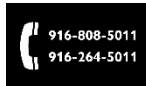


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Personnel and Public Employees Committee

City Hall Complex
915 I Street Sacramento, CA 95814
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SUPPLEMENTAL MATERIAL

Description of Attached: Attached is supplemental material received after publishing the agenda, which includes Consent Item 2, Attachment 6.

For the Meeting of: Tuesday, July 30, 2024, at 11:00 a.m.

Agenda Item: Consent Item 2

2. Evaluation of City Council Appointive Officers - Receipt of Annual Reports of City Council Appointive Officers: City Attorney, City Clerk, City Treasurer, Director of the Office of Public Safety Accountability, and Executive Director of the Sacramento Housing and Redevelopment Agency (SHRA)

File ID: 2024-01315

Location: Citywide

Recommendation: Receive annual reports: 1) consider and make recommendations to the city council, and 2) pass a **Motion** forwarding to the city council for approval.

Contact: Susana Alcala Wood, City Attorney, (916) 808-5346, sawood@cityofsacramento.org, Office of the City Attorney; Mindy Cuppy, City Clerk, (916) 808-5442, mcuppy@cityofsacramento.org, Office of the City Clerk; John Colville, City Treasurer, (916) 808-8297, jcolville@cityofsacramento.org, Office of the City Treasurer; LaTasha Watson, Director of the Office of Public Safety Accountability, (916) 808-7345, lwatson@cityofsacramento.org, Office of Public Safety Accountability; LaShelle Dozier, Executive Director of the Sacramento Housing and Redevelopment Agency, (916) 440-1319, ldozier@shra.org, Sacramento Housing and Redevelopment Agency (SHRA)

2023/24

ANNUAL REPORT

SHRA EXECUTIVE DIRECTOR
LA SHELLE DOZIER

SACRAMENTO CITY COUNCIL

JULY 2024





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OPERATIONAL LEADERSHIP RESPONSIBILITIES



OPERATIONAL LEADERSHIP RESPONSIBILITIES

The Executive Director provides direction and guidance to the organization in effectively implementing the Agency's mission and core goals relating to development, affordable housing initiatives and catalytic economic and neighborhood revitalization.

The Executive Director is responsible for developing and maintaining strong supportive relationships with elected officials at all levels of government. It is the Executive Director's responsibility to maintain fiscal integrity, to develop strategic partnerships with housing advocates, private and non-profit organizations, business and community groups and residents. The Executive Director exercises visionary and innovative leadership to ensure that the Agency maintains a leading and proactive position in responding to external environmental factors that impact the future of the organization and its ability to successfully address Sacramento's housing and development needs.

The Executive Director provides leadership and strategic direction to staff on matters relating to high impact projects and programs, including budget, federal stimulus funds, post- redevelopment, development, and housing authority administration.

LEADERSHIP

The Executive Director provides leadership in the administration and management of the Agency and its Non-Profit Entity. The Executive Director is accountable for the overall administration of all Housing Authority programs and projects.

- Oversees the management of over \$789 million in total assets which includes capital assets, cash and loan portfolios. Appointed by both the City Council and Board of Supervisors and reports directly to these governing board members and advisory panel members; provides and prepares strategic information related to local, regional and national housing and community development trends, challenges and opportunities.
 - o Board of Supervisors comprised of five members
 - o City Council comprised of Mayor and eight members
 - o Sacramento Housing and Redevelopment Commission comprised of 11 members

OPERATIONAL LEADERSHIP RESPONSIBILITIES CONTINUED

- Accountable for:
 - o 4 key departments (Housing, Development, Administration and Finance)
 - o 18 divisional functions
 - o FY 2024 budget FY 2023 budget
\$325.70 million \$340.10 million
320 FTE headcount 320 FTE headcount
 - o The Agency operates on a calendar fiscal year, January 1 - December 31.

- Support positive relationships with two bargaining units: AFSCME Local 146 with 49 FTE members and SHRA - Employees Association with 109 FTE members.

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

- Continually foster and demonstrate an organizational culture that appreciates the Agency's diversity and values employees and recognizes individual, departmental and organizational accomplishments.

- Engages face to face and/or virtually with the entire workforce or appropriate employee groups to convey critical information, such as presenting the annual State of the Agency message, or updates on federal actions impacting the Agency's programs and activities.

- Meets face to face with housing residents through the Resident Advisory Board meetings, resident association meetings, and community meetings as needed to provide housing updates and to address concerns.

