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REPORT TO HOUSING AUTHORITY and CITY COUNCIL, City of Sacramento

915 I Street, Sacramento, CA 95814-2671
www.CityofSacramento.org

Public Hearing
November 5, 2013

Honorable Mayor and Members of the City Council
Chair and Members of the Housing Authority Board

Title: 2014 Sacramento Housing and Redvelopment Agency Proposed Budget

Location/Council District: Citywide

Recommendation: Conduct a public hearing and upon conclusion pass: 1) a **Council Resolution** a) approving the 2014 Proposed Budget for the Sacramento Housing and Redevelopment Agency (Agency); b) delegating authority to administer and accept certain federal entitlement grants, execute all related documents, and amend the budget in the event that the actual federal entitlement grant exceeds or is less than, that estimated in the budget: ii) submit grant applications for activities delegated to the Agency; and iii) enter into contracts, make fund transfers, transfer project appropriations, amend the Agency budget in accordance with the limitations of the Resolution, and undertake other actions necessary to implement the aforementioned; and c) consenting to the Agency's submittal of the annual housing operating budgets and application for Capital Fund Plan funding to HUD. 2) A **Housing Authority Resolution (Authority)** a) approving the 2014 proposed budget for the Housing Authority of the City of Sacramento; b) delegating authority to administer certain federal funds and authorizing the Housing Authority to: i) submit the Comprehensive Plan to United States Department of Housing and Urban Development (HUD); ii) submit to HUD the One-Year Action Plan for the Community Development Block Grant (CDBG), Home Investment Partnership (HOME), Emergency Shelter Grant (ESG), American Dream Down Payment Initiative (ADDI), and Housing Opportunities for People with AIDS (HOPWA) programs; iii) submit grant applications for activities within the jurisdiction of the Authority; and c) authorizing the Executive Director to: (i) submit the annual housing operating budgets and application for Capital Fund Plan funding to HUD; and (v) enter into contracts, make fund transfers, transfer project appropriations, amend the Authority budget in accordance with the limitations of the resolution, and undertake other actions necessary to implement the aforementioned.

Contact: Don Cavier, Finance Director, 440-1325, LaShelle Dozier, Executive Director, 440-1319

Presenters: LaShelle Dozier, Executive Director, Donald Cavier, Director of Finance

Department: Sacramento Housing and Redevelopment Agency

Description/Analysis

Issue: 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 federal funds on behalf of the City and County of Sacramento. As of February 1, 2012, the fiscal administration of the former Redevelopment Agency of the City and the former Redevelopment Agency of the County were assumed within the management structure of the City and County respectively, which elected to administer the affairs of the successor agencies. The budgets of the former redevelopment agencies (Redevelopment Successor Agencies) are no longer incorporated within the Agency Budget. The proposed 2014 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 1st through December 31st. Neither the City nor the County provides any General Funds in support of the Agency's budget.

The Agency proposes a balanced budget in the amount of $167.6 million, representing the operational activities and projects for 2014. The 2014 proposed budget represents a $2 million, or 1 percent, decrease in net appropriations compared with the prior year. This change in annual budget appropriations is primarily the result of the federal sequestration cuts to the Housing Choice Voucher program.

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

- Protecting "core services" to the greatest extent possible, with delivery of housing programs, public services, and capital projects being a major priority
- Managing program activities by focusing on the efficiency of program delivery and the maximization of results
- Considering the overall financial health of the organization, not just the cash flow from year to year
- Using partnerships with community-based organizations and private entities whenever possible
- Developing budget plans that employ strategies to address the long-term needs of the communities we serve.

Calendar Year 2014 Proposed Budget ($$$ In Millions)					
	2012 Budget	**2013 Budget**	**2014 Budget**	**Variance (2013 to 2014)**	
OPERATIONS					
Salaries and Benefits	23.3	19.9	19.6	(0.3)	-2%
Services and Supplies	15.6	14.7	14.8	0.1	1%
Housing Assistance Payments	101.9	107.2	103.5	(3.7)	-3%
Debt Service	42.4	3.1	2.3	(0.9)	-27%
Financial Transactions	31.1	0.9	0.6	(0.4)	-39%
Public Services	3.6	5.1	4.9	(0.2)	-4%
Sub-Total	$217.9	$151.0	$145.7	($5.3)	-4%
CAPITAL PROJECTS					
Housing Development and Preservation	10.1	13.2	14.0	0.8	6%
Housing Authority Capital Projects	2.1	2.3	4.4	2.1	89%
Infrastructure and Public Improvements	5.8	3.1	3.5	0.4	13%
Sub-Total	$18.0	$18.6	$21.9	$3.3	18%
TOTAL	**$235.9**	**$169.6**	**$167.6**	**($2.0)**	**-1%**

Nearly 90 percent of the Agency's funding comes through the Department of Housing and Urban Development to support the activities and programs of the Agency. While many perceive the conflict and gridlock over the federal budget as nothing more than a sound bite on the nightly news, the federal budget cuts to domestic discretionary programs resulting from sequestration have been very real for the Agency and the people we serve. Additionally, the enactment of a government shut down and continued debate over the federal debt ceiling provide little in the way of certainty regarding federal appropriations for 2014.

To date, federal budget cuts to critical Agency programs have diminished the Agency's capacity to serve the low-income families and community development needs of our community. Cuts to federal programs like CDBG, HOME, Public Housing, Public Housing Capital Funds, and the Housing Choice Voucher program have reduced the number of housing projects, public services, and infrastructure improvements the Agency can fund.

Beginning in 2011, Congress systematically began reducing federal spending for domestic programs and, in 2013, implemented the cuts required by the Sequestration Transparency Act of 2012. The vast majority of the spending cuts imposed by sequestration directly impact the federal discretionary programs administered by the Agency on behalf of the City and County of Sacramento. The following table provides a visual representation of the decline of our federal funding over the past several years.

City & County Federal Funding (In Millions)						
Funding Source	2010	2011	2012	2013	2014 Est.	Percent Chg Since 2010
CDBG	$ 12.57	$ 10.47	$ 8.69	$ 9.11	$ 8.66	-31%
HOME	$ 6.98	$ 6.16	$ 3.78	$ 3.72	$ 3.53	-49%
PHA OPERATING FUND	$ 9.36	$ 10.26	$ 9.94	$ 8.76	$ 8.76	-6%
PHA CAPITAL FUND	$ 5.48	$ 4.32	$ 3.99	$ 4.02	$ 4.02	-27%
HCV ADMINISTRATIVE FEES	$ 9.32	$ 8.90	$ 8.40	$ 7.40	$ 7.10	-24%

The reductions in federal support for community development, affordable housing, and supportive services are magnified by the simultaneous growth in the need for these programs and assistance. Waiting lists for affordable housing across the country continue to grow and low-income families with children and elderly and disabled people in need today must wait longer and longer for assistance.

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.

Funding for Housing and Community Development programs and projects delegated to the Agency to administer on behalf of the City are allocated in the Agency budget, however, the power to approve projects and programs is retained by the City Counsel.

For the Housing Authorities of the City and County, serving as Housing Successor to the former redevelopment agencies, the 2014 Proposed Budget contains provisions for rental assistance obligations of the former redevelopment agency previously funded from low and moderate tax increment revenues. These obligations have been reported on the Recognized Obligation Payment Schedule (ROPS) of the City Successor Agency and reviewed by the California Department of Finance without issue. However, obligations reported on the ROPS are subject to challenge every six months. If for any reason, the State later determines that these activities are not enforceable obligations, the Housing Authority will have no ability to continue to fund these activities.

Economic Impacts: *Not applicable*

Environmental Considerations:

California Environmental Quality Act (CEQA): The proposed action to adopt the Budget does not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) per Guidelines Section 15378(b)(4). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt

under CEQA pursuant to CEQA Guidelines Section 15301. All other actions are associated with the adoption of the 2014 proposed budget, and do not make any commitments to, or give approvals for, specific projects. Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

Sustainability Considerations: N/A

Other: The proposed actions to adopt the Budget are considered administrative and management activities, and are exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). All other actions are associated with the adoption of the 2014 proposed budget, and do not make any commitments to, or give approvals for, specific projects. Environmental Review for specific projects will be completed prior to any choice limiting action(s) being carried out with regard to such projects.

Commission Action: At its meeting on October 16, 2013, the Sacramento Housing and Redevelopment Commission considered this item. The votes were as follows:

AYES: Alcalay, Chan, Gore, Griffin, LeDuc, Morgan, Morton, Rosa, Stivers

NOES: none

ABSENT: Johnson

NOT PRESENT TO VOTE: Shah

Rationale for Recommendation: The proposed budget provides a fiscal strategy for operations and capital projects during 2014. The budget is in balance and complies with applicable federal, state, and local regulations on the use of the funds.

Financial Considerations: The 2014 Proposed Budget recommends total expenses of **$167.6 million,** with the Housing Assistance Payments Budget at **$103.5 million,** the Operating Budget at **$34.4 million**, the Capital Project Budget at **$21.9 million,** the Public Services Budget at **$4.9 million,** and the Debt Service and Financial Transaction Budget at **$2.9 million.**

Given that nearly 90 percent of the Agency's funding comes from the federal government through the Department of Housing and Urban Development, the impact of sequestration and the annual threat of a federal government shutdown have forced the Agency to adapt to a new economic reality post-redevelopment. By necessity, the Agency has refocused the organization's direction and priorities and is continuing to refine our business models to better align with our resources. Part of the appropriate

response to address the drastic funding cuts of the past several years called for the Agency to proactively streamline operations by strategically reducing operational costs through layoffs, staff attrition, transfers, reduced work schedules, and cuts to services and supplies. To date, these efficiencies have lessened the impact within the communities we serve and enabled the Agency to continue fulfilling its commitment to keep residents housed.

However, despite our best efforts to maintain service levels for key Agency programs, the sequestration cuts of 2013 have exacted a toll and leave many activities in a state of uncertainty in the coming year. For example, the 2013 HUD funding for the Agency's Housing Choice Voucher program will require the Agency to cease pulling families from the wait list and use all available program reserves just to break even with program costs. Should HUD continue to fund the program at this level, we estimate that the Agency will serve 600 fewer families by the end of 2014. For this and similar reasons, we must continue to refine the organization and adapt to our new reality.

The 2014 Proposed Budget reflects a decrease of 1 percent compared with 2013 due to continued cuts to federal programs under sequestration. Cumulatively, the Agency budget has been reduced by 33 percent since 2011. Since that time, the Agency has implemented a variety of cost saving measures that have reduced staff costs and services and supply costs by $8.5 million and reduced Agency funded full time equivalent positions (FTE) by 30 percent. In 2014 we are proposing to eliminate 28 previously unfunded positions, reducing the number of authorized positions from 253 to 225. Staff is further recommending that an additional 22 positions remain unfunded for 2014, and propose to continue with the Agency's year-end closure schedule.

M/WBE and Section 3 Considerations: Minority and Women's Business Enterprise requirements will be applied to all activities to the extent required by federal funding to maintain that federal funding. Section 3 requirements will be applied to the extent as may be applicable.

Approved as to form:

Agency Counsel

Respectfully Submitted by:

LA SHELLE DOZIER
Executive Director

APPROVED AS TO FORM:

CITY ATTORNEY

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BACKGROUND

Public Housing:

The Agency owns and manages approximately 3,306 housing units within the City and County of Sacramento. Approximately 2,871 of the units were developed under the federal public housing program administered by the Department of Housing and Urban Development (HUD) and are located throughout the Sacramento region with (1,836 units) in the City and (1,035 units) in the County. Of those units, approximately 1,000 units are designated as elderly and/or disabled-only with the remaining units available to families. Program revenues are generated from tenant rent collections and operating subsidies provided by HUD. The amount of rent paid by the tenants is based on 30 percent of gross family income minus certain other adjustments. In addition to the public housing units, the Housing Authority manages another 435 units of local non-public housing.

The average occupancy rate in the Public Housing program is 98 percent for public housing properties available to be leased. The recent decline in rents is due to several factors including: 1) the vacancies associated with major rehabilitation projects and the disposition of public housing units sold under the HUD 5h/Section 32 program, 2) the disposition of the Washington, Sutterview, and Sierra Vista high-rises to the Agency-affiliated non-profit, the Sacramento Housing Asset Repositioning Program, Inc. (SHARP), 3) vacant and boarded units being sold under the NSP PRP program, and 4) the reduction in TANF and SSI income to public housing authority (PHA) tenants, which reduces the tenant's share of the rental payments (30% of income).

HUD Operating subsidy levels have risen in recent years with federal appropriations for the program reaching as high as 103% of funding eligibility in 2010 and 100% in 2011. However, since program funding is determined annually, the level of subsidy received from HUD can be very volatile from year to year depending upon the federal appropriations process in Washington. In 2012 the HUD operating subsidy was prorated at 95% of eligibility, and the sequestration cuts have resulted in an 82% proration for 2013. We expect a similar level of prorated funding for 2014.

Capital Fund Program:

The HUD Capital Fund program provides funding annually via a formula, and program funds are allocated to PHAs across the nation. Capital Fund grants are intended specifically for the development, financing, modernization, and management improvements for properties owned under the HUD public housing program. The Agency receives funding for the public housing properties owned by the City and County Housing Authorities. Between 2001 and 2012, HUD funding for the capital improvements and modernization of Public Housing properties decreased

42%, with the sharpest decrease coming in 2011 at 21%. 2014 HUD funding for the Capital Fund program is expected to hover at the 2013 level. Revenue estimates are based on the current year grant amounts and are adjusted based upon Federal appropriation proposals.

Public Housing (Non-Federal):

While the public housing units have shown decreases in both rents and operating subsidy, the Agency's local housing projects (units not regulated by HUD) have shown positive revenue trends. The primary reason for this change is the implementation of the Housing Authority's asset repositioning strategy that has moved two Public Housing high-rise buildings to the Sacramento Housing Authority Asset Repositioning Program, Inc. (SHARP).

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 program permits the applicant to obtain housing in the private rental market using housing vouchers. The program participants pay a portion (an adjusted 30 percent of gross family income) of the lease rate to the owner and the remaining rent amount is paid by the Agency. Participants can utilize their voucher anywhere in the City or County of Sacramento.

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 Agency's HCV program provides rental assistance to an estimated 11,614 families each month, and the program has maintained leasing levels in excess of 98 percent for all vouchers authorized by HUD since 2008. The high utilization level of vouchers makes the program eligible for maximum funding from HUD. Despite the fact that the Agency is entitled to maximum funding for the program, HUD has intentionally provided less funding than required to cover HAP costs in an effort to recapture accumulated HAP reserves from public housing authorities across the country. In 2008 and 2009 HUD intentionally recaptured HAP reserves, leaving the Housing Authority with approximately two weeks of reserves; therefore, managing leasing levels becomes exceptionally important.

Due to the sequestration cuts of 2013, HUD is providing significantly less funding than is required to cover our scheduled housing assistance payments. The Agency's 2013 funding eligibility of $103.7 million was prorated at 94%, a funding cut of $6.2 million. HUD's current funding level has required the Agency to cease leasing new vouchers, and to fully expend the Agency's existing HAP reserve of $5.6 Million. Should HUD continue to fund the program at this level, we estimate that the Agency will serve 600 fewer families by the end of 2014. Currently, HUD has designated the Agency as a SHORTFALL Agency meaning that the funds HUD will provide,

combined with our reserves, will be insufficient to meet our HAP obligations. Agency staff has been working with HUD's shortfall prevention unit for the past six months to implement the program changes necessary to ensure that the Agency is eligible for any potential shortfall funding HUD has available. Funding for 2014 is expected to remain at the 2013 levels, and the Agency reserves will be fully depleted.

Community Development Block Grant (CDBG):

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

The annual HUD CDBG entitlement budget is allocated to cities and counties based on a formula comprised of several measures. The Agency receives grants for both the City of Sacramento and the County of Sacramento. Since 2010, CDBG appropriations have been cut by 31%. Revenues are projected to decrease slightly over the 2013 levels.

Home Investment Partnership Program (HOME):

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

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. Funding has remained fairly level for the last several years, but appropriations for HOME have declined by 49% since 2010. Current federal funding proposals reflect status quo funding levels for 2013. Estimates are generally based on the current year grant amounts and adjusted as needed based upon federal appropriation proposals.

Housing Trust Funds :

The Agency administers Housing Trust Funds (HTF) 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 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 the commercial businesses in the surrounding area.

Housing Trust Fund fees have dropped dramatically due to the sharp decline in the number of commercial building permits being issued. HTF fees are expected to continue to decline given the current economic pressures affecting commercial construction in the region.

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RESOLUTION NO. 2013-

Adopted by the Sacramento City Council

on date of

APPROVAL OF 2014 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITIES FOR HUD SUBMISSIONS, GRANTS, AND FUND TRANSFERS

BACKGROUND

A. The Sacramento Housing and Redevelopment Agency (Agency) is a joint powers agency created to eliminate duplicate staffing efforts 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.

B. Agency receives annual funding from a combination of federal, state, and local sources.

C. The sources of Agency revenues require an operating budget be adopted prior to the start of each new fiscal year.

D. As of February 1, 2012, pursuant to Health and Safety Code Section 34173 and Resolution # 2012-018, the fiscal administration of the former Redevelopment Agency of the City was assumed within the management structure of the City of Sacramento, which elected to administer the dissolution of its redevelopment agency and to manage and staff the Redevelopment Agency Successor Agency (RASA). The budget of the former Redevelopment Agency is no longer incorporated within the Agency Budget.

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

F. Pursuant to Health and Safety Code Section 34176 and Resolution # 2012-001, the City of Sacramento designated the Housing Authority of the City of

Sacramento (HACS or Authority), managed and staffed by the Agency, as the designated local authority to retain the housing-assets and housing-functions previously performed by its Redevelopment Agency.

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

Section 1. The proposed actions to adopt the 2014 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b)(4). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15301. There is no federal funding associated with these actions; therefore, NEPA does not apply.

All other actions are associated with the adoption of the 2014 proposed budget, and do not make any commitments to or give approvals for specific projects. 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 2014 Operating Budget totaling $145,727,911 and the 2014 Project Budget totaling $21,905,555, all as further described in the 2014 Proposed Agency Budget (hereinafter "2014 Agency Budget" or "Budget"). The 2014 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 225 Agency full time equivalent positions (FTE) is approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.

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

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

Section 6. The Agency is authorized to submit the 2014 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, 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 2014 Housing Operating Budget are necessary in the efficient and economical operation of Agency housing to serve low-income families.

Section 8. The housing financial plan set forth in the 2014 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 and Central Office 2014 Budget.

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

Section 10. On an annual basis, HUD requires the Authority, staffed by the Agency, to

conduct a physical inventory, analyze receivables for collectability, and, accordingly, reconcile and adjust related financial records. Agency is authorized to amend the Budget and financial records as needed for such adjustments.

Section 11. 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. Agency is also authorized to obtain flood insurance through the federal flood insurance program for Agency properties, and this coverage may be secured through a local independent agent.

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

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

Section 14. The Agency is delegated authority to administer and accept specific federal entitlement grant funds, execute all related documents, and amend the budget in the event that the actual federal entitlement grant funds exceeds or is less than the amount estimated in the budget. Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants.

Section 15. Agency 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 approved Action Plans and funding source requirements.

Section 16. 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. Agency is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget, and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Agency is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.

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

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

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

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

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

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

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

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

Section 24. Agency is authorized to transfer project appropriations among fund groups.

Section 25. Agency is authorized to amend the Budget to reflect all required debt service payments, pass through payments loan repayments and other existing obligations based on actual higher or lower revenues.

Section 26. The Agency is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable redevelopment laws and regulations or changes to the aforementioned.

Section 27. Agency is authorized to execute and implement internal loans between Agency-managed funds as reflected in the Budget and as consistent with bond covenants, tax laws, and applicable redevelopment laws and regulations and to modify the terms of loans and reconcile available revenues as needed to assure receipt of anticipated revenues.

Section 28. Agency is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. Agency is authorized to enter into "loan work outs," to the extent reasonably necessary to protect Agency assets, and in entering such "work outs," Agency is authorized to renegotiate and rewrite the terms of

the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property). Further, the Agency is authorized to renegotiate existing Agency debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in a cost savings or provide the Agency with more favorable loan terms.

Section 29. All project appropriations in existence as of December 31, 2013, will be carried over and continued in 2014.

Section 30. All multi-year operating grant budgets in existence as of December 31, 2013, shall be continued in 2014.

Section 31. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2013, may remain in effect in 2014. Agency is authorized to increase the Budget for valid encumbrances as of December 31, 2013, but only to the extent that the applicable division's 2013 operating budget appropriations exceeded 2013 expenditures.

Section 32. Agency is authorized to incorporate the changes listed on Exhibit A as part of the 2014 Budget.

Section 33. 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 34. Agency is authorized to delegate the authorities as set out in this resolution.

Section 35. This resolution shall take effect immediately.

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EXHIBIT A

SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2014 BUDGET

Approved 2014 Total Operating Budget	$ 145,727,911
Revised Approved 2014 Total Operating Budget	$0
Approved 2014 New Projects	$ 21,905,555
Revised Approved 2014 New Projects	$0
TOTAL SHRA BUDGET	$ 167,633,466

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RESOLUTION NO. 2013-

Adopted by the Housing Authority of the City of Sacramento

on date of

APPROVAL OF 2014 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS, AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITIES FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS

BACKGROUND

A. The Sacramento Housing and Redevelopment Agency (Agency) is a joint powers agency created to eliminate duplicate staffing efforts 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.

B. Agency receives annual funding from a combination of federal, state and local sources.

C. The sources of Agency revenues require an operating budget adopted prior to the start of each new fiscal year. As of February 1, 2012, pursuant to Health and Safety Code Section 34173 and resolution 2012-018, the fiscal administration of the former Redevelopment Agency of the City was assumed within the management structure of the City of Sacramento which elected to administer the dissolution of its redevelopment agency and to manage and staff the Redevelopment Agency Successor Agency (RASA). The budget of the former Redevelopment Agency is no longer incorporated within the Agency Budget.

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

E. Pursuant to Health and Safety Code Section 34176 and resolution 2012-001 the City of Sacramento designated the Housing Authority of the City of Sacramento (HACS), managed and staffed by the Agency, as the local authority to retain the

housing-assets and housing-functions previously performed by its Redevelopment Agency.

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 to adopt the 2014 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b)(4). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15301. There is no federal funding associated with these actions; therefore, NEPA does not apply.

All other actions associated with the adoption of the 2014 proposed budget, and do not make any commitments to, or give approvals for, specific projects. 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 2014 Operating Budget totaling $145,727,911 and the 2014 Project Budget totaling $21,905,555, all as further described in the 2014 Proposed Agency Budget (hereinafter "2014 Agency Budget or "Budget are approved as the Budget of Agency for the 2014 fiscal year. The 2014 Agency Budget incorporates the budgets of the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.

Section 4. A total of 225 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 of any required funds, the

Executive Director, or her designee, 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 Redevelopment Agency Successor Agency (RASA). Such transactions must comply with applicable laws and regulations and agreements to provide staffing services for RASA are subject to RASA 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 2014 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 2014 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 2014 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 and Central Office 2014 Budget attached as Exhibit B-1.

Section 10. Form HUD-52574 (08/2005), 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 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.

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

Section 13. On an annual basis the Agency, on behalf of the Housing Authority of the City of Sacramento (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. Agency, on behalf of HACS, is also authorized to obtain flood insurance through the federal flood insurance program for HACS properties and this coverage may be secured through a local independent agent.

Section 15. Subject to availability under the Budget of any required funds, the Executive Director, on behalf of HACs, is authorized to approve conversion of HUD funded conventional public housing dwelling units to non-dwelling use or disposition as long as the use or disposition is approved by HUD and consistent with adopted HACS policy and governing board approvals. The Executive Director, or designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the HUD approved conversion.

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

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

Section 18. The Executive Director, or designee, is authorized to administer funds or delegate authority to other appropriate entities approved by the governing boards, to administer ESG and HOPWA programs and expend funds and to execute contracts with the appropriate entities to carry out the activities contained in the approved Action Plans utilizing ESG and HOPWA funds, strictly in accordance with the terms of the approved Action Plans 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. Agency, on behalf of HACS, is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Executive Director, or designee, is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.

Section 20. HACS finds and declares that the proposed expenditure of tax increment housing funds, as set forth in approved recognized obligation payment schedules, for activities serving the homeless, including providing

subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, as allocated/outlined in the budget, will not cause or exacerbate racial, ethnic or economic segregation and will be beneficial to all former Redevelopment Project Areas by facilitating the production of affordable housing and providing housing for a population which remains in or frequents the former Redevelopment Project Areas and is perceived as a blighting influence by business owners, property owners, workers and residents, and as a result impedes the elimination of blight in the community.

Section 21. HACS further finds and declares that the proposed expenditure of tax increment housing funds, as set forth in approved recognized 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 payment obligation payment schedule, is necessary for the production, improvement and/or preservation of low and moderate income housing during the 2014 Agency Budget year.

Section 23. HACS 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 City RASA for approved capital projects or operating expenses in compliance with all bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

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

Section 25. The Executive Director, or designee, is authorized to submit grant applications on behalf of the Housing Authority of the City of Sacramento for any and all housing and community development activities within the jurisdiction of Agency. If such grants are awarded, Executive Directort

subject to Board approval is authorized to accept the grant or grants execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment and projects. Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:

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

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

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

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

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

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

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

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

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

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

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

Section 36. The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect HACS assets under contracts, loans, disposition and development agreements, owner participation agreements and other HACS agreements and to appropriate the associated revenues in the Budget. Agency, on behalf of HACS is authorized to enter into "loan work outs," to the extent reasonably

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

Section 37. All project appropriations in existence as of December 31, 2013 will be carried over and continued in 2014.

Section 38. All multi-year operating grant budgets in existence as of December 31, 2013 shall be continued in 2014.

Section 39. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2013 may remain in effect in 2014. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2013, but only to the extent that the applicable division's 2013 operating budget appropriations exceeded 2013 expenditures.

Section 40. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2014 Budget.

Section 41. If any entity requires a separate resolution for any action approved within this resolution other than resolutions for approval or amendment of projects, programs or the Agency Budget, the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.

Section 42. The Executive Director, or designee, or designee, is authorized to delegate the authorities as set out in this resolution.

Section 43. This resolution shall take effect immediately.

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Exhibit B-1: 2014 City Public Housing Asset Management Projects (AMP) and Central Office Cost Center (COCC)

Exhibit B-2: HUD Resolution Approving the 2014 AMP Budgets

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EXHIBIT A

SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2014 BUDGET

Approved 2014 Total Operating Budget	$ 145,727,911
Revised Approved 2014 Total Operating Budget	$0
Approved 2014 New Projects	$ 21,905,555
Revised Approved 2014 New Projects	$0
TOTAL SHRA BUDGET	$ 167,633,466

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EXHIBIT B-1

City Public Housing AMP, Central Office and Central Services Budget

January 1 - December 31, 2014

PHA Code: CA005 City of Sacramento	City AMP 1	City AMP 2	City AMP 3	City AMP 4	City AMP 5	City AMP 6	City AMP 7	Total City Public Housing	City COCC Central Office & Central Svc
Beginning fund equity	$ 705,740	$ 997,811	$ 653,991	$ 339,483	$ 326,073	$ 494,672	$ 515,312	4,033,082	$ (449,337)
Revenues:									
HUD Operating Subsidy	1,314,119	1,545,594	473,920	708,872	729,245	397,704	671,329	5,840,783	-
Maintenance Charges to Tenants	13,000	25,000	5,000	4,000	11,000	1,000	20,000	79,000	-
Washer/Dryer Income	4,000	-	4,000	6,000	4,000	8,000	4,000	30,000	-
Rental Income - Dwelling	600,000	550,000	350,000	500,000	450,000	400,000	400,000	3,250,000	-
Rental Income - Commercial	-	-	-	-	-	183,853	-	183,853	-
Interest Income - Investment	10,000	18,000	9,000	1,000	2,000	3,000	3,000	46,000	-
Bad Debt Recovery	-	500	-	300	50	-	50	900	
Miscellaneous income	10,045	10,090	3,030	12,060	5,590	2,105	3,060	45,980	2,995
Management Fee	-	-	-	-	-	-	-	-	1,587,876
IT/Bookkeeping Fee	-	-	-	-	-	-	-	-	207,080
Asset Management Fee	-	-	-	-	-	-	-	-	312,760
Admin Fee (CFP)	-	-	-	-	-	-	-	-	138,220
Central services fees	-	-	-	-	-	-	-	-	325,270
Total operating revenue	1,951,164	2,149,184	844,950	1,232,232	1,201,885	995,662	1,101,439	9,476,516	2,574,201
CFP Mgmt impr transfers	72,856	63,749	63,749	63,749	63,749	63,749	63,749	455,350	-
Capital project defunding	-	-	-	-	-	-	-	-	250,000
Total revenues and transfers in	2,024,020	2,212,933	908,699	1,295,981	1,265,634	1,059,411	1,165,188	9,931,866	2,824,201
Expenditures:									
Employee Services:									
- Management/Maintenance	722,238	617,559	421,992	399,097	395,959	195,954	388,664	3,141,463	717,713
- Resident Trainees	10,878	9,519	9,519	9,519	9,519	9,519	9,519	67,992	-
Total Employee Services	733,116	627,078	431,511	408,616	405,478	205,473	398,183	3,209,455	717,713
Services & Supplies:									
- Management/Maintenance	825,472	899,049	332,630	625,119	624,267	483,666	537,982	4,328,185	1,408,725
- Resident Trainees	61,977	54,231	54,230	54,230	54,230	54,230	54,230	387,358	-
Total Services & Supplies	887,449	953,280	386,860	679,349	678,497	537,896	592,212	4,715,543	1,408,725
Other Charges:									
Financial Transactions	1,380	2,100	1,800	200	675	750	2,050	8,955	-
- Central Service Fees	65,418	71,051	29,801	45,065	41,613	30,346	41,976	325,270	-
- Miscellaneous (PILOT,Depr.)	40,590	46,678	18,265	26,381	26,378	18,265	26,381	202,938	-
Management Fee	249,434	268,354	161,336	169,114	155,998	114,909	158,552	1,277,697	-
IT / Bookkeeping Fee	32,235	34,680	20,850	21,855	20,160	14,850	20,490	165,120	-
Asset Management Fee	43,200	47,040	19,680	29,760	26,640	20,040	24,840	211,200	-
Total operating expense	2,052,822	2,050,261	1,070,103	1,380,340	1,355,439	942,529	1,264,684	10,116,178	2,126,438
Ending Balance	$ 676,938	$ 1,160,483	$ 492,587	$ 255,124	$ 236,268	$ 611,554	$ 415,816	$ 3,848,770	$ 248,426

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Board Resolution Approving the AMP Budgets

PHA Board Resolution
Approving Operating Budget

OMB No. 2577-0026
(exp. 10/31/2009)

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

Previous editions are obsolete form HUD-52574 (08/2005) 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: 01/01/14 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 Budgets (***for COCC and all Projects***) approved by Board resolution on: _____
☐ 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 expenditures 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(e) and (f); and

6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.325.

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 Chairman's Name:	Signature:	Date:
Mayor Kevin Johnson		

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2014 PROPOSED BUDGET

SHRA
2014 Proposed Budget

Submitted to:

Sacramento City Council

Sacramento County Board of Supervisors

Housing Authority of the City of Sacramento

Housing Authority of the County of Sacramento

Sacramento Housing and Redevelopment Commission

By
LaShelle Dozier
Executive Director

SHRA

2014 Proposed Budget

ACKNOWLEDGEMENT

Prepared by the Sacramento Housing and Redevelopment Agency
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Lori Miller, Finance Manager
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Karen Lukes, Management Analyst
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Kim Mar, Accountant
Greg Walter, Accountant
Doris Pabis, Accountant
Cecilia Delgado, Finance Specialist - Payroll
Lori Dujordan, Accounting Technician
Ada Yuen, Accounting Technician

California Society of Municipal Finance Officers

Certificate of Award

Operating Budget Meritorious Award
Fiscal Year 2013

Presented to the

Sacramento Housing and Redevelopment Agency

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

July 31, 2013

Pauline Marx
CSMFO President

Ken Brown, Chair
Professional Standards and Recognition Committee

Dedicated Excellence in Municipal Financial Reporting

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SECTION A

GENERAL

INVESTING IN COMMUNITIES

A Joint Powers Agency

MEMBERS

City of Sacramento

County of Sacramento

Redevelopment Agency of the City of Sacramento

Redevelopment Agency of the County of Sacramento

Housing Authority of the City of Sacramento

Housing Authority of the County of Sacramento

October 16, 2013

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 2014. This budget document provides detailed information about the forecasted revenues and expenditures for the Agency in the coming year.

