



# **2013 Action Plan**

## **County of Sacramento**

Revised June 21, 2013

Prepared by the Sacramento Housing and Redevelopment Agency  
on behalf  
of the County of Sacramento

REV:  
06.21.13

County of Sacramento  
Annual Action Plan  
2013

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# Executive Summary

## ES-05 Executive Summary

### 1. Introduction

HUD transformed the Consolidated Plan into a tool for priority-setting and targeted investment planning for housing and community development. These tools are designed to support need-driven, place-based decisions and informed public participation in guiding funding decisions in the next five years for specific federal funds (Community Development Block Grant, Neighborhood Stabilization Program, HOME Investment Partnership Program, Emergency Solutions Grant and Housing Opportunities for Persons with AIDS) to identify needs and adopt strategies to address those needs, focusing primarily on low- and moderate-income individuals and households. The Consolidated Plan must also address "special-needs" identified by the federal government or locally, such as the needs of the elderly, persons with disabilities, homeless individuals and others. The Sacramento Housing and Redevelopment Agency (SHRA) was selected by the U.S. Department of Housing and Urban Development (HUD) to participate as a community to create a pilot regional Consolidated Plan covering the City and County of Sacramento for the period covering 2013-17. This regional Plan includes the Sacramento Urban County Agreement Cities of Folsom, Isleton and Galt, and the Consortium of the unincorporated County that includes the City of Citrus Heights. SHRA administers the Consolidated Plan on behalf of the City and County of Sacramento. The County of Sacramento (County) is the eighth most populated county in the State of California, consisting of urbanized neighborhoods, suburban cities, and rural communities. The range of issues confronting the County is as diverse as its residents. The County encompasses approximately 994 square miles in the middle of the 400-mile long Central Valley, which is California's prime agricultural region. According to the U.S. Census, the County has a population of over 1.4 million residents, of whom approximately 553,900 live in the Urban County area. The Urban County consists of the cities of Folsom (approximately 72,000), Isleton (approximately 800) and Galt (approximately 23,650), and the unincorporated communities of the County. The City of Sacramento (City) has a population of approximately 466,740 people. The diverse population of the Sacramento Region has divergent needs to help attain personal, educational, employment, recreational, housing, and other goals. Sacramento is struggling to balance limitations on available resources and the need to address some very critical issues including: a severe shortage of housing affordable to low- and moderate-income residents, homelessness, aging infrastructure and community facilities, inadequate services, and underemployment. A segment of the population faces increasingly challenging issues as the regional economy continues to grow and housing costs continue to rise faster than local incomes. To meet its community's needs, this Consolidated Plan is guided by three overarching goals that are applied according to its community's needs. The three overarching goals are:

- To provide decent housing by preserving the affordable housing stock, increasing the availability of affordable housing, reducing discriminatory barriers, increasing the supply of supportive

housing for those with special needs, and transitioning homeless persons and families into housing.

- To provide a suitable living environment through safer, more livable neighborhoods, greater integration of low- and moderate-income residents throughout Sacramento, increased housing opportunities, and reinvestment in deteriorating neighborhoods.
- To expand economic opportunities through more jobs paying self-sufficient wages, greater homeownership opportunities, development activities that promote long-term community viability, and the empowerment of low- and moderate-income persons to achieve self-sufficiency.

## **2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview**

There is an ongoing gap within Sacramento, in various degrees, in the availability of services across most categories of special need. This includes seniors, at-risk youth, working parents, persons with disabilities, individuals with chronic illness, and persons with other conditions affecting their ability to function independently and productively. In addition, there is a need to link access to supportive services to affordable and appropriate housing. More coordination and collaboration is needed between housing providers and service providers. The Consolidated Plan proposes that the public infrastructure funds be focused strategically on fewer, but larger projects in low- and moderate-income neighborhoods. The goal is to create a concentration of activity for strategic and visible impacts that deliver greater efficiencies and effectuate positive changes within the community. Several potential funding sources have been identified to implement the objectives and outcomes of the Consolidated Plan. Community Development Block Grant (CDBG): The primary objective of this program is to develop viable urban communities by providing decent and affordable housing, a suitable living environment, and economic opportunities, principally for persons of low- and moderate-income. Potential programs include: housing rehabilitation, lead-based paint detection and removal, construction or rehabilitation of public facilities and infrastructure, removal of architectural barriers or public services. Neighborhood Stabilization Program (NSP): Consistent with the objectives of the CDBG program, the goals of NSP include rapidly arresting the decline of targeted low-income neighborhoods negatively affected by abandoned, foreclosed, or vacant properties and the subsequent stabilization of these neighborhoods through improved economic opportunities, the provision of decent, affordable housing, and the development of a sustainable living environment. HOME Investment Partnership Program (HOME): The HOME program provides federal funds for the development and rehabilitation of affordable rental and ownership housing for low- and moderate-income households. HOME funds can be used for activities that promote a suitable living environment, decent and affordable rental housing and homeownership by low- and moderate-income households, including reconstruction, moderate or substantial rehabilitation, removal of architectural barriers and tenant-based rental assistance. Emergency Solutions Grant (ESG): The ESG program provides homeless persons with basic shelter and essential supportive services to promote decent and affordable housing, a suitable living environment, and economic opportunities. ESG funds

can be used for a variety of activities, including: rapid re-housing and homeless prevention activities, rehabilitation or remodeling of a building used as a new shelter, operations and maintenance of facilities, essential supportive services, and homeless prevention. Housing Opportunities for Persons with AIDS (HOPWA): The HOPWA Program provides grant funds to design long-term, comprehensive strategies for meeting the decent and affordable housing sustainable living environment needs for low- and moderate-income people living with HIV/AIDS. HOPWA funds can be used for acquisition, rehabilitation, or new construction of housing, rental assistance, and related supportive services.

### **3. Evaluation of past performance**

SHRA measures performance using the Housing, Homeless and Community Development Needs Tables, which project and measure outputs and outcomes for CDBG, NSP, HOME and ESG. These tables summarize key data related to each of the Consolidated Plan goals.

These goals include:

- Develop, preserve, provide, and maintain affordable housing;
- Revitalize the low- and moderate-income neighborhoods with various infrastructure improvements including park, street, sidewalk, and sewer improvements; and
- Provide assistance to various public services, including homeless, youth, and senior programs.

HUD implemented this ongoing performance evaluation process to assess productivity, cost effectiveness, and the impact of projects and programs in City and County neighborhoods. SHRA prepares the Consolidated Annual Performance Evaluation and Reporting (CAPER), which captures progress toward meeting needs and achieving strategies. Through the monitoring of performance measures, staff is able to identify operational improvements, resource allocation issues, and policy questions to be addressed in the upcoming year. Overall, SHRA and its partners have been successful in implementing its public improvement and community service projects and programs and meeting the objectives established in the previous Consolidated Plan and foresees continued progress through the new Plan.

### **4. Summary of citizen participation process and consultation process**

The preparation of the Consolidated Plan began with "in-reach" among public agencies in the City and County. SHRA sought first to identify potential needs, services gaps and key issues on which to focus the community outreach process. The City and County of Sacramento encourage community participation in the development of the five-year Consolidated Plan. With focused starting points of issues and needs, an extensive community outreach program was implemented. SHRA is responsible for coordinating the citizen participation process for Sacramento. Community meetings were advertized in newspapers of general circulations and on the SHRA website. They were also advertized public announcements made in newspapers of general circulation.

## **5. Summary of public comments**

No public comments received.

## **6. Summary of comments or views not accepted and the reasons for not accepting them**

Staff reviewed the public comments and made adjustments to the Consolidated Plan as appropriate. No public comments were received for the 2013 Action Plan.

## **7. Summary**

The overall priority for these federal funds is to increase self-sufficiency and economic opportunity for lower-income residents and individuals with special needs so that they can achieve a reasonable standard of living. Sacramento is committed to allocating funds that serve the needs of the lowest-income and most disadvantaged residents. Households with incomes less than 50 percent of the area median income, particularly those with extremely low-incomes (less than 30 percent of area median income), are particular priorities. Sacramento has also identified special-needs individuals as among those who face the greatest challenges and who should receive high priority in the expenditure of federal funds, including at-risk children and youth, lower-income families, the homeless and persons threatened with homelessness, the elderly (especially frail elderly), and persons with disabilities. Priorities can be achieved through a combination of 1) decent and affordable housing; 2) investment in community development activities in targeted lower-income and deteriorating neighborhoods and in facilities that serve lower-income populations; and 3) supportive services to maintain independence. Sacramento, by focusing on these overall priorities, seeks to address community concerns such as:

- A need for additional decent and affordable housing to address the growing gap between housing costs and local incomes, which leads to rising rates of overcrowding, overpayment, and substandard housing conditions for Sacramento's lowest-income residents;
- Programs that improve community facilities and services laying the foundation for increased private investment, particularly in low-income areas;
- A network of shelters, housing, and services that prevent homelessness, including rapid re-housing and permanent housing, and the elimination of homelessness along the lines detailed in the 10-Year Plan to end chronic homelessness;
- Programs that promote economic development and create jobs and programs that increase the job skills level of potential employees; and
- Supportive services that increase the ability of seniors, persons with disabilities, and others with special needs to live independently and avoid institutions.

# The Process

## PR-05 Lead & Responsible Agencies

### 1. Agency/entity responsible for preparing/administering the Consolidated Plan

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
LEAD AGENCY	SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY	HOUSING AND COMMUNITY DEVELOPMENT

Table 1 – Responsible Agencies

### Narrative

Created as a Joint Powers Agency in 1981 by the Sacramento City Council and Sacramento County Board of Supervisors, the Sacramento Housing and Redevelopment Agency (SHRA) brings together financial resources and staff expertise to revitalize lower-income communities, create affordable housing opportunities and serve the public housing residents in Sacramento. The members of the Joint Powers Agency are the City of Sacramento, the County of Sacramento, the Housing Authority of the City of Sacramento, and the Housing Authority of the County of Sacramento. SHRA is the lead agency for the Consolidated Plan; SHRA administers the Community Development Block Grant (CDBG), Neighborhood Stabilization Program (NSP), Housing Opportunities for Persons with AIDS (HOPWA), HOME Investment Partnership Program (HOME) and Emergency Solutions Grant (ESG) funds on behalf of the City and County. Operating under the umbrella organization of SHRA is the Housing Authority for the County of Sacramento. The Housing Authority acts as the City and County's Public Housing Agency, managing public housing units and an array of affordable housing programs. The Housing Authority is currently a High Performer as determined by the U.S. Department of Housing and Urban Development (HUD). As a Joint Powers Agency, SHRA can address a number of cross-jurisdictional and regional problems. Many housing and community development issues transcend geographic boundaries. For example, homelessness is a regional issue that recognizes no geographic boundaries. As a Joint Powers Agency, SHRA has the ability to work on either side of political boundaries for the jurisdictions of the County of Sacramento, and the Cities of Sacramento, Folsom, Isleton, Galt, and Citrus Heights when implementing HUD Office of Community Planning and Development (CPD) programs.