STRATEGY

The Executive Director's strategic and operational leadership and direction covers property management and maintenance, financial and asset management, property acquisition and development, resource conservation, resident and community services, tax-exempt bond financing, and program research and evaluation. The Executive Director provides strategic direction in the development and implementation of new affordable and market value housing based upon community need, including Rental Assistance Demonstration (RAD) projects.

- Directs strategic planning sessions for management staff to establish department objectives in support of the Agency's organizational goals.

- Directs strategic and crisis planning to address the immediate, short and long-term sustainability of the organization.

OPERATIONAL LEADERSHIP RESPONSIBILITIES CONTINUED

- Discusses trending issues impacting the Agency's key functions, programs and activities with an 11-member Executive Leadership Team to share ideas, provide input, and develop strategic responses to challenges and opportunities.
- Meets monthly or as needed with governing board members to report status of projects and activities; discuss opportunities for Agency assistance in each district; and provide information to assist electeds in addressing their goals and constituent concerns.

HUMAN RESOURCE MANAGEMENT

The Executive Director provides leadership and direction on all employee and labor relations and Human Resources issues and services, and is responsible for all employee programs and policies.

- Provides leadership to nine direct reports comprising the Executive Staff on operational issues and provides direction and guidance on projects and activities.
- Supports professional development through staff training as a strategy for leadership development, organizational succession planning, and promotional opportunities.
- Directs a process for Individual Development Plans for management focusing on individual strengths and areas of opportunity.
- Supports a culture of wellness through various communication channels and collaborative partnerships.
- Provides direction to the Executive Leadership Team on items for presentation at the City Council and Board of Supervisor's sessions; reviews staff presentations to ensure issues of concern by electeds are addressed; evaluates and tracks status of projects to ensure activities on schedule.

PERFORMANCE

The Executive Director recruits and supervises senior leadership; oversees the Executive Leadership Team in establishing and executing equitable personnel policies regarding assignment, direction, training, and supervision of Agency staff.

- Executes a variety of documents and contracts, including construction, professional services, loan documents, developer agreements, grant deeds, real estate documents, and regulatory agreements.

OPERATIONAL LEADERSHIP RESPONSIBILITIES CONTINUED

- Reviews Housing Authority Operations through monthly meetings with the management team to review Housing Choice Voucher lease up, applicant intake status, rent collection, unit turnover ratios, revenue recovery, job development, resident engagement, and new technology initiatives.
- Oversees an average of 20-25 standard audits of Agency programs annually, including multiple HUD compliance audits, financial audits, single audits, and labor compliance audits.
- Navigates the challenging economy through fiscal vigilance, careful planning and conservative budgeting; along with continuous evaluation of Agency programs to help ensure cost efficiency.
- Continually supports efficient allocation of staff resources to position the Agency for federal, state, and local funding opportunities to redevelop public housing, create anew permanent supportive housing units, and revitalize neighborhoods and low-income communities.
- Provides accountability and transparency in the use of federal funds, reporting and recordkeeping.

DIVERSITY, EQUITY, AND INCLUSION

The Executive Director is responsible for maintaining a diverse and equitable workforce with a mission to build an inclusive workplace to deliver outstanding public service to communities we serve.

EXTERNAL HOUSING POLICY

The Executive Director works strategically, diplomatically, and collaboratively with a wide variety of public officials and governmental entities, nonprofits, large employers, private developers, professional associations, and advocacy organizations collaboratively and persuasively in order to expand, reposition, and sustain SHRA's housing inventory.

- Presents at local, regional and national conferences, forums and other convening's on affordable housing policy, trends and best practices.
- Disseminate updates on Agency projects and activities through digital publications, social media, and other communication platforms.
- Represents Sacramento affordable housing industry to state legislative committees by providing testimony and positional advisement on housing issues, trends and best practices.
- Maintains relationships at the federal legislative level and meets with housing policy and program representatives to advocate for initiatives to maintain funding for affordable housing and community development programs.

OPERATIONAL LEADERSHIP RESPONSIBILITIES CONTINUED

BOARD MEMBERSHIPS

The Executive Director represents the Housing Authority on a local, statewide, regional level to promote community awareness of housing programs and services.