OVERVIEW OF THE 2014 SHRA PROPOSED BUDGET

The 2014 Proposed Budget recommends total expenses of **$167.6 million,** with the Housing Assistance Payments Budget at **$103.5 million;** the Operating Budget at **$34.4 million**; the Capital Project Budget at **$21.9 million;** the Public Services Budget at **$4.9 million;** and, the Debt Service and Financial Transaction Budget at **$2.9 million.** The 2014 Proposed Budget of $167.6 million represents a $2.0 million or 1% decrease compared with the total 2013 Adopted Budget.

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

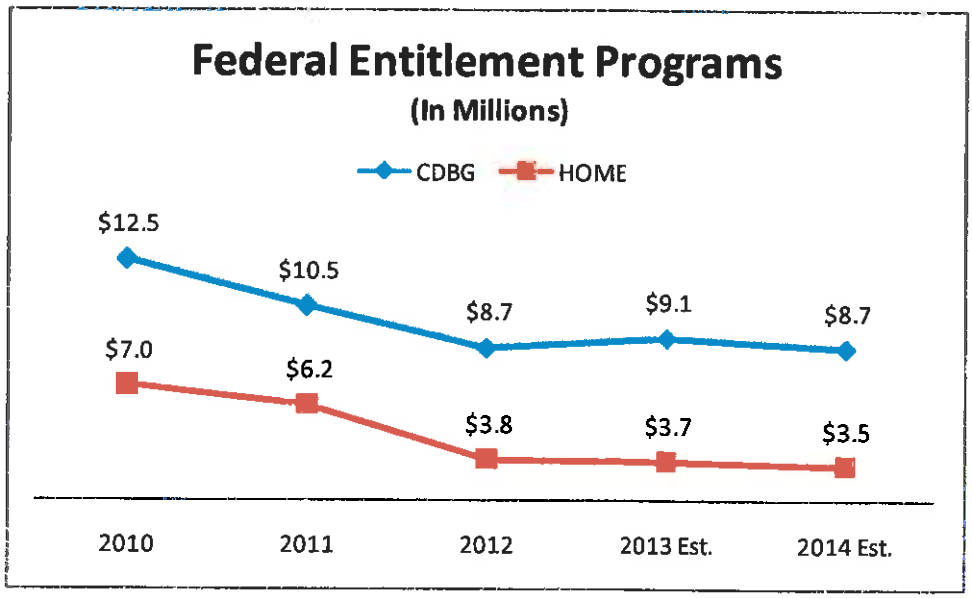
- Protecting "core services" to the greatest extent possible, with delivery of housing programs, public services and capital projects being a major priority;
- Managing program activities by focusing on the efficiency of program delivery and the maximization of results;
- Consideration of the overall financial health of the organization, not just the cash flow from year to year;
- Using partnerships with community based organizations and private entities whenever possible; and
- Developing budget plans that employ strategies to address the long-term needs of the communities we serve.

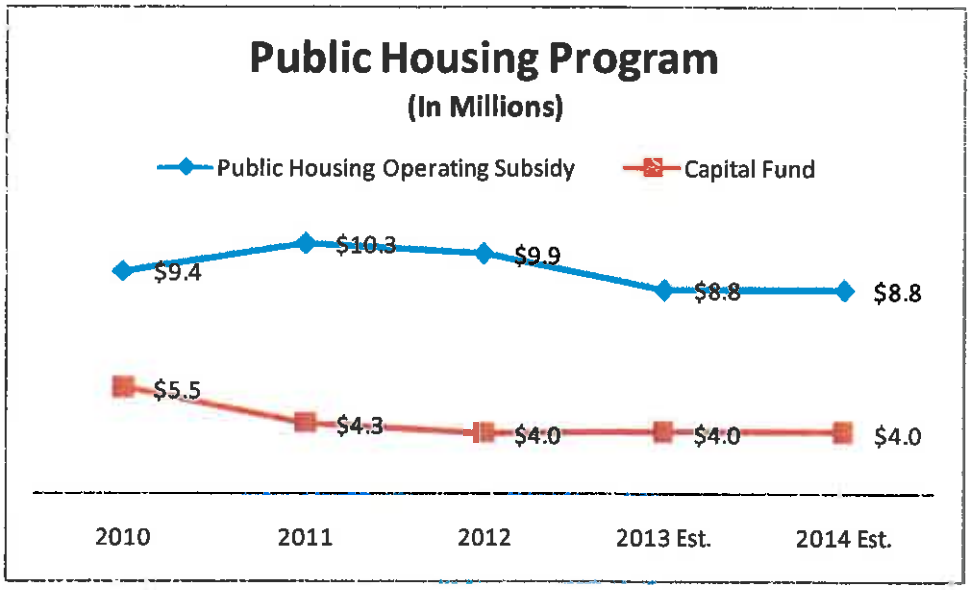
Sacramento Housing & Redevelopment Agency 801 12th Street | Sacramento, CA 95814 | www.shra.org

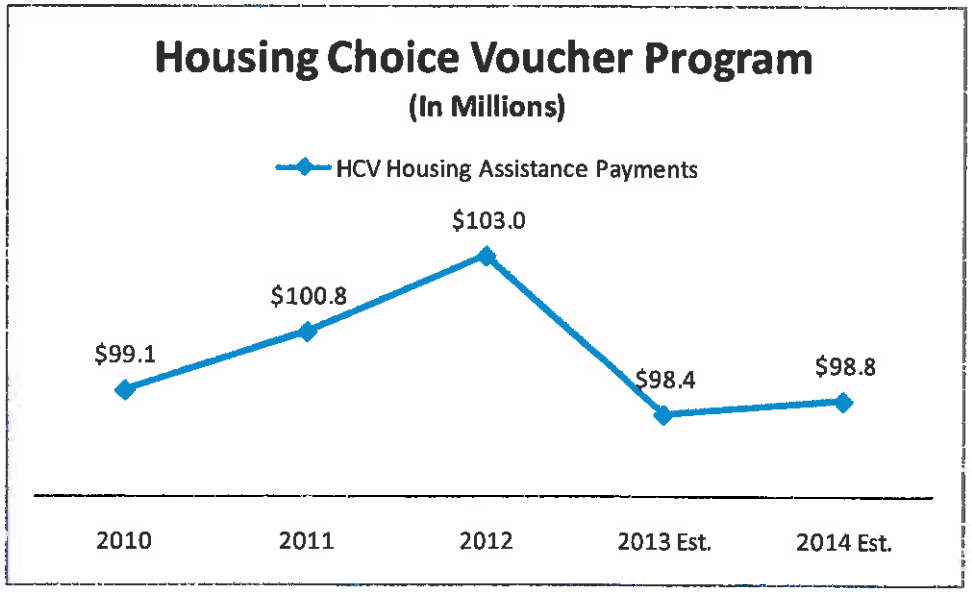
Challenges:

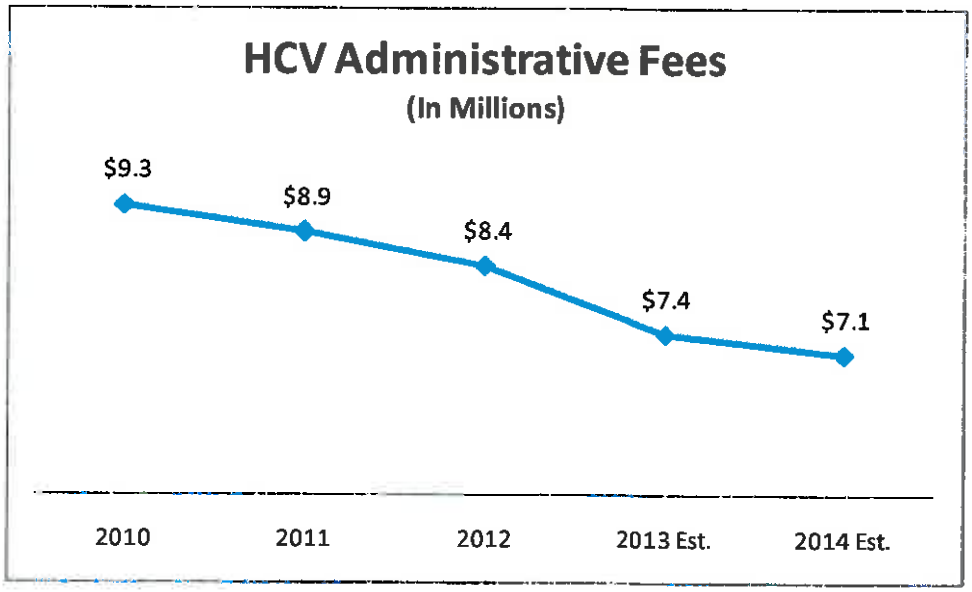
The uncertain nature of the current economic environment and our expectation that the recovery will be a slow process necessitate a fiscally conservative approach to the budget and continued vigilance regarding the ever changing landscape of the federal budget process. I anticipate that the Agency will emerge from these unsettling times with a new economic reality for the programs and activities that we administer. Part of this new reality will be a much lower baseline of funding for federal community development and affordable housing programs, and greater challenges in keeping up with the demand for affordable housing in our community.

Beginning in 2011, Congress systematically began reducing federal spending for domestic programs and, in 2013, implemented the cuts required by the Sequestration Transparency Act of 2012. The vast majority of the spending cuts imposed by sequestration directly impact the federal discretionary programs we administer on behalf of the City and County of Sacramento. The following charts provide a visual representation of the decline of our federal funding over the past several years.




Public Housing Program
(In Millions)
Public Housing Operating Subsidy
Capital Fund
$9.4
$10.3
$9.9
$8.8
$8.8
$5.5
$4.3
$4.0
$4.0
$4.0
2010
2011
2012
2013 Est.
2014 Est.


Housing Choice Voucher Program
(In Millions)
HCV Housing Assistance Payments
$99.1
$100.8
$103.0
$98.4
$98.8
2010
2011
2012
2013 Est.
2014 Est.



The reductions in federal support for community development, affordable housing and public services are magnified by the simultaneous growth in the need for these programs and assistance. Waiting lists for affordable housing across the country continue to grow and low-income families with children and elderly and disabled people in need today must wait longer and longer for assistance.

2013 Accomplishments

Once again, the Agency has faced a year that brought unprecedented challenges and the need to quickly adapt and overcome in order to continue serving the needs of Sacramento's low income residents and communities. Despite those obstacles, our performance continues to be regarded as a model for best practices in affordable housing preservation and production through successful public-private-nonprofit partnerships. Those accomplishments are worthy of recognition.

<u>Affordable Housing construction/renovation (completed)</u>

- The Arbors at Oak Park Senior Housing - 55 units
- Kelsey Village - 20 units for low income adults and developmentally disabled individuals
- 7th and H Street - 150 units (includes 75 units Permanent Supportive Housing for formerly homeless individuals)
- Arbor Creek Family Apartments – 102 units for families

- Taylor Terrace – 168 units
- Norcade Circle – 52 units
- Del Paso Nuevo – 20 homes constructed and sold as affordable housing

Affordable Housing production (under construction/renovation/financed)

- Cannery Place Apartments at Township 9 –180 units affordable housing
- Ridgeway Studios – 22 SRO units for low income residents
- Washington Plaza – 76 units
- Garden Village – 195 units
- Broadway Triangle – 10 rental units; 10 for sale single family units two live-work lofts, and rehabilitation of a vacant historic commercial structure

Neighborhood Stabilization Program (NSP)

- 363 housing units impacted to date (119 very low income)
- Completed rehabilitation on 315 units
- Program has leveraged $22.8 million in non-NSP funding , including $1.8 million under NSP3
- 52 active development partners
- Over 830 jobs retained since program inception

Commercial/Infrastructure (completed)

- Del Paso Blvd streetscape
- Mack Road median improvements
- R Street Phase II and III
- ADA sidewalk improvements throughout the unincorporated County,

Housing Choice Voucher Program

- Despite impact of sequestration the Agency's HCV program continues to deliver a very successful Housing Choice Voucher program (HCV). In 2013, the Agency is expected to maintain close to 98 percent leasing of our HUD vouchers, providing rental assistance to an estimated 11,614 families each month. Unfortunately, this leasing level is expected to decline to approximately 95% by the end of 2014 if the federal government maintains the current funding levels.

Public Housing Program

- The Public Housing program continues to make significant progress improving overall operating performance. Over the past five years, the Agency has reduced the public housing operating deficit through

aggressive operational cuts, implementation of our asset repositioning strategy and through capital investments in our public housing properties. The PHA has invested over $17 million in capital improvements to public housing units over the last two years renovating units in order to increase accessibility for disabled families, upgrade fire safety equipment and improve energy efficiency measures, for example.

- The asset repositioning strategies employed by the Housing Authority over the last three years have been successful. In June 2010, two elderly high-rise properties, 153 units in all, where transferred to the Sacramento Housing Asset Repositioning Program, Inc. (SHARP), a non-profit component unit of the Agency. The repositioned properties were awarded project based vouchers which provide market rate revenue for the properties. In 2013, HUD also approved another disposition application for Sierra Vista high-rise, a 78 unit senior only development. These repositioning efforts have improved the financial performance of the properties and enabled the housing authority to provide for the long term capital needs of these assets, ensuring these properties will continue to provide affordable housing in the community for a long time to come.

2014 Outlook:

The Agency continues to hone its core strength of adapting to change which has enabled the organization to successfully address both new and ongoing challenges of the past several years. Despite elimination of redevelopment in 2012 and dramatic cuts to federal programs mandated by Congress, the Agency has effectively managed its way through one crisis after another, and has emerged from each challenge a stronger and more efficient organization.

Nearly 90% of Agency funding comes from the federal government through the Department of Housing and Urban Development. Accordingly, the Agency has adapted to the new economic reality post redevelopment by refocusing the organization's direction and priorities, and fine tuning resources for doing business. The appropriate response called for proactively streamlining operations by strategically reducing operational costs through layoffs, staff attrition, transfers, reduced work schedules, and cuts to services and supplies. To date, these efficiencies have lessened the impact within the communities we serve and enabled the Agency to continue fulfilling its commitment to keep residents housed.
Despite our best efforts to maintain service levels for key Agency programs, the sequestration cuts of 2013 have exacted a toll and leave many activities in

a state of uncertainty in the coming year. For example, the 2013 HUD funding for the Agency's Housing Choice Voucher program will require the Agency to cease pulling families from the wait list and use all available program reserves just to meet breakeven with program costs. Should HUD continue to fund the program at this level, we estimate that the Agency will serve 600 less families by the end of 2014. For this and similar reasons, we must continue to refine the organization and adapt to our new reality.

The 2014 Proposed Budget reflects a decrease of 1 percent compared with 2013 due to continued cuts to federal programs under sequestration. Cumulatively, the Agency budget has been reduced by 33 percent since 2011. Accordingly, the Agency has implemented a variety of cost savings measures that have reduced staff costs and services and supply costs by $8.5 million and reduced Agency funded full time equivalent positions FTE by 30%. In 2014 we are proposing to eliminate 28 previously unfunded positions reducing the number of authorized positions from 253 to 225. We are also recommending that an additional 22 positions be unfunded for the remainder of 2014, and propose to continue with the Agency's year-end closure schedule.

Since 2008, the Agency has worked to restructure and re-engineer the organization requiring an analysis of span of control (number of employees reporting to management), process improvements, service level expectations and implementing initiatives that streamline and consolidate services and functions. Many of the initiatives have been implemented and have resulted in a much more cost effective and efficient organization.

Although the Agency is operating through a period of economic uncertainty, with your leadership and support, we will continue to bring forward award-winning projects and to invest in community revitalization activities through effective partnerships that improve Sacramento's quality of life.

Sincerely,

La Shelle Dozier
Executive Director

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RESOLUTIONS

RESOLUTION NO. SHRC - _____

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

ON DATE OF

APPROVAL OF 2014 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITIES FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS

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

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

WHEREAS, the sources of Agency revenues require an operating budget adopted prior to the start of each new fiscal year; On February 1, 2012, pursuant to Health and Safety Code Section 34173, the fiscal administration of the former City and County Redevelopment Agencies was assumed within the management structure of the City and County of Sacramento which elected to administer the dissolution of their redevelopment agencies. The budgets of the former Redevelopment Agencies are no longer incorporated within the Sacramento Housing and Redevelopment Agency Budget; and

WHEREAS, Agency's fiscal year is the calendar year from January 1st 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-functions previously performed by the respective Redevelopment Agencies.

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

Section 1. The proposed actions to adopt the 2014 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b)(4). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3).Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15301. There is no federal funding associated with these actions; therefore, NEPA does not apply. All other actions are associated with the adoption of the 2014 proposed budget, and do not make any commitments to, or give approvals for, specific projects. 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 2014 Operating Budget totaling $145,727,911 and the 2014 Project Budget totaling $21,905,555, all as further described in the 2014 Proposed Agency Budget (hereinafter "2014 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 2014 fiscal year. The 2014 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 225 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.

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

Section 5. The Executive Director, or designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate legal directives of the 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 2014 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 2014 Housing Operating Budget are necessary in the efficient and economical operation of Agency housing to serve low-income families.

Section 8. The housing financial plan set forth in the 2014 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 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 Budget. The fee for service provision is predicated on the concept that fee revenues will cover the cost of the services provided.

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

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

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

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

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

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

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

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

Section 17. The Executive Director, or designee, is authorized to submit grant applications on behalf of any of the Agency constituent members for any and all housing and community development activities within the jurisdiction of Agency. If such grants are awarded, Agency is authorized to accept the grant or grants execute contracts to implement grant activities with the

appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment and projects. The Executive Director is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following

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

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

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

Section 20. The proposed planning and administrative expenses paid for from the low and moderate income housing fund are necessary for the production, improvement and/or preservation of low and moderate income housing during the 2014 Agency Budget year.

Section 21. The Executive Director, or designee, is authorized to amend the Budget to make transfers of fund balances to accommodate reserve requirements. The Executive Director, or designee, may allocate and transfer any available fund balances to accounts held for future projects or reduce budget shortfalls in any other fund balances, provided monies so used are

not otherwise restricted by law or regulations related to the funding source. Further, Agency is authorized to expend available balances from the payroll fund for the cost of liabilities such as post retirement medical benefits, sick leave, and vacation accruals.

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

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

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

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

Section 26. The Executive Director, or designee, is authorized to 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 27. The Executive Director, or designee, is authorized to transfer project appropriations among fund groups.

Section 28. 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 29. The Executive Director, or designee, is authorized to transfer funding of approved capital projects within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable redevelopment laws and regulations or changes to the aforementioned.

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

Section 31. The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. Agency is authorized to enter into “loan

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

Section 32. All project appropriations in existence as of December 31, 2013 will be carried over and continued in 2014.

Section 33. All multi-year operating grant budgets in existence as of December 31, 2013 shall be continued in 2014.

Section 34. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2013 may remain in effect in 2014. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2013, but only to the extent that the applicable division's 2013 operating budget appropriations exceeded 2013 expenditures.

Section 35. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2014 Budget.

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

Section 37. This resolution shall take effect immediately.

_____

CHAIR

ATTEST:

_____

CLERK

RESOLUTION NO. 2013-

Adopted by the Sacramento City Council

on date of

APPROVAL OF 2014 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITIES FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS

BACKGROUND

A. The Sacramento Housing and Redevelopment Agency (Agency) is a joint powers agency created to eliminate duplicate staffing efforts 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.

B. Agency receives annual funding from a combination of federal, state and local sources.

C. The sources of Agency revenues require an operating budget adopted prior to the start of each new fiscal year.

D. As of February 1, 2012, pursuant to Health and Safety Code Section 34173 and resolution # 2012-018, the fiscal administration of the former Redevelopment Agency of the City was assumed within the management structure of the City of Sacramento which elected to administer the dissolution of its redevelopment agency and to manage and staff the Redevelopment Agency Successor Agency (RASA). The budget of the former Redevelopment Agency is no longer incorporated within the Agency Budget.

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

F. Pursuant to Health and Safety Code Section 34176 and resolution # 2012-001, the City of Sacramento designated the Housing Authority of the City of

Sacramento (HACS or Authority), managed and staffed by the Agency, as the designated local authority to retain the housing-assets and housing-functions previously performed by its Redevelopment Agency.

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

Section 1. The proposed actions to adopt the 2014 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b)(4). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15301. There is no federal funding associated with these actions; therefore, NEPA does not apply.

All other actions are associated with the adoption of the 2014 proposed budget, and do not make any commitments to, or give approvals for, specific projects. 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 2014 Operating Budget totaling $145,727,911 and the 2014 Project Budget totaling $21,905,555, all as further described in the 2014 Proposed Agency Budget (hereinafter “2014 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 2014 fiscal year. The 2014 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 225 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.

Section 4. The budgeted amount for any item in the Budget may be amended by majority vote of the governing body of each entity actually undertaking and funding the activity. Such an amendment to the Budget so enacted shall

be deemed to have been approved by all of the entities that originally adopted the Budget without further action of the remaining entities.

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

Section 6. The Agency is authorized to submit the 2014 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, 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 2014 Housing Operating Budget are necessary in the efficient and economical operation of Agency housing to serve low-income families.

Section 8. The housing financial plan set forth in the 2014 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 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.

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

Agency is directed to comply with all policies, procedures, and requirements prescribed by HUD as a condition of such grants. Agency is authorized to submit the Comprehensive Plan or annual statement to HUD, after receiving public comments and resident review.

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

Section 11. 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. Agency is also authorized to obtain flood insurance through the federal flood insurance program for Agency properties and this coverage may be secured through a local independent agent.

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

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

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

Section 15. Agency 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 approved Action Plans and funding source requirements.

Section 16. 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. Agency is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Agency is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.

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

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

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

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

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

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

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

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

Section 24. Agency is authorized to transfer project appropriations among fund groups.

Section 25. Agency is authorized to amend the Budget to reflect all required debt service payments, pass through payments loan repayments and other existing obligations based on actual higher or lower revenues.

Section 26. The Agency is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable redevelopment laws and regulations or changes to the aforementioned.

Section 27. Agency is authorized to execute and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to modify the terms of loans and reconcile available

revenues as needed to assure receipt of anticipated revenues.

Section 28. Agency is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. Agency is authorized to enter into “loan work outs,” to the extent reasonably necessary to protect Agency assets, and in entering such “work outs,” Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property). Further, the Agency is authorized to renegotiate existing Agency debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in a cost savings or provide the Agency with more favorable loan terms.

Section 29. All project appropriations in existence as of December 31, 2013 will be carried over and continued in 2014.

Section 30. All multi-year operating grant budgets in existence as of December 31, 2013 shall be continued in 2014.

Section 31. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2013 may remain in effect in 2014. Agency is authorized to increase the Budget for valid encumbrances as of December 31, 2013, but only to the extent that the applicable division’s 2013 operating budget appropriations exceeded 2013 expenditures.

Section 32. Agency is authorized to incorporate the changes listed on Exhibit A as part of the 2014 Budget.

Section 33. 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 34. Agency is authorized to delegate the authorities as set out in this resolution.

Section 35. This resolution shall take effect immediately.

Table of Contents:

Exhibit A - Summary of Changes to Sacramento Housing and Redevelopment Agency Proposed 2014 Budget

EXHIBIT A

SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2014 BUDGET

Approved 2014 Total Operating Budget	$ 145,727,911
Revised Approved 2014 Total Operating Budget	$0
Approved 2014 New Projects	$ 21,905,555
Revised Approved 2014 New Projects	$0
TOTAL SHRA BUDGET	$ 167,633,466

RESOLUTION NO. 2013-

Adopted by the Housing Authority of the City of Sacramento

on date of

APPROVAL OF 2014 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS, AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITIES FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS

BACKGROUND

A. The Sacramento Housing and Redevelopment Agency (Agency) is a joint powers agency created to eliminate duplicate staffing efforts 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..

B. Agency receives annual funding from a combination of federal, state and local sources.

C. The sources of Agency revenues require an operating budget adopted prior to the start of each new fiscal year. As of February 1, 2012, pursuant to Health and Safety Code Section 34173 and resolution 2012-018, the fiscal administration of the former Redevelopment Agency of the City was assumed within the management structure of the City of Sacramento which elected to administer the dissolution of its redevelopment agency and to manage and staff the Redevelopment Agency Successor Agency (RASA). The budget of the former Redevelopment Agency is no longer incorporated within the Agency Budget.

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

E. Pursuant to Health and Safety Code Section 34176 and resolution 2012-001 the City of Sacramento designated the Housing Authority of the City of Sacramento (HACS), managed and staffed by the Agency, as the local authority to retain the

housing-assets and housing-functions previously performed by its Redevelopment Agency.

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 to adopt the 2014 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b)(4). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15301. There is no federal funding associated with these actions; therefore, NEPA does not apply.

All other actions associated with the adoption of the 2014 proposed budget, and do not make any commitments to, or give approvals for, specific projects. 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 2014 Operating Budget totaling $145,727,911 and the 2014 Project Budget totaling $21,905,555, all as further described in the 2014 Proposed Agency Budget (hereinafter “2014 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 2014 fiscal year. The 2014 Agency Budget incorporates the budgets of the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.

Section 4. A total of 225 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 of any required funds, the Executive Director, or her designee, 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 Redevelopment Agency Successor Agency (RASA). Such transactions must comply with applicable laws and regulations and agreements to provide staffing services for RASA are subject to RASA 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 2014 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 2014 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 2014 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 and Central Office 2014 Budget attached as Exhibit B-1.

Section 10. Form HUD-52574 (08/2005), 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 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.

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

Section 13. On an annual basis the Agency, on behalf of the Housing Authority of the City of Sacramento (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. Agency, on behalf of HACS, is also authorized to obtain flood insurance through the federal flood insurance program for HACS properties and this coverage may be secured through a local independent agent.

Section 15. Subject to availability under the Budget of any required funds, the Executive Director, on behalf of HACs, is authorized to approve conversion of HUD funded conventional public housing dwelling units to non-dwelling use or disposition as long as the use or disposition is approved by HUD and consistent with adopted HACS policy and

governing board approvals. The Executive Director, or designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the HUD approved conversion.

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

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

Section 18. The Executive Director, or designee, is authorized to administer funds or delegate authority to other appropriate entities approved by the governing boards, to administer ESG and HOPWA programs and expend funds and to execute contracts with the appropriate entities to carry out the activities contained in the approved Action Plans utilizing ESG and HOPWA funds, strictly in accordance with the terms of the approved Action Plans 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. Agency, on behalf of HACS, is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Executive Director, or designee, is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.

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

Section 21. HACS further finds and declares that the proposed expenditure of tax increment housing funds, as set forth in approved recognized 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 payment obligation payment schedule, is necessary for the production, improvement and/or preservation of low and moderate income housing during the 2014 Agency Budget year.

Section 23. HACS 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 City RASA for approved capital projects or operating expenses in compliance with all bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

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

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

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

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

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

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

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

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

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

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

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

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

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

Section 36. The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect HACS assets under contracts, loans, disposition and development agreements, owner participation

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

Section 37. All project appropriations in existence as of December 31, 2013 will be carried over and continued in 2014.

Section 38. All multi-year operating grant budgets in existence as of December 31, 2013 shall be continued in 2014.

Section 39. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2013 may remain in effect in 2014. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2013, but only to the extent that the applicable division’s 2013 operating budget appropriations exceeded 2013 expenditures.

Section 40. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2014 Budget.

Section 41. If any entity requires a separate resolution for any action approved within this resolution other than resolutions for approval or amendment of projects, programs or the Agency Budget, the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.

Section 42. The Executive Director, or designee, or designee, is authorized to delegate the authorities as set out in this resolution.

Section 43. This resolution shall take effect immediately.

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Exhibit A: Summary of Changes To Sacramento Housing and Redevelopment Agency Proposed 2014 Budget

Exhibit B-1: 2014 City Public Housing Asset Management Projects (AMP) and Central Office Cost Center (COCC)

Exhibit B-2: HUD Resolution Approving the 2014 AMP Budgets

EXHIBIT A

SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2014 BUDGET

Approved 2014 Total Operating Budget	$ 145,727,911
Revised Approved 2014 Total Operating Budget	$0
Approved 2014 New Projects	$ 21,905,555
Revised Approved 2014 New Projects	$0
TOTAL SHRA BUDGET	$ 167,633,466

City Public Housing AMP, Central Office and Central Services Budget

January 1 - December 31, 2014

PHA Code: CA005
City of Sacramento

	City AMP 1	City AMP 2	City AMP 3	City AMP 4	City AMP 5	City AMP 6	City AMP 7	Total City Public Housing	City COCC Central Office & Central Svc
Beginning fund equity	$ 705,740	$ 997,811	$ 653,991	$ 339,483	$ 326,073	$ 494,672	$ 515,312	4,033,082	$ (449,337)
Revenues:									
HUD Operating Subsidy	1,314,119	1,545,594	473,920	708,872	729,245	397,704	671,329	5,840,783	-
Maintenance Charges to Tenants	13,000	25,000	5,000	4,000	11,000	1,000	20,000	79,000	-
Washer/Dryer Income	4,000	-	4,000	6,000	4,000	8,000	4,000	30,000	-
Rental Income - Dwelling	600,000	550,000	350,000	500,000	450,000	400,000	400,000	3,250,000	-
Rental Income - Commercial	-	-	-	-	-	183,853	-	183,853	-
Interest Income - Investment	10,000	18,000	9,000	1,000	2,000	3,000	3,000	46,000	-
Bad Debt Recovery	-	500	-	300	50	-	50	900	
Miscellaneous income	10,045	10,090	3,030	12,060	5,590	2,105	3,060	45,980	2,995
Management Fee	-	-	-	-	-	-	-	-	1,587,876
IT/Bookkeeping Fee	-	-	-	-	-	-	-	-	207,080
Asset Management Fee	-	-	-	-	-	-	-	-	312,760
Admin Fee (CFP)	-	-	-	-	-	-	-	-	138,220
Central services fees	-	-	-	-	-	-	-	-	325,270
Total operating revenue	1,951,164	2,149,184	844,950	1,232,232	1,201,885	995,662	1,101,439	9,476,516	2,574,201
CFP Mgmt impr transfers	72,856	63,749	63,749	63,749	63,749	63,749	63,749	455,350	-
Capital project defunding	-	-	-	-	-	-	-	-	250,000
Total revenues and transfers in	2,024,020	2,212,933	908,699	1,295,981	1,265,634	1,059,411	1,165,188	9,931,866	2,824,201
Expenditures:									
Employee Services:									
- Management/Maintenance	722,238	617,559	421,992	399,097	395,959	195,954	388,664	3,141,463	717,713
- Resident Trainees	10,878	9,519	9,519	9,519	9,519	9,519	9,519	67,992	-
Total Employee Services	733,116	627,078	431,511	408,616	405,478	205,473	398,183	3,209,455	717,713
Services & Supplies:									
- Management/Maintenance	825,472	899,049	332,630	625,119	624,267	483,666	537,982	4,328,185	1,408,725
- Resident Trainees	61,977	54,231	54,230	54,230	54,230	54,230	54,230	387,358	-
Total Services & Supplies	887,449	953,280	386,860	679,349	678,497	537,896	592,212	4,715,543	1,408,725
Other Charges:									
Financial Transactions	1,380	2,100	1,800	200	675	750	2,050	8,955	-
- Central Service Fees	65,418	71,051	29,801	45,065	41,613	30,346	41,976	325,270	-
- Miscellaneous (PILOT,Depr.)	40,590	46,678	18,265	26,381	26,378	18,265	26,381	202,938	-
Management Fee	249,434	268,354	161,336	169,114	155,998	114,909	158,552	1,277,697	-
IT / Bookkeeping Fee	32,235	34,680	20,850	21,855	20,160	14,850	20,490	165,120	-
Asset Management Fee	43,200	47,040	19,680	29,760	26,640	20,040	24,840	211,200	-
Total operating expense	2,052,822	2,050,261	1,070,103	1,380,340	1,355,439	942,529	1,264,684	10,116,178	2,126,438
Ending Balance	$ 676,938	$ 1,160,483	$ 492,587	$ 255,124	$ 236,268	$ 611,554	$ 415,816	$ 3,848,770	$ 248,426

Board Resolution Approving the AMP Budgets

PHA Board Resolution
Approving Operating Budget

OMB No. 2577-0026
(exp. 10/31/2009)

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

Previous editions are obsolete form HUD-52574 (08/2005) 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: 01/01/14 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 Budgets (***for COCC and all Projects)*** approved by Board resolution on: _____
☐ 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 expenditures 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(e) and (f); and

6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.325.