### Consolidated Plan Public Contact Information

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## PR-10 Consultation

### 1. Introduction

As part of the Consolidated Plan development process, federal regulations (24 CFR 91.200(b), 91.215(i)) include the requirement that a jurisdiction consult extensively with community service providers, other jurisdictions, and other entities with a potential interest in or knowledge of that jurisdictions housing and non-housing community development issues.

### **Summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies**

SHRA consulted with the following agencies/entities in preparing the Consolidated Plan:

**Health Services:** County of Sacramento's Department of Health and Human Services (DHHS) and nonprofit health service providers.

**Homeless Services:** Sacramento Steps Forward (SSF), various nonprofits and the County of Sacramento's Department of Human Assistance and emergency shelter/transitional/prevention/rapid re-housing providers. The consultation included ESG and HOPWA to address the needs of the homeless and persons with HIV/AIDS and their families.

**Housing Services/Affordable Housing:** Affordable housing providers and supportive service agencies.

**Lead-Based Paint Hazards:** DHHS-Public Health Division's Childhood Lead Poisoning Prevention Program (CLPP).

**Metropolitan Planning:** Various departments within the City and County of Sacramento regarding problems and solutions for economic development, infrastructure and capital improvements, affordable housing, public services and transportation.

**Participating Jurisdictions:** Cities of Folsom, Isleton, and Galt as these jurisdictions are under Cooperative Agreements with SHRA and consultation with the City of Citrus Heights as a member of the Consortium.

**Public Housing Agency:** Housing Authority for the City and County of Sacramento.

**Sacramento Area Council of Governments (SACOG)/Adjacent Governments:** SACOG provides regional planning for affordable housing, transit, bicycle networks, clean air and airport land uses and a regional Analysis of Impediments for Fair Housing Choice. Members of SACOG include but are not limited to the Cities of Citrus Heights, Folsom, Galt, Isleton, Sacramento, and the Counties of El Dorado, Placer and Sacramento.

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**Social Services:** State Department of Social Services and nonprofit social service agencies.

**State of California:** Requested information from the State on housing and non-housing community development concerns.

**Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness**

Significant aspects of the Consolidated Plan development process included meetings with Sacramento Steps Forward (lead agency for the Continuum of Care in the Sacramento Region), City and County staff, as well as agencies and organizations that serve Sacramento's residents. These meetings helped identify priority needs and the level of need for various community development, housing, homeless, and economic development needs. The development of the Consolidated Plan also included active citizen and agency participation, as described later in the Citizen Participation section.

**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS**

SHRA will be the administrator of the ESG program and will contract with SSF, as the Lead Agency for the CoC, to design the implementation of the ESG program. In addition, as part of the implementation of Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH), SSF will coordinate the development of a centralized assessment system for adoption by the CoC Advisory Board per HUD guidelines. SSF also will design and fully implement the revisions (prevention and rapid re-housing) to the ESG program over the next five-years. Collaborating with other funding systems can help make the rapid re-housing/prevention program(s) more comprehensive to assist in reducing homelessness in the Sacramento Region.

**HMIS: Administrative Policies and Procedures**

**Strategy 1:** Coordinate the efforts of all service providers in the Sacramento Region.

Action Step 1: Providers enter all required data fields. Benchmarks:

- 100 percent of data entered in required fields

Action Step 2: Increase data quality. Benchmarks:

- 100 percent of providers correct inaccurate data within two weeks of null report.

**Strategy 2:** Using HMIS data, evaluate the performance of the CoC's efforts in ending homelessness

Action Step 1: Identify the performance measures and establish baseline measures as related to Housing First goals which focuses on moving households experiencing homelessness from shelters and transient housing into permanent housing as quickly as possible. Benchmarks:

- Providers will ensure all data is entered by the 15th of each month to ensure the accuracy of reports
- All providers report to the SSF on performance measures semi-annually

Action Step 2: Review results to evaluate the performance toward achieving outcomes in the plan and preventing and ending homelessness. Benchmarks:

- Establish a process to review, analyze and report key performance measures on a regular basis
- Report community progress to the CoC Advisory Board and SSF Board

Action Step 3: Access accurate HUD required reports directly from HMIS. Benchmarks:

- Pull all HUD required reports directly from HMIS
- Compare HMIS reports to provider data
- 100 percent of providers correct inaccurate data before reporting deadline

**2. Agencies, groups, organizations and others who participated in the process and consultations**

Agency/Group/Organization	Agency/Group/Organization Type	What section of the Plan was addressed by Consultation?	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?
AIDS HOUSING ALLIANCE	Housing Services-Persons with HIV/AIDS Services-homeless Regional organization	Housing Need Assessment Homelessness Strategy Non-Homeless Special Needs HOPWA Strategy	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation was to improve coordination with a regional organization which is dedicated to providing housing and/or other support services that prevent homelessness among people with AIDS or HIV related illnesses in a way that enhances the dignity and independence of all participants. This organization is also a member of the Continuum of Care (CoC).
AREA 4 ON AGING	Services-Elderly Persons Other government - County Regional organization	Non-Homeless Special Needs	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation were to improve coordination with a regional organization which provides a comprehensive and coordinated system of services for persons 60 years of age and over.
CALIFORNIANS FOR DISABILITY RIGHTS	Services-Persons with Disabilities Regional organization	Non-Homeless Special Needs	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation was to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for the Sacramento community by identifying, developing and providing advocacy services for persons with disabilities.
CARES	Services-Persons with	Non-Homeless	This organization was invited to participate in public

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	HIV/AIDS Services-Health Regional organization	Special Needs HOPWA Strategy	workshops/presentations. The anticipated outcomes of the consultation was to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for the Sacramento community by identifying, developing and providing health services to persons with AIDS and HIV related illnesses.
CITY OF FOLSOM	Housing Other government - Local	Housing Need Assessment	The City of Folsom determined it will continue to fund its minor homeowner repair program with CDBG funds. The City and SHRA staff will meet to discuss future eligible projects if additional funds become available.
CITY OF GALT	Other government - Local	Non-Housing Community Development	The City of Galt has entered into an agreement with SHRA to receive CDBG funding for eligible public infrastructure projects within the city limits.
CITY OF ISLETON	Other government - Local	Non-Housing Community Development	The City of Isleton has entered into an agreement with SHRA to receive CDBG funding for eligible public infrastructure projects within the city limits.
COMMUNITY SERVICES PLANNING COUNCIL	Regional organization	Non-Housing Community Development	This organization and SHRA staff met to discuss its past role in the Homelessness Prevention and Rapid Re-Housing program as central intake, also discussed depending on availability of funds, its role in the providing similar services to the CoC.
COMMUNICARE HEALTH CARE	Services-Persons with HIV/AIDS	Non-Homeless Special Needs	This organization and SHRA staff met to discuss its role in the providing HOPWA services in the Sacramento

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	Services-Health Regional organization	HOPWA Strategy	Region. The anticipated outcomes of the consultation were to improve coordination with an existing HOPWA provider.
DISABILITY RIGHTS CALIFORNIA	Services-Persons with Disabilities Regional organization	Non-Homeless Special Needs	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation was to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for the Sacramento community by identifying, developing and providing advocacy services for the persons with disabilities.
DOWNTOWN PARTNERSHIP	Regional organization Business Leaders Civic Leaders	Homelessness Strategy Economic Development Anti-poverty Strategy	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation was to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for the Sacramento community by identifying, developing and providing a voice for Sacramento downtown property, business owners and residents; assisting in reducing regulatory barriers and represents their interests in revitalization. This organization is also a member of the CoC.
EL DORADO COUNTY	Other government - County	Non-Homeless Special Needs HOPWA Strategy	El Dorado County and SHRA staff met to discuss its role in the providing HOPWA services in the El Dorado County. The anticipated outcomes of the consultation

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			were to improve coordination and the implementation of HOPWA services for the county residents.
FIRST FIVE CALIFORNIA	Services-Children Child Welfare Agency Other government - State	Homeless Needs - Families with children Non-Homeless Special Needs	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation were to improve coordination with a regional organization which is dedicated to providing services for families with children.
LEGAL CENTER FOR THE ELDERLY AND DISABLED	Services-Elderly Persons Regional organization	Non-Homeless Special Needs	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation were to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for the elderly residing in the Sacramento community.
LEGAL SERVICES OF NORTHERN CALIFORNIA	Service-Fair Housing Regional organization	Non-Homeless Special Needs	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation were to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for Sacramento community residents.
LUTHERAN SOCIAL SERVICES	Services-homeless Regional organization	Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation were to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for the Sacramento community by identifying,

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		Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth	developing and providing homeless services. This organization is also a member of the Coc.
MCGEORGE SCHOOL OF LAW	Service-Fair Housing Regional organization Civic Leaders	Fair Housing	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation were to improve coordination with a regional organization whose mission is to promote fair housing within the Sacramento Region.
PLACER COUNTY	Other government - County	Non-Homeless Special Needs HOPWA Strategy	Placer County and SHRA staff met to discuss its role in the providing HOPWA services in the Placer County. The anticipated outcomes of the consultation were to improve coordination and the implementation of HOPWA services for the county residents.
REBUILDING TOGETHER	Housing Services-Elderly Persons Services-Persons with Disabilities Regional organization	Non-Homeless Special Needs	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation were to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for the Sacramento community by preserving homes for low-income, elderly and the disabled residents.
SACRAMENTO HOUSING ALLIANCE	Housing Regional organization Business Leaders	Housing Need Assessment	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation was to improve coordination with a

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	Civic Leaders		regional organization whose mission is to promote the general welfare and to enhance the quality of life for the Sacramento community by identifying, developing and providing affordable housing.
SACRAMENTO HOUSING AND REDEVELOPMENT COMMISSION	Housing PHA Other government - Local Grantee Department	Administrator for the Grantee	The Sacramento Housing and Redevelopment Commission submit its recommendation to fund the federal entitlement programs to the Sacramento Board of Supervisors and the Sacramento City Council.
SACRAMENTO AREA COUNCIL OF GOVERNMENTS	Housing Regional organization Planning organization Business Leaders Civic Leaders	Housing Need Assessment Homelessness Strategy Economic Development Market Analysis Anti-poverty Strategy	SHRA staff consulted with SACOG its regional planning efforts in the six-county region: transportation, affordable housing, market analysis, fair housing. This organization is also a member of the CoC.
SACRAMENTO COUNTY BOARD OF SUPERVISORS	Housing PHA Health Agency Child Welfare Agency Other government - County	Grantee	The Sacramento County Board of Supervisors is the governing body for the jurisdiction. SHRA staff met with the executive staff as the Consolidated Plan was being developed.
SACRAMENTO COUNTY MUNICIPAL SERVICES	Housing Other government - County Grantee Department	Housing Need Assessment Economic Development	SHRA and County of Sacramento staff met on an ongoing basis to discuss the development of the Consolidated Plan.