- Executive Board Member, Vice President of the Board and Chairperson of the Council of Large Public Housing Authorities (CLPHA)
- Nominating Committee and Member of Personnel Committee - Statewide California Association of Housing Authorities (CAHA)
- Board Member and Chairperson of the Legislative Committee - Northern California Chapter of the California Association of Housing Authorities (CAHA)
- Board Member and Chairperson of the Community Action Council - Sacramento Employment & Training Agency Community Advisory Board (SETA CAB)
- Board Member - Downtown Sacramento Partnership (DSP)
- President - Norwood Avenue Housing Corporation (NAHC)
- Board Member - SHASTA
- Board Member and Vice Chairperson - Sacramento Countywide Oversight Board
- Treasurer - California Redevelopment Association (CRA)
- Co-Chair of CLPHA 10-Year Roadmap for Public Housing Sustainability

Other Co-Chair positions are:

- Co-Chair - Honorable Shawn Donovan, former HUD Secretary and current CEO of Enterprise Community Partnership
- Co-Chair - Honorable Ritchie Torres (D-NY 15th District)



2023/24
ACHIEVEMENT RESULTS



2023/24 Performance Evaluation

La Shelle Dozier, Executive Director

Primary Goal

To work on behalf of, and in the best interests of the governing boards administering federally and locally funded programs at the community level through strategic partnerships with an emphasis on maintaining and maximizing local oversight.

ACHIEVEMENT RESULTS

Federal and Local Opportunities

Continually pursuing opportunities to leverage funds to support affordable housing and community redevelopment activities.

\$15 MILLION

Secured additional \$15 million in state and local funding through the California State Transportation Agency (CalSTA) and the Sacramento Area Council of Governments to meet construction cost escalation at the Dos Rios light rail station.

\$1.1 MILLION

Awarded \$1.5 million Equitable Community Revitalization Grant through the California Department of Toxic Substances Control (DTSC) to commence environmental remediation at the Triangle Housing Site adjacent to the Dos Rios Light Rail station.

\$700,000

funding committed through Sacramento Municipal Utility District (SMUD) for energy-efficient appliances at Mirasol Village and installation of four accessible EV-Car charging stations.

\$150,000

Awarded \$150,000 Brownfields Grant through a City of Sacramento - Environmental Protection Agency program to install a safety barrier at the soil clean-up at the Triangle Housing Site adjacent to the Dos Rios Light Rail station.

\$172,800

Emergency Safety and Security Grant awarded from HUD to upgrade the security camera system to create a safe housing environment at two Housing Authority senior resident communities.

ACHIEVEMENT RESULTS

Housing Policy and Advocacy

Administering housing ordinances to ensure new developments meet affordable housing obligations, and removing barriers to housing choice and access

As the administrator of HUD community development funds and SHRA's requirement to affirmatively further fair housing, the Agency convened with partners as the Sacramento Valley Fair Housing Collaborative in a two-year process to conduct a HUD mandated study to assess the region's fair housing landscape. The group completed its task to develop a regional Analysis of Impediments to Fair Housing Choice (AI) with actionable goals to increase housing choice and access to opportunity for all residents. City Council approval was given to submit the study to HUD. Several goals were identified to break down barriers that residents face in finding housing and accessing the means for economic opportunity—quality education, good jobs, public transportation and environmental health.

Affordable Housing Plan

The City and County of Sacramento entered into a partnership agreement in 2022 to improve coordination on permanent supportive housing (PSH) production and re-housing efforts for the homeless. The agreement included the preparation of an Affordable Housing Plan (AHP) to analyze the issue and set goals to increase/improve affordable housing production. SHRA is the lead agency on implementing AHP goals. The Plan was developed with community input.

SHRA presented the annual update to the City Council and Board of Supervisors in June 2024 outlining progress toward meeting goals and objectives in the Affordable Housing Plan. Strategies include developing partnerships with new affordable housing developers to increase permanent supportive housing production, facilitating development of affordable housing on publicly owned vacant land, developing a unit production tracker, producing 300 Permanent Supportive Housing units and 100 Workforce units annually, and identify and pursue new funding opportunities and legislation to enhance resources for affordable housing development.

ACHIEVEMENT RESULTS

Housing Programs

Administering federal rental assistance programs for Sacramento as the fifth largest housing authority in California providing safe, decent affordable housing for over 50,000 low income residents.

14,300+

Successfully oversaw the operations of the Housing Choice Voucher Program for the City and County with tenant-based and project-based vouchers, including:

874

vouchers administered through the Veterans Assistance Supportive Housing Program (VASH). 100% are homeless veterans

500

Emergency Housing Vouchers for homeless families referred through the Continuum of Care, and

98

Foster Youth Initiative vouchers for homeless youth that were previously in foster care, and

200

Mainstream Vouchers to serve non-elderly disabled persons.