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 Chairman's Name:	Signature:	Date:
Mayor Kevin Johnson		

Previous editions are obsolete form HUD-**52574** (08/2005)

RESOLUTION NO. _____

APPROVAL OF 2014 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITIES FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS

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

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

WHEREAS, the sources of Agency revenues requires an operating budget adopted prior to the start of each new fiscal year; and

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

WHEREAS, Pursuant to Health and Safety Code Section 34176 and resolution no. HA-2012-2329 the County of Sacramento designated the Housing Authority of the County of Sacramento (HACOS or Authority), 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 AND ORDERED BY THE BOARD OF SUPERVISORS OF THE COUNTY OF SACRAMENTO:

Section 1. The proposed actions to adopt the 2014 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b)(4). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15301. There is no federal funding associated with these actions; therefore, NEPA does not apply. All other actions are associated with the adoption of the 2014 proposed budget, and do not make any commitments to, or give approvals for, specific projects. 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 2014 Operating Budget totaling $145,727,911 and the 2014 Project Budget totaling $21,905,555, all as further described in the 2014 Proposed Agency Budget (hereinafter "2014 Agency Budget" or "Budget"), a copy of which is on file with the Agency Clerk and copies of which have been provided to the respective governing board members, are approved as the Budget of the Agency for the 2014 fiscal year. The 2014 Agency Budget incorporates the budgets of the Redevelopment Agency of the City of Sacramento, the Redevelopment Agency of the County of Sacramento, 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 225 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.

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

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

by the County of Sacramento acting as Successor Agency of the former Redevelopment Agency (CRASA) approved by the CRASA Oversight Board.

Section 6. The Agency is authorized to submit the 2014 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 2014 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 2014 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 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 and that in any given year the gain or loss is not more than five percent.

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

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

Section 11. 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. Agency is also authorized to obtain flood insurance through the federal flood insurance program for Agency properties and this coverage may be secured through a local independent agent.

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

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

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

Section 15. Agency 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 approved Action Plans and funding source requirements.

Section 16. 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. Agency is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Agency is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.

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

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

Section 18 The 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, Agency is authorized to expend available balances from the payroll fund for the cost of liabilities such as post retirement medical benefits, sick leave, and vacation accruals.

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

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

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

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

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

Section 24. The Agency is authorized to transfer project appropriations among fund groups.

Section 25. The Agency is authorized to amend the Budget to reflect all required debt service payments, pass through payments loan repayments, and other existing obligations based on actual revenues.

Section 26. The Agency is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

Section 27. The Agency is authorized to execute and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to reconcile available revenues as needed to assure receipt of anticipated revenues.

Section 28. The Agency is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. Agency is authorized to enter into "loan work outs," to the extent reasonably necessary to protect Agency assets, and in entering such "work outs," Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property). Further, the Agency is authorized to renegotiate existing Agency debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in a cost savings or provide the Agency with more favorable loan terms.

Section 29. All project appropriations in existence as of December 31, 2013 will be carried over and continued in 2014.

Section 30. All multi-year operating grant budgets in existence as of December 31, 2013 shall be continued in 2014.

Section 31. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2013 may remain in effect in 2014. The Agency is authorized to increase the Budget for valid encumbrances as of December 31, 2013, but only to the extent that the applicable division's 2013 operating budget appropriations exceeded 2013 expenditures.

Section 32. The Agency is authorized to incorporate the changes listed on Exhibit A as part of the 2014 Budget.

Section 33. 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 34. The Agency is authorized to delegate the authorities as set out in this resolution.

Section 35. This resolution shall take effect immediately.

On a motion by Supervisor _____, seconded by Supervisor _____, the foregoing Resolution was passed and adopted by the Board of Supervisors of the County of Sacramento, State of California, this 5th day of November, 2013, by the following vote, to wit:

AYES: Supervisors,

NOES: Supervisors,

ABSENT: Supervisors,

ABSTAIN: Supervisors,

_____
Chair of the Board of Supervisors
of Sacramento County, California

(SEAL)

ATTEST: _____
Clerk, Board of Supervisors

EXHIBIT A

SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2014 BUDGET

Approved 2014 Total Operating Budget	$	145,727,911
Revised Approved 2014 Total Operating Budget		$0
Approved 2014 New Projects	$	21,905,555
Revised Approved 2014 New Projects		$0
TOTAL SHRA BUDGET	**$**	**167,633,466**

RESOLUTION NO. _____

ADOPTED BY THE HOUSING AUTHORITY OF THE COUNTY OF SACRAMENTO

ON DATE OF

APPROVAL OF 2014 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS, AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITIES FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS

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

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

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

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

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

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

Section 2. The proposed actions to adopt the 2014 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b)(4). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15301. There is no federal funding associated with these actions; therefore, NEPA does not apply. All other actions are associated with the adoption of the 2013 proposed budget, and do not make any commitments to, or give approvals for, specific projects. 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 2014 Operating Budget totaling $145,727,911 and the 2014 Project Budget totaling $21,905,555, all as further described in the 2014 Proposed Agency Budget (hereinafter "2014 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 2014 fiscal year. The 2014 Agency Budget incorporates the budgets of the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.

Section 4. A total of 225 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.

Section 5. Subject to availability under the Budget or limitations on use of any required funds, the Executive Director or her designees is authorized to amend the Budget as necessary to accept funds, expend funds, or transfer funds among operating budgets or project budgets to complete enforceable housing obligations, comply with legal directives of the California State Department of Finance and/or the State Controller's Office, facilitate the

dissolution of redevelopment pursuant to AB 1x 26 and AB 1484, or to provide staffing services to County Redevelopment Agency Successor Agency (CRASA). Such transactions must comply with applicable laws and regulations and agreements to provide staffing services for CRASA 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 2014 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 2014 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 2014 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 2014 Budget attached as Exhibit B-1.

Section 10. Form HUD-52574 (08/2005), 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 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.

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.

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

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

Section 15. Subject to availability under the Budget of any required funds, The Executive Director, or designee, is authorized to approve conversion of HUD funded conventional public housing dwelling units to non-dwelling use or disposition as long as the use or disposition is approved by HUD and consistent with HACOS policy and governing board approvals. The Executive Director or her designee is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the approved HUD approved conversion.

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

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

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

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

Section 20. HACOS finds and declares that the proposed expenditure of tax increment housing funds, as set forth in approved recognized obligation payment schedules, for activities serving the homeless, including providing subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental

assistance, as allocated/outlined in the budget, will not cause or exacerbate racial, ethnic or economic segregation and will be beneficial to all former Redevelopment Project Areas by facilitating the production of affordable housing and providing housing for a population which remains in or frequents the former Redevelopment Project Areas and is perceived as a blighting influence by business owners, property owners, workers and residents, and as a result impedes the elimination of blight in the community.

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

Section 22. HACOS finds and declares that the proposed planning and administrative expenses which may be paid for from the former low and moderate income housing fund, pursuant to an approved recognized payment obligation payment schedule, is necessary for the production, improvement and/or preservation of low and moderate income housing during the 2014 Agency Budget year.

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

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

Section 25. The Executive Director, or designee, 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 Agency. If such grants are awarded, Agency is authorized to accept the grant or grants, execute contracts to implement

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

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

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

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

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

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

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

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

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

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

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

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

Section 36. The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. Agency is authorized to enter into “loan work outs,” to the extent reasonably necessary to protect Agency assets, and in entering such

"work outs," Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property). Further, The Executive Director, or designee, is authorized to renegotiate existing Agency debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in a cost savings or provide the Agency with more favorable loan terms.

Section 37. All project appropriations in existence as of December 31, 2013 will be carried over and continued in 2014.

Section 38. All multi-year operating grant budgets in existence as of December 31, 2013 shall be continued in 2014.

Section 39. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2013 may remain in effect in 2014. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2013, but only to the extent that the applicable division's 2013 operating budget appropriations exceeded 2013 expenditures.

Section 40. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2014 Budget.

Section 41. If any entity requires a separate resolution for any action approved within this resolution other than resolutions for approval or amendment of projects, programs or the Agency Budget, the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.

Section 42. The Executive Director, or designee, is authorized to delegate the authorities as set out in this resolution.

Section 43. This resolution shall take effect immediately.

On a motion by Member_____, seconded by Member _____, the foregoing Resolution was passed and adopted by the Housing Authority of the County of Sacramento, State of California, this 5th day of November, 2013, by the following vote, to wit:

AYES: Members,

NOES: Members,

ABSTAIN: Members,

ABSENT: Members,

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

SEAL:

ATTEST:

_____
CLERK

EXHIBIT A

SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2014 BUDGET

Approved 2014 Total Operating Budget	$	145,727,911
Revised Approved 2014 Total Operating Budget		$0
Approved 2014 New Projects	$	21,905,555
Revised Approved 2014 New Projects		$0
TOTAL SHRA BUDGET	**$**	**167,633,466**

County Public Housing AMP, Central Office and Central Services Budget

January 1 - December 31, 2014

PHA Code: CA007
County of Sacramento

	County AMP 1	County AMP 2	County AMP 3	County AMP 4	County AMP 5	Total County Public Housing	County COCC Central Office & Central Svc
Beginning fund equity	$ 35,889	$ 183,970	$ 631,524	$ 31,424	$ 149,157	$ 1,031,964	$ 404,922
Revenues:							
HUD Operating Subsidy	573,175	444,263	756,577	414,993	755,393	2,944,401	-
Maintenance Charges to Tenants	18,600	12,500	16,250	15,000	8,000	70,350	-
Washer/Dryer Income	3,750	5,750	11,000	3,500	2,500	26,500	-
Rental Income - Dwelling	315,000	350,000	526,000	350,000	360,000	1,901,000	-
Interest Income - Investment	1,500	4,000	9,000	700	950	16,150	6,800
Miscellaneous income	3,850	-	5,274	-	3,000	12,124	-
Management Fee	-	-	-	-	-	-	718,589
IT/Bookkeeping Fee	-	-	-	-	-	-	92,865
Asset Management Fee	-	-	-	-	-	-	122,760
Admin Fee (CFP) & (HCV)	-	-	-	-	-	-	1,691,297
Central services fees	-	-	-	-	-	-	507,258
Total operating revenue	915,875	816,513	1,324,101	784,193	1,129,843	4,970,525	3,139,569
CFP operating transfers	182,987	119,370	8,382	310,577	26,356	647,672	-
CFP Mgmt impr transfers	72,856	63,749	191,247	63,748	63,749	455,349	-
AMP to AMP transfers	105,816	-	50,568	-	-	156,384	-
Total revenues and transfers in	1,277,534	999,632	1,574,298	1,158,518	1,219,948	6,229,930	3,139,569
Expenditures:							
Employee Services:							
- Management/Maintenance	324,049	373,928	384,864	335,389	378,003	1,796,233	1,191,911
- Resident Trainees	10,878	9,519	28,557	9,519	9,519	67,992	-
Total Employee Services	334,927	383,447	413,421	344,908	387,522	1,864,225	1,191,911
Services & Supplies:							
- Management/Maintenance	567,031	439,513	618,384	508,803	569,619	2,703,350	2,302,513
- Resident Trainees	61,978	54,230	162,690	54,230	54,230	387,358	-
Total Services & Supplies	629,009	493,743	781,074	563,033	623,849	3,090,708	2,302,513
Other Charges:							
Financial Transactions	5	550	5,056	120	80	5,811	920
- Central Service Fees	38,017	32,959	43,771	29,297	38,540	182,584	-
- Miscellaneous (PILOT,Depr.)	20,875	17,893	19,801	15,904	20,874	95,347	-
- AMP to AMP transfers	-	-	156,384	-	-	156,384	-
Management Fee	150,659	129,882	171,319	115,026	151,703	718,589	-
IT / Bookkeeping Fee	19,470	16,785	22,140	14,865	19,605	92,865	-
Asset Management Fee	26,160	22,200	27,720	20,160	26,520	122,760	-
Capital Expenditures	-	-	330,000	-	-	330,000	-
Total operating expense	1,219,122	1,097,459	1,970,686	1,103,313	1,268,693	6,659,273	3,495,344
Ending Balance	$ 94,301	$ 86,143	$ 235,136	$ 86,629	$ 100,412	$ 602,621	$ 49,147

Board Resolution Approving the AMP Budgets

PHA Board Resolution
Approving Operating Budget

OMB No. 2577-0026
(exp. 10/31/2009)

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

Previous editions are obsolete form HUD-52574 (08/2005) 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: 01/01/14 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 Budgets (***for COCC and all Projects)*** approved by Board resolution on: _____
☐ 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 expenditures 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(e) and (f); and

6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.325.

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 Chairman's Name:	Signature:	Date:
Susan Peters		

Previous editions are obsolete form HUD-**52574** (08/2005)

RESOLUTION NO. SHDC ___

ADOPTED BY THE SACRAMENTO HOUSING DEVELOPMENT CORPORATION

ON DATE OF

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

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

Section 1. The proposed actions to adopt the 2014 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b)(4). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15301. There is no federal funding associated with these actions; therefore, NEPA does not apply. All other actions are associated with the adoption of the 2014 proposed budget, and do not make any commitments to, or give approvals for, specific projects. 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 Budget totaling $642,701 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 "2014 Proposed Budget", a copy of which is on file with the Agency Clerk, is approved as the Operating Budget for the 2014 fiscal year for the Sacramento Housing Development Corporation (2014 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 2014 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 2014 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 2014 Budget hereby adopted.

Section 7. The Executive Director is authorized to incorporate the changes listed on Exhibit A as part of the 2014 Budget.

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

Section 9. This resolution shall take effect immediately.

On a motion by Director_____, seconded by Director _____, the foregoing Resolution was passed and adopted by the Sacramento Housing Development Corporation, State of California, this 5th day of November, 2013, by the following vote, to wit:

AYES: Directors,

NOES: Directors,

ABSTAIN: Directors,

ABSENT: Directors,

_____
Chair, Board of Directors
Sacramento Housing Development
Corporation

(SEAL)

ATTEST: _____
Clerk

SECTION B

FINANCIAL MANAGEMENT POLICIES

FINANCIAL MANAGEMENT POLICIES

Revenue Policy

- Revenues will be conservatively estimated using the best information available, and the Agency will strive to maintain a stable revenue system and operating structure that protects the Agency from short term fluctuations in individual revenue sources.

- Intergovernmental assistance in the form of grants and loans will be used to finance only capital projects or programs that can be sustained over time or have a limited horizon.

- In general, one-time revenues will be used only to support capital projects or other non-recurring expenditures. One-time revenues may be used for operating programs provided that longer term financial planning is addressing any imbalances between operating revenues and expenditures.

Debt Policy

- It is the intent of the Agency to issue debt in a manner that adheres to state and federal laws, existing bond covenants and prudent financial management.

    - Minimize debt service and issuance costs
    - Maintain the highest practical credit rating
    - Evaluate the cost effectiveness of all potential borrowings

- In general, when the Agency finances redevelopment projects using tax allocation bonds, it will pay back the bonds within a period that is consistent with the useful life of the projects financed with the bond proceeds.

- The Agency will not use long-term debt financing for any recurring purpose such as current operating and maintenance expenditures. While the Agency does not anticipate issuing any short-term debt instruments such as tax or bond anticipation notes, these financing instruments shall be excluded from this limitation.

- The Agency will diligently monitor its compliance with bond covenants and ensure its adherence to federal arbitrage regulations.

    - Full and timely repayment of outstanding debt
    - Compliance with continuing disclosure requirements

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.

Annual Audit

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

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

Budget Policies and Procedures

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

FINANCIAL MANAGEMENT POLICIES

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 are generated and posted for review by departments on a monthly basis.

Budget Control

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

Accounting Structure and Principles

Accounting System

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

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

Basis of Accounting

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

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

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

Fund Descriptions

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

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

Proprietary Funds

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

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

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

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

Governmental Funds

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

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

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

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

Account Groups

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

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

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

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SECTION C

MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

Major Revenue Description, Trends And Estimates

Enterprise Funds – Housing

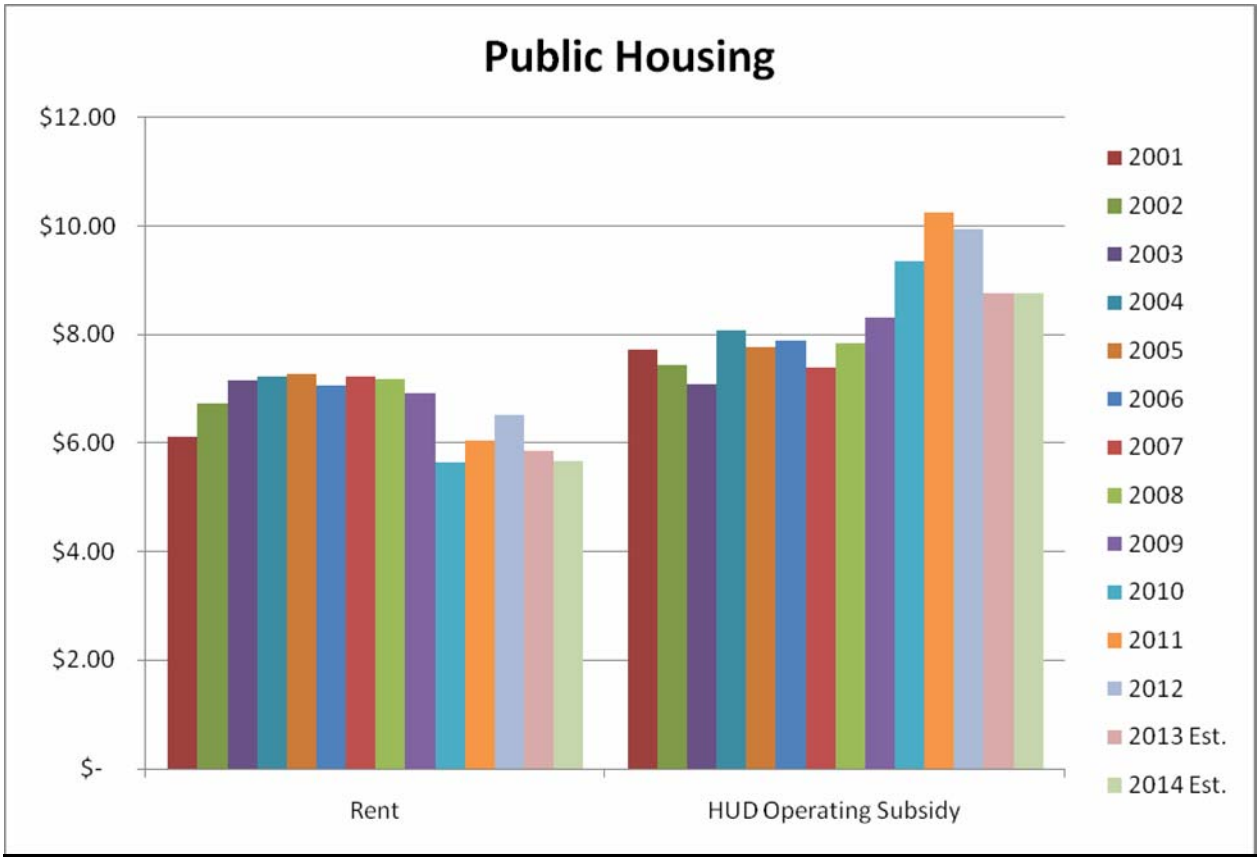
Public Housing:

The Agency owns and manages approximately 3,306 housing units within the City and County of Sacramento. Approximately 2,871 of the units were developed under the federal public housing program administered by the Department of Housing and Urban Development (HUD) and are located throughout the Sacramento region with (1,836 units) in the City and (1,035 units) in the County. Of those units, approximately 1,000 units are designated as elderly and/or disabled only with the remaining units available to families. Program revenues are generated from tenant rent collections and operating subsidies provided by HUD. The amount of rent paid by the tenants is based on 30 percent of gross family income minus certain other adjustments. In addition to the public housing units, the Housing Authority manages another 435 units of local non-public housing.

Revenue Estimate

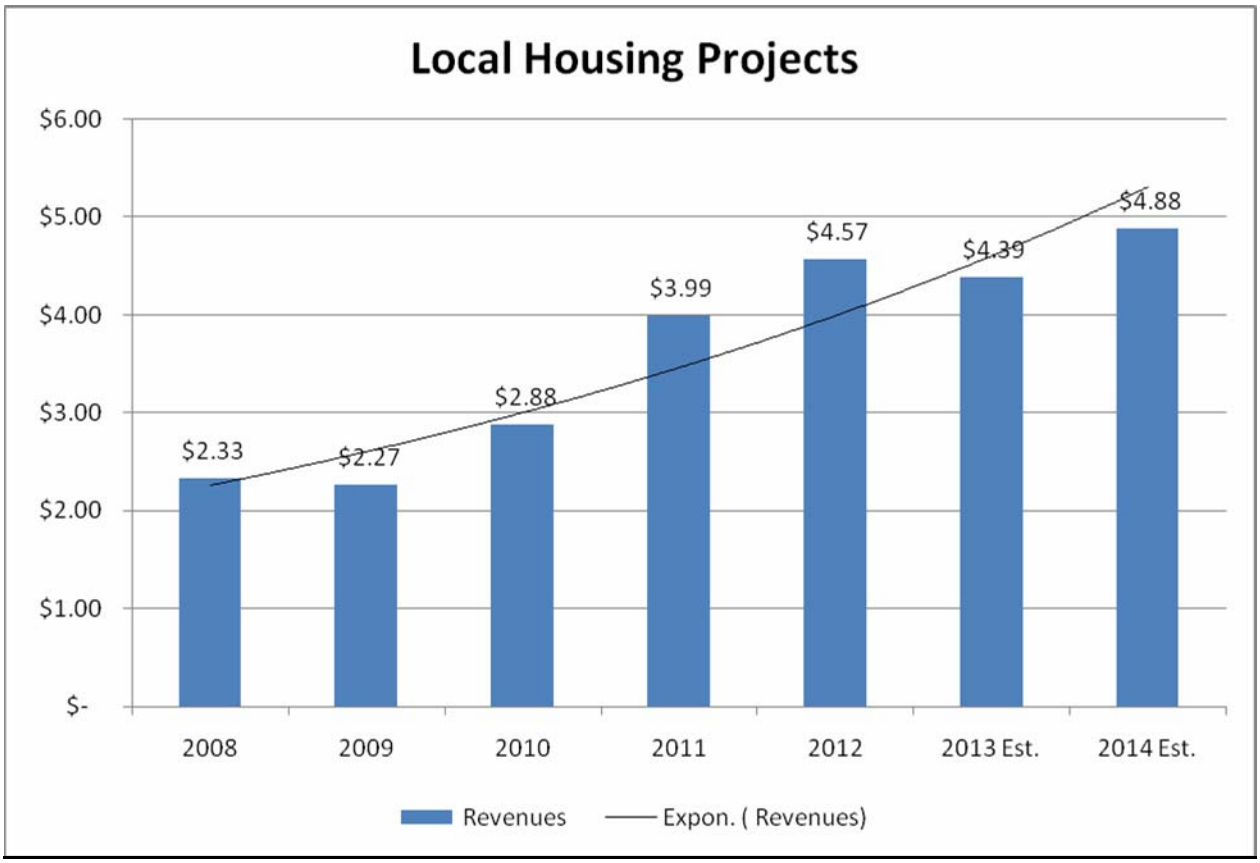
The average occupancy rate in the Public Housing program is 98 percent for public housing properties available to be leased. The recent decline in rents is due to several factors including: 1) the vacancies associated with major rehabilitation projects and the disposition of public housing units sold under the HUD 5h/Section 32 program, 2) the disposition of the Washington, Sutterview and Sierra Vista high-rises to the Agency affiliated non-profit the Sacramento Housing Asset Repositioning Program, Inc. (SHARP), 3) vacant and boarded units being sold under the NSP PRP program and 4) the reduction in TANF and SSI income to PHA tenants which reduces the tenants share of the rental payments (30% of income).

HUD Operating subsidy levels have risen in recent years with federal appropriations for the program reaching as high as 103% of funding eligibility in 2010 and 100% in 2011. However, since program funding is determined annually, the level of subsidy received from HUD can be very volatile from year to year depending upon the federal appropriations process in Washington. In 2012 the HUD operating subsidy was prorated at 95% of eligibility and the impact of the Sequestration cuts have resulted in an 82% proration for 2013. We expect a similar level of prorated funding for 2014.



Public Housing (Non-Federal):

While the public housing units have shown decreases in both rents and operating subsidy, the Agency's local housing projects, units not regulated by HUD, have shown positive revenue trends. The primary reason for this change is the implementation of the Housing Authority's asset repositioning strategy that has moved two Public Housing high-rise buildings to the Sacramento Housing Authority Asset Repositioning Program, Inc. (SHARP).



Housing Choice Voucher Program (HCV):

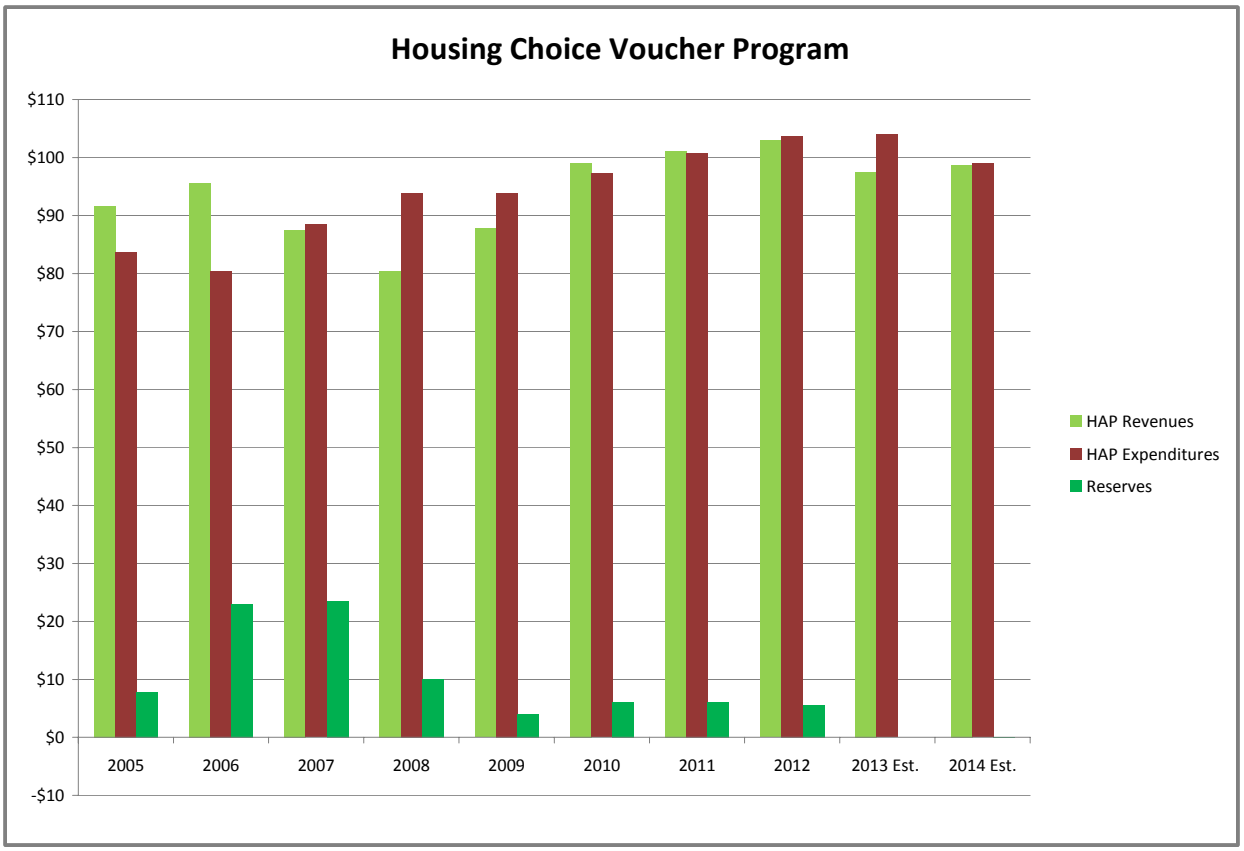
The Housing Choice Voucher (formerly Section 8 Housing Assistance) program is funded by the U.S. Department of Housing and Urban Development (HUD) through Annual Contribution Contracts (ACC). The Agency administers this program on behalf of the Housing Authority of the County of Sacramento. The Housing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

Revenue Estimate

Revenue under the HCV program is received from HUD in the form of Housing Assistance Payments (HAP) and Administrative Fees (AF). The federal appropriations process dictates the amount of funding that will be allocated to the HCV program on a national level. Jurisdictional funding allocations are performance based, with the funding level determined by the number of authorized vouchers leased. Currently, the Agency's HCV program provides rental assistance to an estimated 11,614 families each month

and the program has maintained leasing levels in excess of 98 percent for all vouchers authorized by HUD since 2008. The high utilization level of vouchers makes the program eligible for maximum funding from HUD. Despite the fact that the Agency is entitled to maximum funding for the program, HUD has intentionally provided less funding than required to cover HAP costs in an effort to recapture accumulated HAP reserves from public housing authorities across the country. In 2008 and 2009 HUD intentionally recaptured HAP reserves leaving the Housing Authority with approximately two weeks of reserves; therefore, managing leasing levels becomes exceptionally important.

Due to the Sequestration cuts of 2013 HUD is providing significantly less funding than is required to cover our scheduled housing assistance payments. The Agency's 2013 funding eligibility of $103.7 million was prorated at 94%, a funding cut of $6.2 million. HUD's current funding level has required the Agency to cease leasing new vouchers, and to fully expend the Agency's existing HAP reserve of $5.6 Million. Should HUD continue to fund the program at this level, we estimate that the Agency will serve 600 less families by the end of 2014. Currently, HUD has designated the Agency as a SHORTFALL Agency meaning that the funds HUD will provide combined with our reserves will be insufficient to meet our HAP obligations. Agency staff has been working with HUD's shortfall prevention unit for the past six months to implement the program changes necessary to ensure that the Agency is eligible for any potential shortfall funding HUD has available. Funding for 2014 is expected to remain at the 2013 levels and the Agency reserves will be fully depleted.



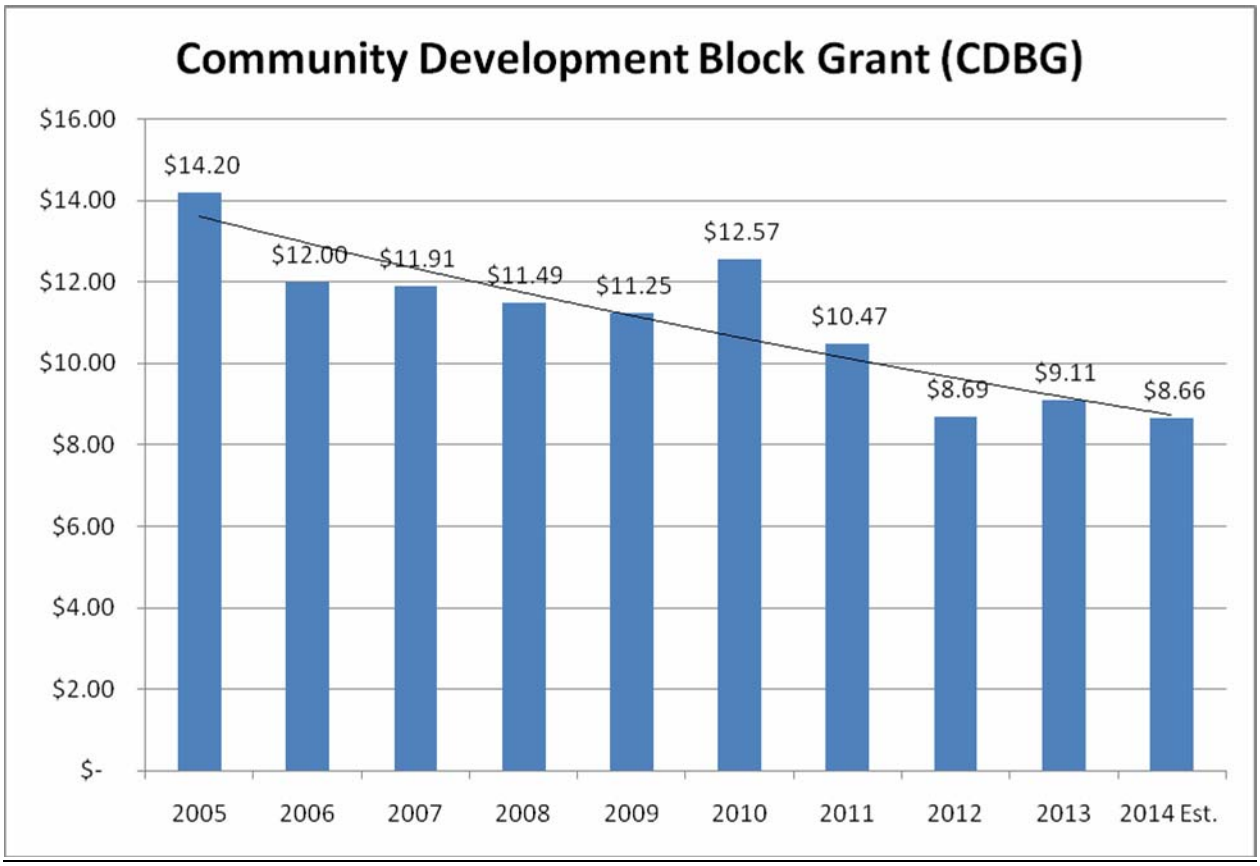
Other Governmental Funds (Special Revenue):

Community Development Block Grant (CDBG):

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

Revenue Estimate

The annual HUD CDBG entitlement budget is allocated to cities and counties based on a formula comprised of several measures. The Agency receives grants for both the City of Sacramento and the County of Sacramento. Since 2010, CDBG appropriations have been cut by 31%. Revenues are projected to decrease slightly over the 2013 levels.

