. The Executive Director, or designee, is authorized to enter into "loan work outs," to the extent reasonably necessary to protect HACS assets, and in entering such "work outs," The Executive Director, or designee, 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.**

The Executive Director is authorized to allocate, transfer, expend, or dispose of all funds received by HACS resulting from the repayment of loans made to developers of low-income housing which originated solely from funds controlled, or entitled for use, by the Housing Authority (Housing Authority Funds), to further any project the Executive Director determines will

fulfill the original purpose of the Housing Authority Funds, without further authorization from the Housing Authority Board, including without limitation, negotiating, executing and amending Loan Commitment Letters, Loan Agreements, and any related documents, as approved as to form by HACS's Office of the General Counsel.

#### **SECTION 39.**

All project appropriations in existence as of December 31, 2022, will be carried over and continued in 2023.

#### **SECTION 40.**

All multi-year operating grant budgets in existence as of December 31, 2022, shall be continued in 2023.

#### **SECTION 41.**

All encumbrances for valid purchase orders and contracts in effect as of December 31, 2022, may remain in effect in 2023. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2022, but only to the extent that the applicable division's 2022 operating budget appropriations exceeded 2022 expenditures.

#### **SECTION 42.**

The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A-1 as part of the 2023 Budget.

#### **SECTION 43.**

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 44.**

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

**SECTION 45.**

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 46.**

This resolution shall take effect immediately.

**TABLE OF CONTENTS:**

Exhibit A – Summary of Sacramento Housing and Redevelopment Agency Proposed 2023 Budget

Exhibit B-1 – 2023 City Public Housing Asset Management Projects (AMP) and Central Office Cost Center (COCC)

Exhibit B-2 – HUD Resolution Approving the 2023 AMP Budgets

Adopted by the Housing Authority of the City of Sacramento on November 1, 2022, by the following vote:

Ayes: Members Ashby, Guerra, Harris, Jennings, Loloe, Schenirer, Valenzuela, Vang, and Mayor Steinberg

Noes: None

Abstain: None

Absent: None

Attest by Secretary:



11/10/2022

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 2023 BUDGET

Approved 2023 Total Operating Budget	\$ 250,662,741
Approved 2023 New Projects	\$ 89,444,650
<b>TOTAL SHRA BUDGET</b>	<b>\$ 340,107,391</b>

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

January 1 - December 31, 2023

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	\$ 2,825,360	\$ 4,748,157	\$ 1,175,794	\$ 925,450	\$ 1,508,342	\$ 985,894	12,168,997	\$ 653,900
Revenues:								
HUD Operating Subsidy	1,600,000	1,800,000	765,000	600,000	1,000,000	700,000	6,465,000	-
Maintenance Charges to Tenants	2,000	3,000	-	1,000	10,000	1,000	17,000	-
Washer/Dryer Income	-	-	10,000	-	-	2,000	12,000	-
Rental Income - Dwelling	1,200,000	1,000,000	411,247	560,000	700,000	476,180	4,347,427	-
Rental Income - Commercial	-	-	300,000	-	-	-	300,000	-
Rental Income other	15,000	15,000	-	-	-	-	30,000	-
Interest Income - Investment	20,000	30,000	10,000	5,000	10,000	3,000	78,000	-
Bad Debt Recovery	500	1,000	-	1,000	-	-	2,500	-
Return Check Fee	-	-	-	30	-	100	130	-
Miscellaneous income	600	-	-	100	3,000	1,000	4,700	-
Management Fee	-	-	-	-	-	-	-	1,222,308
IT/Bookkeeping Fee	-	-	-	-	-	-	-	129,400
Asset Management Fee	-	-	-	-	-	-	-	173,200
Admin Fee (CFP)	-	-	-	-	-	-	-	930,012
Central services fees	-	-	-	-	-	-	-	-
Total operating revenue	2,838,100	2,849,000	1,496,247	1,167,130	1,723,000	1,183,280	11,256,757	2,454,920
CFP operating transfers	-	-	-	-	-	-	-	-
CFP Mgmt impr transfers	26,354	26,354	31,146	26,354	26,354	23,958	160,520	-
AMP to AMP transfers	-	-	200,000	(20,000)	20,000	(200,000)	-	-
Total revenues and transfers in	2,864,454	2,875,354	1,727,393	1,173,484	1,769,354	1,007,238	11,417,277	2,454,920
Expenditures:								
Employee Services:								
- Management/Maintenance	735,520	732,940	511,021	368,427	237,444	230,931	2,816,283	919,907
- Resident Trainees	5,000	20,000	20,000	5,000	5,000	12,000	67,000	-
Total Employee Services	740,520	752,940	531,021	373,427	242,444	242,931	2,883,283	919,907
Services & Supplies:								
- Management/Maintenance	1,606,580	1,514,784	535,795	771,615	757,167	548,650	5,734,591	1,535,013
Other Charges:								
Financial Transactions	93,807	58,000	32,000	58,000	38,714	8,102	288,623	-
- Central Service Fees	-	-	-	-	-	50,000	50,000	434,577
- Miscellaneous (PILOT, Depr.)	50,515	54,831	13,103	17,669	20,624	14,431	171,173	-
Management Fee	304,646	330,880	162,478	106,626	124,397	129,475	1,158,502	-
IT / Bookkeeping Fee	32,400	35,010	17,280	11,340	13,230	13,770	123,030	-
Asset Management Fee	43,200	46,920	23,040	15,120	17,640	18,360	164,280	-
Total operating expense	2,871,668	2,793,365	1,314,717	1,353,797	1,214,216	1,025,719	10,573,482	2,889,497
Ending Balance	\$ 2,818,146	\$ 4,830,146	\$ 1,588,470	\$ 745,137	\$ 2,063,480	\$ 967,413	\$ 13,012,792	\$ 219,323

**PHA Board Resolution**  
Approving Operating Budget

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

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

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

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

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

PHA Fiscal Year Beginning: 01/01/2023 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: 11/01/2022
- ☐ 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		11/09/2022

Previous editions are obsolete.