1,992

units under the Public Housing program which houses individuals affordably in units owned and/or managed by the Housing Authority

\$145M

Committed \$145 million in loan and mortgage revenue bond financing to assist the construction or rehab of 697 affordable housing units

ACHIEVEMENT RESULTS

Resident Opportunities

Ensuring that housing programs and operations focus on building the connection between stable housing and health, education, job development and self-sufficiency.

Resident Opportunities and Self-Sufficiency (ROSS) Program

Service Coordinators provide residents with supportive services, resident empowerment activities, and assistance in becoming economically self-sufficient. Residents receive constant communication regarding resources and opportunities via in-person meetings, e-blasts, and mailings. Residents also receive barrier removal resources such as gas cards, bus passes, school supplies, and access to food items.

125 ROSS participants

Family Self-Sufficiency (FSS) Program

Service Coordinators link residents with training opportunities, job placement organizations, and local employers. Residents voluntarily enter into a contract of participation which outlines their responsibilities towards completion of training and employment objectives over a five-year period or less. The contract of participation also stipulates PHA responsibilities towards helping residents achieve their goals. For each participating family that is a recipient of welfare assistance, the PHA must establish an interim goal that the family become independent from welfare assistance and remain independent from welfare assistance at least one year prior to the expiration of the contract. During the period of participation, residents may earn an escrow credit, based on increased earned income, which they may use in a variety of ways upon successful graduation from the program.

60 FSS participants

10 residents graduated after completing a 5-year plan to reduce dependency on public assistance.

\$198,877 presented to residents from their earned income savings escrow accounts

Resident Resources

- Homeownership, credit, and financial literacy workshops done in partnership with Chase Bank, F&M Bank, and Golden 1
- Referred 29 residents to employers; 5 gained employment
- Hosted the SHRA Jobs & Resources Fair with 13 partners for Public Housing residents and HCV participants
- Partnered with Sacramento Police Department and Target to host Youth Game Night for Marina Vista and Alder Grove youth residents. 28 attended the event.

ACHIEVEMENT RESULTS

- Partnered with Assemblymember Kevin McCarty, American Water, PG&E, and Raley's to provide 260 residents (at Marina Vista and Alder Grove) with holiday meal bags that included holiday meal items, recipes, a holiday greeting card, and a \$20 Raley's gift card.
- Partnered with Sacramento Police Department and the Bobby Jackson Foundation to provide 33 residents with a frozen turkey and a bag of holiday meal sides.
- Partnered with Councilmember Katie Valenzuela and Sacramento Literacy Foundation to host a Christmas Giveaway. 522 children/youth between 0 - 18-years-old received holiday gifts.
- Partnered with Sacramento Police Department to host a Bicycle Safety Jamboree to teach residents bike safety and practice safe riding with bike helmets. Participants received giveaway items including toys, youth police badges, keychains, and a safety activity workbook.

630,975+ diapers were distributed to Housing Authority residents and community members from December 2022 - June 2024 as part of our Diaper Distribution Program

Resident Training Program

The Resident Trainee program provides opportunities for residents to work at the Agency for a two-year period to gain employment skills in painting, janitorial and clerical fields. This program slowed down during the pandemic as residents were reticent to participate in the program.

In 2023:

- 3** residents were enrolled in the program
 - 1** have graduated from the program
 - 2** 2023 training program graduates currently work for SHRA (HCV)
- Resident Trainee Appreciation events are held quarterly and are hosted and organized by Marathon Staffing and SHRA program personnel to acknowledge the work that the trainees do for SHRA.

ACHIEVEMENT RESULTS

Achievement of Specific Priorities

Responding effectively to develop and implement workable solutions to governing board priorities through Agency resources and strategic partnerships.