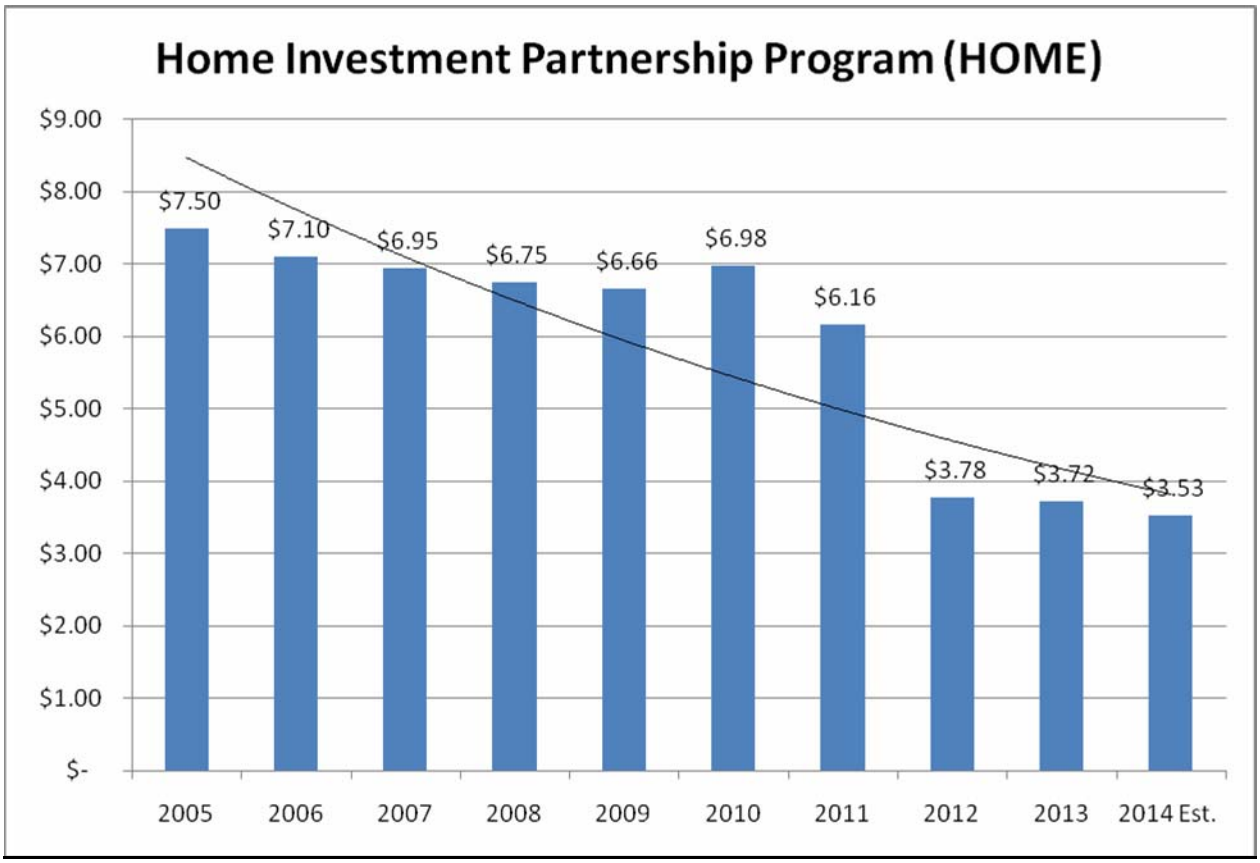


Home Investment Partnership Program (HOME):

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

Revenue Estimate

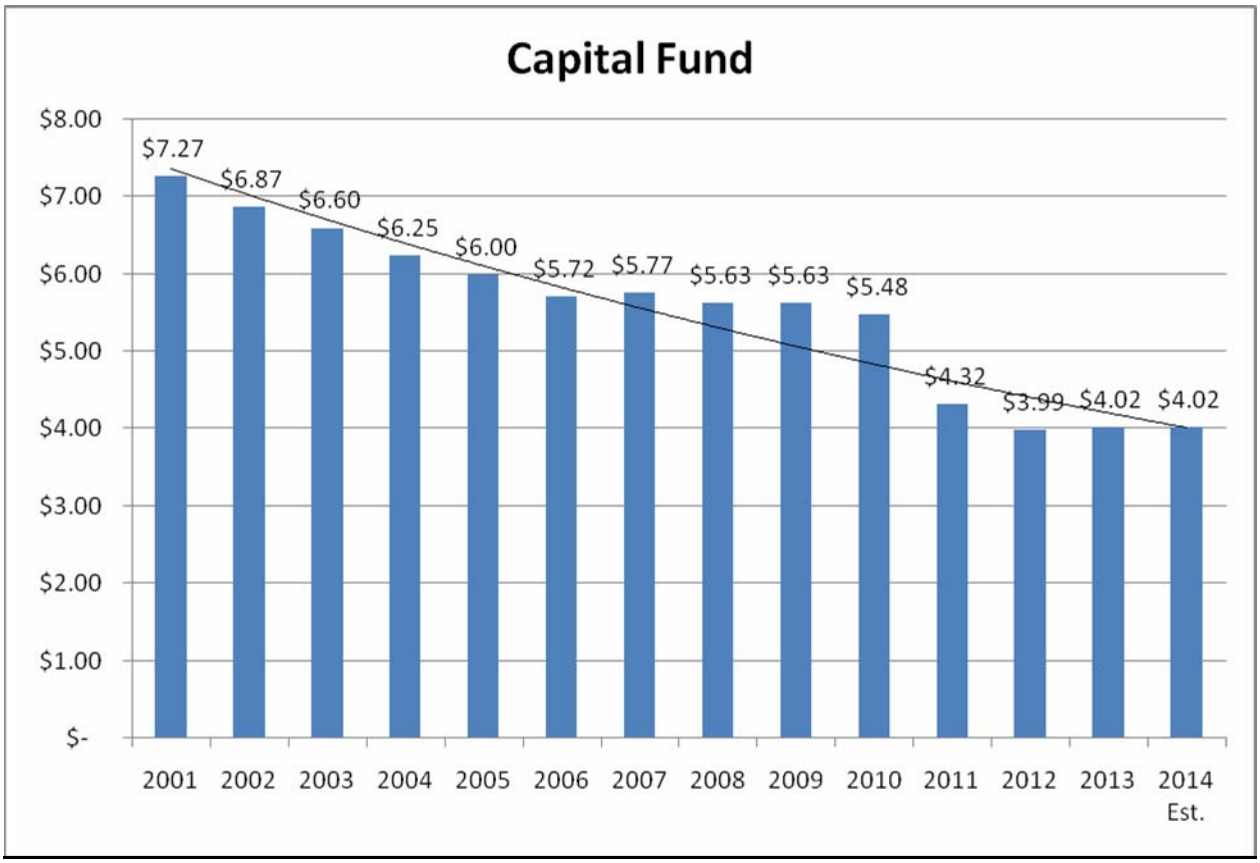
The annual HUD HOME budget is allocated to states and participating jurisdictions as formula grants. The Agency receives HOME entitlement for both the City of Sacramento and the County of Sacramento. Funding has remained fairly level for the last several years, but since 2010 appropriations for HOME have declined by 49%. Current federal funding proposals reflect status quo funding levels for 2013. Estimates are generally based on the current year grant amounts and adjusted as needed based upon Federal appropriation proposals.



Other Governmental Funds (Capital Project Funds):

Capital Fund Program:

The HUD Capital Fund program provides funding annually via a formula, and program funds are allocated to public housing authorities (PHA) across the nation. Capital Fund grants are intended specifically for the development, financing, modernization, and management improvements for properties owned under the HUD public housing program. The Agency receives funding for the public housing properties owned by the City and County Housing Authorities. Between 2001 and 2012, HUD funding for the capital improvements and modernization of Public Housing properties decreased 42%, with the sharpest decrease coming in 2011 at 21%. 2014 HUD funding for the Capital Fund program is expected to hover at the 2013 level. Revenue estimates are based on the current year grant amounts and are adjusted based upon Federal appropriation proposals.



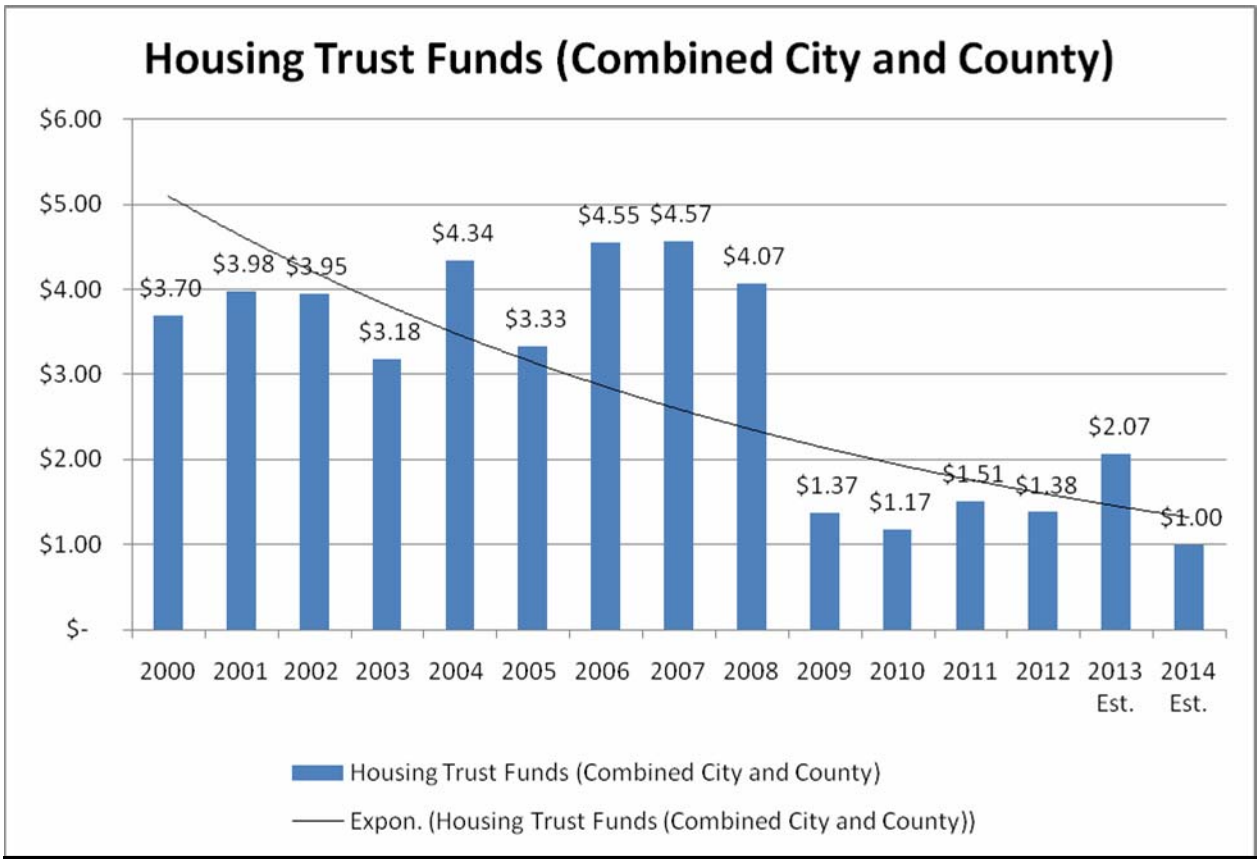
Housing Trust Funds (HTF):

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 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 the commercial businesses in the surrounding area.

Revenue Estimate

Housing Trust Fund fees have dropped dramatically due to the sharp decline in number of commercial building permits being issued. HTF fees are expected to continue to decline given the current economic pressures impacting commercial construction in the region.

Major Revenue Description, Trends And Estimates



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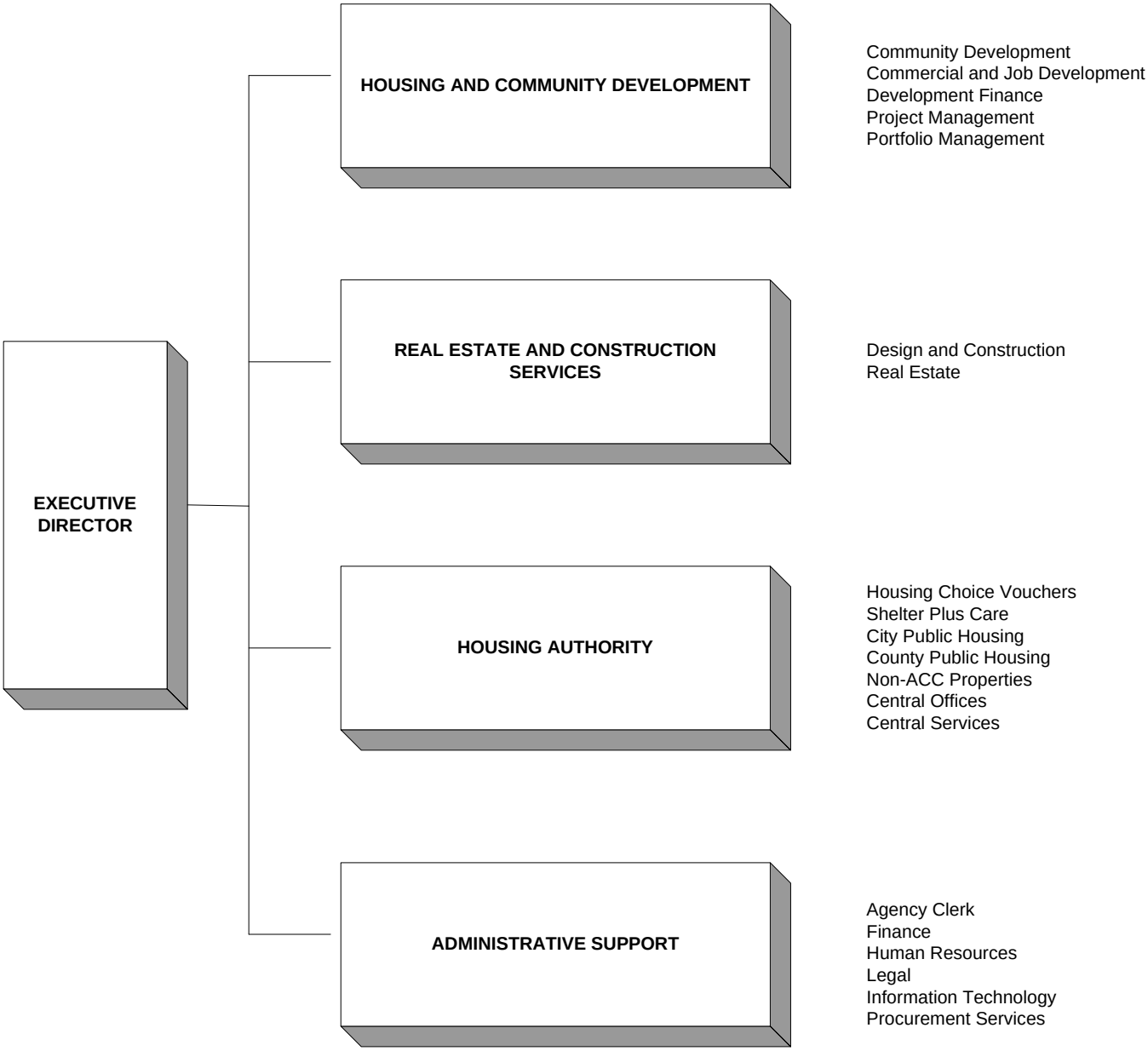
SECTION D

BUDGET SUMMARIES

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

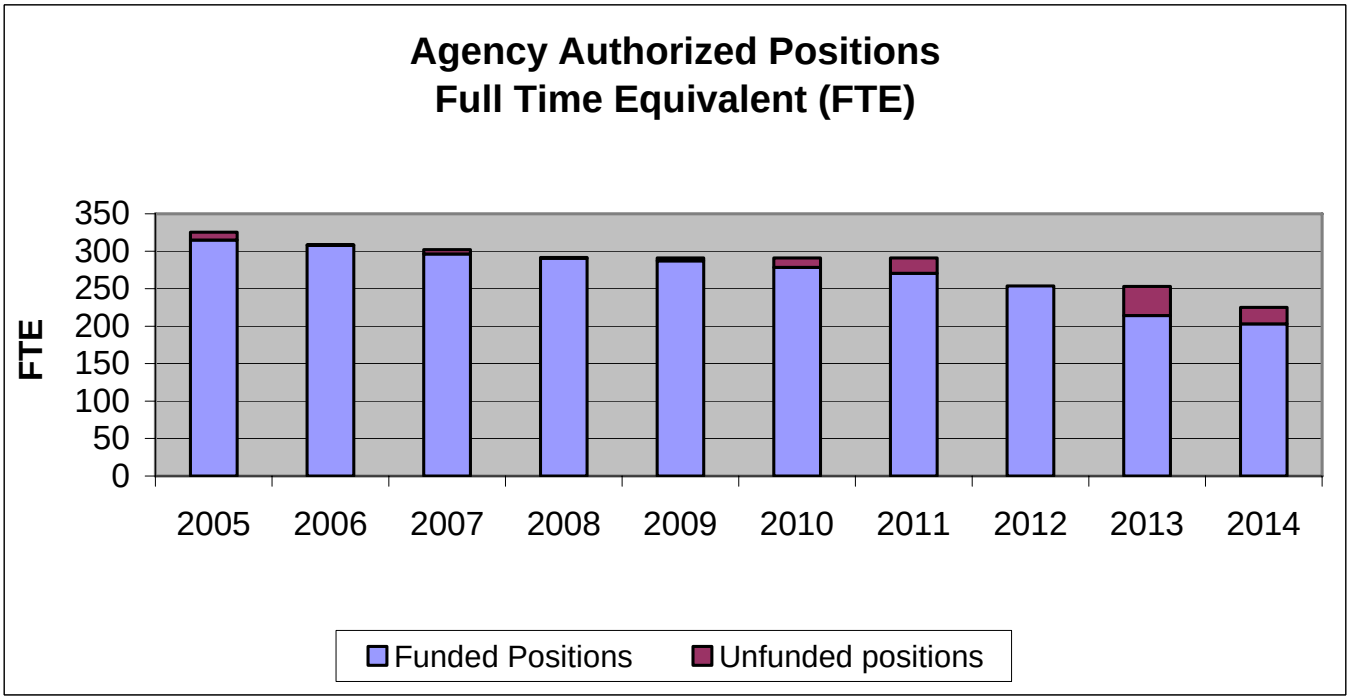
DEPARTMENT/DIVISION ORGANIZATION CHART



SHRA

Summary of Full Time Equivalent (FTE) Positions By Department

The 2014 budget proposes the elimination of 28 full time equivalent positions (FTE) bringing authorized Agency FTE down from 253 to 225 positions, an 11 percent reduction compared with prior year. Additionally, 22 authorized positions will be left unfunded for the 2014 budget. Reductions were achieved through the unfunding of vacant positions, employee layoffs and position reclassification and downgrades. In total, the Agency has reduced authorized FTE positions by 31 percent since 2005 when the Agency had 325 FTE positions.



SHRA

Summary of Full Time Equivalent (FTE) Positions By Department

Department	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Executive Director	5.50	4.00	5.00	5.00	3.00	-2.00
Legal	4.50	5.00	4.00	4.00	3.00	-1.00
Human Resources	8.00	8.00	6.50	6.00	5.60	-0.40
Finance	16.00	16.00	14.00	14.00	12.00	-2.00
IMTS	10.00	10.00	8.00	8.00	6.00	-2.00
Agency Clerk	2.50	2.50	2.50	2.00	2.00	0.00
Procurement*	0.00	0.00	0.00	0.00	4.00	4.00
Subtotal Administrative Support	46.50	45.50	40.00	39.00	35.60	-3.40
Public Housing	92.20	92.40	93.40	94.90	93.20	-1.70
Public Housing Intake	4.14	4.50	5.25	4.50	4.85	0.35
Subtotal Public Housing	96.34	96.90	98.65	99.40	98.05	-1.35
Housing Choice Vouchers	56.80	56.60	59.60	60.60	54.80	-5.80
Housing Choice Vouchers Intake	2.86	2.50	1.75	3.50	3.65	0.15
Subtotal Housing Choice Vouchers	59.66	59.10	61.35	64.10	58.45	-5.65
Community Development	22.00	22.00	14.00	14.00	8.00	-6.00
Development Finance	27.00	27.00	18.00	17.50	13.50	-4.00
Policy and Planning**	3.00	4.00	0.00	0.00	0.00	0.00
Subtotal Housing and Community Development	52.00	53.00	32.00	31.50	21.50	-10.00
Real Estate and Construction Services	2.50	3.50	2.00	14.00	11.40	-2.60
Procurement Services*	10.00	10.00	0.00	5.00	0.00	-5.00
Construction and Design Services***	10.57	11.47	8.00	0.00	0.00	0.00
Real Estate Services***	4.00	4.00	0.00	0.00	0.00	0.00
Public Housing Design and Construction Services***	6.43	5.53	4.00	0.00	0.00	0.00
Subtotal Real Estate and Construction Services	33.50	34.50	14.00	19.00	11.40	-7.60
Community Social Services	3.00	2.00	2.00	0.00	0.00	0.00
Total	291.00	291.00	248.00	253.00	225.00	-28.00

*Risk Management and General Services are included in the Human Resources Department.
**Policy and Planning is included in the Executive Director Department.
***Real Estate Services, Construction and Design Services and Public Housing Design and Construction Services are included in the Real Estate and Construction Services Department.

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SHRA

Summary of Full Time Equivalent (FTE) Unfunded Positions By Department

Department	2013 Budget	2014 Budget
Executive Director	2.00	0.00
Legal	2.00	1.00
Finance	3.20	1.00
IMTS	2.20	0.00
Agency Clerk	0.20	0.00
Procurement Services	1.00	0.00
Subtotal Administrative Support	10.60	2.00
Public Housing	2.00	3.00
Housing Choice Vouchers	6.00	9.00
Community Development	7.00	1.00
Development Finance	8.00	4.00
Subtotal Housing and Community Development	15.00	5.00
Real Estate and Construction Services	5.20	3.00
Total	38.80	22.00

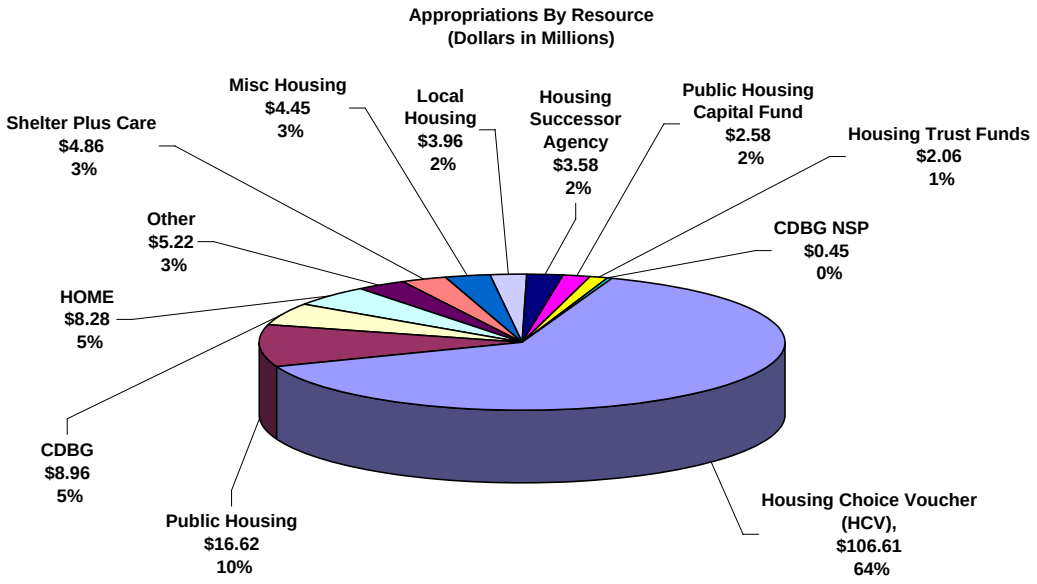
Budget Appropriation Comparison Schedule

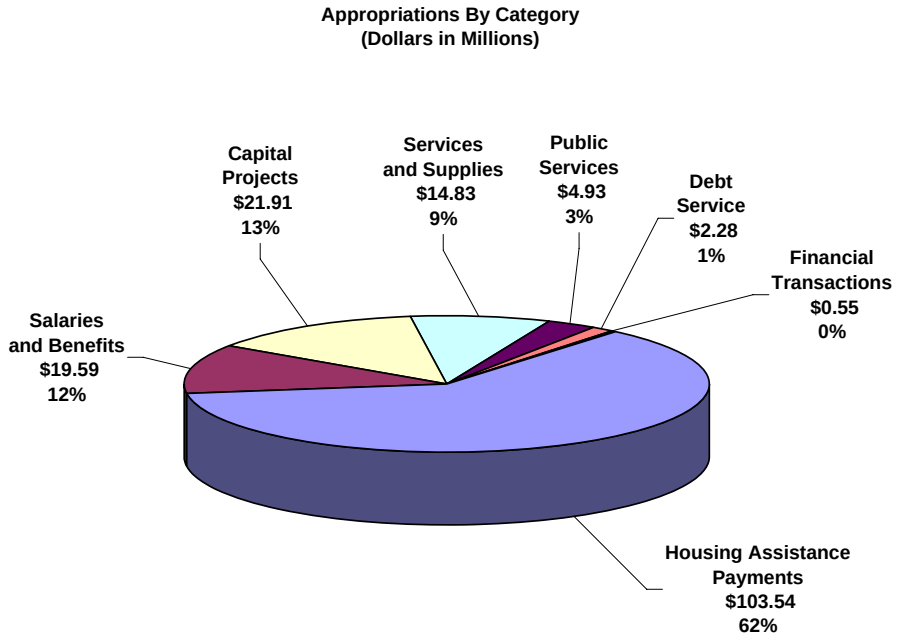
	2010 Approved Budget	2011 Approved Budget	2012 Approved Budget
Operations:			
Salaries and Benefits	$ 25,883,511	$ 26,715,275	$ 23,263,447
Services & Supplies	16,011,490	16,184,086	15,587,804
HAPs Payments	94,131,760	97,505,823	101,937,164
Debt Service	38,533,311	39,928,482	42,399,197
Financial Transactions	30,014,786	14,985,998	31,148,392
Public Services	5,281,647	4,502,050	3,562,536
Total Operations	$ 209,856,505	$ 199,821,714	$ 217,898,540
Projects:			
Housing Development and Preservation	$ 27,713,112	$ 29,268,689	$ 10,082,256
Housing Authority Capital Projects	7,398,094	4,934,853	2,117,112
Infrastructure and Public Improvements	24,461,853	16,115,329	5,809,194
Total Projects	$ 59,573,059	$ 50,318,871	$ 18,008,562
Total Budget	$ 269,429,564	$ 250,140,585	$ 235,907,102

Budget Appropriation Comparison Schedule

2013 Approved Budget	2014 Approved Budget	Variance 2013 to 2014 Amount	Variance 2013 to 2014 %	
				Operations:
$ 19,927,391	$ 19,594,800	$ (332,591)	-2%	Salaries and Benefits
14,715,153	14,822,948	$ 107,795	1%	Services & Supplies
107,203,447	103,536,889	$ (3,666,558)	-3%	HAPs Payments
3,147,580	2,284,002	$ (863,578)	-27%	Debt Service
947,737	554,659	$ (393,078)	-41%	Financial Transactions
5,131,797	4,934,613	$ (197,184)	-4%	Public Services
$ 151,073,105	$ 145,727,911	$ (5,345,194)	-4%	**Total Operations**
				Projects:
$ 13,206,912	$ 14,051,022	$ 844,110	6%	Housing Development and Preservation
2,312,436	4,365,149	$ 2,052,713	89%	Housing Authority Capital Projects
3,092,547	3,489,384	$ 396,837	13%	Infrastructure and Public Improvements
$ 18,611,895	$ 21,905,555	$ 3,293,660	18%	**Total Projects**
$ 169,685,000	$ 167,633,466	$ (2,051,534)	-1%	**Total Budget**

SHRA 2014 BUDGET
$167,633,466





2014 Fund Equity Summary

	Enterprise-Housing	Other Governmental	Internal Service	Gross Total	Net Total (1)
RESOURCES					
Estimated Fund Balance - January 1	$ 16,243,347	$ 7,746,468	$ 9,218,397	$ 33,208,212	$ 33,208,212
Interest Revenue	282,602	1,172,092	193,745	1,648,439	1,648,439
Intergovernmental	-	2,889,596	-	2,889,596	2,889,596
Repayment on Loans	285,098	1,020,669	92,774	1,398,541	1,398,541
Dwelling Rents	7,738,787	-	-	7,738,787	7,738,787
Grants	8,923,184	17,629,334	-	26,552,518	26,552,518
Housing Vouchers - Administration	7,509,350	-	-	7,509,350	7,509,350
Housing Vouchers - HAP	103,536,889	-	-	103,536,889	103,536,889
Miscellaneous	4,688,389	638,970	71,000	5,398,359	5,398,359
Interdepartmental Charges	6,006,316	-	6,266,278	12,272,594	-
Net Transfers	1,558,371	(2,624,261)	1,065,890	-	-
Subtotal Operating Revenues	140,528,986	20,726,400	7,689,687	168,945,073	156,672,479
Defundings	250,000	3,901,000	-	4,151,000	4,151,000
Gross Resources	157,022,333	32,373,868	16,908,084	206,304,285	194,031,691
Less Interfund Transactions	(6,006,316)	-	(1,116,136)	(7,122,452)	-
Less Interdepartmental Charges	-	-	(5,150,142)	(5,150,142)	-
Net Resources (1)	**151,016,017**	**32,373,868**	**10,641,806**	**194,031,691**	**194,031,691**
APPROPRIATIONS					
Salaries and Benefits	12,705,894	1,803,910	5,084,996	19,594,800	19,594,800
Services and Supplies	12,705,708	323,520	1,793,720	14,822,948	14,822,948
Housing Assistance Payments	103,536,889	-	-	103,536,889	103,536,889
Debt Service	297,382	941,951	1,044,669	2,284,002	2,284,002
Financial Transactions	463,885	291,315	101,800	857,000	554,659
Public Services	767,343	4,167,270	-	4,934,613	4,934,613
Interdepartmental Charges	9,677,013	1,658,710	634,530	11,970,253	-
Subtotal Operating expenditures	140,154,114	9,186,676	8,659,715	158,000,505	145,727,911
Capital Projects	2,355,840	19,499,715	50,000	21,905,555	21,905,555
Gross Appropriations	142,509,954	28,686,391	8,709,715	179,906,060	167,633,466
Less Interfund Transactions	(6,006,316)	-	(1,116,136)	(7,122,452)	-
Less Interdepartmental Charges	-	-	(5,150,142)	(5,150,142)	-
Net Appropriations (1)	**136,503,638**	**28,686,391**	**2,443,437**	**167,633,466**	**167,633,466**
Estimated Fund Balance-December 31	$ 14,512,379	$ 3,687,477	$ 8,198,369	$ 26,398,225	$ 26,398,225