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		Anti-poverty Strategy Non-Housing Community Development Needs	
SACRAMENTO CITY COUNCIL	Housing PHA Other government - Local	Grantee	The Sacramento City Council is the governing body for the jurisdiction. SHRA staff met with the executive staff as the Consolidated Plan was being developed.
CITY OF SACRAMENTO	Other government - Local Grantee Department	Housing Need Assessment Economic Development Market Analysis Anti-poverty Strategy	SHRA and City of Sacramento staff met on an ongoing basis to discuss the development of the Consolidated Plan.
COUNTY OF SACRAMENTO DEPT OF HUMAN ASSISTANCE	Other government - County Grantee Department	Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless	SHRA and County of Sacramento staff met on an ongoing basis to discuss the development of the Consolidated Plan.

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		Special Needs	
SACRAMENTO REGION COMMUNITY FOUNDATION	Regional organization Foundation	Homelessness Strategy	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation was to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for the Sacramento community by identifying, developing and providing funding for public services. This organization is also a member of the Coc.
SACRAMENTO STEPS FORWARD	Services-homeless Continuum of Care	Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth	Sacramento Steps forward is the lead agency for the Continuum of Care in the Sacramento Region.
COUNTY OF SACRAMENTO DEPT OF EDUCATION	Services-Children Services-Education Services-Employment Other government - County Grantee Department	Anti-poverty Strategy	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation was to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for

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			the Sacramento community by identifying, developing and providing educational and employment opportunities.
SACRAMENTO EMPLOYMENT AND TRAINING AGENCY	Services-Education Services-Employment Regional organization	Economic Development Anti-poverty Strategy	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation was to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for the Sacramento community by identifying, developing and providing educational and employment opportunities.
THE CLOUDBURST GROUP	Business Leaders	HUD technical assistance	Provided SHRA technical assistance to develop the Consolidated Plan by attending various meetings with SHRA and its partners.
THE EFFORT, INC.	Regional organization	Homelessness Strategy	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation was to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for the Sacramento community by identifying, developing and providing health services.
TLCS	Services-Persons with Disabilities Services-Health Regional organization	Non-Homeless Special Needs	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation was to improve coordination with a regional organization whose mission is to promote the

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			general welfare and to enhance the quality of life for the Sacramento community by identifying, developing and providing services for persons with disabilities.
VOLUNTEERS OF AMERICA	Services-homeless Regional organization	Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation was to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for the Sacramento community by identifying, developing and providing homeless prevention services. This organization is also a member of the CoC.
HOUSING AUTHORITY OF THE CITY AND COUNTY OF SACRAMENTO	Housing PHA Other government - County Other government - Local Regional organization	Public Housing Needs	This organization was invited to participate in public workshops/presentations, and it noticed the public workshop in Tenant Focus (newsletter volume 6, issue 4). The anticipated outcomes of the consultation was to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for the Sacramento community by identifying, developing and providing affordable, safe and decent housing to public housing residents.
SIERRA FOOTHILLS AIDS	Services-Persons with	Non-Homeless	This organization and SHRA staff met to discuss its role

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FOUNDATION	HIV/AIDS Regional organization	Special Needs HOPWA Strategy	in the providing HOPWA services in the Sacramento Region. The anticipated outcomes of the consultation was to improve coordination with an existing HOPWA provider.
SACRAMENTO AREA REGIONAL TECHNOLOGY	Regional organization	Economic Development Market Analysis	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation was to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for the Sacramento community by identifying, developing and providing technological resources and services to the Sacramento Region.
VALLEY VISION	Regional organization Planning organization	Economic Development Market Analysis	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation was to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for the Sacramento community by identifying, developing and providing planning services to the Sacramento Region.
ASIAN COMMUNITY CENTER	Services-Elderly Persons Services-Persons with Disabilities Regional organization	Non-Homeless Special Needs Anti-poverty Strategy	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation was to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for

Agency/Group/Organization	Agency/Group/Organization Type	What section of the Plan was addressed by Consultation?	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?
			the Sacramento community by identifying, developing and providing nutrition services to the elderly in the Sacramento Region.
GOODWILL INDUSTRIES INTERNATIONAL, INC.	Services-Persons with Disabilities Services-Employment Regional organization	Economic Development	This organization was invited to participate in public workshops/presentations. The anticipated outcomes of the consultation were to improve coordination with a regional organization whose mission is to promote the general welfare and to enhance the quality of life for the Sacramento community by identifying, developing and providing employment services for persons with disabilities to the Sacramento Region.
YOLO COUNTY	Other government - County	HOPWA Strategy	Yolo County and SHRA staff met to discuss its role in the providing HOPWA services in the Yolo County. The anticipated outcomes of the consultation was to improve coordination and the implementation of HOPWA services for the county residents.

**Table 2 – Agencies, groups, organizations who participated**

**Identify any Agency Types not consulted and provide rationale for not consulting**

All groups were either consulted or invited to participate. There was no decision to exclude any group.

**Other local/regional/state/federal planning efforts considered when preparing the Plan**

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Sacramento Steps Forward	SHRA and Sacramento Steps Forwards meet bi-monthly to discuss the ongoing goals of the Consolidated Plan and its Strategic Plan.

**Table 3 – Other local / regional / federal planning efforts**

**Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(I))**

SHRA consulted with staff from Sacramento Area Council of Governments, Sacramento Steps Forward, the County of Sacramento, the Cities of Sacramento, Folsom, Isleton and Galt, various nonprofits and private organizations in the development and implementation of the Consolidated Plan.

**Narrative**

Organizations were consulted on an individual and group basis, as well as part of a public workshop and through written correspondence. The goal was that by providing a more detailed explanation of the data that the information would be better contextualized and more meaningful for groups to use to provide comments.

## PR-15 Citizen Participation

### 1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

#### Citizen Participation Outreach

Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
Public Meeting	<p>Minorities</p> <p>Non-English Speaking - Specify other language: SPANISH, RUSSIAN, HMONG</p> <p>Persons with disabilities</p> <p>Non-targeted/broad community</p> <p>Residents of Public</p>	The Sacramento County Board of Supervisors approved the 2013-17 Consolidated Plan and the One-Year Action Plan at its January 8, 2013 meeting.	No public comments received.	N/A	<a href="http://www.shra.org">www.shra.org</a>

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Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
	and Assisted Housing				
Newspaper Ad	Minorities Non-English Speaking - Specify other language: SPANISH, RUSSIAN, HMONG Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing	A public notice was posted in the Sacramento Bee, Sacramento Observer, Russian Observer, Hai Van News and El Hispano announcing the public workshop, public hearings and dates the Consolidated Plan would be heard before the County of Sacramento Board of Supervisors and the Sacramento City Council.	Public comments from the October 25th meeting are attached and there were no public comments received at the January 2nd or 8th meetings.	N/A	www.shra.org
Newspaper Ad	Minorities	The Sacramento City Council approved the 2013-17 Consolidated Plan and the	No public comments received.	N/A	www.shra.org

Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
	<p>Non-English Speaking - Specify other language: SPANISH, RUSSIAN, HMONG</p> <p>Persons with disabilities</p> <p>Non-targeted/broad community</p> <p>Residents of Public and Assisted Housing</p>	<p>One-Year Action Plan at its January 8, 2013 meeting.</p>			
Internet Outreach	<p>Minorities</p> <p>Non-English Speaking - Specify other language: SPANISH, RUSSIAN,</p>	<p>A public notice was posted in the Sacramento Bee, Sacramento Observer, Russian American Media, Hai Van News and El Hispano announcing the public workshop, public hearings and dates the Consolidated Plan would be heard</p>	<p>Public comments from the October 25th meeting are attached and there were no public comments received at the January 2nd or 8th meetings.</p>	N/A	www.shra.org

Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
	<p>HMONG</p> <p>Persons with disabilities</p> <p>Non-targeted/broad community</p> <p>Residents of Public and Assisted Housing</p>	<p>before the County of Sacramento Board of Supervisors and the Sacramento City Council.</p>			
Other	AFFORDABLE HOUSING	SHRA met with the Sacramento Housing Alliance to discuss affordable housing goals and strategies in the Sacramento region.	SHRA noted in the Consolidated Plan the need for affordable housing and the challenges it faces with the lack of funds with the dissolution of redevelopment in California.	N/A	
Other	FAIR HOUSING	SHRA staff met with McGeorge School of Law and Legal Services of Northern California to discuss fair housing and impediments to fair housing choice in	SHRA has linked McGeorge School of Law and Legal Services of Northern California to its website as an avenue for the	N/A	<a href="http://www.shra.org">www.shra.org</a>

Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
		the Sacramento region.	public to find fair housing assistance/information.		
Other	HOMELESS STRATEGY	Sacramento Steps Forward (SSF) and the Sacramento County Department of Human Assistance (DHA) met bi-monthly with SHRA staff to discuss homeless services including the ESG program. In addition, SHRA staff updated the Sacramento Continuum of Care on a regular basis.	SSF provided narrative for the ESG program. Please refer to the ESG section for further information.	N/A	
Other	HOMELESS STRATEGY	SHRA staff provided the Continuum of Care Board (CoC) with regular updates on the development of the Consolidated Plan.	The CoC Board provided its of goals and strategies. Please refer to the Homeless sections for further information.	N/A	
Other	Minorities  Non-English Speaking - Specify other language: SPANISH, RUSSIAN, HMONG	A public workshop was held on October 25, 2012 and held a public hearing on January 2, 2013 and a public meeting on January 8, 2013.	Public comments from the October 25th meeting are attached and there were no public comments received at the January 2nd or January 8th meetings.	N/A	<a href="http://www.shra.org">www.shra.org</a>

Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
	Persons with disabilities  Non-targeted/broad community  Residents of Public and Assisted Housing				
Other	Minorities  Non-English Speaking - Specify other language: SPANISH, RUSSIAN, HMONG  Persons with disabilities  Non-	A variety of nonprofits and interested parties were invited to the public workshop held on October 25, 2012.	Please see attached comments and responses.	N/A	

Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
	targeted/broad community  Residents of Public and Assisted Housing				
Other	Non-targeted/broad community  AGREEMENT CITIES	SHRA staff met with staff from the cities of Folsom, Isleton and Galt to discuss funding CDBG eligible projects and programs.	The cities and SHRA staff will meet as needed throughout the life of the plan to discuss CDBG eligible projects.	N/A	
Other	Non-targeted/broad community  CITY OF SACRAMENTO	SHRA and City staff met to discuss the Consolidated Plan and the five-year goals and strategies in relation to public infrastructure improvements, economic development, public services and affordable housing.	City staff provided its goals and strategies to assist SHRA in developing the Consolidated Plan.	N/A	
Other	Non-targeted/broad community	SHRA and County staff met to discuss the Consolidated Plan and the five-year goals and strategies in relation to public infrastructure improvements, economic	County staff provided its goals and strategies to assist SHRA in developing the Consolidated Plan.	N/A	

Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
	COUNTY OF SACRAMENTO	development, public services and affordable housing.			
Other	PERSONS WITH AIDS/HIV	Discussed the HOPWA program and services with the HOPWA providers.	Providers will continue to implement the program and will work with SHRA on new strategies to assist additional clients.	N/A	
Other	Residents of Public and Assisted Housing	SHRA and Housing Authority staff met to discuss the needs of residents of the public and assisted housing. Resident Advisory Board members were invited to the public workshop and hearings.	The Housing Authority provided its goals and strategies. Please refer to the Public Housing sections for further information.	N/A	

**Table 4 – Citizen Participation Outreach**

# Expected Resources

## AP-15 Expected Resources

### Introduction

The Sacramento Region anticipate that over the course of the Strategic Plan it will have CDBG, HOME, ESG, and HOPWA available for use in the jurisdiction. Along with these entitlements, the jurisdictions anticipate the capacity for up to \$27 million in Section 108 borrowing, \$45 million of Low-Income Housing Tax Credits to support housing development, and housing funds in the amount of \$1.5 million from the State of California. Due to recent legislative changes in California, the 80 percent redevelopment tax increment funding will no longer be available for development or matching funds. However, there may be some redevelopment 20 percent housing set-aside funding available for a limited time to support affordable housing development. While it is unclear at this point, the California Legislature could restore redevelopment housing funding in some form or devise other ways to provide local development funding sources such as Infrastructure Finance Districts, loans from the California Infrastructure and Economic Development Bank, or other local tax-district funding. The local Housing Trust Fund monies have been depleted as commercial development which generates these funds has stalled in recent years, but it is possible that over a five-year period commercial development may increase thereby generating growth in the trust fund to use for housing projects or matches.

Other resources that may be employed include funds proved under other HUD programs, the Department of Commerce, the Economic Development Administration, the Federal Emergency Management Agency, federal, state and local energy efficiency programs, federal tax credits and mortgage credit certificates, County General Fund and other state and federal grant programs as may be identified.

One of the main obstacles to meeting community needs is inadequate resources for programs that could address these needs. Funding within California and federal and private funding sources for housing and community development programs is and will remain limited for the foreseeable future due to the current economic situation.

Other resources that may be employed include funds provided under other HUD programs, the Department of Commerce, the Economic Development Administration, the Federal Emergency Management Agency, federal, state and local energy efficiency programs, federal tax credits and mortgage certificate credit certificates, County and City General Fund and other federal grant programs as may be identified.

One of the main obstacles to meeting community needs is inadequate resources for programs that could address these needs. Funding within California and federal and private funding sources for housing and community development programs is and will remain limited for the foreseeable future due to the current economic situation.

**Anticipated Resources**

Note: "Expected amounts" reflect actual 2013 Grant Awards.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	4,825,869	16,433	0	4,842,302	19,303,476	Annual Allocation
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	0	0	0	0	0	
HOME	public - federal	Acquisition Homebuyer assistance	1,906,446	640,477	0	2,546,923	7,625,784	Annual Allocation

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
		Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA						
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	331,470	0	0	331,470	1,325,880	Annual Allocation

Table 56 - Expected Resources – Priority Table

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

The sources and types of matching funds are more limited now with the demise of California redevelopment tax-increment funds and housing set-aside funds and draw-down of local housing trust funds. However, as in the past, the jurisdictions will be as creative as possible to find other sources of funding from state, federal, private developer, state tax-credit, California Infrastructure and Economic Development Bank Loans, or local funding, such as the housing trust funds, in order to develop and deliver efficient and cost effective projects.

SHRA will comply with applicable federal regulations for the matching requirements for the HOME and ESG programs, and the match for both programs will be reported annually in the Consolidated Annual Performance and Evaluation Reporting (CAPER).

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

SHRA does have a limited inventory of publicly owned developable land, including both residential and commercial sites, within the Sacramento Region. To the extent possible, and conditioned upon adequate funding sources and development opportunities, these properties may be developed to meet the purposes of the Strategic Plan. The real estate assets previously owned by the Redevelopment Agency that might have represented developable sites to be funded with CDBG or HOME dollars have been transferred to the successor agency of the County for disposal under the Redevelopment Dissolution Law AB 26X. These sites will generally no longer be available for development to meet the goals of the Strategic Plan.

**Discussion**

N/A

## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives

#### Goals Summary Information

Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
Infrastructure and Public Improvements	2013	2017	Non-Housing Community Development	Sacramento Region Priority Areas	Non-Housing Community Development	CDBG: \$1,144,141	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 36559 Persons Assisted
Housing Development, Preservation & Homeownership	2013	2017	Affordable Housing	Sacramento Region Priority Areas	Affordable Housing	CDBG: \$1,383,109 HOME: \$2,376,317	Rental units constructed: 36 Household Housing Unit Rental units rehabilitated: 72 Household Housing Unit Homeowner Housing Rehabilitated: 350 Household Housing Unit
Public Services	2013	2017	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	Sacramento Region Priority Areas	Homelessness Prevention Non-Housing Community Development	CDBG: \$668,990 ESG: \$331,470 (\$306,610 for ESG eligible activities and \$24,860 for administrative costs)	Public service activities other than Low/Moderate Income Housing Benefit: 12800 Persons Assisted

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Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
			Non-Housing Community Development				
Agreement Cities	2013	2017	Affordable Housing Non-Housing Community Development	Sacramento Region Priority Areas	Affordable Housing Non-Housing Community Development	CDBG: \$300,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 1000 Persons Assisted Homeowner Housing Rehabilitated: 30 Household Housing Unit

**Table 57 – Goals Summary**

## Projects

### AP-38 Project Summary

#### Project Summary Information

Project Name	Target Area	Goals Supported	Needs Addressed	Funding
Emergency Repair Program/Accessibility Grant Program (ERP-A)	Countywide	Housing Development, Preservation & Homeownership	Affordable Housing	CDBG: \$300,000
Minor Repair & ADA for Seniors and Low Income Homeowners Program	Countywide	Housing Development, Preservation & Homeownership	Affordable Housing	CDBG: \$46,000
Senior Nutrition Program	Countywide	Public Services	Non-Housing Community Development	CDBG: \$378,778
Affordable Housing Rehabilitation Program	Countywide	Housing Development, Preservation & Homeownership	Affordable Housing	CDBG: \$795,500
Folsom - Seniors Helping Seniors Handyman Program	Agreement Cities	Housing Development, Preservation & Homeownership	Affordable Housing	CDBG: \$150,000
Homeless Activities	Countywide	Public Services	Non-Housing Community Development	CDBG: \$290,212
Housing Programs Delivery	Countywide	Housing Development, Preservation & Homeownership	Affordable Housing	CDBG: \$225,176
Multi-Family Housing Acquisition	Countywide	Housing Development,	Affordable Housing	HOME: \$1,112,986

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and Rehabilitation		Preservation & Homeownership		
Multi-Family Housing New Construction	Countywide	Housing Development, Preservation & Homeownership	Affordable Housing	HOME: \$1,112,985
City of Citrus Heights First-Time Homebuyer Program	Agreement Cities	Housing Development, Preservation & Homeownership	Affordable Housing	HOME: \$150,346
Emergency Solutions Grant Program	Countywide	Public Services	Homelessness Prevention	ESG: \$331,470 (\$306,610 for ESG eligible activities and \$24,860 for administrative costs)
HOME Program Administration	Administration	Housing Development, Preservation & Homeownership	Affordable Housing	CDBG: \$185,453
CDBG Planning and Administration	Countywide Administration	Infrastructure and Public Improvements Housing Development, Preservation & Homeownership Public Services Agreement Cities	Affordable Housing Homelessness Prevention Non-Housing Community Development	CDBG: \$468,284
Galt - Railroad Quiet Zone Improvements	Agreement Cities	Infrastructure and Public Improvements Agreement Cities	Non-Housing Community Development	CDBG: \$150,000
ADA Curb Ramps	Sacramento Region Priority Areas	Infrastructure and Public Improvements	Non-Housing Community Development	CDBG: \$606,000
Howe Avenue Safety, Pedestrian,	Sacramento Region	Infrastructure and Public	Non-Housing	CDBG: \$194,000

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& Bike Project	Priority Areas	Improvements	Community Development	
Capital Improvement Project Scoping	Sacramento Region Priority Areas	Infrastructure and Public Improvements	Non-Housing Community Development	CDBG: \$100,000
Public Improvements Delivery	Sacramento Region Priority Areas	Infrastructure and Public Improvements	Non-Housing Community Development	CDBG: \$244,141
Challenge Grant	Administration	Infrastructure and Public Improvements Housing Development, Preservation & Homeownership	Affordable Housing	CDBG: \$100,000
CNI Twin Rivers	Administration	Housing Development, Preservation & Homeownership	Affordable Housing	CDBG: \$200,000
Capital Reserve	Sacramento Region Priority Areas Countywide	Infrastructure and Public Improvements Housing Development, Preservation & Homeownership Public Services Agreement Cities	Affordable Housing Non-Housing Community Development	CDBG: \$577,778

**Table 58 – Project Summary**

## AP-35 Projects

### Introduction

The U.S. Department of Housing and Urban Development (HUD) requires a consolidated planning process for the federal Community Development Block Grant (CDBG), HOME Investment Partnership Program (HOME), and Emergency Solutions Grant (ESG) programs. This process consolidates multiple grant application requirements into a single submission. The concept of the Consolidated Plan was developed to further HUD's statutory goals through a collaborative process involving the community to establish a unified vision for future community development actions.