In the Housing Choice Voucher program:

3,279 homeless families have become housed with a subsidy since 2020

- 2020 - **450** homeless families were housed
- 2021 - **633** homeless families were housed
- 2022 - **651** homeless families were housed
- 2023 - **1083** homeless families were housed
- 2024 - **462** homeless families were housed (as of 7/24/24)

82% of the new admissions in 2024 were filled by homeless families

38% of the people who moved into public housing in 2023 were homeless

234 units being rehabbed under the Rental Assistance Demonstration (RAD) and public housing programs

104 units in the RAD development pipeline

5 Move On Vouchers issued in 2024. 26 vouchers have leased up so far. (as of 7/24/24)

\$300M+ redevelopment of Mirasol Village (formerly Twin Rivers) and River District community

Key milestones reached:

- Phase 3 construction completed
- Phase 4 construction 50% complete
- Mirasol Village Park and Community Garden complete
- Started construction of Mirasol Village Early Childhood Education Center to serve 60 children ages 1 - 4 and provide skills and employment training to residents
- Completed environmental remediation at Dos Rios light rail station site

ACHIEVEMENT RESULTS

Fiscal Management

Managing the Agency's finances with the highest degree of integrity and accountability.

\$340M balanced budget achieved for 2023

Operational/Program Effectiveness

Continually strive for efficiency, effectiveness and excellence in program administration

HUD High Performer Award for Efficiency in Administering the Housing Choice Voucher Program

92% current voucher utilization despite the tight Sacramento rental market and **100% budget utilization**

90% participation achieved in the number of private landlords opting for direct deposit of housing assistance payments

\$533 M 845 loan portfolio managed, valued at \$533 million

\$206.9 M Funds allocated to the SERA program. Total amount received, City and County, including administration.

\$60 M Rental Assistance provided to **5,883 families** and **2,187 landlords** in the City of Sacramento as of 11/15/2023

\$772,474 Exhausted **\$772,473.77** pool of funds to attract new landlords to the HCV program and increase the availability of affordable housing for HCV families.

ACHIEVEMENT RESULTS

Strategic Leadership and Resource Development

Maximizing the potential and expertise of our human resources and supporting leadership development to help the Agency reach its goals.

HRIS System Implementation

In 2023, the Agency's Human Resources Department launched a new streamlined online Benefit Open Enrollment Process. In 2024, the Agency's Human Resources Team has launched a new and improved HRIS system (Human Resources Information system). The (HRIS) system powered by NEOGOV, has become the Agency's new Human Capital Management fully integrated, cloud-based system. The new HRIS serves as a central source of information for all HR related processes and programs, making it accessible to employees. The new HRIS system provides our employees with convenient self-service access to core HR information and functions, such as timecard entry, requesting time off, changing tax withholding, changing direct deposit information, accessing W-2's, accessing paystub information, a fully integrated open-enrollment process, and so much more.

The Agency believes that this new and improved HRIS will help generate and access data on various metrics and indicators, such as the demographics, sources, and retention rates of hires, the diversity and inclusion goals and gaps of your Agency and the effectiveness and impact of the Agency's hiring strategies and practices.

Diversity, Equity, and Inclusion

Building and leading a diverse workforce and inclusive workplace to deliver outstanding public service to communities we serve.

Five-Year Diversity Plan

Building off of the previous Diversity, Equity, and Inclusion 5-Year plan launched in 2018, the Agency is launching a new five-year plan in 2024 with a mission to build and lead a diverse workforce and inclusive workplace to deliver outstanding public service to communities we serve. The Agency continues to strive for excellence in the following goals from our 5-Year Plan:

1. Having a workforce that is broadly reflective of the community and clients we serve.
2. Identifying and addressing barriers within organizational systems so we can better serve our community.
3. Attracting and retaining a talented workforce skilled at working in an inclusive and respectful manner with one another and with the clients we serve.
4. Creating process, policies, programs and services that meet the diverse needs of those we serve.

The Agency's Diversity, Equity and Inclusion 5-Year Plan demonstrates the dedication the Agency has made toward a diverse and inclusive workforce.