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

2014 Fund Equity - Enterprise Funds - Housing

	City Enterprise - Housing				
	City Public Housing	City Local Housing	City Misc Housing	City Component Units	Subtotal
RESOURCES					
Estimated Fund Balance - January 1	$ 4,033,082	$ 1,236,813	$ 2,648,950	$ 1,664,956	$ 9,583,801
Interest Revenue	46,000	19,226	50,739	23,500	139,465
Repayment on Loans	-	-	20	-	20
Dwelling Rents	3,250,000	1,505,323	-	981,430	5,736,753
Grants	5,840,783	-	69,000	-	5,909,783
Housing Vouchers - Administration	-	-	-	-	-
Housing Vouchers - HAP	-	-	-	-	-
Miscellaneous	339,733	822,076	133,540	1,453,922	2,749,271
Interdepartmental Charges	-	-	2,774,144	-	2,774,144
Net Transfers	455,350	60,000	(19,125)	-	496,225
Subtotal Operating Revenues	9,931,866	2,406,625	3,008,318	2,458,852	17,805,661
Defundings	-	-	250,000	-	250,000
Gross Resources	13,964,948	3,643,438	5,907,268	4,123,808	27,639,462
Less Interfund Transactions	-	-	(2,774,144)	-	(2,774,144)
Less Interdepartmental Charges	-	-	-	-	-
Net Resources (1)	**13,964,948**	**3,643,438**	**3,133,124**	**4,123,808**	**24,865,318**
APPROPRIATIONS					
Salaries and Benefits	3,209,455	391,265	1,026,997	441,251	5,068,968
Services and Supplies	4,715,543	1,453,490	297,535	876,828	7,343,396
Housing Assistance Payments	-	-	-	-	-
Debt Service	-	69,400	-	27,982	97,382
Financial Transactions	211,893	6,608	5,911	103,280	327,692
Public Services	-	-	132,835	-	132,835
Interdepartmental Charges	1,979,287	114,720	1,342,149	338,979	3,775,135
Subtotal Operating expenditures	10,116,178	2,035,483	2,805,427	1,788,320	16,745,408
Capital Projects	-	-	1,332,840	85,000	1,417,840
Gross Appropriations	10,116,178	2,035,483	4,138,267	1,873,320	18,163,248
Less Interfund Transactions	-	-	(2,774,144)	-	(2,774,144)
Net Appropriations (1)	**10,116,178**	**2,035,483**	**1,364,123**	**1,873,320**	**15,389,104**
Estimated Fund Balance-December 31	$ 3,848,770	$ 1,607,955	$ 1,769,001	$ 2,250,488	$ 9,476,214

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

2014 Fund Equity - Enterprise Funds - Housing

County Enterprise - Housing

County Public Housing	County Local Housing	County Misc Housing	County Housing Choice Vouchers	County Shelter Plus Care	Subtotal	Total Enterprise Funds-Housing	
							RESOURCES
$ 1,031,964	$ -	$ 3,673,035	$ 1,954,547	$ -	$ 6,659,546	$ 16,243,347	**Estimated Fund Balance - January 1**
16,150	-	126,987	-	-	143,137	282,602	Interest Revenue
-	-	285,078	-	-	285,078	285,098	Repayment on Loans
1,906,274	95,760	-	-	-	2,002,034	7,738,787	Dwelling Rents
2,944,401	-	69,000	-	-	3,013,401	8,923,184	Grants
-	-	29,261	7,168,671	311,418	7,509,350	7,509,350	Housing Vouchers - Administration
-	-	-	98,988,784	4,548,105	103,536,889	103,536,889	Housing Vouchers - HAP
103,700	2,418	1,833,000	-	-	1,939,118	4,688,389	Miscellaneous
-	-	3,232,172	-	-	3,232,172	6,006,316	Interdepartmental Charges
1,103,021	-	(40,875)	-	-	1,062,146	1,558,371	Net Transfers
6,073,546	98,178	5,534,623	106,157,455	4,859,523	122,723,325	140,528,986	Subtotal Operating Revenues
-	-	-	-	-	-	250,000	Defundings
7,105,510	98,178	9,207,658	108,112,002	4,859,523	129,382,871	157,022,333	**Gross Resources**
-	-	(3,232,172)	-	-	(3,232,172)	(6,006,316)	Less Interfund Transactions
-	-	-	-	-	-	-	Less Interdepartmental Charges
7,105,510	**98,178**	**5,975,486**	**108,112,002**	**4,859,523**	**126,150,699**	**151,016,017**	**Net Resources (1)**
							APPROPRIATIONS
1,864,225	-	1,890,354	3,632,538	249,809	7,636,926	12,705,894	Salaries and Benefits
3,090,708	56,423	309,420	1,844,152	61,609	5,362,312	12,705,708	Services and Supplies
-	-	-	98,988,784	4,548,105	103,536,889	103,536,889	Housing Assistance Payments
-	-	-	200,000	-	200,000	297,382	Debt Service
101,158	-	29,934	5,101	-	136,193	463,885	Financial Transactions
-	-	634,508	-	-	634,508	767,343	Public Services
1,116,798	-	2,847,091	1,937,989	-	5,901,878	9,677,013	Interdepartmental Charges
6,172,889	56,423	5,711,307	106,608,564	4,859,523	123,408,706	140,154,114	Subtotal Operating expenditures
330,000	-	608,000	-	-	938,000	2,355,840	Capital Projects
6,502,889	56,423	6,319,307	106,608,564	4,859,523	124,346,706	142,509,954	**Gross Appropriations**
-	-	(3,232,172)	-	-	(3,232,172)	(6,006,316)	Less Interfund Transactions
6,502,889	**56,423**	**3,087,135**	**106,608,564**	**4,859,523**	**121,114,534**	**136,503,638**	**Net Appropriations (1)**
$ 602,621	$ 41,755	$ 2,888,351	$ 1,503,438	$ -	$ 5,036,165	$ 14,512,379	**Estimated Fund Balance-December 31**

2014 Fund Equity - Other Governmental Funds

	City Special Revenue				
	City CDBG	City CDBG NSP 1	City HOME	City Misc Grants	Subtotal
RESOURCES					
Estimated Fund Balance - January 1	$ 4,135	$ 233,250	$ 236	$ 276,291	$ 513,912
Interest Revenue	38,971	-	119,483	3,492	161,946
Intergovernmental	-	-	-	-	-
Repayment on Loans	79,279	-	165,783	-	245,062
Grants	4,071,624	-	1,722,207	1,106,534	6,900,365
Miscellaneous	-	-	-	-	-
Net Transfers	-	-	-	-	-
Subtotal Operating Revenues	4,189,874	-	2,007,473	1,110,026	7,307,373
Defundings	-	-	-	-	-
Gross Resources	4,194,009	233,250	2,007,709	1,386,317	7,821,285
Less Interfund Transactions	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-
Net Resources (1)	**4,194,009**	**233,250**	**2,007,709**	**1,386,317**	**7,821,285**
APPROPRIATIONS					
Salaries and Benefits	352,888	107,066	79,004	34,929	573,887
Services and Supplies	100,138	22,207	20,196	7,756	150,297
Debt Service	344,663	-	-	-	344,663
Financial Transactions	7,985	610	5,550	1,836	15,981
Public Services	621,308	-	-	1,060,422	1,681,730
Interdepartmental Charges	333,185	103,367	90,425	34,848	561,825
Subtotal Operating expenditures	1,760,167	233,250	195,175	1,139,791	3,328,383
Capital Projects	2,433,842	-	1,812,534	246,526	4,492,902
Gross Appropriations	4,194,009	233,250	2,007,709	1,386,317	7,821,285
Less Interfund Transactions	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-
Net Appropriations (1)	**4,194,009**	**233,250**	**2,007,709**	**1,386,317**	**7,821,285**
Estimated Fund Balance-December 31	$ -	$ -	$ -	$ -	$ -

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

2014 Fund Equity - Other Governmental Funds

County Special Revenue

County CDBG	County CDBG NSP 1	County HOME	County Misc Grants	Subtotal	
					RESOURCES
$ 138,700	$ 216,382	$ 10,512	$ 792,389	$ 1,157,983	**Estimated Fund Balance - January 1**
8,958	-	385,176	42,221	436,355	Interest Revenue
-	-	-	-	-	Intergovernmental
31,238	-	363,465	2,327	397,030	Repayment on Loans
4,584,576	-	1,810,877	314,897	6,710,350	Grants
-	-	-	114,470	114,470	Miscellaneous
-	-	-	-	-	Net Transfers
4,624,772	-	2,559,518	473,915	7,658,205	Subtotal Operating Revenues
-	-	3,701,000	-	3,701,000	Defundings
4,763,472	216,382	6,271,030	1,266,304	12,517,188	**Gross Resources**
-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	Less Interdepartmental Charges
4,763,472	**216,382**	**6,271,030**	**1,266,304**	**12,517,188**	**Net Resources (1)**
					APPROPRIATIONS
451,379	98,953	111,038	34,897	696,267	Salaries and Benefits
96,483	20,517	29,029	10,241	156,270	Services and Supplies
-	-	-	140,000	140,000	Debt Service
5,550	-	8,900	5,918	20,368	Financial Transactions
725,397	-	-	291,279	1,016,676	Public Services
367,215	96,912	126,589	37,373	628,089	Interdepartmental Charges
1,646,024	216,382	275,556	519,708	2,657,670	Subtotal Operating expenditures
3,117,448	-	5,995,474	189,040	9,301,962	Capital Projects
4,763,472	216,382	6,271,030	708,748	11,959,632	**Gross Appropriations**
-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	Less Interdepartmental Charges
4,763,472	**216,382**	**6,271,030**	**708,748**	**11,959,632**	**Net Appropriations (1)**
$ -	$ -	$ -	$ 557,556	$ 557,556	**Estimated Fund Balance-December 31**

2014 Fund Equity - Other Governmental Funds

	City Capital Projects Funds				
	City Capital Fund	City Housing Trust	City Affordable Housing	City Housing Authority-HSA Funds (2)	Subtotal
RESOURCES					
Estimated Fund Balance - January 1	$ 2,145,668	$ 372,300	$ 6,436	$ 1,214,259	$ 3,738,663
Interest Revenue	-	150,000	578	223,963	374,541
Intergovernmental	-	-	-	2,241,430	2,241,430
Repayment on Loans	-	50,000	-	128,577	178,577
Grants	2,636,416	-	-	-	2,636,416
Miscellaneous	-	200,000	-	-	200,000
Net Transfers	(455,350)	-	-	(713,724)	(1,169,074)
Subtotal Operating Revenues	2,181,066	400,000	578	1,880,246	4,461,890
Defundings	-	200,000	-	-	200,000
Gross Resources	4,326,734	972,300	7,014	3,094,505	8,400,553
Less Interfund Transactions	-	-			-
Less Interdepartmental Charges	-	-			-
Net Resources (1)	**4,326,734**	**972,300**	**7,014**	**3,094,505**	**8,400,553**
APPROPRIATIONS					
Salaries and Benefits	97,658	14,112	-	168,474	280,244
Services and Supplies	-	4,275	-	-	4,275
Debt Service	-	-	-	457,288	457,288
Financial Transactions	-	5,000	-	221,058	226,058
Public Services	-	-	-	1,172,864	1,172,864
Interdepartmental Charges	263,642	16,613	-	-	280,255
Subtotal Operating expenditures	361,300	40,000	-	2,019,684	2,420,984
Capital Projects	1,318,208	932,300	7,014	1,074,821	3,332,343
Gross Appropriations	1,679,508	972,300	7,014	3,094,505	5,753,327
Less Interfund Transactions	-	-			-
Less Interdepartmental Charges	-	-			-
Net Appropriations (1)	**1,679,508**	**972,300**	**7,014**	**3,094,505**	**5,753,327**
Estimated Fund Balance-December 31	$ 2,647,226	$ -	$ -	$ -	$ 2,647,226

Note 1: Reflects resources and appropriations net of transfers, interfund transactions and interdepartmental charges
Note 2: Housing Authority as Successor Housing Agency

2014 Fund Equity - Other Governmental Funds

County Capital Projects Funds

County Capital Fund	County Housing Trust	County Affordable Housing	County Housing Authority-HSA Funds (2)	Subtotal	Total Other Governmental Funds	
						RESOURCES
$ 1,103,806	$ 554,000	$ 496,415	$ 181,689	$ 2,335,910	$ 7,746,468	**Estimated Fund Balance - January 1**
-	187,000	7,250	5,000	199,250	1,172,092	Interest Revenue
-	-	-	648,166	648,166	2,889,596	Intergovernmental
-	200,000	-	-	200,000	1,020,669	Repayment on Loans
1,382,203	-	-	-	1,382,203	17,629,334	Grants
-	150,000	174,500	-	324,500	638,970	Miscellaneous
(1,103,021)	-	-	(352,166)	(1,455,187)	(2,624,261)	Net Transfers
279,182	537,000	181,750	301,000	1,298,932	20,726,400	Subtotal Operating Revenues
-	-	-	-	-	3,901,000	Defundings
1,382,988	1,091,000	678,165	482,689	3,634,842	32,373,868	**Gross Resources**
-	-	-		-	-	Less Interfund Transactions
-	-	-		-	-	Less Interdepartmental Charges
1,382,988	**1,091,000**	**678,165**	**482,689**	**3,634,842**	**32,373,868**	**Net Resources (1)**
						APPROPRIATIONS
70,972	29,539	13,205	139,796	253,512	1,803,910	Salaries and Benefits
-	9,186	3,492	-	12,678	323,520	Services and Supplies
-	-	-	-	-	941,951	Debt Service
-	7,050	675	21,183	28,908	291,315	Financial Transactions
-	-	-	296,000	296,000	4,167,270	Public Services
138,220	34,775	15,546	-	188,541	1,658,710	Interdepartmental Charges
209,192	80,550	32,918	456,979	779,639	9,186,676	Subtotal Operating expenditures
691,101	1,010,450	645,247	25,710	2,372,508	19,499,715	Capital Projects
900,293	1,091,000	678,165	482,689	3,152,147	28,686,391	**Gross Appropriations**
-	-	-		-	-	Less Interfund Transactions
-	-	-		-	-	Less Interdepartmental Charges
900,293	**1,091,000**	**678,165**	**482,689**	**3,152,147**	**28,686,391**	**Net Appropriations (1)**
$ 482,695	$ -	$ -	$ -	$ 482,695	$ 3,687,477	**Estimated Fund Balance-December 31**

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2014 Fund Equity - Internal Services Funds

		Total Internal Services
RESOURCES		
Estimated Fund Balance - January 1	$	9,218,397
Interest Revenue		193,745
Repayment on Loans		92,774
Miscellaneous		71,000
Interdepartmental Charges		6,266,278
Net Transfers		1,065,890
Subtotal Operating Revenues		7,689,687
Defundings		-
Gross Resources		16,908,084
Less Interfund Transactions		(1,116,136)
Less Interdepartmental Charges		(5,150,142)
Net Resources (1)		**10,641,806**
APPROPRIATIONS		
Salaries and Benefits		5,084,996
Services and Supplies		1,793,720
Debt Service		1,044,669
Financial Transactions		101,800
Interdepartmental Charges		634,530
Subtotal Operating expenditures		8,659,715
Capital Projects		50,000
Gross Appropriations		8,709,715
Less Interfund Transactions		(1,116,136)
Less Interdepartmental Charges		(5,150,142)
Net Appropriations (1)		**2,443,437**
Estimated Fund Balance-December 31	$	8,198,369

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	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Enterprise					
City Public Housing	$ 12,942,346	$ 12,873,590	$ 12,215,128	$ 13,268,970	$ 13,964,948
City Local Housing	8,706,118	8,024,069	9,361,814	8,043,292	3,643,438
City Misc Housing	-	-	-	-	5,907,268
City Component Units	672,942	2,572,765	2,912,375	4,792,576	4,123,808
County Public Housing	6,587,639	6,543,504	5,939,197	6,937,270	7,105,510
County Local Housing	-	-	-	-	98,178
County Misc Housing	10,784,436	10,134,462	10,436,947	8,344,430	9,207,658
County Housing Choice Vouchers	110,464,301	114,874,113	119,421,982	119,861,569	108,112,002
County Shelter Plus Care	-	-	1,184,433	4,419,155	4,859,523
Sub total Enterprise	150,157,782	155,022,503	161,471,876	165,667,262	157,022,333
Other Governmental					
City CDBG	6,752,922	6,422,604	4,688,982	4,479,644	4,194,009
City CDBG-NSP 1	2,407,868	4,269,807	221,557	73,025	233,250
City CDBG-NSP 3	-	-	-	280,113	-
City CDBG-R	100,000	-	376,232	-	-
City HPRP	-	68,503	-	-	-
City HOME	3,703,589	3,806,510	3,474,930	2,216,512	2,007,709
City Misc Grants	1,565,928	169,893	619,691	1,365,121	1,386,317
County CDBG	6,550,367	6,453,134	4,641,800	5,233,367	4,763,472
County CDBG-NSP 1	915,699	5,390,220	578,156	267,380	216,382
County CDBG-NSP 3	-	-	-	377,366	-
County CDBG-R	-	-	459,567	-	-
County HPRP	-	69,044	-	-	-
County HOME	5,441,971	5,609,520	3,291,246	3,187,424	6,271,030
County Misc Grants	1,734,763	2,723,278	2,956,207	5,088,334	1,266,304
City Capital Fund	4,444,149	3,492,625	3,213,593	4,777,915	4,326,734
City Capital Fund-ARRA	74,556	-	-	-	-
City Competitive Capital Fund-ARRA	-	121,665	27,585	-	-
City Housing Trust	1,266,959	1,065,363	360,529	586,763	972,300
City Affordable Housing	-	-	-	51,647	7,014
City Housing Successor Agency	-	-	-	2,260,879	3,094,505
County Capital Fund	2,512,756	1,844,626	1,811,521	2,480,051	1,382,988
County Capital Fund-ARRA	49,701	-	-	-	-
County Housing Trust	626,920	551,294	563,019	1,197,205	1,091,000
County Affordable Housing	71,029	927,861	207,776	355,159	678,165
County Housing Successor Agency	-	-	-	564,024	482,689
Sub total Other Governmental	38,219,177	42,985,947	27,492,391	34,841,929	32,373,868
Redevelopment					
65th Street	1,323,168	929,624	1,426,000	-	-
Alkali Flat	2,322,167	1,133,261	1,211,852	-	-
Army Depot	2,598,865	2,026,595	3,530,430	-	-
Del Paso Heights	7,532,708	3,511,821	4,361,132	-	-
Merged Downtown	34,888,948	29,686,660	31,638,395	-	-
North Sacramento	4,505,602	3,229,607	4,705,729	-	-
Oak Park	7,202,183	4,207,115	5,890,677	-	-
Railyard	-	415,114	315,879	-	-
River District	2,048,980	2,415,206	1,412,848	-	-
Tax Increment Aggregation-City	2,286,538	1,848,332	758,280	-	-
Low/Mod Tax Increment Aggregation-City	1,579,431	1,655,341	702,220	-	-
Florin Road	1,144,046	959,082	1,483,674	-	-
Mather	9,259,714	5,504,515	6,018,881	-	-
McClellan	6,994,371	6,044,416	4,846,430	-	-
Tax Increment Aggregation-County	1,484,199	1,237,432	1,181,679	-	-
Low/Mod Tax Increment Aggregation-County	4,211,019	1,890,005	535,307	-	-
Auburn Boulevard	496,186	372,406	334,814	-	-
Franklin Boulevard	6,135,608	5,051,733	3,408,315	-	-
Stockton Boulevard	2,574,214	2,043,350	7,657,503	-	-
Sub total Redevelopment	98,587,947	74,161,615	81,420,045	-	-
Internal Services					
Sub total Internal Services	15,802,319	17,681,862	17,231,071	14,843,468	16,908,084
Gross Total (1)	$ 302,767,225	$ 289,851,927	$ 287,615,383	$ 215,352,659	$ 206,304,285
Less Interdepartmental Charges	(13,801,950)	(13,698,577)	(17,979,038)	(12,228,200)	(12,272,594)
Net Total (2)	$ 288,965,275	$ 276,153,350	$ 269,636,345	$ 203,124,459	$ 194,031,691

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	2010 Approved Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Enterprise					
City Public Housing	$ 10,715,149	$ 10,659,708	$ 10,245,315	$ 10,065,947	$ 10,116,178
City Local Housing	5,197,642	5,344,896	5,207,087	5,738,102	2,035,483
City Misc Housing	-	-	-	-	4,138,267
City Component Units	589,505	1,452,726	1,182,713	1,599,302	1,873,320
County Public Housing	5,792,775	6,129,698	5,892,811	5,870,063	6,502,889
County Local Housing	-	-	-	-	56,423
County Misc Housing	6,737,992	5,112,972	5,460,762	5,357,217	6,319,307
County Housing Choice Vouchers	104,865,956	106,957,664	109,608,998	111,798,482	106,608,564
County Shelter Plus Care	-	-	1,184,433	4,419,155	4,859,523
Sub total Enterprise	133,899,019	135,657,664	138,782,119	144,848,268	142,509,954
Other Governmental					
City CDBG	6,752,922	6,422,604	4,688,982	4,418,216	4,194,009
City CDBG-NSP 1	2,407,868	4,269,807	221,557	73,025	233,250
City CDBG-NSP 3		-	-	280,113	-
City CDBG-R	100,000	-	161,843	-	-
City HPRP	-	68,503	-	-	-
City HOME	3,703,589	3,806,510	3,474,930	2,195,578	2,007,709
City Misc Grants	1,565,928	169,893	525,793	2,660,729	1,386,317
County CDBG	6,550,367	6,453,134	4,585,619	5,108,991	4,763,472
County CDBG-NSP 1	915,699	5,390,220	578,156	267,380	216,382
County CDBG NSP 3	-	-	175,159	377,366	-
County HPRP	-	69,044	-	-	-
County HOME	5,441,971	5,609,520	3,291,246	3,187,424	6,271,030
County Misc Grants	1,734,763	2,723,278	2,639,127	3,009,811	708,748
City Capital Fund	4,444,149	3,492,625	1,857,974	1,732,398	1,679,508
City Capital Fund-ARRA	74,556	-	-	-	-
City Competitive Capital Fund-ARRA	-	121,665	27,585	-	-
City Housing Trust	1,266,959	1,065,363	360,529	586,763	972,300
City Affordable Housing	-	-	-	51,647	7,014
City Housing Successor Agency		-	-	2,260,879	3,094,505
County Capital Fund	2,512,756	1,844,626	1,050,029	924,990	900,293
County Capital Fund-ARRA	49,701	-	-	-	-
County Housing Trust	626,920	551,294	563,019	1,197,205	1,091,000
County Affordable Housing	71,029	927,861	207,776	355,159	678,165
County Housing Successor Agency	-	-	-	564,024	482,689
Sub total Other Governmental	38,219,177	42,985,947	24,409,324	29,251,698	28,686,391
Redevelopment					
65th Street	1,323,168	929,624	1,426,000	-	-
Alkali Flat	2,322,167	1,133,261	1,211,852	-	-
Army Depot	2,598,865	2,026,595	3,530,430	-	-
Del Paso Heights	7,532,708	3,511,821	4,361,132	-	-
Merged Downtown	34,888,948	29,686,660	31,638,395	-	-
North Sacramento	4,505,602	3,229,607	4,705,729	-	-
Oak Park	7,202,183	4,207,115	5,890,677	-	-
Railyard	-	415,114	315,879	-	-
River District	2,048,980	2,415,206	1,412,848	-	-
Tax Increment Aggregation-City	2,286,538	1,848,332	758,280	-	-
Low/Mod Tax Increment Aggregation-City	1,579,431	1,655,341	702,220	-	-
Florin Road	1,144,046	959,082	1,483,674	-	-
Mather	9,259,714	5,504,515	6,018,881	-	-
McClellan	6,994,371	6,044,416	4,846,430	-	-
Tax Increment Aggregation-County	1,484,199	1,237,432	1,181,679	-	-
Low/Mod Tax Increment Aggregation-County	4,211,019	1,890,005	535,307	-	-
Auburn Boulevard	496,186	372,406	334,814	-	-
Franklin Boulevard	6,135,608	5,051,733	3,408,315	-	-
Stockton Boulevard	2,574,214	2,043,350	7,657,503	-	-
Sub total Redevelopment	98,587,947	74,161,615	81,420,045	-	-
Internal Services					
Sub total Internal Services	12,525,371	11,033,936	9,274,652	7,813,234	8,709,715
Gross Total (1)	$ 283,231,514	$ 263,839,162	$ 253,886,140	$ 181,913,200	$ 179,906,060
Less Interdepartmental Charges	(13,801,950)	(13,698,577)	(17,979,038)	(12,228,200)	(12,272,594)
Net Total (2)	$ 269,429,564	$ 250,140,585	$ 235,907,102	$ 169,685,000	$ 167,633,466

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

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SECTION E

ADMINISTRATIVE SUPPORT

Administrative Support

Summary of Appropriations and Employee Services Schedule

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Salaries and Benefits	$ 5,126,988	$ 5,020,843	$ 5,530,504	$ 4,852,406	$ 5,152,409
Services and Supplies	3,653,143	3,849,439	2,966,152	2,278,204	2,498,250
Subtotal	8,780,131	8,870,282	8,496,656	7,130,610	7,650,659
Interdepartmental Charges-Eliminations	(8,720,131)	(8,527,183)	(7,057,835)	(5,490,125)	(5,605,473)
Intergovernmental Charges-Eliminations	-	-	(798,796)	(1,229,127)	(682,026)
Subtotal	60,000	343,099	640,025	411,358	1,363,160
Other Charges:					
Debt Services	1,044,669	1,044,669	1,044,669	1,044,669	1,044,669
Financial Transactions	158,596	118,985	922,252	96,936	101,800
Capital Expenditures	2,601,975	1,000,000	-	-	50,000
Subtotal	3,805,240	2,163,654	1,966,921	1,141,605	1,196,469
Interdepartmental Charges-Eliminations	(1,044,669)	(1,044,669)	(1,044,669)	(473,097)	(660,805)
Intergovernmental Charges-Eliminations				(571,572)	(383,864)
Subtotal	2,760,571	1,118,985	922,252	96,936	151,800
Required Funding	$ 2,820,571	$ 1,462,084	$ 1,562,277	$ 508,294	$ 1,514,960

Department	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Executive Director	4.00	4.00	5.00	5.00	3.00	-2.00
Legal	5.00	5.00	4.00	4.00	3.00	-1.00
Human Resources	6.00	6.00	6.50	6.00	5.60	-0.40
Risk Management*	1.00	1.00	0.00	0.00	0.00	0.00
Finance	16.00	16.00	14.00	14.00	12.00	-2.00
IMTS	10.00	10.00	8.00	8.00	6.00	-2.00
General Services*	1.00	1.00	0.00	0.00	0.00	0.00
Agency Clerk	2.50	2.50	2.50	2.00	2.00	0.00
Total Administrative Support	45.50	45.50	40.00	39.00	31.60	-7.40

*This department has been integrated into the Human Resources department.

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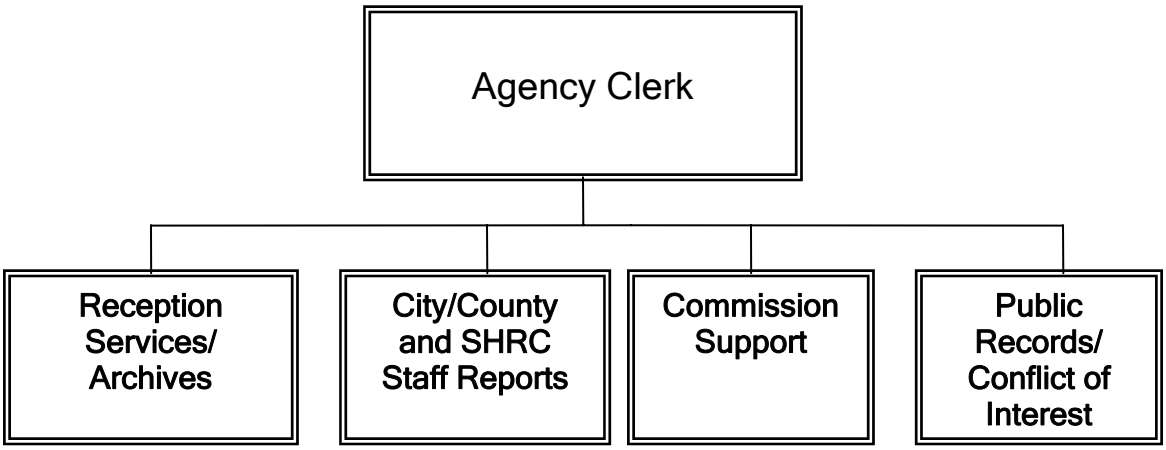
Agency Clerk



- Department Summary
- Appropriation Summary
- Activities Detail
- 2014 Initiatives
- 2013 Accomplishments
- Employee Services Schedule

Agency Clerk

Department Summary

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

Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Salaries and Benefits	$ 268,938	$ 274,651	$ 272,566	$ 187,196	$ 189,253
Services and Supplies	180,861	197,687	148,181	98,258	165,091
Subtotal	449,799	472,338	420,747	285,454	354,344
Interdepartmental Charges-Eliminations	(449,799)	(472,338)	(463,110)	(373,755)	(391,462)
Required Funding	$ -	$ -	$ (42,363)	$ (88,301)	$ (37,118)

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.
- Liaison with the Sacramento City and Sacramento County Clerks offices for all Agency project approvals, oversight of all agendas, agenda items, public notices and public hearings for the Sacramento Housing and Redevelopment Commission.
- Filing office for the Agency's Conflict of Interest Statements, management and maintenance of Agency's Records Retention schedule.
- Management of Agency's public records request process.

2014 Initiatives

- Update records retention policy and conflict of interest policy to meet current standards and requirements.

Agency Clerk

- Continue to work on revisions to staff reports process and implement changes as necessary and continue to efficiently and effectively process staff reports.
- Continue to work with IT staff on options for automated staff report and document management system.
- Complete implementation of contract document database and train all staff on its use.

2013 Accomplishments

- Continued to serve as both SHRA Commission Clerk and as clerk for Sacramento County Oversight Board for the Sacramento County Successor Agency.
- Processed approximately 150 staff reports for the Commission, City Council, Board of Supervisors and County Oversight Board.
- Assisted 150 staff and commissioners/consultants to complete their required conflict of interest filing.
- Began implementation of document management system which will provide centralized access to all legally binding contractual documents maintained by the agency.

Employee Services Schedule

	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Agency Clerk						
Agency Clerk	1.00	1.00	1.00	1.00	1.00	0.00
Assistant Agency Clerk	0.50	0.50	0.50	0.00	0.00	0.00
Office Assistant	1.00	1.00	1.00	1.00	1.00	0.00
Total Positions	2.50	2.50	2.50	2.00	2.00	0.00

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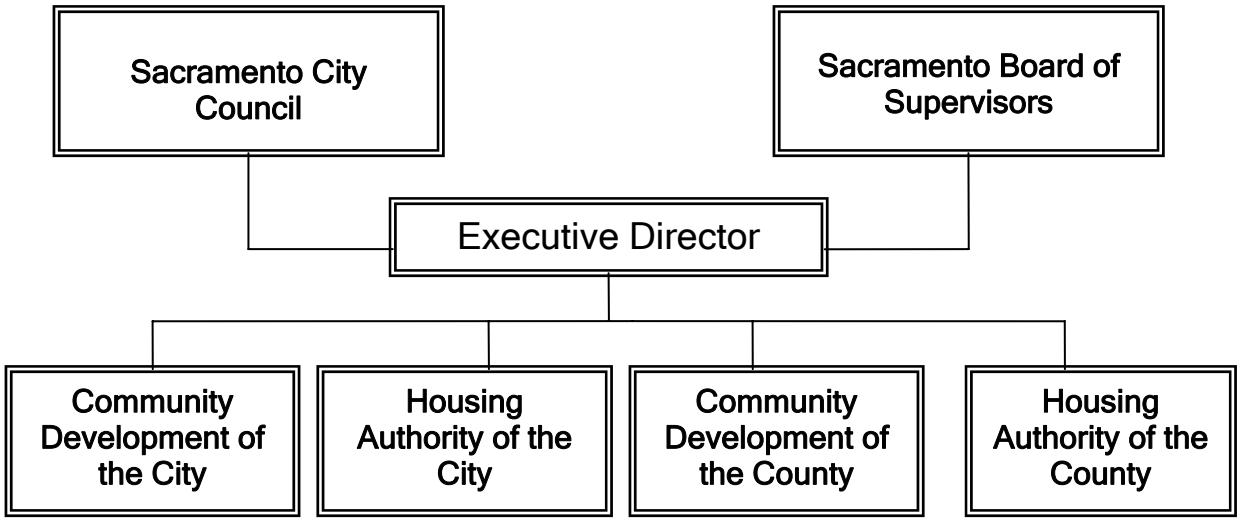
Executive Director



- Department Summary
- Appropriation Summary
- Activities Detail
- 2014 Initiatives
- 2013 Accomplishments
- Employee Services Schedule

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 community 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 community development needs.

Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Salaries and Benefits	$ 654,793	$ 470,949	$ 708,942	$ 461,257	$ 466,401
Services and Supplies	483,724	472,760	602,542	554,355	512,057
Subtotal	1,138,517	943,709	1,311,484	1,015,612	978,458
Interdepartmental Charges-Eliminations	(1,078,517)	(943,709)	(861,533)	(321,525)	(568,750)
Required Funding	$ 60,000	$ -	$ 449,951	$ 694,087	$ 409,708

Activities Detail

- Maintaining collaborative partnerships with the City, County, State and federal agencies in the effort to promote affordable housing and community 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.

2014 Initiatives

- 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.

Executive Director

- Continue working at the federal and state levels to support initiatives for maintaining funding for community development and affordable housing programs.

- Continue committing staff resources to position the Agency for federal, state, and local funding opportunities to revitalize and redevelop public housing communities.

- 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 to provide leadership and strategic direction to staff for high-impact projects and programs, including budget issues, federal stimulus funds, post redevelopment, community development and housing authority issues.

- Work to successfully negotiate fair contracts with each of the Agency's employee bargaining units.

- Continue our commitment to informing and educating residents and community stakeholders on a variety of issues ranging from fiscal challenges to affordable housing and community development.

- Continue cultivating and maintaining effective media and public relations through proactive outreach and timely responses to inquiries and requests for public information.

- Continue providing accountability and transparency to the public in the use of federal recovery funds.

- 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 and mortgage lenders.

2013 Accomplishments

- Provided critical analysis and strategic recommendations to State legislators on proposed bills to create legislative alternatives to the elimination of redevelopment.

- Completed a strategic training needs assessment and began implementing individual development plans for all management and professional staff.

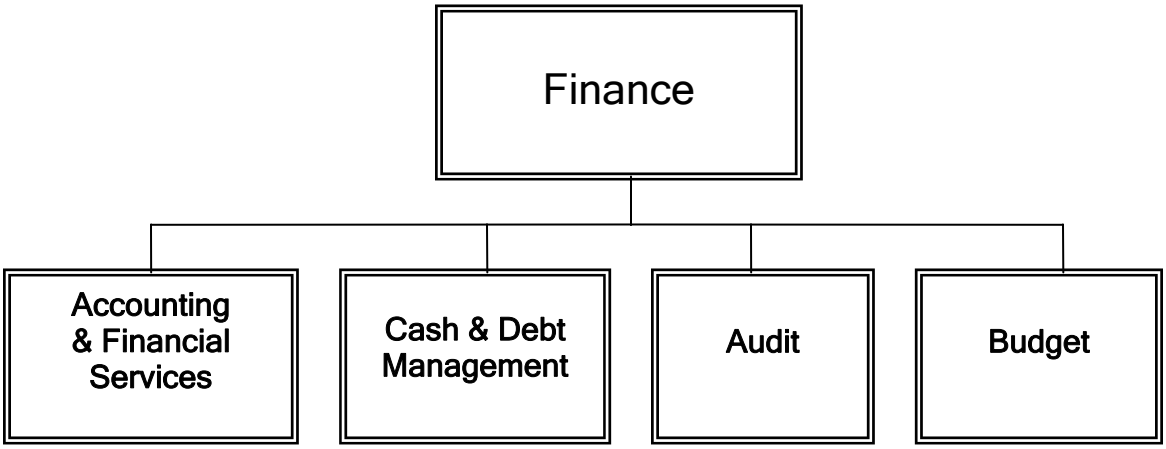
Executive Director

- Created a public information campaign to address the impact of sequestration on residents in the Housing Choice Voucher Public Housing Program.
- Launched the "3 by 8 is Great!" Reading Program in support of the national Campaign for Grade Level Reading to help children living in public housing achieve grade level by the end of third grade.
- Conducted a Summer Reading Program for children and families living in public housing.
- Partnered with Sutter Health and Dignity Health for the first Back to School Community Health Fair as part of the Healthy Access community initiative to improve health for low income residents.
- Responded to more than 120 inquiries to the Agency Ombudsman Program from housing assistance program residents and community members.
- Developed a branding campaign for the Sacramento Housing Authority Repositioning Program, Inc., a non-profit Agency affiliate.

Employee Services Schedule

	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Executive Director						
Administrative Secretary	0.50	0.00	0.00	0.00	0.00	0.00
Assistant Director	1.00	1.00	0.00	0.00	0.00	0.00
Confidential Administrative Assistant	1.00	1.00	1.00	1.00	1.00	0.00
Deputy Executive Director	1.00	1.00	1.00	1.00	0.00	-1.00
Director	1.00	1.00	0.00	0.00	0.00	0.00
Executive Director	1.00	1.00	1.00	1.00	1.00	0.00
Management Analyst	1.00	1.00	0.00	0.00	0.00	0.00
Public Information Officer	1.00	1.00	1.00	1.00	1.00	0.00
Redevelopment Analyst	1.00	1.00	0.00	0.00	0.00	0.00
Senior Management Analyst	0.00	0.00	1.00	1.00	0.00	-1.00
Total Positions	8.50	8.00	5.00	5.00	3.00	-2.00

Finance



- Department Summary
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Finance

Department Summary

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

Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Salaries and Benefits	$ 1,592,014	$ 1,682,170	$ 1,424,833	$ 1,189,696	$ 1,173,478
Services and Supplies	803,926	806,406	355,559	182,920	210,884
Subtotal	2,395,940	2,488,576	1,780,392	1,372,616	1,384,362
Interdepartmental Charges-Eliminations	(2,395,940)	(2,232,489)	(1,848,623)	(1,543,061)	(1,625,392)
Required Funding	$ -	$ 256,087	$ (68,231)	$ (170,445)	$ (241,030)

Activities Detail

Accounting and Financial Services

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

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

Cash Management

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

Finance

Debt Management

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

Audit

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

Budget

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

2014 Initiatives

- Receive the Excellence in Operating Budget Award from the California Municipal Finance Officers Association.
- Receive the Government Finance Officers Award for Excellence in Financial Reporting.
- Implement an online time card payroll process.
- Complete the upgrade of the financial accounting system.

2013 Accomplishments

- Received the Government Finance Officers Award for Excellence in Financial Reporting.
- Received an unqualified audit opinion on the 2012 Comprehensive Annual Financial Report (CAFR).
- Received the California Municipal Finance Officers Meritorious Budget Award.
- Completed first phase of financial accounting system upgrade.
- Initiated the wind-down of redevelopment effectuating the transfer of redevelopment assets to successor agencies and successfully completed numerous agreed upon procedures reviews by the California Department of Finance, State Controllers' office and external audit firms.

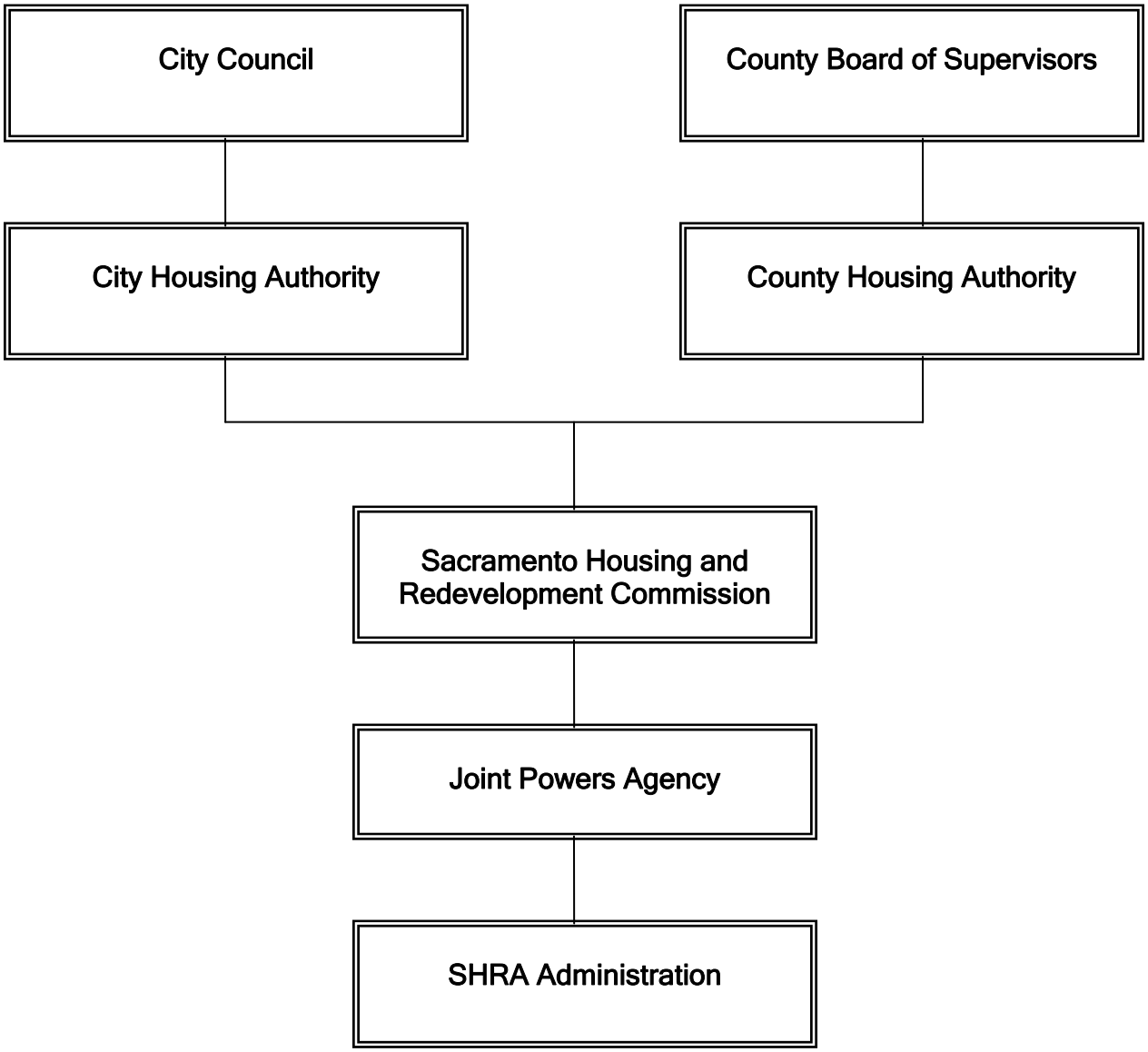
Finance

Employee Services Schedule

	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Finance						
Accountant	3.00	3.00	3.00	3.00	4.00	1.00
Accounting Technician	3.00	3.00	3.00	3.00	3.00 *	0.00
Director	1.00	1.00	1.00	1.00	1.00	0.00
Finance Specialist-Payroll	1.00	1.00	1.00	1.00	1.00	0.00
Management Analyst	2.00	2.00	1.00	1.00	1.00	0.00
Office Technician	1.00	1.00	1.00	1.00	0.00	-1.00
Program Manager	2.00	2.00	2.00	2.00	2.00	0.00
Principal Accountant	3.00	3.00	2.00	2.00	0.00	-2.00
Total Positions	16.00	16.00	14.00	14.00	12.00	-2.00

* 1 position was left unfunded for 2014.

Governing Boards



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Governing Boards

Department Summary

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

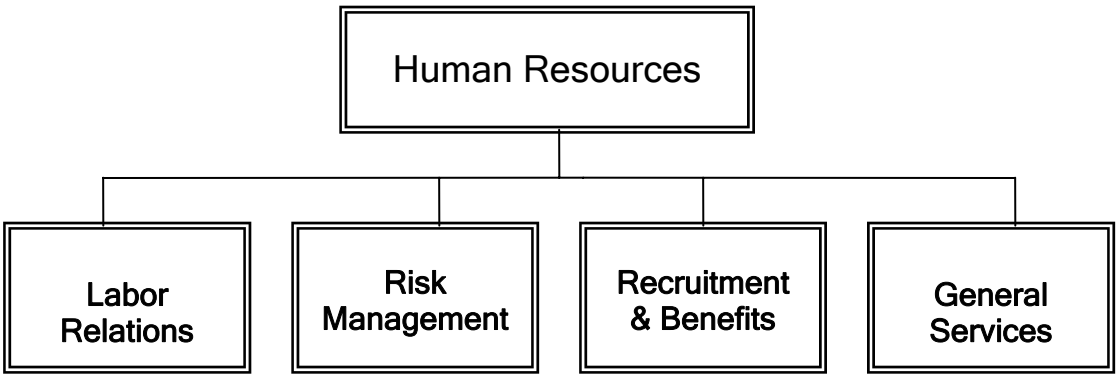
Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Services and Supplies	$ 179,429	$ 179,430	$ 179,430	$ 96,451	$ 76,000
Interdepartmental Charges-Eliminations	(179,429)	(179,430)	(136,840)	(175,007)	(87,810)
Required Funding	$ -	$ -	$ 42,590	$ (78,556)	$ (11,810)

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.

Human Resources



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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, risk management activities, and agency-wide mail, photocopy, and messenger services.

Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Salaries and Benefits	$ 786,376	$ 844,419	$ 779,255	$ 764,830	$ 679,363
Services and Supplies	528,723	502,698	303,166	277,852	324,588
Subtotal	1,315,099	1,347,117	1,082,421	1,042,682	1,003,951
Interdepartmental Charges-Eliminations	(1,315,099)	(1,347,117)	(1,161,352)	(1,016,610)	(979,787)
Required Funding	$ -	$ -	$ (78,931)	$ 26,072	$ 24,164

Activities Detail

Personnel Rules and Labor Agreements

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

Employee Performance Appraisal System

Work with personnel managers throughout the Agency to assure that performance evaluations are timely and trigger appropriate changes in salary and/or benefit levels.

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.

Human Resources

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.

Risk Management Services
In addition to performing the daily task of contract and policy review along with claim adjusting there are several ongoing task that must be completed.

- Yearly Property, liability and auto renewal for all Agency owned properties.
- Yearly Property and liability renewal for all Agency Non-profit sites.
- Yearly National Flood coverage protection for Agency and non profit sites.
- Yearly claims review process of all property, general liability and auto claims.
- End of year Risk Control Dividend Report for Housing Authority Insurance Group.
- Review and update all schedules with any changes to correctly reflect current property owned by the Agency.
- Flood Renewal - Analyze the most current flood protection maps yearly to determine the need of flood protection insurance.

General Services
Provide and manage the daily inter-office mail delivery, US mail processing services, in-house photocopy and reproduction services and coordinates the Agency's use of outside photocopy, reproduction and binding services. The department also operates and maintains a vehicle pool for downtown staff for short-term and occasional use.

2014 Initiatives

- Analyze, revise, and update management and supervisory job descriptions.
- Continue to provide training for supervisory and management staff on performance management processes and techniques.
- Continue to coordinate the Agency-Wide Safety Committee.
- Initiate Individual Development Plans (IDP) for Agency Managers.
- Continue to coordinate and provide Emergency Evacuation Training to Agency Public Housing Sites and offices.

2013 Accomplishments

- Implemented newly negotiated labor agreements which included provisions of California's Public Employee's Pension Reform Act.
- Revised and updated Agency Personnel Rules to coincide with newly negotiated Labor Agreements.

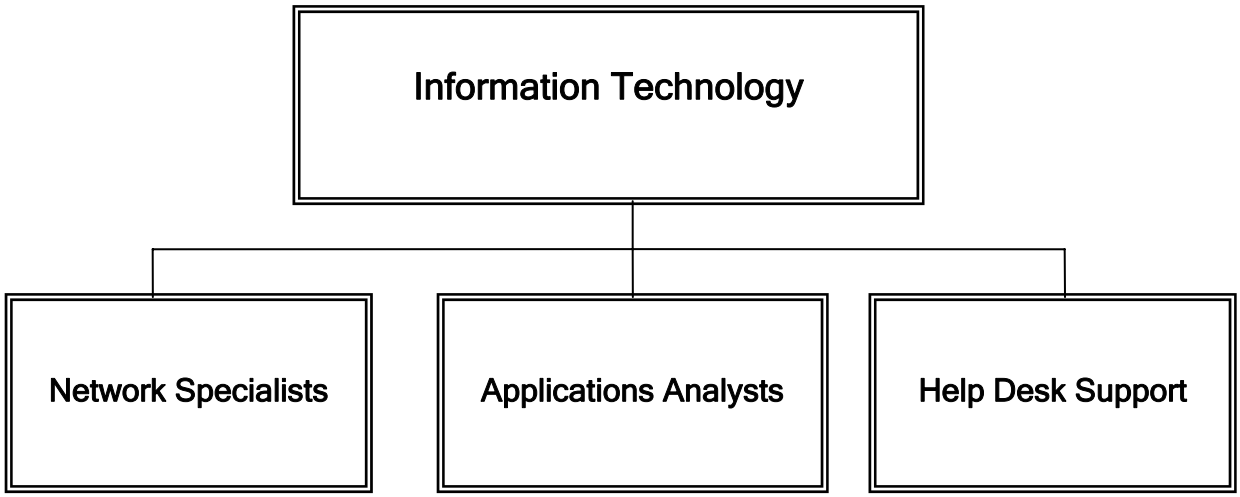
Human Resources

- Provided Harassment Prevention Training for all Agency staff.
- Provided Workplace Safety Training for all Agency staff covering workplace violent intruder safety and defense strategies.
- Provided ongoing training for supervisory and management staff on performance management processes and techniques.
- Provided "Back-Safe" lifting techniques training to Maintenance Staff.
- Conduct a claims review annually assuring that the Agency and insurance carriers verify and determine a plan of action on all open claims.

Employee Services Schedule

	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Human Resources						
Director	1.00	1.00	1.00	1.00	0.60	-0.40
Human Resources Assistant	1.00	1.00	1.00	1.00	1.00	0.00
Human Resources Technician	1.00	1.00	0.00	0.00	0.00	0.00
Mail/Photocopy Clerk	1.00	1.00	0.50	0.00	0.00	0.00
Management Analyst	1.00	1.00	0.00	0.00	0.00	0.00
Senior Management Analyst	0.00	0.00	1.00	1.00	1.00	0.00
Program Manager	1.00	1.00	1.00	1.00	1.00	0.00
Senior Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	0.00
Total Positions	8.00	8.00	6.50	6.00	5.60	-0.40

Information Technology



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Information Technology

Department Activities

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

Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Salaries and Benefits	$ 1,068,103	$ 996,740	$ 980,435	$ 756,274	$ 749,692
Services and Supplies	799,148	926,669	698,842	515,394	571,523
Subtotal	1,867,251	1,923,409	1,679,277	1,271,668	1,321,215
Interdepartmental Charges-Eliminations	(1,867,251)	(1,923,409)	(1,288,083)	(853,188)	(972,969)
Required Funding	$ -	$ -	$ 391,194	$ 418,480	$ 348,246

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.

2014 Initiatives

- Implement the newly developed Windows 7 and Office 2010 PC "image" to the desktops throughout the agency.
- IT will work with the Legal department to configure and implement a case management tool to track and report on legal requests and project activity.

Information Technology

- IT will work with the Agency Clerk, Legal and Procurement to implement "cloud" solutions to provide staff with an environment for project collaboration with people both inside and outside the agency; workflows, electronic routing, and electronic signature of many of the legally binding documents; as well as, electronically archiving these documents.

2013 Accomplishments

- IT, Finance and HR completed the implementation of the Employee Online software within OneSolution. We further improved the application by developing a web enable timecard form to streamline the submittal, review and approval process for SHRA use.

- IT is currently finalizing the plans to upgrade all agency desktops to Windows7 and the Office suite. Licensing requirements, hardware and software have been identified and are being purchased to implement the upgrades. A new PC "image" has been created.

- In conjunction with our housing finance assistance staff in Portfolio Management, IT developed and implemented the first phase of a web enabled application for the property management companies who participate in SHRA funding programs. This application tracks and reports on properties receiving bond funding on a monthly basis to verify that participants are in compliance. The second phase of the project is to provide automated reporting on Home, Housing Trust Fund and Tax Credit funding on an annual basis. This is slated to be completed by December 2013.

Employee Services Schedule

	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Information Technology						
Assistant Director	1.00	0.00	0.00	0.00	0.00	0.00
IT Applications & Development Analyst	4.00	4.00	3.00	3.00	2.00	-1.00
IT Customer Services Support Specialist	1.00	1.00	1.00	1.00	1.00	0.00
IT Network/Midrange Specialist	2.00	2.00	2.00	2.00	2.00	0.00
Management Analyst	0.00	1.00	0.00	0.00	0.00	0.00
Principal IT Customer Support Specialist	1.00	1.00	1.00	1.00	0.00	-1.00
Program Manager	1.00	1.00	1.00	1.00	1.00	0.00
Total Positions	10.00	10.00	8.00	8.00	6.00	-2.00

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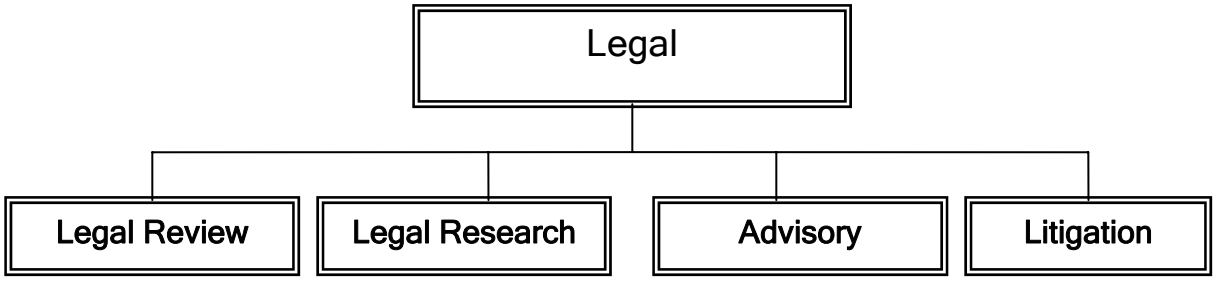
Legal



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Legal

Department Activities

The Legal Department is responsible for the administration of all legal services for all Agency internal and external activities, both community development and housing; to ensure that the legal interests of the Agency are protected and that its activities are in legal compliance.

Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Salaries and Benefits	$ 756,764	$ 751,914	$ 565,677	$ 387,932	$ 401,660
Services and Supplies	222,001	221,446	162,439	100,823	108,103
Subtotal	978,765	973,360	728,116	488,755	509,763
Interdepartmental Charges-Eliminations	(978,765)	(973,360)	(842,963)	(751,648)	(523,972)
Required Funding	$ -	$ -	$ (114,847)	$ (262,893)	$ (14,209)

Activities Detail

Document Preparation & Review

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

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

Legal Research & Counseling

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

- Conduct legal and policy research.
- Review case law, legislation and regulations.
- Assist Agency Clerk in responding to requests for public records.

Legal

- Advise governing boards.
- Provide legal support to project staff for housing and community development projects.
- Analyze complex legal issues and provide opinions to staff.

Litigation

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

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

2014 Initiatives

- Evaluate and implement new technologies to assist in legal document management and contract review.
- Update legal department operating procedures to assist in monitoring compliance with laws and regulations governing the agency.
- Work with Agency Clerk to update and implement centralized Agency electronic and paper filing systems.
- Continue to monitor the cost and use of outside counsel, anticipating an increase in litigation as delinquency rates rise on development agreements and construction loans resulting from the real estate downturn and the states elimination of redevelopment.

Legal

2013 Accomplishments

- Provided transactional and advisory services to the Agency (and its constituent members), valued at over $550,000 on a wide variety of housing, community development and public infrastructure projects and programs.

- Provided legal advisory services and monitored for compliance several external audits of Agency administered projects and programs.

- Worked collaboratively with County Counsel on the legal and financial administration of former County redevelopment non-housing activities ensuring enforceable obligations were honored thus preserving $2.2 million in tax increment funding for the County and that the County as Successor Agency received a certificate of completion from the state Department of Finance.

- Worked collaboratively with state Department of Finance to ensure County and City Housing Assets and enforceable Housing Obligations of its former Redevelopment Agencies were preserved and that those jurisdictions retained $19.9 million to support enforceable housing obligations.

- Oversaw the conveyance of real property to implement the 2012 settlement of the condemnation litigation initiated in 2009 with Greenfair Homeowners Association, making way for the disposition of the site for the development of affordable housing.

- Successfully responded to Request for Qualifications and awarded contract to serve as the Oversight Board Counsel to the Designated Local Authority of the City of Merced's former Redevelopment Agency. An example of a public partnership that will utilize best practices and legal experience to generate revenue for the legal department and provide cost savings to a local public agency.

- Defended Agency and disposed of federal and state fair housing complaints with federal and state determination of Agency compliance with fair housing law.

- Worked with state legislative staff, state department of finance and stakeholders to negotiate post-redevelopment clean up legislation to allow Housing Authority's that were transferred the former housing assets and functions of the former redevelopment agency to receive a housing entity administrative cost allowance to assists in the preservation of affordable housing. Potentially funding for SHRA would be equivalent to $1.2 million over 4 years.

Legal

Employee Services Schedule

	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Legal						
Administrative Secretary	0.50	1.00	1.00	1.00	1.00 *	0.00
Agency Counsel	2.00	2.00	1.00	1.00	1.00	0.00
Environmental Analyst	1.00	1.00	1.00	1.00	0.00	-1.00
General Counsel	1.00	1.00	1.00	1.00	1.00	0.00
Total Positions	4.50	5.00	4.00	4.00	3.00	-1.00

* 1 position was left unfunded for 2014.

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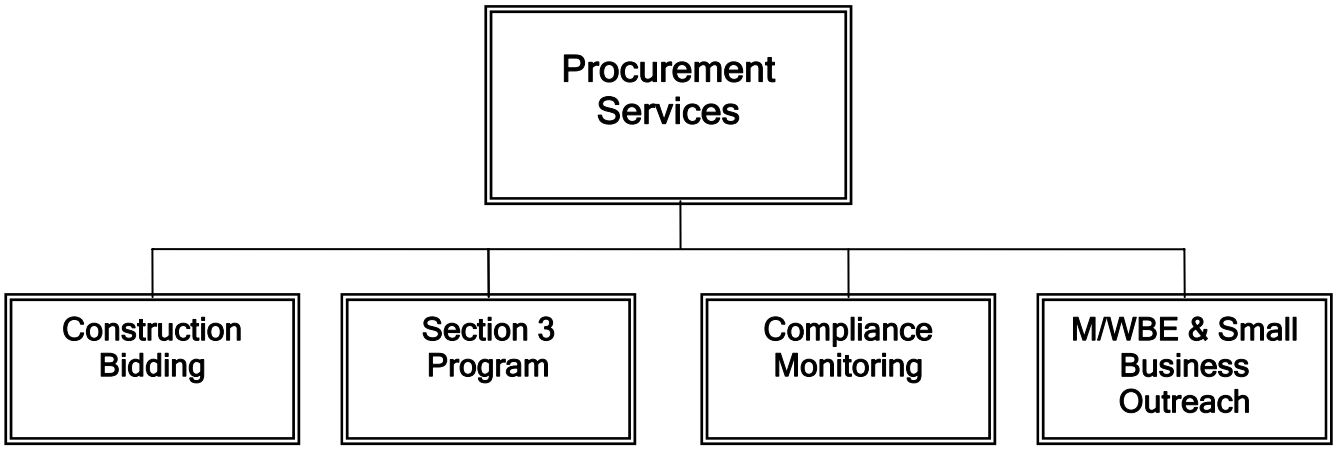
Procurement Services



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Procurement Services

Department Summary

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

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

Appropriation Summary

Type of Expense	Budget 2014
Salaries and Benefits	$ 374,521
Services and Supplies	83,973
Required Funding	$ 458,494

Procurement Services was moved to Administrative Support in 2014.

Activities Detail

Procurement Services

The Procurement Services Division centralizes most Agency construction bidding activities into a single administrative unit and procures commercial and professional services, supplies and equipment for the Agency. The Division is also responsible for monitoring procurement and labor activities for compliance with all applicable federal, state and local regulations. Additionally, the Division ensures that the Agency provides effective outreach for both 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.

2014 Initiatives

- Continue to support the Agency through the solicitation of services, supplies and construction contracts.

Procurement Services

- Continue to complete the Federal funding reports for Minority/Women's Business Enterprises, Labor Compliance and Section 3 programs.
- Continue to manage cell phones for the Agency.
- Continue to be a partner in the SacPAC outreaching to small businesses in the City and County of Sacramento.

2013 Accomplishments

- Completed 29 Invitation for Bids' solicitations.
- Completed 18 Requests for Proposals' and Requests for Qualifications' solicitations.
- In partnership with SacPAC, participated in the Small Business Enterprise – Connecting Point Expo and participated on four (4) outreach panels.

Employee Services Schedule

	2014 Budget
Procurement Services	
Buyer	0.00
Compliance Analyst	0.00
Compliance/Procurement Analyst	3.00
Office Technician	0.00
Principal Procurement Services Analyst	0.00
Program Technician	0.00
Supervisor	1.00
Total Positions	4.00

Procurement Services was moved to Administrative Support in 2014.

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SHRA Administrative Building

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

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

Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Services and Supplies	$ 455,331	$ 542,343	$ 515,993	$ 452,151	$ 446,031
Debt Service	1,044,669	1,044,669	1,044,669	1,044,669	1,044,669
Capital Projects	601,975	350,000	-	-	-
Subtotal	2,101,975	1,937,012	1,560,662	1,496,820	1,490,700
Interdepartmental Charges-Eliminations	(1,500,000)	(1,500,000)	(1,500,000)	(928,428)	(1,116,136)
Intergovernmental Charges-Eliminations	-	-	-	(571,572)	(383,864)
Required Funding	$ 601,975	$ 437,012	$ 60,662	$ (3,180)	$ (9,300)

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SECTION F

HOUSING AUTHORITY

Housing Authority

Summary of Appropriations and Employee Services Schedule

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Salaries and Benefits	$ 12,240,699	$ 13,374,091	$ 12,902,430	$ 12,850,791	$ 11,962,313
Services and Supplies	13,191,612	13,711,114	13,121,472	13,482,739	13,671,754
Interdepartmental Charges	7,284,185	6,655,099	8,315,144	8,583,665	8,161,019
Subtotal	32,716,496	33,740,304	34,339,046	34,917,195	33,795,086
Interdepartmental Charges-Eliminations	(4,037,150)	(4,126,725)	(5,557,242)	(6,017,613)	(5,703,975)
Subtotal	28,679,346	29,613,579	28,781,804	28,899,582	28,091,111
Other Charges:					
HAPS Payments	94,131,760	97,505,823	101,937,164	107,203,447	103,536,889
Debt Services	206,797	233,612	97,382	752,225	754,670
Financial Transactions	570,665	547,640	418,505	143,595	706,126
Capital Expenditures	10,626,094	6,954,853	2,117,112	2,863,865	5,465,680
Subtotal	105,535,316	105,241,928	104,570,163	110,963,132	110,463,365
Interdepartmental Charges-Eliminations	(479,121)	(479,121)	(319,292)	(247,365)	(302,341)
Subtotal	105,056,195	104,762,807	104,250,871	110,715,767	110,161,024
Required Funding	$ 133,735,541	$ 134,376,386	$ 133,032,675	$ 139,615,349	$ 138,252,135

Department	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Public Housing	92.20	92.40	93.40	94.90	93.20	-1.70
Public Housing Intake	4.14	4.50	5.25	4.50	4.85	0.35
Total Public Housing	96.34	96.90	98.65	99.40	98.05	-1.35

Department	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Housing Choice Vouchers	56.80	56.60	59.60	60.60	54.80	-5.80
Housing Choice Vouchers Intake	2.86	2.50	1.75	3.50	3.65	0.15
Total Housing Choice Vouchers	59.66	59.10	61.35	64.10	58.45	-5.65

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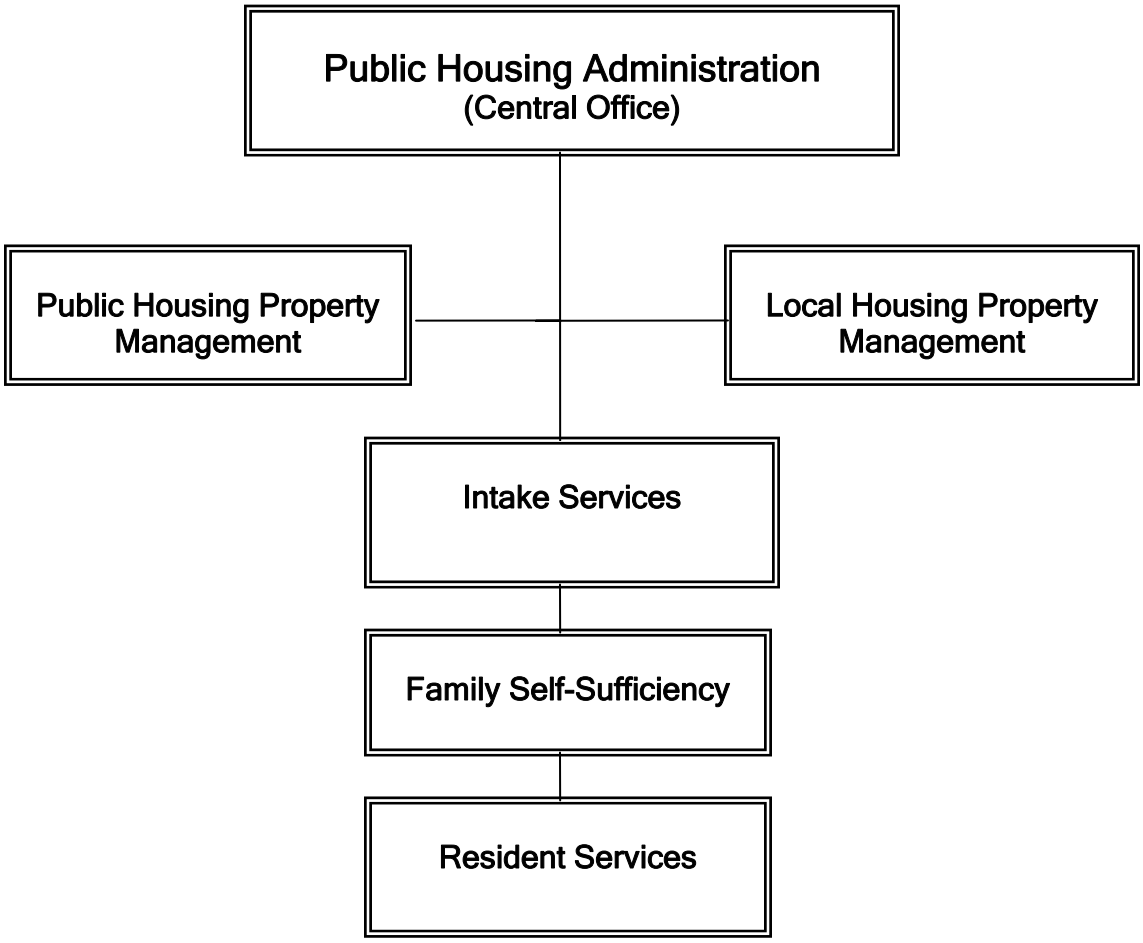
Public Housing



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Public Housing

Department Summary

The Housing Authority provides affordable housing for over 7600 extremely low-, very low- and low-income families, seniors, and disabled individuals through the Conventional Public Housing Program. The Public Housing Program provides 2871 apartments, duplexes, and some single family homes to qualified low income families. This housing is owned, managed, and maintained by the Housing Authority, making it one of the largest landlords in Sacramento County. The Housing Authority also owns and manages 282 affordable units comprising of tax credits, and local funds. The non-profit arm, Sacramento Housing Authority Repositioning Program Inc. (SHARP), owns and manages 2 project based voucher high-rise consisting of 153 elderly only units.

Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Public Housing Authority					
Salaries and Benefits	$ 7,361,669	$ 7,888,121	$ 7,519,296	$ 7,576,432	$ 7,330,186
Services and Supplies	10,709,530	11,015,348	10,704,607	10,824,022	11,143,789
Interdepartmental Charges	5,446,061	5,200,528	6,615,144	6,883,665	6,733,364
Subtotal	23,517,260	24,103,997	24,839,047	25,284,119	25,207,339
Interdepartmental Charges-Eliminations	(3,506,547)	(3,436,128)	(4,892,175)	(5,173,308)	(4,871,447)
Subtotal Public Housing Authority	20,010,713	20,667,869	19,946,872	20,110,811	20,335,892
Intake Services					
Salaries and Benefits	344,683	456,654	428,551	390,103	395,984
Services and Supplies	26,739	26,764	26,140	133,370	111,870
Subtotal	371,422	483,418	454,691	523,473	507,854
Interdepartmental Charges-Eliminations	(371,422)	(483,418)	(454,691)	(523,473)	(507,854)
Subtotal Intake	-	-	-	-	-
Grand Total	$ 20,010,713	$ 20,667,869	$ 19,946,872	$ 20,110,811	$ 20,335,892

Activities Detail

Property Management and Capital Planning

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

- Maintaining a 97% occupancy rate.
- Modernizing the public housing stock.

- Collecting rents and rent collection enforcement.
- Using energy efficient appliances, doors, and windows.
- Preparing and leasing vacant units with 21 days.
- Responding to requests for maintenance within 24 hours.
- Inspecting all units and building systems annually.
- Keeping tenant accounts receivable low.
- Maintaining appropriate levels of operating reserves.
- Keeping operating expenses within resources and established budgets.
- Carrying out a program of Resident Initiatives.
- Maintaining a capacity to develop additional units.

Administrative and PHA Plans

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

Site Inspections, Maintenance & Capital Improvements

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

Audit

All Public Housing activities are audited to determine program compliance. Staff has developed various audit tools. They include on-site review and automated reporting using our YARDI database management system and independent audit by a qualified Certified Public Accounting firm. In 2012, multiple audits were conducted both by HUD and their contractors on the ARRA program and the Capital Fund Program (CFP) with no comments or findings.

Public Housing

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. Today, to be successful a Housing Authority must apply asset management principles in the same way that a private investor does. As a result of the asset repositioning study SHRA has:

- Extended the useful life of some aging properties.
- Altered and/or retrofitted facilities to consolidate space or accommodate new functions and technologies.
- Improved residential property-based standards for safety, environmental quality, and accessibility.
- Disposed of excess property.
- Found innovative ways and technologies to maximize limited resources.

2014 Initiatives

- Complete the Choice Neighborhood Planning Grant requirements.
- Submit a Choice Neighborhood Implementation Grant Application for up to $30,000,000 for the Twin Rivers public housing development.
- Continue with efforts to revision the Marina Vista and Alder Grove public housing developments.
- Develop a plan to strategically dispose of PHA-owned properties while developing others.

2013 Accomplishments

- Received HUD designation as a Public Housing High Performer Status Award.
- Completed rehabilitation of 626 I Street with funds from the American Recovery and Reinvestment Act of 2009 (ARRA) competitive grant; a part of the Federal stimulus package.

Public Housing

- Rehabilitated public housing units utilizing $5-6 million in ARRA weatherization grant funds from the United States Department of Energy
- Received HUD approval for disposition of a public housing elderly high-rise development.
- Acquired a 17 unit apartment complex through NSP.
- Expended 100% of the ARRA $10 Million competitive grant for the renovation of a108 unit elderly-only high-rise prior to the HUD deadline.
- Completed tenant improvements in a mixed use building for the use of the Housing Choice Voucher Program.
- Received renewal funding from the U.S. Department of Housing and Urban Development for a city and county Family Self Sufficiency (FSS) Coordinator to develop FSS program and recruit 50 additional participants. The FSS program is a five year program that assists residents with job searches and links to social services, and allows residents to save a portion of rent subsidy towards future major purchases such as a home, car, or college tuition.
- Implemented Global Positioning System (GPS) and Vehicle Fleet Management and Maintenance System for all Agency vehicles.
- Acquired 12 units (Norcade Circle) through NSP.
- Working on the Transformation Plan for Twin Rivers.
- Applied for the Choice Neighborhood Initiative Planning Grant for Marina Vista and Alder Grove.
- Received HUD approval for disposition of a public housing elderly high-rise development.
- Continue to work with the Twin Rivers residents and community on submitting an application for up to $50 million in Choice Neighborhood grant funds
- Disposed of 44 single family homes to the Neighborhood Stabilization Program for rehabilitation and resale to low income residents
- Received approval to dispose of 76 single family home to the Purchase and Resale Entity

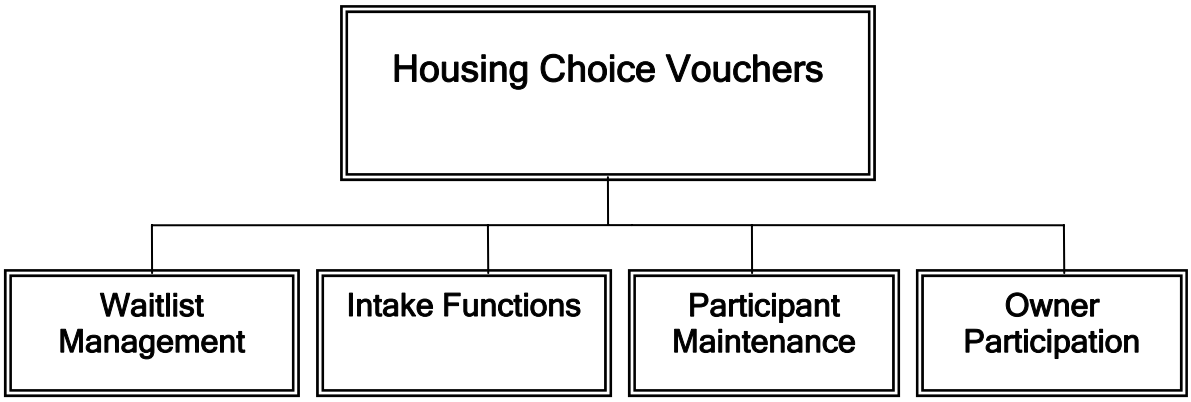
Public Housing

Employee Services Schedule

	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Public Housing Authority						
Assistant Director	1.20	1.20	1.20	1.20	1.20	0.00
Assistant Site Manager	2.00	2.00	3.00	3.00	3.00	0.00
Director	1.00	1.00	0.00	0.00	0.00	0.00
Housing Assistant	0.00	3.00	3.00	2.00	1.50	-0.50
Housing Authority Analyst	2.00	2.00	2.00	2.00	1.00	-1.00
Housing Authority Specialist	1.00	2.00	3.00	3.00	0.00	-3.00
Housing Program Specialist	0.00	0.00	0.00	0.00	3.00	3.00
Housing Authority Supervisor	1.00	1.00	0.00	0.00	0.00	0.00
Housing Technician	14.00	13.00	15.00	16.00	17.00 *	1.00
Maintenance specialist	2.00	2.00	2.00	2.00	2.00	0.00
Maintenance Technician	38.00	38.00	38.00	38.00	39.00 **	1.00
Maintenance Worker	9.00	8.00	8.00	8.00	6.00	-2.00
Management Analyst	2.00	2.00	1.00	2.00	1.80	-0.20
Principal Housing Authority Analyst	1.00	1.00	1.00	1.00	0.00	-1.00
Program Manager	3.00	3.00	3.00	3.00	3.00	0.00
Program Technician	2.00	1.20	1.20	1.20	1.20	0.00
Senior Management Analyst	0.00	0.00	0.00	0.50	0.50	0.00
Site Manager	13.00	12.00	12.00	12.00	13.00	1.00
Total PHA Positions	92.20	92.40	93.40	94.90	93.20	-1.70
Intake Services						
Housing Assistant	1.30	2.00	2.00	2.00	2.50	0.50
Housing Authority Specialist	1.30	1.50	2.00	1.00	0.00	-1.00
Housing Program Specialist	0.00	0.00	0.00	0.00	1.00	1.00
Principal Housing Authority Analyst	1.14	0.50	0.50	0.50	0.00	-0.50
Program Manager	0.00	0.00	0.25	0.50	0.60	0.10
Supervisor	0.40	0.50	0.50	0.50	0.75	0.25
Total Intake Positions	4.14	4.50	5.25	4.50	4.85	0.35
Total Positions	96.34	96.90	98.65	99.40	98.05	-1.35

* 1 position was left unfunded for 2014.
** 2 positions were left unfunded for 2014.

Housing Choice Vouchers



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Housing Choice Vouchers

Department Summary

The Housing Choice Voucher (HCV) program provides rental assistance to low-income families throughout Sacramento County. The Agency has authority to provide approximately 11,843 vouchers and maintains utilization at 98-100% of the vouchers available. Currently there are:

- 295 Veterans Affairs Supportive Housing (VASH) vouchers to assist homeless vets.
- 100 Non-elderly Disabled vouchers to serve families meeting these criteria who are either living in public housing or who are on the public housing waiting list.
- 568 project-based vouchers for the following properties:
    - 283 at Phoenix Park
    - 55 at Saybrook (serving previously homeless families)
    - 40 at Serna (also serving previously homeless families)
    - 77 at Washington Plaza (serving elderly families)
    - 76 at Sutterview (serving elderly families)
    - 37 at 7th and H Streets (serving homeless adults)
- 10,651 tenant-based vouchers.
- 538 families receive tenant-based assistance through the Shelter Plus Care program which serves homeless families most in need of supportive services in order to maintain housing.
- 29 families receive Shelter Plus Care assistance at the Shasta Hotel.
- 19 families receive Shelter Plus Care assistance at Boulevard Court.

Housing Choice Vouchers

Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Housing Choice Vouchers					
Salaries and Benefits	$ 4,386,626	$ 4,833,607	$ 4,756,299	$ 4,563,424	$ 3,911,469
Services and Supplies	2,443,883	2,657,532	2,378,631	2,525,347	2,416,095
Debt Service	-	-	-	200,000	200,000
Interdepartmental Charges	1,838,124	1,454,571	1,700,000	1,700,000	1,427,655
Subtotal Housing Choice Vouchers	8,668,633	8,945,710	8,834,930	8,988,771	7,955,219
Intake Services					
Salaries and Benefits	147,721	195,709	198,282	320,832	324,674
Services and Supplies	11,460	11,470	12,094	-	-
Subtotal Intake	159,181	207,179	210,376	320,832	324,674
Interdepartmental Charges-Eliminations	(159,181)	(207,179)	(210,376)	(320,832)	(324,674)
Subtotal Intake	-	-	-	-	-
Grand Total	$ 8,668,633	$ 8,945,710	$ 8,834,930	$ 8,988,771	$ 7,955,219

Activities Detail

HCV Waitlist Management

It is important to manage a current waiting list of sufficient number to fill vacancies in order to maintain maximum usage of the vouchers we receive from HUD within the limitations of our reduced budget. There are currently five waitlists available for the HCV program enabling staff to be responsive and efficient to help low-income families.

Intake Functions

When vacancies occur, staff “pull” families from the waiting list and begin the process to determine their eligibility to participate in the program. Staff may meet with families on an individual basis or in larger groups to explain the program rules and regulations. Currently with the onset of sequestration the Intake department has reduced their ‘pulls’ from various waiting lists due to limited vouchers being available for project based housing and VASH units.

Maintenance of Participating Families

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

Housing Choice Vouchers

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

With the onset of sequestration in early 2013, the funding available for Housing Assistance Payments (HAP) and administration was severely reduced.

2014 Initiatives

- Launch a landlord portal where landlords can have better visibility of Housing Authority activities related to their rental properties. Activities include scheduling future inspections and tracking payments online.
- Continued enhancements to SHRA website to provide maximum resources online to HCV tenants, applicants and landlords.
- Continued use of the internet so that applicants are managing the information received by the Housing Authority while they are on the wait lists. Changes in address, income and family members would be reported directly.
- Use of debit cards to pay tenants the utility reimbursements thereby eliminating the need to issue/mail checks.
- Electronic signatures on documents to landlords/tenants to efficiently generate contracts and issue HAP payments.
- Maintain the utilization of vouchers within a reduced budget.
- Launch electronic portal to directly receive information from program applicants.

2013 Accomplishments

- Maintained housing for HCV families despite sequestration.
- 7th and H: opened this new project based voucher wait list and housed 37 homeless individuals at this location.
- Continued to refine the landlord portal to launch in early 2014. This portal will improve business operations for participating landlords by creating a secure portal to track payments, inspections and other related information online.
- Received a score of 86% in HUD's evaluation making the Housing Authority a standard performer.
- Celebrated the one year anniversary of the HCV headquarters move to 630 I Street; a Housing Authority-owned building.

Housing Choice Vouchers

- Implemented and refined a kiosk system for office visitors to streamline/improve customer service.
- Staff adapted and survived the first year of sequestration. Avoided layoffs.

Employee Services Schedule

	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Housing Choice Vouchers						
Assistant Director	0.80	0.80	0.80	0.80	0.80	0.00
Assistant Site Manager	0.00	1.00	1.00	1.00	0.00	-1.00
Housing Assistant	12.00	12.00	13.00	11.00	7.00 *	-4.00
Housing Authority Analyst	2.00	1.00	2.00	2.00	2.00	0.00
Housing Authority Specialist	32.00	33.00	35.00	38.00	0.00	-38.00
Housing Program Specialist	0.00	0.00	0.00	0.00	24.00	24.00
Housing Program Technician I	0.00	0.00	0.00	0.00	12.00 **	12.00
Management Analyst	1.00	0.00	0.00	0.00	0.20	0.20
Principal Housing Authority Analyst	4.00	3.00	2.00	2.00	2.00	0.00
Program Integrity Analyst	0.00	0.00	0.00	0.00	1.00	1.00
Program Manager	2.00	2.00	1.00	1.00	1.00	0.00
Program Technician	0.00	0.80	0.80	0.80	0.80	0.00
Supervisor	3.00	3.00	4.00	4.00	4.00	0.00
Subtotal Housing Choice Voucher Positions	56.80	56.60	59.60	60.60	54.80	-5.80
Intake Services						
Housing Assistant	0.66	0.00	0.00	1.00	0.00	-1.00
Housing Authority Specialist	0.73	0.50	0.00	1.00	0.00	-1.00
Housing Program Specialist	0.00	0.00	0.00	0.00	2.00	2.00
Housing Program Technician I	0.00	0.00	0.00	0.00	1.00	1.00
Principal Housing Authority Analyst	0.97	1.50	0.50	0.50	0.00	-0.50
Program Manager	0.00	0.00	0.75	0.50	0.40	-0.10
Supervisor	0.50	0.50	0.50	0.50	0.25	-0.25
Subtotal Intake Positions	2.86	2.50	1.75	3.50	3.65	0.15
Total Positions	59.66	59.10	61.35	64.10	58.45	-5.65

* 3 positions were left unfunded for 2014.
** 6 positions were left unfunded for 2014.

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SECTION G

HOUSING AND COMMUNITY DEVELOPMENT

Housing and Community Development

Summary of Appropriations and Employee Services Schedule

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Salaries and Benefits	$ 4,955,091	$ 5,309,609	$ 3,573,947	$ 1,908,050	$ 1,700,948
Services and Supplies	522,374	745,955	492,705	354,108	419,633
Interdepartmental Charges	4,070,619	2,902,044	2,411,875	1,249,660	1,403,711
Subtotal	9,548,084	8,957,608	6,478,527	3,511,818	3,524,292
Other Charges:					
Debt Services	17,670,176	19,037,947	21,715,966	1,350,686	484,663
Financial Transactions	15,413,020	7,855,777	21,682,229	60,966	49,074
Capital Expenditures	44,899,146	37,867,681	15,741,450	15,748,030	16,389,875
Subtotal	77,982,342	64,761,405	59,139,645	17,159,682	16,923,612
Required Funding	$ 87,530,426	$ 73,719,013	$ 65,618,172	$ 20,671,500	$ 20,447,904

Department	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Community Development	22.00	22.00	14.00	14.00	8.00	-6.00
Development Finance	27.00	27.00	18.00	17.50	13.50	-4.00
Policy and Planning*	3.00	4.00	0.00	0.00	0.00	0.00
Total Positions	52.00	53.00	32.00	31.50	21.50	-10.00

*This department has been integrated into the Executive Director's department.

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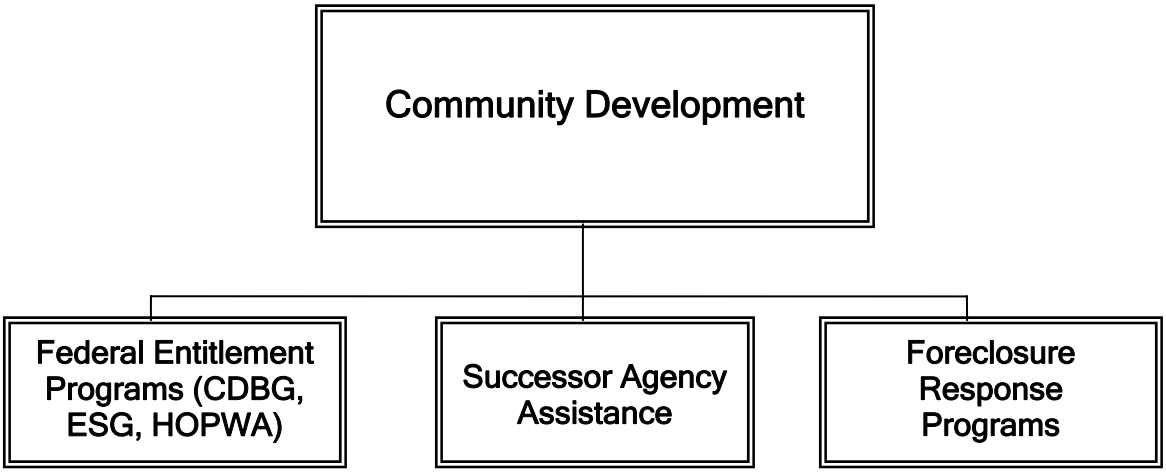
Community Development



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Community Development

Department Summary

The Community Development Department (Department) works with various stakeholders to bring about positive change through investments in targeted neighborhoods. The primary responsibilities of the department include redevelopment successor agency assistance to the City and County of Sacramento, federally-funded programs including Community Development Block Grant (CDBG) and Neighborhood Stabilization Program (NSP), community outreach, and SHRA's Brownfields Program.

Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Salaries and Benefits	$ 2,229,791	$ 2,385,057	$ 1,668,077	$ 849,093	$ 699,449
Services and Supplies	250,073	239,017	213,015	184,488	185,759
Interdepartmental Charges	1,948,700	1,102,708	939,628	467,989	595,554
Total	$ 4,428,564	$ 3,726,782	$ 2,820,720	$ 1,501,570	$ 1,480,762

Activities Detail

Successor Agency Assistance

The Department assists the City and County with the wind down activities of the former redevelopment project areas. Activities include staffing the County of Sacramento's Oversight Board, managing projects, clean-up of environmentally contaminated sites, and coordination with State of California departments overseeing the wind down activities.

Federal Entitlement Programs

Community Development Block Grant (CDBG)

The CDBG program develops 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 for a wide variety of eligible activities including: housing rehabilitation, homeownership assistance, infrastructure construction, public services, and planning activities, among others.

Emergency Solutions Grant (ESG)

The ESG program provides funding to improve the number and quality of emergency shelters for homeless individuals and families, helps operate the shelters, provides essential social services to shelter residents, and prevents families and individuals from becoming homeless. The ESG program is designed to assist homeless individuals and families, and 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 to aid people who are imminently at risk of becoming homeless.

Community Development

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.

Foreclosure Response Programs
The Department administers two programs aimed at curbing the impact of foreclosed properties in the City and County of Sacramento. The first is the Neighborhood Stabilization Program (NSP), which is the federal stimulus fund packages intended to stabilize neighborhoods that are hardest hit by the foreclosure crisis. In Sacramento funds are used to purchase foreclosed and/or vacant homes and residential properties. While NSP funds are focused on recovery and redevelopment of vacant, abandoned foreclosed homes, there is flexibility in the program for rehabilitation, redevelopment, demolition, re-construction, and land-banking of vacant foreclosed properties. Additionally, the Department administers the Foreclosure Access Program, which provides bank-owned properties to pre-qualified builders to rehabilitate and resell to owner occupants.

2014 Initiatives

- Begin major redevelopment projects utilizing unspent bond proceeds on behalf of the County Successor Agency such as Zinfandel Drive Extension.
- Receive acceptance from the State Department of Finance for the Sacramento County Successor Agency's Long Range Property Management Plan.
- Continue third round of the Neighborhood Stabilization Program by rehabilitating 45 single family homes in an effort to address vacant and foreclosed properties.
- Implement the 2013-2017 Consolidated Plan for federal HUD funding.

2013 Accomplishments

- Completed the transition of the HOPWA program from the County Department of Human Assistance (DHA), to include monitoring all providers onsite.
- Began transitioning the ESG program from DHA. Currently updating the scope of work with providers and preparing to launch coordinated entry for the larger Continuum of Care.

Community Development

- Completed infrastructure improvements such as the Del Paso Blvd Streetscape, Mack Road Median Improvements, R Street Phase II and III, ADA Sidewalk Improvements throughout the unincorporated County, as well as continued the planning and design for Eagles Nest Road and the Richards Blvd Streetscape Plan.

- Completed the Sacramento Chinese Community Resource Center, the Lerwick Road Community Center, continued improvements to the Jean Harvey Community Center, and began working on the Bing Kong Tong Renovation.

- Received a Finding of Completion from the State Department of Finance for the Sacramento County's Successor Agency enabling the use of unspent bond proceeds.

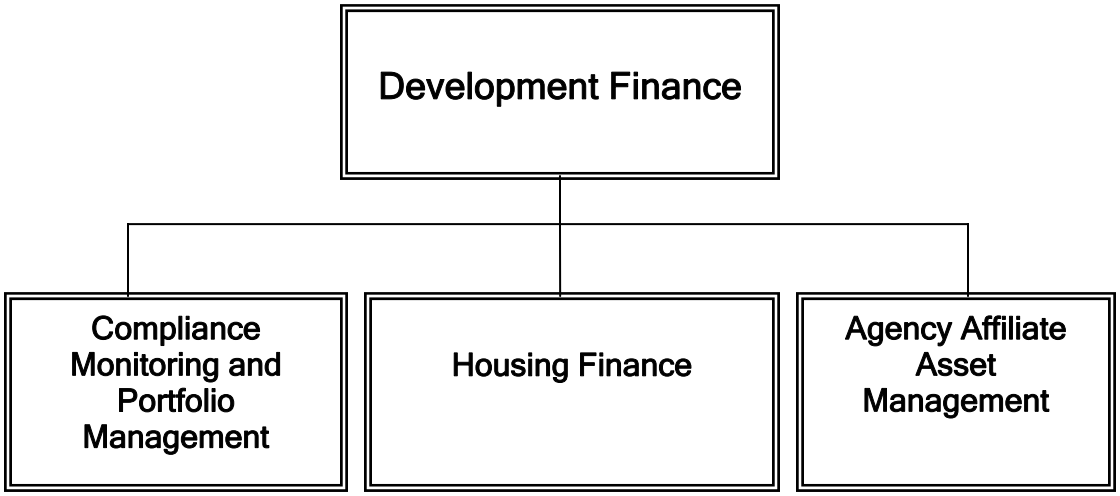
- Expanded the target areas for the Foreclosure Access Program allowing for the rehabilitation and resale of additional foreclosed properties to homebuyers.

Employee Services Schedule

	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Community Development						
Assistant Director	3.00	3.00	2.00	1.00	0.00	-1.00
Community Development Analyst	0.00	0.00	0.00	0.00	1.00	1.00
Community Development Specialist	0.00	0.00	0.00	0.00	2.00	2.00
Director	1.00	1.00	0.00	0.00	0.00	0.00
GIS Analyst	1.00	1.00	1.00	1.00	0.00	-1.00
Housing Authority Analyst	0.00	0.00	0.00	0.00	0.00	0.00
Management Analyst	0.00	0.00	0.00	1.00	0.00	-1.00
Office Technician	1.00	1.00	1.00	0.00	0.00	0.00
Program Manager	3.00	3.00	2.00	3.00	2.00	-1.00
Redevelopment Analyst	2.00	2.00	2.00	2.00	0.00	-2.00
Redevelopment Planner	11.00	11.00	6.00	6.00	3.00 *	-3.00
Total Positions	22.00	22.00	14.00	14.00	8.00	-6.00

* 1 position was left unfunded for 2014.

Development Finance



- Department Summary
- Appropriation Summary
- Activities Detail
- 2014 Initiatives
- 2013 Accomplishments
- Employee Services Schedule

Development Finance

Department Activities

The Development Finance Department 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. Lastly, the department provides asset management for the various Sacramento Housing and Redevelopment Agency affiliated nonprofit organizations, such as Sacramento Housing Authority Repositioning Program Inc. and Norwood Avenue Housing Corporation.

Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Salaries and Benefits	$ 2,427,995	$ 2,275,893	$ 1,905,870	$ 1,058,957	$ 1,001,499
Services and Supplies	272,301	330,966	279,690	169,620	233,874
Interdepartmental Charges	2,121,919	1,493,840	1,472,247	781,671	808,157
Total	$ 4,822,215	$ 4,100,699	$ 3,657,807	$ 2,010,248	$ 2,043,530

Activities Detail

The department implements a wide range of multifamily and home ownership programs throughout the City and unincorporated County of Sacramento. Examples of specialized reports and plans include, but are not limited to:

- Annual Housing Trust Fund Reports.
- Annual Single Room Occupancy (SRO) Preservation Report.
- Bi-Annual County Affordable Housing Report.
- County Fee Waivers Tracking.
- Annual City and County Housing Element Updates.
- Monthly Portfolio Management Activities/Trend Report.

Development Finance

- Annual TCAC and HCD reports on affiliated nonprofit entities.
- Quarterly Boards of Directors reports for affiliated nonprofit entities.
- Consolidated Annual Performance and Evaluation Report (CAPER) of HOME (federal funds) accomplishments.

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
Approve and develop Inclusionary Housing Plans and Agreements to ensure new developments in the unincorporated County and new growth areas of the City of Sacramento meet required affordable housing obligations. Monitor and report on adopted polices such as the Housing Trust Fund 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.

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

Asset Management of Nonprofit Affiliates
Monitor, track, and report on the management, operations, and financial health of the Agency's nonprofit affiliates. Provide feedback and direction on the strategic management of the underlying assets (properties) including but not limited to asset repositioning and recapitalization when appropriate.

2014 Initiatives

- Update the Cooperative Agreements for the Mortgage Credit Certificate (MCC) Program and submit an application to CDLAC for a new allocation of MCCs.
- Obtain the entitlements and bond, tax credit, and gap financing needed to complete the significant rehabilitation of multifamily rental properties owned and operated by Agency nonprofit affiliates.
- Complete the selection process for a Developer to begin construction in Phase 5 of the Del Paso Nuevo for-sale housing development.

Development Finance

- Partner with the City and County of Sacramento to update Inclusionary Housing Ordinances.
- Prepare a disposition plan and process for Housing Authority Successor Agency properties.

2013 Accomplishments

- Provided approximately $13.2 million in Multifamily Loan assistance to 7 projects totaling 424 of affordable units (Curtis Park Senior, Olivewood, The Warren, Greenway Village, Glenn Ellen, Los Robles and Washington Plaza).
- Issued $65 million in Mortgage Revenue Bonds for rehabilitation and construction of multifamily developments.
- Completed renovation and/or construction of 6 multifamily developments totally 603 newly affordable or preserved units (Arbor Creek Family, 7th and H, Kelsey Village, Taylor Terrace, 626 I Street, and Arbors at Oak Park).
- In support of the City's Mixed-Income Housing Ordinance and County's Affordable Housing Ordinance, staff worked with the development community to approve affordable housing plans.
- Approved financing for 75 families for Home Buyer and MCC programs.
- Processed loans and income certifications necessary to facilitate the rehabilitation and sale of over 28 owner-occupied single family homes in the NSP programs.
- Managed a portfolio of over 1,400 loans totally $270 million.
- Physically inspected over 2,250 residential units in 198 multifamily properties consisting of over 22,000 units.
- Audited over 2,400 tenant files.
- Completed CDLAC Certification on 75 Mortgage Revenue Bond Projects.
- Completed development and implemented the use of the web-based multifamily bond reporting system.
- Managed Rental Subsidy Agreements with three service providers providing supportive housing for 208 extremely low income households.
- Obtained financing to rehabilitate and reposition a 76 unit SHARP Asset (Washington Plaza).

Development Finance

Employee Services Schedule

	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Development Finance						
Assistant Director	2.00	2.00	1.00	1.00	1.00	0.00
Director	1.00	1.00	0.00	0.00	0.00	0.00
Housing Finance Analyst	8.00	8.00	4.00	4.00	3.00 *	-1.00
Loan Processing Analyst	1.00	2.00	2.00	2.00	1.00 *	-1.00
Loan Servicing Analyst	1.00	1.00	1.00	1.00	1.00	0.00
Management Analyst	3.00	3.00	1.00	1.00	1.00 *	0.00
Office Technician	2.00	2.00	1.00	1.00	1.00	0.00
Principal Loan Processing Analyst	1.00	1.00	1.00	1.00	0.00	-1.00
Principal Regulatory Compliance Analyst	1.00	1.00	1.00	1.00	0.00	-1.00
Program Manager	2.00	2.00	1.00	1.00	1.00	0.00
Program Technician	1.00	1.00	1.00	1.00	1.00 *	0.00
Redevelopment Analyst	2.00	1.00	1.00	1.00	0.00	-1.00
Regulatory Compliance Analyst	1.00	1.00	1.00	1.00	2.00	1.00
Senior Management Analyst	0.00	0.00	1.00	0.50	0.50	0.00
Supervisor	1.00	1.00	1.00	1.00	1.00	0.00
Total Positions	27.00	27.00	18.00	17.50	13.50	-4.00

* 1 position was left unfunded for 2014.