The adopted Five-Year Consolidated Plan outlines proposed strategies for the expenditure of CDBG, HOME, and ESG funds for the period 2013-17. In general, the mission of the Consolidated Plan is to revitalize selected lower-income neighborhoods and to assist disadvantaged populations by providing adequate public facilities and services, generating affordable housing opportunities, and stimulating economic development.

Note: CDBG capital reserve, Multi-Family Housing Acquisition and Rehabilitation, Multi-Family New Construction, and ESG amounts revised to reflect actual 2013 Grant Award.

#	Project Name
1	Emergency Repair Program/Accessibility Grant Program (ERP-A)
2	Minor Repair & ADA for Seniors and Low Income Homeowners Program
3	Senior Nutrition Program
4	Affordable Housing Rehabilitation Program
5	Folsom - Seniors Helping Seniors Handyman Program
6	Homeless Activities
7	Housing Programs Delivery
9	Multi-Family Housing Acquisition and Rehabilitation
10	Multi-Family Housing New Construction
11	City of Citrus Heights First-Time Homebuyer Program
12	Emergency Solutions Grant Program
13	HOME Program Administration
14	CDBG Planning and Administration
15	Galt - Railroad Quiet Zone Improvements
16	ADA Curb Ramps
17	Howe Avenue Safety, Pedestrian, & Bike Project

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#	Project Name
18	Capital Improvement Project Scoping
19	Public Improvements Delivery
20	Challenge Grant
21	CNI Twin Rivers
22	Capital Reserve

**Table 59 – Project Information**

**Describe the reasons for allocation priorities and any obstacles to addressing underserved needs**

Due to the recent economic downturn, the Sacramento Region has a high unemployment rate. SHRA will continue to focus on supporting programs/projects that raise household incomes and stabilize housing situations within the region. Refer to AP-85 Other Actions for a description of poverty demographics.

## AP-50 Geographic Distribution

### Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

SHRA provides CDBG assistance in low- and moderate-income communities countywide that include the incorporated cities of Folsom, Isleton and Galt and the County unincorporated areas. The boundaries of these areas make up five supervisorial districts that are adjusted every Federal census term (10 years).

### Geographic Distribution

Target Area	Percentage of Funds
Sacramento Region Priority Areas	25

Table 60 - Geographic Distribution

### Rationale for the priorities for allocating investments geographically

CDBG funds for capital improvements are allocated based on the percentage of low- and moderate-income persons within each district.

### Discussion

Refer to the Consolidated Plan Section SP-10 Geographic Priorities for a detailed description of the geographic areas and Section NA-50 Non-Housing Community Development Needs how needs are determined and to view the Priority Area map.

## Affordable Housing

### AP-55 Affordable Housing

#### Introduction

Lower-income households continue to pay a higher percentage of their income for housing, compared to other income groups. A large proportion of lower income renter-households also tend to experience other housing problems such as overcrowding and inadequate housing conditions. In order to help provide decent and affordable housing, and improve the social and economic status for extremely low-, very low-, low-, and moderate-income households in the County of Sacramento, the following programs will be available during the next program year.

<b>One Year Goals for the Number of Households to be Supported</b>	
Homeless	1,000
Non-Homeless	0
Special-Needs	100
Total	1,100

**Table 61 - One Year Goals for Affordable Housing by Support Requirement**

<b>One Year Goals for the Number of Households Supported Through</b>	
Rental Assistance	0
The Production of New Units	36
Rehab of Existing Units	300
Acquisition of Existing Units	0
Total	336

**Table 62 - One Year Goals for Affordable Housing by Support Type**

#### Discussion

SHRA will continue to provide a variety of homeownership programs including the owner-occupied rehabilitation loans/grant programs and various homebuyer assistance programs such as:

- The Mortgage Credit Certificate (MCC) Program which provides a 20 percent federal income tax credit based on the mortgage interest paid thus providing the homebuyer with more disposable income. Lenders are able to use the anticipated tax savings when they calculate the monthly payment a buyer can afford.
- HERA and ARRA Programs: Vacant Property Program and Property Recycling Program, NSP 1 and

NSP 3. These programs are designed to return foreclosed, vacant and blighted homes to owner occupancy by partnering with local builders and non-profits in targeted areas. The programs provide a developer incentive fee to be paid after homes are rehabilitated and sold to owner-occupants.

SHRA's Multifamily Lending and Mortgage Revenue Bond Program for projects of 12 units or more, offers various forms of financing to affordable housing developers, both for-profit and non-profit, in order to preserve and expand the supply of affordable housing. The priorities of the division are outlined below:

- Preservation of projects, which are currently publicly subsidized, but at risk of losing affordability restrictions due to sale, termination, or public subsidy reductions.
- Substantial rehabilitation of projects with affordability restrictions, including projects that have reached the expiration of their 15-year tax credit compliance period, but only in conjunction with new mortgage revenue bonds, tax credits, and/or other affordable housing resources to the greatest extent feasible.
- New construction to meet inclusionary housing requirements under the County of Sacramento Affordable Housing Ordinance, but only in conjunction with mortgage revenue bonds, tax credits, a state subsidy, and/or a contribution of land and monetary financial assistance from the master developer.
- Substantial rehabilitation of other projects and new construction of affordable housing including low-income, mixed-income, or workforce housing, with preference to projects in census tracts where the poverty rate is less than 30 percent; projects located within one-quarter mile of a transit hub; or development of sites identified as being appropriate for affordable housing in the Housing Element.

SHRA has adopted these priorities in order to reduce the housing cost burden and overcrowding for tenants. As a result of SHRA's Multifamily Lending and Mortgage Revenue Bond Programs and the long-term rent restrictions placed on SHRA-subsidized units, property owners are required to offer their tenants units at an affordable rent, reducing the tenants' rent burden. In addition, a reduction of overcrowding may occur due to the production of unit sizes ranging from one to four bedrooms. Unfortunately, due to the economic downturn, SHRA has closed its Multifamily Lending and Mortgage Revenue Bond Program to new county projects but there is a potential for SHRA to open the program for a brief time in 2013. Other assistance may include:

- Assistance with the issuance of tax-exempt Mortgage Revenue Bonds to be used as a financing tool for qualified multifamily projects;
- CHDO set-aside funds for the development of new rental housing through direct financial assistance;

- Affordable, low-interest loans with long-term affordability restrictions for housing preservation, recapitalization, and rehabilitation of substandard housing; and
- Affordable, low-interest loans with long-term affordability restrictions for new construction of multifamily housing.

## **AP-60 Public Housing**

### **Introduction**

The Housing Authority (HA) provides affordable housing for over 6,500 residents through its Public Housing Program and serves over 11,000 extremely low-, very low- and low-income families, seniors, and disabled individuals through the Housing Choice Voucher Program.

The HA is a high performer status. The HA also implemented a series of internal audits and monitoring systems. The HA will manage assets by continuing to reposition downtown high rise developments and implementing site-based waiting lists that remains open to allow for greater resident unit selection and a more efficient lease-up and housing administrative process.

Previously the HA retained CSG Advisors to provide a property assessment to evaluate the immediate and long-term financial viability of units in the public housing portfolio. The assessment prioritized the public housing units by which ones should be maintained, developed, renovated, disposed of or otherwise repositioned in order to achieve long-term financial sustainability. In 2013, the HA will continue to develop and implement repositioning strategies outlined in the plan and will use innovative techniques to leverage limited existing resources providing the greatest potential return on investment to the HA.

### **Actions planned during the next year to address the needs to 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 investors 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

## **2013 Initiatives**

- Seek HUD approval to expand home ownership opportunities through the sale of public housing single family homes subsidized by Neighborhood Stabilization Program (NSP) funds
- Complete the Choice Neighborhood Planning Grant requirements
- Submit a Choice neighborhood Implement Grant Application for up to \$30,000,000 for the Twin Rivers public housing development
- Submit an application for project-based vouchers for identified public housing developments

## **Actions to encourage public housing residents to become more involved in management and participate in homeownership**

Focusing on resident initiatives continues to be a priority for the HA. The large public housing developments such as Marina Vista and Alder Grove as well as various high rises in the downtown Sacramento area utilize resident committees as the main tool for tenant involvement. A Resident Advisory Board is organized to support all of the committees. Resident committees provide input on the development of funding for the modernization of public housing units.

A public housing resident currently serves on the Sacramento Housing and Redevelopment Commission, which serves as the advisory panel to SHRA related to Housing Authority activities as well as serves as a liaison between SHRA and the County Board of Supervisors.

The HA contracts with residents to serve in the capacity of caretakers for their housing developments when there is no on-site HA management, caretaker duties include serving as an emergency contact, policing the grounds, light cleanup, and informing management of problems related to their complex. The HA coordinates a resident training program which provides training in three employment areas: commercial painting, janitorial/custodial, and office/clerical work. Public housing residents and/or Housing Choice Voucher Program participants work with SHRA staff to gain experience and acquire the requisite skills for full-time regular employment.

HA programs are reviewed on an annual basis and new programs are added or deleted based on requests from residents or in response to legislation. Resident Services staff strives to stay knowledgeable about what services are available in the community to assist residents and to bring the services to the developments whenever possible. The following programs are currently available to residents in the family and senior/disabled developments:

- Computer Training Center (Marina Vista development)
- Quarterly newsletter with information about services available in the community
- Neighborhood Policing
- Homeownership Program
- Sacramento County service programs (drug and alcohol counseling, TANF eligibility, family

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counseling, among others)

- Senior Nutrition Program
- Senior Telecare Program (daily telephone contact for at-risk seniors)
- Summer recreation and lunch programs
- Robertson Family Center (Twin Rivers)

**If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance**

The PHA is not designated as a troubled agency.