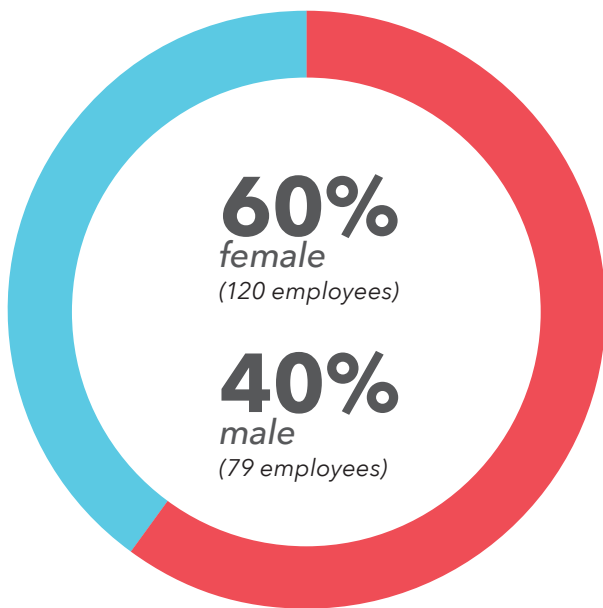


2024 DIVERSITY STATISTICS UPDATE

SHRA GENDER BREAKDOWN

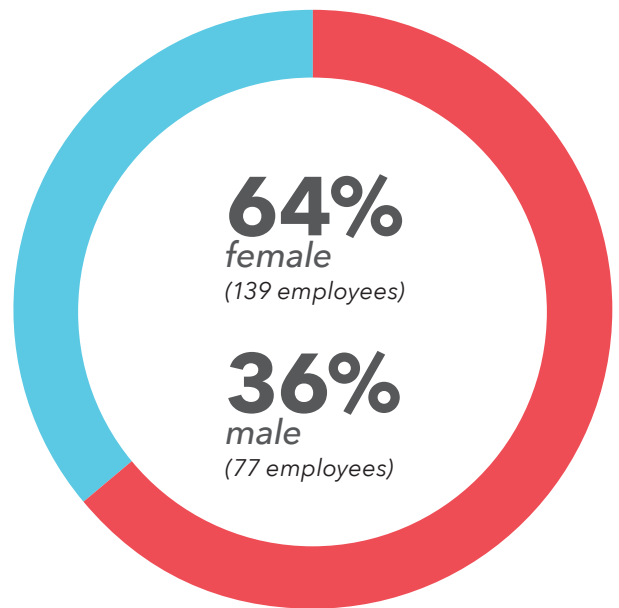
2017

PLAN INCEPTION



2024

CURRENT DATA



TOTAL EMPLOYEE COUNT

199 → 216

+ 4% *increase in female employees compared to 2017*

- 4% *decrease in male employees compared to 2017*

SHRA RACE & ETHNICITY BREAKDOWN

2017

PLAN INCEPTION



RACE & ETHNICITY TOTALS

(199 employees)

2024

CURRENT DATA



RACE & ETHNICITY TOTALS

(216 employees)

1% *american indian or alaskan native* (1 employee)



1% *american indian or alaskan native* (2 employees)

14% *asian/native hawaiian or pacific islander* (29 employees)



13% *asian/native hawaiian or pacific islander* (29 employees)

21% *black or african american* (41 employees)



29% *black or african american* (63 employees)

13% *hispanic or latino* (25 employees)



17% *hispanic or latino* (37 employees)

49% *white* (98 employees)



35% *white* (75 employees)

2% *two or more races* (5 employees)



5% *two or more races* (10 employees)



2023/24 SHRA WORK PLAN STRATEGIC GOAL UPDATES



2024 SHRA WORK PLAN STRATEGIC GOAL UPDATES

MIRASOL VILLAGE INITIATIVES

GOAL #1 *SECURE ALL FUNDING AND CLOSE CONSTRUCTION LOANS AT TWO LAST RESIDENTIAL PHASES OF MIRASOL VILLAGE*

STRATEGY A: Close financing and commence construction at Block C (84 units)

MEASURE OF SUCCESS

- Block C is 100% complete and received Certificate of Occupancy as of June 2024
- Property to lease-up by September 2024

STRATEGY B: Identify and secure all financing needed to construct Block D (116 units)

MEASURE OF SUCCESS

- Construction 50% complete as of July 2024

GOAL #2 *MIRASOL VILLAGE EARLY CHILDHOOD EDUCATION CENTER*

STRATEGY A: Finalize design to obtain permits and publish bid for construction contract

MEASURE OF SUCCESS

- Construction Contract awarded and construction is 20% complete as of July 2024

WORK PLAN STRATEGIC GOAL UPDATES CONTINUED

MIRASOL VILLAGE INITIATIVES CONTINUED

**GOAL
#3**

ADVANCE THE DEVELOPMENT OF THE DOS RIOS LIGHT RAIL STATION

STRATEGY A: Finalize clean-up action to receive environmental clearance at Dos Rios light rail station

MEASURE OF SUCCESS

- DTSC accepted clean-up report and provided final approval to proceed with construction in March 2024

STRATEGY B: Complete all steps needed to start construction of Dos Rios light rail station