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## **RESOLUTION NO. SHRC 2022-21**

**ADOPTED BY THE SACRAMENTO HOUSING AND REDEVELOPMENT COMMISSION UNDER THE AUTHORITY DELEGATED TO THE COMMISSION PURSUANT TO CALIFORNIA HEALTH AND SAFETY CODE, SECTION 33202 BY RESOLUTION NO. RA 81-083 ADOPTED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO ON OCTOBER 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 19, 2022**

### **APPROVAL OF 2023 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS AND IMPLEMENTING AUTHORIZATIONS INCLUDING AUTHORITY FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS**

**WHEREAS**, the Sacramento Housing and Redevelopment Agency (Agency) is a joint powers agency created to eliminate duplicate staffing efforts and to manage and administer federal housing and community development programs on behalf of the City and County 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; and

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

**WHEREAS**, the Agency's fiscal year is the calendar year from January 1 through December 31; and

**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 function previously performed by the respective Redevelopment Agencies.

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

Section 1. The proposed actions are administrative and fiscal activities and do not make any commitments to, or give approvals for, specific projects or activities which have the potential to result in either a direct physical change in the environment or a reasonably foreseeable indirect physical change in the environment. Therefore, the proposed actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15378(b) and are exempt under the National Environmental Policy Act pursuant to 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 2023 Operating Budget totaling \$250,662,741 and the 2023 Project Budget totaling \$89,444,650, all as further described in the 2023 Proposed Agency Budget (hereinafter “2023 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 2023 fiscal year. The 2023 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 320 Agency full-time equivalent positions 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 a 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 2023 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 2023 Housing Operating Budget are necessary for the efficient and economical operation of Agency housing to serve low-income families.

Section 8. The housing financial plan set forth in the 2023 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 2023 budget.
- e. 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 fees 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 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 Executive Director, or designee, 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 10. The Executive Director, or designee, 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 exceed or are less than the amount estimated in the Budget. The Executive Director, or designee, is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants.

Section 11. Subject to availability under the Budget of any required funds, the Executive Director, or designee, is authorized to approve the 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 12. 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 13. 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). 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 14. The Executive Director, or designee, 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 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 15. 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. The Executive Director, or designee, is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget, and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Executive Director, or designee, is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services scheduled.

Section 16. 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 the Agency. If such grants are awarded, the Executive Director, or designee, 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
- California State Water Resources Control Board – Underground Storage Cleanup
- CAL REUSE Cleanup Grant and Loan Program

Section 17. 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 18. 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 19. 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 2023 Agency Budget year.

Section 20. 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 Executive Director, or designee, 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 21. The Agency Budget is controlled at the fund group level. Except as provided in this resolution, no expenditure will exceed the approved Budget.

Section 22. The Executive Director, or designee, is authorized to amend the Budget to appropriate for expenditure all revenues received in revolving funds.

Section 23. The Executive Director, or designee, is authorized to increase or decrease operating Budget appropriations up to \$100,000.

Section 24. The Executive Director, or designee, is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.

Section 25. 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 of the Agency.



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 amend the Operating Budget or Capital Project Budget or transfer the 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 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, 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. The Executive Director, or designee, is authorized to enter into “loan workouts,” to the extent reasonably necessary to protect Agency assets, and in entering such “workouts,” the Executive Director, or designee, 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 in form and substance as the Executive Director deems appropriate, including without limitation refinancings, and execute new agreements incurring and/or evidencing indebtedness and security instruments provided the terms of the new debt do not increase the principal outstanding and either result in cost savings or provide the Agency with more favorable loan terms.

Section 32. All project appropriations in existence as of December 31, 2022, will be carried over and continued in 2023.

Section 33. All multi-year operating grant budgets in existence as of December 31, 2022, shall be continued in 2023.

Section 34. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2022, may remain in effect in 2023. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2022, but only to the extent that the applicable division's 2022 operating budget appropriations exceeded 2022 expenditures.

Section 35. The Executive Director, or designee, is authorized to incorporate the changes as listed on Exhibit A as part of the 2023 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.

**PASSED AND ADOPTED BY THE FOLLOWING VOTE:**

AYES: COMMISSIONERS: Morgan, Amanfor, Duncan, Nunley, Ramos, Ross, Staajabu, Starks, Osmany

NOES: COMMISSIONERS: None

ABSENT: COMMISSIONERS: None

ABSTAIN: COMMISSIONERS: Griffin, Woo

Gale Morgan

Gale Morgan (Oct 27, 2022 19:35 PDT)

CHAIR

ATTEST:

Amber Alexander  
CLERK



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