**Discussion**

The HA provides affordable housing in the Sacramento Region through the Public Housing Program, Housing Choice Voucher (HCV) Program, and through the selective use of tax credit and long term bond financed developments for extremely low-, very low-, and low-income families, seniors, and disabled individuals. The HCV Program makes privately-owned properties affordable for very low-income families through rent subsidies paid to private owners. The Public Housing Program provides apartments, duplexes, and some single-family homes to qualified low-income families. This housing is owned, managed and maintained by the HA, making it one of the largest landlords in Sacramento. As of April 1, 2011 the County of Sacramento has transitioned the Shelter Plus Care Program to the Sacramento County Housing Authority. This program provides permanent supportive housing to approximately 530 homeless, disabled persons and their families in Sacramento.

In order to provide additional affordable housing units and to improve its fiscal condition, the HA created the Sacramento Housing Asset Repositioning Program (SHARP). During 2010 SHARP acquired 242 units for rehabilitation and subsequent occupancy by low- and very low-income households and may acquire more in 2013. Most of these units will have a contract with HUD for project-based vouchers which require tenants to pay no more than 30 percent of their income for housing. Households which pay a reasonable amount for living quarters (no more than 30 percent) are more able to meet other needs such as medical, transportation, education, and healthy food.

## **AP-65 Homeless and Other Special Needs Activities**

### **Introduction**

Over \$23 million has been budgeted to assist the homeless program. The following sources of funds will be used to address homeless issues in the Sacramento Region in 2013:

- a portion of CDBG entitlement funds
- federal resource funds including ESG, HOPWA, Supportive Housing Program and Shelter Plus Care
- local funds from the City of Sacramento, SHRA and the County of Sacramento
- state funds provided through the Mental Health Services Act

All preexisting homeless funds, public and private, will continue to be utilized for the jurisdiction's current and proposed Continuum of Care Programs. Any new funding acquired through McKinney-Vento will be used to create additional beds in permanent supportive housing programs.

### **Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including:**

#### **Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

Sacramento Steps Forward (SSF), as the lead Agency for the Continuum of Care, will continue to meet with the Continuum of Care Advisory Board to discuss how best to reach out to homeless persons and how to assess individual needs.

Homelessness prevention objectives in 2013 include: 1) support efforts to continue the Continuum of Care (CoC) System for homeless through the provision of emergency shelters, transitional housing, and permanent supportive housing services, including housing for the chronically homeless, and, 2) provide community and supportive services for low- and moderate-income persons and those with special needs, including the homeless and persons living with HIV/AIDS.

#### **Addressing the emergency shelter and transitional housing needs of homeless persons**

ESG funding along with funding from the County of Sacramento will continue to provide assistance for emergency shelter needs for homeless persons throughout the County of Sacramento. As Homeless Emergency and Rapid Transition to Housing (HEARTH) is implemented in the Sacramento Region, SHRA and SSF will be reassessing the programs currently receiving ESG funding with the intention of meeting new requirements that a portion of ESG funding be moved into homeless prevention and rapid re-housing activities in addition to emergency housing. It will be the goal of the community to align ESG and CoC funding in a seamless and integrated system. The community is continuing to work on a plan for additional winter shelter beds during inclement weather. New partnerships are being developed with the

faith-based community to strategize the loss of local funding that was used in the past for winter shelter beds. As part of the 2013 Action Plan, CDBG and ESG funding is expected to continue for established programs such as the Comprehensive Alcohol Treatment Center and emergency shelters. Potential obstacles include concluding the transition of the Continuum of Care from DHA to SSF. SSF is the lead agency for the annual HUD NOFA application. In 2012, SSF received from DHA the majority of HUD SHP contracts with the remainder to transfer in 2013. SSF is facing the challenge of building a new nonprofit that has the capacity to serve as the grantee agency. SSF is also undertaking aggressive fund raising initiatives to raise the additional dollars to successfully manage the SHP program grants. SSF has contracted with key national experts to prepare to function as both the lead agency and community grantee. Other obstacles are siting of new projects and finding additional funding sources for much needed supportive services and other funding gaps. Most service providers are operating with renewed HUD grants. Since these grants do not have a cost of living adjustment, it is particularly challenging to operate viable programs at funding levels that are often many years old. The final obstacle is obtaining public support for the projects in the respective communities.

Another example is the Mather Community Campus. DHA operated the transitional housing program on the Mather Community Campus from 1993 to March 2010. Due to recent budgetary reductions, DHA is no longer the sponsor of services under HUD but remains the fiscal agent. Volunteers of America, Sacramento Area Emergency Housing Center and Crossroads assumed sponsorship in April 2010. The Mather Community Campus' transitional housing program provides skill building and job readiness for individuals and families with children. The Campus has 22 buildings on 31 acres and is home to 320 transitional housing residents.

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again**

The Continuum of Care Advisory Board via SSF expects to apply for new funding for permanent supportive housing in the 2013 McKinney-Vento grant application to continue helping homeless persons and families make the transition to permanent housing and independent living.

Examples are the Mutual Housing at the Highlands which opened in August 2011. The project serves 66 homeless persons, 21 of whom are chronically homeless. The Budget Inn, now renamed Boulevard Court, opened in April 2011. The project serves 74 homeless and disabled persons, 14 of whom are chronically homeless. The Folsom Oaks project, a non McKinney-Vento complex, serves five homeless families and opened in June 2011. The 16th Street Program was renamed to Achieving Change

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Together. It is also a McKinney-Vento funded grant and opened in August 2011 providing 40 units of housing for primarily chronically homeless and disabled individuals who were living on the streets. HUD conditionally awarded funds from the 2010 Continuum of Care application to a new permanent supportive housing program, On Our Way, opening in 2013 to serve 22 chronically homeless seniors.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.**

Over 20 agencies, private and public, in the Sacramento Region offer homeless prevention services that include mortgage assistance, rental assistance, and utility assistance. Other private and public agencies within the county offer counseling and advocacy services to assist individuals and families who are at risk of becoming homeless. Legal Services of Northern California provides defense against evictions to low-income households. Funding for these services comes from a combination of federal (including Community Services Block Grant), state, local, and private sources. The City and County of Sacramento have a number of policies and that represent significant homeless prevention strategies including the City's Single Room Occupancy (SRO) hotel preservation and replacement policy and the City and County's Inclusionary Zoning policies.

The County Board of Supervisors adopted a policy in 2010 which states that discharge policies are to be formulated for all county-funded institutions and systems of care. Current discharge planning is focused on hospital, jail and prison discharge.

#### **Hospitals:**

In Sacramento a collaborative of the hospital systems, community based organizations and the county government have come together to create the Interim Care Program (ICP) - a respite care shelter for homeless patients discharged from hospitals. Kaiser Permanente; Mercy; Sutter Medical Center, Sacramento; UC Davis Medical Center; and the County of Sacramento provide on-going funding for the program.

Another community-based organization, The Effort, coordinates nursing and social services to support clients in their recuperation and help them move out of homelessness. The Effort case manager links clients with mental health services, substance abuse recovery, housing workshops and provides disability application assistance. The Effort also serves as the lead agency for the program. Sutter Medical Center and The Effort have created and implemented the T3 Program (Triage, Transport, and Treat) for frequent users of emergency rooms.

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**Refer to the 2013 City and County of Sacramento Continuum of Care application submitted to the U.S. Department of Housing and Urban Development (HUD) office for further information.**

### **Corrections Discharge Policies:**

In late 2009, the Criminal Justice Cabinet implemented the Jails Discharge & Community ReEntry Taskforce (JD&CRT) to create model discharge planning and policies that focus on homeless prevention. JD&CRT is comprised of all the major stake holders, including Sacramento Sheriff's Department, Sacramento Police Department, Probation, District Attorney, Public Defender, Sacramento Department of Mental Health, SHRA, Para Transit, and community organizations that work on the issues of substance abuse and mental health, transportation, employment, homelessness, as well as faith-based organizations, ex-offender networks and the business community. Due to minimal available funding progress has been limited. JD&CRT continues to seek funding opportunities to move to the implementation of the above recommendations.

For additional initiatives and strategies refer to the Ten-Year Plan to End Chronic Homelessness previously submitted to HUD.

### **Discussion**

DHA was the grantee for most of the SHP CoC grants. Due to County budget problems funding has significantly decreased, causing a loss of staff related to the administrative functions of the grant. To alleviate this problem the County has received Technical Assistance from HUD and is working with the community to strategize and plan for when DHA is no longer able to maintain these positions. To that end a new non-profit, Sacramento Steps Forward (SSF) was created and began operation in late 2011 to be the new lead agency of the CoC and it will assume the necessary planning and community processes related to issues of homelessness. DHA staff will continue to remain in place for a transition period and by April 2013 it is expected that all of the CoC grants will finish transferring to SSF. In 2012, the SSF Executive Director has hired other key staff to build organizational capacity to become the grantee. SSF staff continues to work with key HUD technical assistance organizations to complete the transition. Also in 2012, DHA homeless staff members were co-located in SSF offices to train new staff and provide for a smooth transfer of administrative duties and contract monitoring of HUD SHP contracts. DHA provide technical assistance to prepare the 2013 Super NOFA application and manage the HMIS system. SSF's vision is to become a "national best practice" organization with innovative and sustainable Public/Private Partnerships including a new Joint Powers Agency, increased private funding, more regional planning and initiatives, and overall greater awareness of homelessness.

## **AP-75 Barriers to affordable housing**

### **Introduction**

SHRA is committed to helping increase rental housing production and homeownership opportunities in the Sacramento Region. As a lender and a developer, SHRA strives to efficiently manage its resources in order to address the range of need and reach special populations, the workforce population, and those who are moving out of the rental market and buying their first homes.

### **Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment**

Staff continues to collaboratively work with the County to implement and revise as necessary existing housing ordinances and policies currently in place through the General Plan. These housing policies aim to expand affordable housing opportunities and strategies for extremely low-, very low-, low-, and moderate-income households, and provide additional supportive services and homeless assistance throughout the Sacramento Region.

The County Planning Department and SHRA are coordinating on preparation of the County's Housing Element, with comprehensive housing policies, goals and programs. The Housing Element to include an analysis of existing and projected housing needs; an analysis of potential governmental constraints, residential land inventory, housing policies, programs and quantified objectives to address the County's housing needs.