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SECTION H

REAL ESTATE AND CONSTRUCTION SERVICES

Real Estate and Construction Services

Summary of Appropriations and Employee Services Schedule

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Salaries and Benefits	$ 3,560,733	$ 3,010,732	$ 2,055,363	$ 1,421,366	$ 779,130
Services and Supplies	344,409	345,631	404,216	372,829	176,975
Interdepartmental Charges	834,462	1,505,367	1,287,526	622,147	461,859
Total	$ 4,739,604	$ 4,861,730	$ 3,747,105	$ 2,416,342	$ 1,417,964

Department	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Real Estate and Construction Services	3.50	3.50	2.00	14.00	11.40	-2.60
Procurement Services**	10.00	10.00	5.00	5.00	0.00	-5.00
Construction and Design Services*	11.47	11.47	8.00	0.00	0.00	0.00
Real Estate Services*	4.00	4.00	0.00	0.00	0.00	0.00
Public Housing Design and Construction Services*	5.53	5.53	4.00	0.00	0.00	0.00
Total Real Estate and Construction Services	34.50	34.50	19.00	19.00	11.40	-7.60

*This department has been integrated into the Real Estate and Construction Services department.
**This department has been integrated into Administrative Support.

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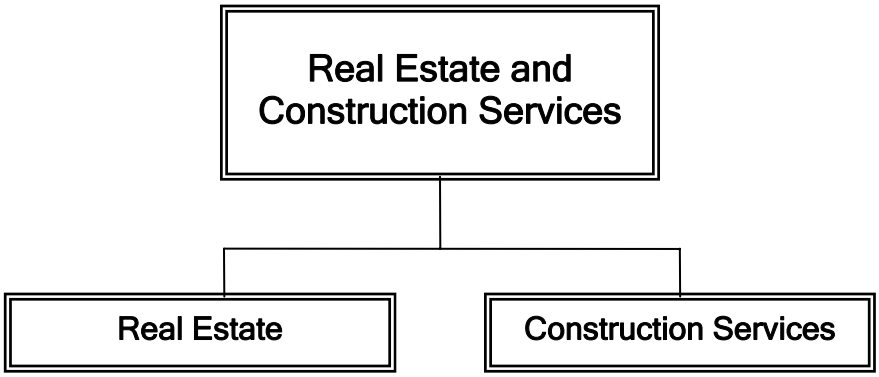
Real Estate and Construction Services



- Department Summary
- Appropriation Summary
- Activities Detail
- 2014 Initiatives
- 2013 Accomplishments
- Employee Services Schedule

Real Estate and Construction Services

Department Summary

The Real Estate and Construction Services Department worka 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
- Historical preservation
- Design and construction of projects

Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Salaries and Benefits	$ 3,560,733	$ 3,010,732	$ 2,055,363	$ 1,421,366	$ 779,130
Services and Supplies	344,409	345,631	404,216	372,829	176,975
Interdepartmental Charges	834,462	1,505,367	1,287,526	622,147	461,859
Total	$ 4,739,604	$ 4,861,730	$ 3,747,105	$ 2,416,342	$ 1,417,964

Procurement services was moved to Administrative Support in 2014.

Activities Detail

Real Estate

Real Estate provides centralized consulting and 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 and legal descriptions, and manages consulting Brokers.

Construction Services

Construction Services is responsible for the design, management, and contract compliance of a wide variety of Agency and private party construction projects in both the City and County. Projects include rehabilitation and new construction loans to owners and developers, commercial storefront upgrades, the Emergency Repair and Accessibility Program grants (ERP-A), Rehabilitation Loans and various Single Family Loan Programs, and finally, the design and delivery of capital improvement projects and modernization of the conventional housing stock.

Real Estate and Construction Services

2014 Initiatives

- Continue to support the Neighborhood Stabilization Programs (NSP) with real estate and construction services; rehabilitation of single family homes for homeownership.
- Support the Property Recycling Entity program with real estate and construction services, rehabilitation of single family homes or homeownership.
- Continue the modernization of various public housing properties.
- Continue to provide construction oversight for the many lending programs the Agency offers, including Garden Village Apartments and Ridgeway Apartments.
- Continue to work with interested parties to lease available space at 600 I Street.
- Market and dispose of surplus real estate assets.

2013 Accomplishments

- Oversaw the rehabilitation of 30 single family homes sold through the NSP program.
- Completed various rehabilitation projects; Locke electrical, 23 Coral Gables, and the coordination of energy upgrades and working with SMUD for rebates.
- Housing projects, including the renovation of several duplexes and single family homes, as well as, many of the smaller multi-family sites.
- Rehabilitation of 3 duplexes (12 units) in Norcade Circle.

Real Estate and Construction Services

Employee Services Schedule

	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Real Estate and Construction Services						
Assistant Director	1.00	1.00	1.00	0.00	0.00	0.00
Clerical Assistant	0.50	0.50	0.00	0.00	0.00	0.00
Director	1.00	1.00	0.00	0.00	0.40	0.40
Management Analyst	0.00	1.00	0.00	0.00	0.00	0.00
Real Estate Analyst	0.00	0.00	1.00	1.00	1.00 *	0.00
Construction Technician	0.00	0.00	0.00	7.00	4.00 **	-3.00
Office Technician	0.00	0.00	0.00	1.00	1.00	0.00
Principal Construction Technician	0.00	0.00	0.00	1.00	1.00	0.00
Program Manager	0.00	0.00	0.00	1.00	1.00	0.00
Senior Management Analyst	0.00	0.00	0.00	3.00	3.00	0.00
Subtotal RE & CS Administration	2.50	3.50	2.00	14.00	11.40	-2.60
Procurement Services						
Buyer	3.00	4.00	1.00	2.00	0.00	-2.00
Compliance Analyst	3.00	3.00	2.00	2.00	0.00	-2.00
Compliance/Procurement Analyst	0.00	0.00	0.00	0.00	0.00	0.00
Office Technician	1.00	1.00	0.00	0.00	0.00	0.00
Principal Procurement Services Analyst	1.00	1.00	1.00	0.00	0.00	0.00
Program Technician	1.00	0.00	0.00	0.00	0.00	0.00
Supervisor	1.00	1.00	1.00	1.00	0.00	-1.00
Subtotal Procurement	10.00	10.00	5.00	5.00	0.00	-5.00
Construction and Design Services						
Construction Technician	4.40	5.30	4.00	0.00	0.00	0.00
Office Technician	0.67	0.67	0.00	0.00	0.00	0.00
Principal Construction Architect	2.00	1.00	0.00	0.00	0.00	0.00
Principal Construction Technician	1.30	1.30	1.00	0.00	0.00	0.00
Program Manager	1.20	1.20	0.00	0.00	0.00	0.00
Project Manager	1.00	1.00	0.00	0.00	0.00	0.00
Senior Management Analyst	0.00	1.00	3.00	0.00	0.00	0.00
Subtotal Construction and Design	10.57	11.47	8.00	0.00	0.00	0.00
Real Estate Services						
Housing Finance Analyst	1.00	0.00	0.00	0.00	0.00	0.00
Program Manager	2.00	2.00	0.00	0.00	0.00	0.00
Real Estate Analyst	0.00	1.00	0.00	0.00	0.00	0.00
Real Estate Specialist	1.00	1.00	0.00	0.00	0.00	0.00
Subtotal Real Estate Services	4.00	4.00	0.00	0.00	0.00	0.00
Public Housing Design and Construction Services						
Architectural CAD Operator	1.00	0.00	0.00	0.00	0.00	0.00
Construction Technician	2.60	2.70	3.00	0.00	0.00	0.00
Office Technician	0.33	0.33	0.00	0.00	0.00	0.00
Principal Construction Technician	1.70	1.70	0.00	0.00	0.00	0.00
Program Manager	0.80	0.80	1.00	0.00	0.00	0.00
Subtotal Public Housing Design and Construction	6.43	5.53	4.00	0.00	0.00	0.00
Total Positions	33.50	34.50	19.00	19.00	11.40	-7.60

* 1 position was left unfunded for 2014.
** 2 positions were left unfunded for 2014.
Procurement services was moved to Administrative Support in 2014.

SECTION I

COMMUNITY SOCIAL SERVICES

Community Social Services

Summary of Appropriations and Employee Services Schedule

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Public Services	$ 5,281,647	$ 4,502,050	$ 3,562,536	$ 5,131,797	$ 4,934,613

	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Community Social Services						
Account Clerk	1.00	1.00	1.00	0.00	0.00	0.00
Program Manager	1.00	1.00	1.00	0.00	0.00	0.00
Storekeeper	1.00	0.00	0.00	0.00	0.00	0.00
Total Positions	3.00	2.00	2.00	0.00	0.00	0.00

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Community Social Services

- Department Summaries
- Appropriation Summary
- 2014 Initiatives
- 2013 Accomplishments
- Employee Services Schedule

Department Summaries

Community Social Services

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

SSF will coordinate various funding sources including Agency funds to support the continuum of care programs including: transitional housing programs 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 will administer Senior Nutrition programs.

Community Social Services

Appropriation Summary

Type of Expense	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Public Services	$ 5,281,647	$ 4,502,050	$ 3,562,536	$ 5,131,797	$ 4,934,613

2014 Initiatives

Community Social Services

- Continue transition of the homeless delivery system to Sacramento Steps Forward.
- Complete transition of the ESG program to SHRA.
- Launch the Coordinated Entry System for ESG and pilot the system for the larger Continuum of Care.

2013 Accomplishments

- Completed the transition of the HOPWA program to SHRA

Employee Services Schedule

	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Increase (Decrease)
Community Social Services						
Account Clerk	1.00	1.00	1.00	0.00	0.00	0.00
Program Manager	1.00	1.00	1.00	0.00	0.00	0.00
Storekeeper	1.00	0.00	0.00	0.00	0.00	0.00
Total Positions	3.00	2.00	2.00	0.00	0.00	0.00

PUBLIC SERVICES BY CATEGORY

	City	County	Total	Source
Administration				
HOPWA Administration	$ 32,102	$ -	$ 32,102	HOPWA-City
Community Services				
SRO Collaborative	120,000	-	120,000	CDBG - City
Rental Assistance				
HOPWA Short-term Rent Mortgage Utilities (STRMU)	224,652	-	224,652	HOPWA-City
Homeless Prevention & Rapid Re-Housing	104,051	-	104,051	ESG-City
Homeless Prevention & Rapid Re-Housing	-	114,150	114,150	ESG- County
LSS	194,421	-	194,421	Housing Successor-City
Transitional Living Community Support	237,307	-	237,307	Housing Successor-City
VOA Readiness	-	177,129	177,129	ESG- County
VOA Readiness	244,272	-	244,272	Housing Successor-City
Boulevard Court	396,864	-	396,864	Housing Successor-City
Shasta Hotel	100,000	-	100,000	Housing Successor-City
Mutual Housing at the Highlands	-	296,000	296,000	Housing Successor-County
Subtotal Rental Assistance	1,501,567	587,279	2,088,846	
Senior Nutrition				
Senior Nutrition Administration	431,625	-	431,625	CDBG - City
Senior Nutrition Program	-	378,778	378,778	CDBG - County
Senior Nutrition Program	5,000	-	5,000	PILOT - City
Senior Nutrition Services	-	5,000	5,000	PILOT - County
Subtotal Senior Nutrition	436,625	383,778	820,403	
Homeless				
Shelter / COC	69,683	-	69,683	CDBG - City
Shelter / COC	-	346,619	346,619	CDBG - County
Shelter / COC		433,000	433,000	Multi-Family Supplemental Assessment
Shelter / COC	161,459	-	161,459	ESG-City
Shelter / COC	127,835	-	127,835	PILOT - City
Shelter / COC	-	196,508	196,508	PILOT - County
Subtotal Homeless	358,977	976,127	1,335,104	
Suppportive Services				
HOPWA Supportive Services	366,627	-	366,627	HOPWA-City
Operations				
HOPWA Operations	171,531	-	171,531	HOPWA-City
Totals	$ 2,987,429	$ 1,947,184	$ 4,934,613	

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SECTION J

DEBT SERVICE

Debt Service

	7810 Interest	7800 Principal	Total
Local Housing Mortgages:			
San Jose/Broadway	$ 25,989	$ 43,411	$ 69,400
Riverview Plaza - Residential & Dining - CHFA	27,982	-	27,982
Total Local Housing Mortgages	$ 53,971	$ 43,411	$ 97,382
Loan Repayments:			
HUD 108 Del Paso Nuevo 2008-A	$ 32,137	$ 135,000	$ 167,137
HUD 108 Del Paso Nuevo 2011-A	32,526	145,000	177,526
CalHFA HELP Loan	-	140,000	140,000
HUD 108 Globe Mills	235,288	222,000	457,288
Total Loan Repayments	$ 299,951	$ 642,000	$ 941,951
Total Debt Service	$ 353,922	$ 685,411	$ 1,039,333

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SECTION K

PROJECTS AND PROGRAMS SCHEDULE

PROJECTS BY TYPE

Project Type	Funding Source	Description	Appropriation
Housing Authority Capital Projects	County AMP 3 - Sun River - Tiara	Housing Asset Management	$ 330,000
	Conventional Housing - Capital Fund Program - City - 2014	Modernization	1,318,208
	Conventional Housing - Capital Fund Program - County - 2014	Modernization	691,101
	City Section 32	Project Delivery	150,000
	City Section 32	Public Housing Improvements	1,182,840
	County Section 32	Project Delivery	150,000
	County Section 32	Public Housing Improvements	458,000
	SHARP Washington Sq (E St.)	Modernization	85,000
		Subtotal	$ 4,365,149
Housing Development and Preservation	Affordable Hsg Pgm Application fees	Housing Development Assistance	$ 23,606
	Affordable Hsg Pgm Entitlement	Housing Development Assistance	536,358
	Affordable Hsg Pgm In-lieu	Housing Development Assistance	85,283
	American Dream Downpayment Revolving Loan - City	First Time Home Buyers	454
	American Dream Downpayment Revolving Loan - County	First Time Home Buyers	10,512
	Auburn Garfield Property Management	Property Management / Disposition Costs	100,000
	BEGIN State Prop 46-Revolving Loan F	First Time Home Buyers	23,158
	CalHOME Revolving Loan Fund - City	First-time Homebuyer Assistance Program	186,297
	CalHOME Revolving Loan Fund - County	First-time Homebuyer Assistance Program	53,387
	City Inclusionary Housing	Housing Development Assistance	7,014
	Community Development Block Grant - City - 2014	Emergency Repair Program/Accessibility Grant Program	300,000
	Community Development Block Grant - City - 2014	Minor Repair & ADA for Seniors & Low Inc. Homeowners Prog	46,000
	Community Development Block Grant - City - 2014	Multi-Family Housing Acquisition and Rehabilitation	600,000
	Community Development Block Grant - County - 2014	Emergency Repair Program/Accessibility Grant Program	100,000
	Community Development Block Grant - County - 2014	Minor Repair & ADA for Seniors & Low Inc. Homeowners Prog	46,000
	Community Development Block Grant - County - 2014	Multi-Family Housing Acquisition and Rehabilitation	928,500
	Foreclosure Access Program	Housing Development Assistance	23,986
	HOME - City 2014	Multi-Family Acquisition Rehab	774,993
	HOME - City 2014	Multi-family New Construction	774,993
	HOME - County 2004	Multi-Family Acquisition Rehab	104,156
	HOME - County 2005	Multi-Family Acquisition Rehab	957
	HOME - County 2008	Multi-Family Acquisition Rehab	224,800
	HOME - County 2009	Multi-Family Acquisition Rehab	319,600
	HOME - County 2010	Multi-Family Acquisition Rehab	554,520
	HOME - County 2011	Multi-Family Acquisition Rehab	1,537,950
	HOME - County 2014	Citrus Heights First Time Home-Buyer Prog	156,260
	HOME - County 2014	Multi-Family Acquisition Rehab	736,765
	HOME - County 2014	Multi-family New Construction	736,765
	HOME Revolving Loans - City	Multi-family Housing Acquisition/Rehab	131,047
	HOME Revolving Loans - City	Multi-family Housing New Construction	131,047
	HOME Revolving Loans - County	Multi-family New construction	806,594
	HOME Revolving Loans - County	Multi-family Rehab	806,595
	Housing Trust Fund - City	Housing Development Assistance	782,300
	Housing Trust Fund - City	Project Delivery	150,000
	Housing Trust Fund - County	Housing Development Assistance	860,450
	Housing Trust Fund - County	Project Delivery	150,000
	HSA-Project fund	Housing Development Assistance	724,821
	HSA-Project fund	Project Delivery	150,000
	HSA-Project fund	Property Holding Costs and Disposition Plan	25,710
	HSA-Project fund	Property Holding Costs and Disposition Plan	200,000
	MHSA	Housing Development Assistance	4,376
	Multi-Family Rental Rehab Program - City	Multi-family Housing Acqu/Rehab	117,900
	Multi-Family Rental Rehab Program - County	Multi-family Housing Acqu/Rehab	16,261
	Shasta Trust	Trust Fund	1,607
		Subtotal	$ 14,051,022

PROJECTS BY TYPE

Project Type	Funding Source	Description	Appropriation
Infrastructure and Public Improvements	Brownfields Cleanup Program	Development Assistance	$ 35,464
	Community Development Block Grant - City - 2014	Capital Reserve	769,942
	Community Development Block Grant - City - 2014	CIP Scoping & Design	100,000
	Community Development Block Grant - City - 2014	Consolidated Planning	100,000
	Community Development Block Grant - City - 2014	Meadowview/Manorside Traffic Signal	100,000
	Community Development Block Grant - City - 2014	River District CIP/12th Street	300,000
	Community Development Block Grant - County - 2014	Capital Reserve	351,687
	Community Development Block Grant - County - 2014	CIP Scoping & Design	100,000
	Community Development Block Grant - County - 2014	Circulation Improvements	174,332
	Community Development Block Grant - County - 2014	Consolidated Planning	100,000
	Community Development Block Grant - County - 2014	Folsom Handyman Program	150,000
	Community Development Block Grant - County - 2014	Galt Quiet Zone Construction Implementation	150,000
	Community Development Block Grant - County - 2014	South Sacramento Lighting Project	525,000
	Community Development Block Grant - County - 2014	Walnut Grove ADA Bathrooms	350,000
	Community Development Block Grant - County - Program Income	Circulation Improvements	125,668
	County Economic Development Activities	Development Assistance	7,291
	Equipment Reserve	IT Technical infrastructure, hardware & software upgrades	50,000
		Subtotal	$ 3,489,384
		TOTAL	$ 21,905,555

PROJECTS BY FUNDING SOURCE

Funding Source	Project Type	Description	Appropriation	Environmental
Equipment Reserve	Infrastructure and Public Improvements	IT Technical infrastructure, hardware & software upgrades	$ 50,000	Completed[1]
		Subtotal	$ 50,000	
HSA-Project fund	Housing Development and Preservation	Project Delivery	$ 150,000	Not completed
HSA-Project fund	Housing Development and Preservation	Property Holding Costs and Disposition Plan	200,000	Not completed
HSA-Project fund	Housing Development and Preservation	Housing Development Assistance	724,821	Not completed
		Subtotal	$ 1,074,821	
HSA-Project fund	Housing Development and Preservation	Property Holding Costs and Disposition Plan	$ 25,710	Not completed
		Subtotal	$ 25,710	
Community Development Block Grant - City - 2014	Housing Development and Preservation	Emergency Repair Program/Accessibility Grant Program	$ 300,000	Not completed
Community Development Block Grant - City - 2014	Housing Development and Preservation	Minor Repair & ADA for Seniors & Low Inc. Homeowners Prog	46,000	Not completed
Community Development Block Grant - City - 2014	Housing Development and Preservation	Multi-Family Housing Acquisition and Rehabilitation	600,000	Not completed
Community Development Block Grant - City - 2014	Infrastructure and Public Improvements	River District CIP/12th Street	300,000	Not completed
Community Development Block Grant - City - 2014	Infrastructure and Public Improvements	Meadowview/Manorside Traffic Signal	100,000	Not completed
Community Development Block Grant - City - 2014	Infrastructure and Public Improvements	CIP Scoping & Design	100,000	Not completed
Community Development Block Grant - City - 2014	Infrastructure and Public Improvements	Consolidated Planning	100,000	Not completed
Community Development Block Grant - City - 2014	Infrastructure and Public Improvements	Capital Reserve	769,942	Not completed
		Subtotal	$ 2,315,942	
Community Development Block Grant - County - 2014	Housing Development and Preservation	Emergency Repair Program/Accessibility Grant Program	$ 100,000	Not completed
Community Development Block Grant - County - 2014	Housing Development and Preservation	Minor Repair & ADA for Seniors & Low Inc. Homeowners Prog	46,000	Not completed
Community Development Block Grant - County - 2014	Housing Development and Preservation	Multi-Family Housing Acquisition and Rehabilitation	928,500	Not completed
Community Development Block Grant - County - 2014	Infrastructure and Public Improvements	Walnut Grove ADA Bathrooms	350,000	Not completed
Community Development Block Grant - County - 2014	Infrastructure and Public Improvements	Circulation Improvements	174,332	Not completed
Community Development Block Grant - County - 2014	Infrastructure and Public Improvements	South Sacramento Lighting Project	525,000	Not completed
Community Development Block Grant - County - 2014	Infrastructure and Public Improvements	CIP Scoping & Design	100,000	Not completed
Community Development Block Grant - County - 2014	Infrastructure and Public Improvements	Consolidated Planning	100,000	Not completed
Community Development Block Grant - County - 2014	Infrastructure and Public Improvements	Galt Quiet Zone Construction Implementation	150,000	Completed[2]
Community Development Block Grant - County - 2014	Infrastructure and Public Improvements	Folsom Handyman Program	150,000	Not completed
Community Development Block Grant - County - 2014	Infrastructure and Public Improvements	Capital Reserve	351,687	Not completed
		Subtotal	$ 2,975,519	
Multi-Family Rental Rehab Program - City	Housing Development and Preservation	Multi-family Housing Acqu/Rehab	$ 117,900	Not completed
		Subtotal	$ 117,900	
Multi-Family Rental Rehab Program - County	Housing Development and Preservation	Multi-family Housing Acqu/Rehab	$ 16,261	Not completed
		Subtotal	$ 16,261	
Community Development Block Grant-County-Program Income	Infrastructure and Public Improvements	Circulation Improvements	$ 125,668	Not completed
		Subtotal	$ 125,668	
HOME Revolving Loans - City	Housing Development and Preservation	Multi-family Housing Acquisition/Rehab	$ 131,047	Not completed
HOME Revolving Loans - City	Housing Development and Preservation	Multi-family Housing New Construction	131,047	Not completed
		Subtotal	$ 262,094	
American Dream Downpayment Revolving Loan - City	Housing Development and Preservation	First Time Home Buyers	$ 454	Not completed
		Subtotal	$ 454	

PROJECTS BY FUNDING SOURCE

Funding Source	Project Type	Description	Appropriation	Environmental
HOME Revolving Loans - County	Housing Development and Preservation	Multi-family Rehab	$ 806,595	Not completed
HOME Revolving Loans - County	Housing Development and Preservation	Multi-family New construction	806,594	Not completed
		Subtotal	$ 1,613,189	
American Dream Downpayment Revolving Loan - County	Housing Development and Preservation	First Time Home Buyers	$ 10,512	Not completed
		Subtotal	$ 10,512	
HOME - City 2014	Housing Development and Preservation	Multi-family New Construction	$ 774,993	Not completed
HOME - City 2014	Housing Development and Preservation	Multi-Family Acquisition Rehab	774,993	Not completed
		Subtotal	$ 1,549,986	
HOME - County 2004	Housing Development and Preservation	Multi-Family Acquisition Rehab	$ 104,156	Not completed
		Subtotal	$ 104,156	
HOME - County 2005	Housing Development and Preservation	Multi-Family Acquisition Rehab	$ 957	Not completed
		Subtotal	$ 957	
HOME - County 2008	Housing Development and Preservation	Multi-Family Acquisition Rehab	$ 224,800	Not completed
		Subtotal	$ 224,800	
HOME - County 2009	Housing Development and Preservation	Multi-Family Acquisition Rehab	$ 319,600	Not completed
		Subtotal	$ 319,600	
HOME - County 2010	Housing Development and Preservation	Multi-Family Acquisition Rehab	$ 554,520	Not completed
		Subtotal	$ 554,520	
HOME - County 2011	Housing Development and Preservation	Multi-Family Acquisition Rehab	$ 1,537,950	Not completed
		Subtotal	$ 1,537,950	
HOME - County 2014	Housing Development and Preservation	Multi-Family Acquisition Rehab	$ 736,765	Not completed
HOME - County 2014	Housing Development and Preservation	Multi-family New Construction	736,765	Not completed
HOME - County 2014	Housing Development and Preservation	Citrus Heights First Time Home-Buyer Prog	156,260	Not completed
		Subtotal	$ 1,629,790	
CalHOME Revolving Loan Fund - City	Housing Development and Preservation	First-time Homebuyer Assistance Program	$ 186,297	Not completed
		Subtotal	$ 186,297	
CalHOME Revolving Loan Fund - County	Housing Development and Preservation	First-time Homebuyer Assistance Program	$ 53,387	Not completed
		Subtotal	$ 53,387	
Housing Trust Fund - City	Housing Development and Preservation	Project Delivery	$ 150,000	Not completed
Housing Trust Fund - City	Housing Development and Preservation	Housing Development Assistance	782,300	Not completed
		Subtotal	$ 932,300	

PROJECTS BY FUNDING SOURCE

Funding Source	Project Type	Description	Appropriation	Environmental
Housing Trust Fund - County	Housing Development and Preservation	Project Delivery	$ 150,000	Not completed
Housing Trust Fund - County	Housing Development and Preservation	Housing Development Assistance	860,450	Not completed
		Subtotal	$ 1,010,450	
County Economic Development Activities	Infrastructure and Public Improvements	Development Assistance	$ 7,291	Not completed
		Subtotal	$ 7,291	
Shasta Trust	Housing Development and Preservation	Trust Fund	$ 1,607	Not completed
		Subtotal	$ 1,607	
Brownfields Cleanup Program	Infrastructure and Public Improvements	Development Assistance	$ 35,464	Not completed
		Subtotal	$ 35,464	
BEGIN State Prop 46-Revolving Loan	Housing Development and Preservation	First Time Home Buyers	$ 23,158	Not completed
		Subtotal	$ 23,158	
MHSA	Housing Development and Preservation	Housing Development Assistance	$ 4,376	Not completed
		Subtotal	$ 4,376	
Auburn Garfield Property Management	Housing Development and Preservation	Property Management / Disposition Costs	$ 100,000	Not completed
		Subtotal	$ 100,000	
Foreclosure Access Program	Housing Development and Preservation	Housing Development Assistance	$ 23,986	Not completed
		Subtotal	$ 23,986	
City Inclusionary Housing	Housing Development and Preservation	Housing Development Assistance	$ 7,014	Not completed
		Subtotal	$ 7,014	
Affordable Housing Program Entitlement	Housing Development and Preservation	Housing Development Assistance	$ 536,358	Not completed
		Subtotal	$ 536,358	
Affordable Housing Program In-lieu	Housing Development and Preservation	Housing Development Assistance	$ 85,283	Not completed
		Subtotal	$ 85,283	
Affordable Housing Program Application fees	Housing Development and Preservation	Housing Development Assistance	$ 23,606	Not completed
		Subtotal	$ 23,606	
County AMP 3 - Sun River - Tiara	Housing Authority Capital Projects	Housing Asset Management	$ 330,000	Not completed
		Subtotal	$ 330,000	
City Section 32	Housing Authority Capital Projects	Project Delivery	$ 150,000	Not completed
City Section 32	Housing Authority Capital Projects	Public Housing Improvements	1,182,840	Not completed
		Subtotal	$ 1,332,840	

PROJECTS BY FUNDING SOURCE

Funding Source	Project Type	Description	Appropriation	Environmental
SHARP Washington Sq (E St.)	Housing Authority Capital Projects	Modernization	$ 85,000	Not completed
		Subtotal	$ 85,000	
County Section 32	Housing Authority Capital Projects	Project Delivery	$ 150,000	Not completed
County Section 32	Housing Authority Capital Projects	Public Housing Improvements	458,000	Not completed
		Subtotal	$ 608,000	
Conventional Housing - Capital Fund Program - City - 2014	Housing Authority Capital Projects	Modernization	$ 1,318,208	Not completed
		Subtotal	$ 1,318,208	
Conventional Housing - Capital Fund Program - County - 2014	Housing Authority Capital Projects	Modernization	$ 691,101	Not completed
		Subtotal	$ 691,101	
		TOTAL	$ 21,905,555	

Notes:

Not Completed:

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

Completed:

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

2) CEQA and NEPA completed 3/27/12.

DEFUNDING

Funding Source	Project Type	Description	Appropriation
HOME Revolving Loans - County	Affordable Housing	46th & Lang	$ 1,000
HOME Revolving Loans - County	Affordable Housing	New Seasons Apartment	958,017
		Subtotal	$ 959,017
HOME - County - 2004	Affordable Housing	New Seasons Apartment	$ 104,156
		Subtotal	$ 104,156
HOME - County - 2005	Affordable Housing	New Seasons Apartment	$ 957
		Subtotal	$ 957
HOME - County - 2008	Affordable Housing	New Seasons Apartment	$ 224,800
		Subtotal	$ 224,800
HOME - County - 2009	Affordable Housing	Varenna Senior Apartments	$ 300,000
HOME - County - 2009	Affordable Housing	New Seasons Apartment	19,600
		Subtotal	$ 319,600
HOME - County - 2010	Affordable Housing	New Seasons Apartment	$ 554,520
		Subtotal	$ 554,520
HOME - County - 2011	Affordable Housing	New Seasons Apartment	$ 1,537,950
		Subtotal	$ 1,537,950
Housing Trust Fund - City	Affordable Housing	La Valentina	$ 200,000
		Subtotal	$ 200,000
City COCC	Housing Authority	Housing asset management	$ 250,000
		Subtotal	$ 250,000
		TOTAL	$ 4,151,000

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SECTION L

GLOSSARY

GLOSSARY

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

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

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

AGENCY - The Sacramento Housing and Redevelopment Agency.

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

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

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

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

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

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

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

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

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

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

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

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

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

CBO - See Community Based Organizations.

CDBG – Community Development Block Grant

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

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

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

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

COST - The estimated expenditure for a particular resource.

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

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

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

DEFICIT - An excess of expenditures over resources.

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

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

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

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

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

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

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

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

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

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

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

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

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

FTE - See Full Time Equivalent

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

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

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

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

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

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

HAP - See Housing Assistance Payment.

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

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

HPRP - Homelessness Prevention and Rapid Re-Housing Program.

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

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

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

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

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

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

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

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

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

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

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

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

NSP – Neighborhood Stabilization Program

NEIGHBORHOOD STABILIZATION PROGRAM – HUD's Neighborhood Stabilization Program provides emergency assistance to state and local governments to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight within their communities. The Neighborhood Stabilization Program (NSP) provides grants to every state and certain local communities to purchase foreclosed or abandoned homes and to rehabilitate, resell, or redevelop these homes in order to stabilize neighborhoods and stem the decline of house values of neighboring homes.

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

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

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

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

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

OVERHEAD - See Indirect Costs.

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

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

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

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

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

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

REVENUE - Money received to finance ongoing Agency services.

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

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

STAKEHOLDER – a party which has an active interest either as a provider or a recipient. Literally – person entrusted with the stakes of bettors.

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

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

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

SECTION M

APPENDIX

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY GOALS

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

GOAL 1

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

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

GOAL 2

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

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

GOAL 3

REVITALIZE LOWER INCOME NEIGHBORHOODS TO CREATE HEALTHY AND SUSTAINABLE COMMUNITIES

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

GOAL 4

PROMOTE ECONOMIC DEVELOPMENT THROUGH STRATEGIC INFRASTRUCTURE AND PUBLIC FACILITY IMPROVEMENTS

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

GOAL 5

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

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

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INVESTING IN COMMUNITIES