MEASURE OF SUCCESS

- Additional funding secured, construction contract awarded and Notice to Proceed issued August 2024

RENTAL ASSISTANCE DEMONSTRATION (RAD) INITIATIVES

GOAL
#1 RAD PROJECT

STRATEGY A: Construction on RVP Group LP (RAD 3) (Pine Knoll, Riverview Plaza, Big Trees)

MEASURE OF SUCCESS

- Successful completion of Pine Knoll construction and relocation activities by December 31, 2023
- RVP Project is currently on track to complete by the end of September 2024, on budget
- Successfully complete all relocations and achieve 100% lease up before the end of September
- Achieve 12 months stabilized occupancy and begin loan conversion process from construction financing to permanent debt

STRATEGY B: Development of Auburn Falls (RAD 4) and Greenback Grove (RAD 5) projects

MEASURE OF SUCCESS

- Auburn Falls received the highest points and recommendation from the California Debt Allocation Committee to receive 4% Tax Credits in August
- Lender and Investor have been selected for the project
- Conceptual drawings for Auburn Falls has been completed
- Project anticipated to close in late 2024/early 2025 with a 12-month construction period

WORK PLAN STRATEGIC GOAL UPDATES CONTINUED

RENTAL ASSISTANCE DEMONSTRATION (RAD) INITIATIVES CONTINUED

**GOAL
#1 CONTINUED**

STRATEGY C: Continue pre-development of Greenback Grove (RAD 5) project

MEASURE OF SUCCESS

- Scope of work fully developed and completed for Greenback Grove
- Project has been added to 2025 PHA annual plan for development
- Submit application for bond/tax credits for Greenback Grove in Spring 2025

STRATEGY D: Initiate pre-development of Peale Place (RAD 6) project

MEASURE OF SUCCESS

- Develop scope of work
- Submit application for bond/tax credits for Peale Place in Spring 2026

AFFORDABLE HOUSING FINANCE INITIATIVES

GOAL #1 AFFORDABLE HOUSING PLAN (AHP) IMPLEMENTATION
(AS REQUIRED BY THE 2022 CITY-COUNTY PARTNERSHIP AGREEMENT
TO ADDRESS THE HOMELESSNESS CRISIS)

STRATEGY A: Approval of Final Affordable Housing Plans

MEASURE OF SUCCESS

- City Council and Board of Supervisors approved the Affordable Housing Plan (AHP) on October 24, 2023. SHRA Lead agency on AHP Implementation goal to increase/improve affordable housing production

STRATEGY B: Progress on Goal to Increase/Improve Affordable Housing Production

MEASURE OF SUCCESS

AHP Strategy - Develop partnerships with new affordable housing developers to increase permanent supportive housing production

- *Accomplishments* - Worked with new developer (HOPE Cooperative) on Rodeway Inn Homekey Project in the City

AHP Strategy - Facilitate development of Affordable Housing on publicly owned vacant land

- *Accomplishments* - SHRA and City Staff coordinating on development of vacant affordable housing sites. Plan to solicit development proposals in 2024

AHP Strategy - Develop Affordable Housing Unit Production Tracker

- *Accomplishments* -Unit Production Tracker complete and posted to SHRA website in May 2024

AHP Strategy - Produce 300 Permanent Supportive Housing (PSH) units and 100 Workforce units annually

- *Accomplishments*
 - o 2023 New Units Completed - 372 PSH Units/262 Workforce Units
 - o 2024 Units in Development - 727 PSH Units/1390 Workforce Units

WORK PLAN STRATEGIC GOAL UPDATES CONTINUED

AFFORDABLE HOUSING FINANCE INITIATIVES CONTINUED

GOAL
#1 CONTINUED

AHP Strategy - Identify and pursue new funding opportunities and legislation to enhance resources for affordable housing development

- **Accomplishment** - Performed analysis of Bond Recycling Program as possible funding source for affordable housing. Forwarded findings to City. Completed funding applications for state programs including Homekey, Local Housing Trust Fund (LHTF), and Permanent Local Housing Allocation (PLHA). Received allocations from all three sources for a total of \$29 million in additional resources to facilitate development of approximately 250 new affordable units in the City

STRATEGY C: Progress Reports on the Goals and Objectives outline in the Plan

MEASURE OF SUCCESS

- Presented Annual Update to the City Council and Board of Supervisors on June 11, 2024 outlining progress toward meeting goals and objectives in Affordable Housing Plan



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