The County's Affordable Housing Ordinance, adopted in 2004, requires 15 percent of units constructed in new development projects to be affordable to low-, very low-, and extremely low-income buyers or renters. In the next program year, SHRA will continue to review and approve Affordable Housing Plans and Agreements required under the ordinance. SHRA, through its Multifamily Lending and Mortgage Revenue Bond Policies historically has historically provided reduced-interest-rate gap financing to multifamily housing projects that are developed to meet the ordinance's requirements. Due to the closure of SHRA's lending programs there are limited plans to finance new projects next year. SHRA uses HOME program funds Housing Trust Funds, and Tax Increment Funds, as well as its capacity as an issuer of mortgage revenue bonds to provide gap financing.

SHRA has been coordinating responses to the foreclosure crisis since October 2007. Initially, efforts focused on 1) compiling data and research to address the causes of foreclosure, 2) proactive measures, including workshops, to assist residents to stay in their homes, 3) tracking federal and state initiatives

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and responses, and 4) establishing a multi-jurisdictional taskforce to deal with nuisances and blight associated with foreclosed properties. SHRA's role was to provide leadership in partnership with both the City and County of Sacramento, nonprofits, and the Sacramento Regional Partnership in Homeownership to create a collaborative and multi-faceted effort to address the foreclosure crisis. As a result of SHRA's involvement in responding to the foreclosure crisis, it was in position to quickly mobilize a strategy for deployment of resources when in July 2008 Congress passed the \$3.9 billion Housing and Economic Recovery Act of 2008 (HERA) establishing the Neighborhood Stabilization Program (NSP1). When HUD awarded the County additional funds of \$4.6 million of NSP3 funding in 2010 the funds were used to continue the most effective aspects of the NSP1 programs.

## **Discussion**

In addition to the above, SHRA will continue to collaborate with SACOG and other partners to use a grant from the U.S. Department of Housing and Urban Development (HUD) for regional planning to accelerate transit-oriented development. A Regional Plan for Sustainable Development (RPSD) will be the outcome of collaborative work with local governments, community and advocacy groups, and the public. The focus is on improving quality of life through creating more complete communities and reducing overall cost of living.

During 2013, SACOG will complete the plan with production of a Regional Plan for Sustainable Development that provides for more transportation choices, promotes equitable, affordable housing, enhances economic competitiveness, supports existing communities, and coordinates policies that leverage public investment through this new comprehensive and integrated approach to planning.

## **AP-85 Other Actions**

### **Introduction**

SHRA on the behalf of the County will implement the goals and strategies of the Consolidated Plan to implement the other actions listed below.

### **Actions planned to address obstacles to meeting underserved needs**

The 2013-17 Consolidated Plan lists the following obstacles to meeting underserved needs such as:

- Limited availability of funding from federal, state and other sources;
- High cost of housing and conditions in Sacramento which increases the difficulty of meeting affordable housing needs;
- Ordinances and regulations limiting housing for low-and moderate-income households and special needs groups.

However, over the past four years, the economic climate changed dramatically and new obstacles emerged:

- Reduced or frozen funding from federal, state and other sources due to inadequate revenue; and the housing and credit crisis causing a negative ripple effect;
- High rate of unemployment and foreclosures continue to strain the ability to meet affordable housing needs; and,
- Credit crisis has limited the availability of capital to develop housing for low-and moderate-income households and special needs groups.

SHRA staff will address the challenges of existing and new obstacles in 2013 by focusing on three programmatic and administrative areas. First and foremost, staff will concentrate on project and program delivery utilizing the remaining economic stimulus funds from the HERA and ARRA. Additionally, SHRA staff will continue to research the availability of funding resources and will use proactive approaches toward future applications for potential federal and state leverage funds; this will assist SHRA to strategically place future activities in line to address obstacles. Second, SHRA staff will use CDBG and other funds as leverage for both City and the County administered programs and support services that serve the burgeoning needs of low- and moderate-income citizens community wide. Unfortunately, many local public service providers are caught in the compounded predicament of significant loss of local and other funding while their client numbers are growing. SHRA staff will work diligently to the extent feasible to keep services and programs intact and available. Finally, SHRA staff will respond to increased programmatic and administrative demands by creating greater internal efficiencies and realigning program and services delivery within its provider network. SHRA staff work collaboratively with both the City and County elected officials, as well as the Planning,

Parks, Transportation, Public Works, Economic Development and General Services Departments to identify projects that also meet federal community development program eligibility and meet timely draw down requirements. Staff will continue to fine-tune this approach to help ensure projects are ready to go and project funds will be spent quickly and effectively.

### **Actions planned to foster and maintain affordable housing**

Refer to AP-55-Affordable Housing for discussion on the County's Affordable Housing strategy and goals.

### **Actions planned to reduce lead-based paint hazards**

SHRA will coordinate activities with the County Department of Health and Human Services to reduce lead-based paint hazards in accordance with federal regulations. Any rehabilitation activities on housing units constructed prior to 1978 will have lead hazards identified and actions taken to remove the hazard.

The County's Health Education Unit and Public Health Nurses (PHNs) in the Public Health Nursing Field Services Unit provide outreach and education regarding lead poisoning and prevention practices. Health Educators and PHNs train community-based agency staff and medical providers on lead screening protocols and testing services. Additional outreach efforts include health fairs and media campaigns. PHNs provide case management and follow-up for children with elevated blood lead levels detected by the Public Health Lab Lead Testing Program and all tests reported to the State Childhood Lead Poisoning Prevention Branch. Children with elevated blood lead levels meeting the State Branch case definitions receive comprehensive/specific case management and follow-up by PHNs. Home visitation assessments/ investigations by the PHN and a contracted Registered Environmental Health Specialist are done to determine possible causes of lead poisoning. Outreach and education is provided to children with elevated blood lead levels that do not meet case definitions. Lead Poisoning Prevention is a collaborative effort between Childhood Lead Poisoning Prevention Program and Childhood Illness and Injury Prevention Program.

The Real Estate and Construction Services Department routinely tests and abates lead from all pre-1978 units whenever structural improvements are made. The Housing Authority plans to visually inspect the multi-family and single-family housing units in 2013. Residents are provided with information about lead-based paint hazards. Staff attends training and seminars to stay current with State of California Lead Awareness Training requirements. All lead-based paint testing and abatement is performed using qualified consultants and abatement contractors.

SHRA contracts with lead-based paint inspection services to provide inspection service for program participants. The services include but are not limited to localized paint testing, full risk assessment and clearance testing. As part of the rehabilitation process, lead-based paint hazards are minimized or removed.

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## **Actions planned to reduce the number of poverty-level families**

SHRA will continue efforts to reduce the number of families and individuals living in poverty. Staff will focus primarily on supporting programs that raise household incomes and stabilize housing situations. It also supports the HUD McKinney Vento Grant for which DHA and SSF will apply, in hopes of receiving the maximum amount available to support the development of affordable housing for homeless persons to make the transition to permanent housing and independent living.

### Poverty Data

In February 2012, the State of California, Department of Housing and Community Development published the Official State Income Limits for 2012. Sacramento County is shown as having a median income of \$76,100 (four person household); extremely low-income is shown as \$16,000 for a single person household, \$22,850 for a four person household and \$30,200 for an eight person household. In January 2012, the Federal Poverty Guidelines were released by the United States (US) Department of Health and Human Services defining poverty as income of \$11,170 or less for a single person household, \$23,050 or less for a four person household, and \$38,890 for an eight person household. In September 2010, the US Census Bureau released data on poverty in the US. Per the September report (the most current available), the poverty rate had increased each year for the past three years. The US poverty rate in 2009 was the highest since 1994, but was 8.1 percentage points lower than the poverty rate in 1959, the first year for which poverty estimates are available. The number of people in poverty in 2009 is the largest number in the 51 years for which poverty estimates are available.

### Poverty Reduction Strategy

Eliminating poverty is a clear concern in the Sacramento Region. Efforts are continually underway to improve the quality of life and economic well being of the residents through collaborative efforts of the following agencies. Their programs provide needed skills and training for individuals seeking jobs and thereby assisting them out of poverty:

- Sacramento Employment & Training Agency (SETA), a joint powers agency of the City and County of Sacramento has been an effective force in connecting people to jobs, business owners to quality employees, education and nutrition to children, assistance to refugees, and hope for many Sacramento area residents. Annually, SETA serves over 45,000 customers.
- One Stop Career Center System is designed to offer universal access to customers through a system of Sacramento Works One Stop Career Centers. The Centers integrate employment, education, and training resources from over 17 federally funded, employment and training-related programs, and offer an array of services designed to enhance the effectiveness and coordination of employers and job seekers.
- Regional Occupational Program (ROP) offers free job training through the Sacramento County

Office of Education (SCOE). ROP classes are open to anyone 16 years of age or older.

- SCOE plays a leadership role in the delivery of quality education to the students in Sacramento County. SCOE directly educates more than 30,000 children and adults, and provides support services to over 230,000 students in 16 school districts. Other organizations working to assist families and individuals living in poverty include: Sacramento Valley Organizing Committee, Sacramento Housing Alliance, Human Rights Fair Housing Commission, Transitional Housing and Community Support and Sacramento Mutual Housing Association.

### **Actions planned to develop institutional structure**

The SHRA Institutional Structure provides the foundation for guidance and leadership of all aspects of operations. The ED office receives its policy direction from the Sacramento County Board of Supervisors with advice from the Sacramento Housing and Redevelopment Commission and assumes responsibility for insuring successful development and execution of all SHRA programs. SHRA's institutional structure for 2013 is organized into three general departments: Executive Director and Administration, the Housing Authority, and Housing and Community Development.

The Executive Director and Administration Department includes an Executive Cabinet comprised of the Executive Director, Deputy Executive Director, General Counsel, Director of Administration, Director of Finance, and the Public Information/Communications Officer. The Directors are responsible for all SHRA operations, as well as legal, fiscal and personnel management. Also included are five Administrative Support Departments: SHRA Clerk, Human Resources, Information Management Technology Services, Public and Internal Communications, and Risk Management and the Real Estate and Construction Services Department reports to the Director of Administration. A full description of the Real Estate and Construction Services Department is found below.

The Housing Authority provides affordable housing for over 6,500 residents through its Public Housing Program and serves over 11,000 extremely low-, very low- and low-income families, seniors, and disabled individuals through the Housing Choice Voucher Program.

The Housing and Community Development (HCD) Department formally separated into two distinct departments:

Community Development includes planning and project delivery for the CDBG and Neighborhood Stabilization Program (NSP) The Community Development Department coordinates with community and business stakeholders to establish development priorities in targeted neighborhoods and to cultivate business proposals. Economic and commercial development is accomplished through loans and exterior rebates that upgrade commercial buildings in the older commercial corridors of the county.

Development Finance group includes planning and project delivery for the following sources of funds: HOME, local Housing Trust Funds, multi-family development related to NSP, and Tax Increment Low/Mod Housing Set-aside (TI L/M). The group underwrites and monitors loans to subsidize strategic developments, promotes homeownership, and provides affordable loans and grants for single-family housing rehabilitation to expand the supply of affordable housing. It also manages a portfolio of loans and real estate assets. They assist the County to develop and implement the required multi-year Housing Element strategic plan.

The Real Estate and Construction Services Department includes: Real Estate, Design and Construction, Procurement Services and Homeownership Services. They provide real estate services including appraisals, negotiations, documentation and closing of transactions for real property leases, and property purchased and sold on behalf of SHRA. The Construction Services division provides oversight of construction activities. The Procurement Services division provides standardized procurement procedures as well as outreach and labor compliance across SHRA. The Homeownership Services division provides a variety of programs and services that include both the first-time homebuyer programs and single family rehabilitation loans and grants.

### **Actions planned to enhance coordination between public and private housing and social service agencies**

SHRA will continue to collaborate with public and private housing and social service agencies to meet the goals and objectives of the Consolidated Plan. This could be from ongoing meetings, special meetings and/or tasks force.

### **Discussion**

N/A

## Program Specific Requirements

### AP-90 Program Specific Requirements

#### Introduction

The approved 2013-2017 Consolidated Plan adopted the following non-housing community development needs:

- Public Improvements and Community Facilities: park improvements, youth facilities; community facilities, infrastructure improvements, and accessibility improvements.
- Economic Development: infrastructure improvements in designated commercial corridors as identified by the County as low- and moderate-income areas.
- Community Services: senior services, youth services, job training and placement services, information and referral services, and fair housing services. Only 15 percent of CDBG funds may be used toward public services.

In 2013, SHRA will allocate CDBG funds for capital improvement projects that include: streetscape, infrastructure and public facility improvements located in CDBG income eligible areas in the county.

#### **Community Development Block Grant Program (CDBG) Reference 24 CFR 91.220.(I)(1)**

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	16,433
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
<b>Total Program Income:</b>	<b>16,433</b>

## Other CDBG Requirements

1. The amount of urgent need activities 0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan. 70.00%

### HOME Investment Partnership Program (HOME)

#### Reference 24 CFR 91.220.(I)(2)

**1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:**

SHRA administers the HOME program on behalf of the County of Sacramento. HOME funds will only be used for eligible activities as described in the HOME regulations (24CFR§ 92.205). During the 2013 Program Year, other forms of investment not described in §92.205(b) which the County may use for housing activities include CDBG, NSP, and other local funds.

In addition, the Board of Supervisors adopted the Analysis of Impediments (AI) to Fair Housing Choice in 2011. This planning document identifies the most significant barriers to fair housing choice in the Sacramento Region and outline specific steps for the Sacramento Region to address and overcome the effects of any impediments. This analysis has been a comprehensive review accounting for changes in the market since the onset of the housing collapse in 2008.

**2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:**

SHRA on behalf of the County of Sacramento will continue to loan HOME funds to assist low- to moderate income homebuyer applicants under its First Time Homebuyer Program. HOME loans are secured with a recorded trust deed and a promissory note. The County has elected to use both the recapture and resale options to comply with the Period of Affordability requirement under §92.254 of HOME rules. The County's recapture and resale clauses are included in the County's security documents for HOME-funded loans and identify the events that trigger either recapture of County HOME funds or resale of the home to a low-income purchaser at an affordable price.

The terms of recapture are structured after the HOME Program Period of Affordability requirement and are based on the amount of HOME subsidy provided to the borrower. If the recapture method is chosen, the County will recapture the amount then due on the Loan, including all principal and interest.

**3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:**

Resale provisions shall be followed if a new homebuyer qualifies for a loan under the HOME Program and the First-Time Homebuyer Program, and intends to occupy the property as their primary residence. To qualify for a loan, the buyer shall have a household income (as adjusted for the buyer's household size) which does not exceed eighty percent (80 percent) of the median income for the Sacramento Metropolitan Statistical Area as determined by HUD, and shall agree in writing to loan terms established by SHRA.

**4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:**

Per SHRA's program guidelines; it will permit the use of HOME funds to refinance existing debt on a multifamily housing development under the following conditions:

1. Purpose

Refinancing shall maintain current affordability and/or create additional affordable units. Refinancing shall be conditioned on adoption of management practices that will ensure the housing's long term habitability and sound financial operations.

Tenant services will be required of all projects which include involvement by a non-profit owner and will be encouraged in other projects. Types of tenant services include after-school programs for children, English as a second language classes, job training/development and placement assistance,

day-care, counseling, parenting classes, other activities appropriate to the population housed.

## **2. General Eligibility Rules**

Multifamily developments within the Sacramento Region will be eligible for refinancing. Priority will be given to acquisition and rehabilitation of deteriorated properties including preservation of existing at-risk affordable housing.

HOME funds may not be used to refinance multifamily loans made or insured by any Federal program. Projects with non Federal loans in the senior position, and HOME loans in the subordinate position, may refinance only the senior loan with the Agency's permission and only if the relevant affordability period associated with the initial HOME loan has expired.

Applications for refinancing will be subject to SHRA's Multifamily Lending and Mortgage Revenue Bond Policies. Applications are accepted on a quarterly basis and are reviewed according to the standards outlined, including requirements for a rehabilitation scope of work and cost estimates. SHRA's Development Finance Division's loan underwriting standards will be used to determine the feasibility of the refinancing plan. As mentioned previously, currently due to the downturn in the economy SHRA is not accepting new applications, rather SHRA is working to finance the projects that have submitted applications but have not been financed.

## **3. Rehabilitation Requirements**

Rehabilitation must be a component of any refinancing activity. Rehabilitation requirements are below:

Projects must provide substantial rehabilitation of at least \$15,000 per unit of hard construction costs excluding overhead, profit, and general conditions.

All major systems have an expected life of at least 15 years upon completion of the renovation.

## **5. Affordability Requirements**

Housing preserved through refinancing and rehabilitation shall carry a 55-year regulatory agreement that carries income and rent restrictions consistent with HOME program rules.

At least 20 percent of all assisted units must be affordable to persons earning no more than 50 percent of the area median income; the balance of assisted units shall house persons earning no more than 65 percent of the area median income.

## 6. Management Practices

A thorough review of the applicant's management practices and financial records will be part of the application process to determine that no distributions or withdrawals of equity have taken place, and that the property's operating costs are reasonable and comparable to similar projects. The project's income and expense statements and owner's tax returns will be required as part of the application package.

If deficiencies are found in the property's management systems (financial, maintenance, work order efficiency, tenant screening, etc.), SHRA may require the replacement of the property manager or place other conditions to ensure that the physical and financial needs of the housing in question are met.

### Emergency Solutions Grant (ESG)

#### 1. Include written standards for providing ESG assistance (may include as attachment)

DHA, as the ESG recipient in 2012, consulted with the Sacramento Continuum of Care Advisory Board (CoC Board) in April 2012 to review available funding sources, potential uses of the funding and funding restrictions as part of substantially amending the 2008-2012 Consolidated Plan. The CoC Board voted unanimously to accept the proposal and recommendation to replicate the successful rapid re-housing portion of the community's Homelessness Prevention and Rapid Re-Housing Program (HPRP) and with this approval, submitted to HUD was two substantial amendments to the 2008-2012 Consolidated Plan for the first and second 2012 ESG allocations. Due to drastic staff and budget reductions, in August 2012, DHA formally requested that SHRA become the recipient/administrator of the ESG funds beginning January 2013. SHRA worked with DHA and SSF, Lead Agency for Sacramento's CoC, from August through December 2012 to ensure that all 2010, 2011 and 2012 ESG funds were entered into IDIS and funds drawn down as appropriate. SHRA and SSF will enter into a subrecipient agreement to continue to work together to issue a request for qualifications (RFQ) for the ESG program. SHRA will enter into subrecipient contracts with selected provider(s). The RFQ is anticipated to be released in early 2013 with contracts in place by the end of June 2013.

While the written standards are being developed, ESG will follow the similar priority of HPRP that all clients, regardless of who assessed them, would receive the same eligibility determination based on a standardized assessment and scoring criteria. Eligibility will be determined based on the household's income, barriers to housing and available resources; the household's unique combination of strengths and challenges will be weighted to produce a score.

#### 2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment

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**system.**

SHRA will include SSF's subrecipient contract the task of developing a centralized intake that will replicate portions of the HPRP central intake systems. HPRP was designed as a system of partners working closely together to ensure that the appropriate clients were reached, assessed and served in an efficient and effective manner. The primary HPRP providers were responsible for the core services of the program: assessment, eligibility, calculating assistance, housing search and location, provision of financial assistance, case management/stabilization services, reassessment and exiting. Within each provider organization, these services were approached in different ways; some divided tasks among different staff, some had staff follow clients through the whole process. Regardless of the internal organization of the provider, the commonality of the services was the program decisions and rules determined in a learning community of all partners and codified in the Excel tool. Each provider committed to using the Excel tool and the accompanying policies even if that meant a departure from the standard business of the organization. Central to this system working was having limited front doors and using common screening criteria. The Sacramento HPRP had very specific eligibility criteria, and thus relied on secondary partners understanding these rules and working with the primary providers to identify and assess only appropriate households. Screening for eligibility was done primarily at shelters and homeless service centers for rapid re-housing; 2-1-1 and the DHA TANF bureaus screened for eligibility, although they mostly served prevention clients.

**3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).**

ESG funds will be awarded through a competitive process following federal guidelines.

**4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.**

N/A

**5. Describe performance standards for evaluating ESG.**

SHRA will enter into a subrecipient contract with SSF for SSF to develop performance standards for ESG activities. These standards will include measures to evaluate the effectiveness of the program and measures to assess how well the program serves the targeted population. This includes reductions in the number of homeless persons living on the streets and in shelters, the number of

persons who do not reenter the shelter or supportive housing system within one year, and the number of persons exiting with permanent housing.

**Discussion**

N/A