

File ID: 2026-00870

5/20/2026

Status Update on the Independent Assessment of the Sacramento Housing and Redevelopment Agency by CVR Associates, Inc. (County Executive)

File ID: 2026-00870

Location: Citywide

Recommendation: Review, comment, and provide direction.

Contact: Ya-yin Isle, City Housing Manager, (916) 808-1869, yisle@cityofsacramento.org, City Manager's Office of Innovation & Economic Development

Presenter: Melanie Campbell, Co-President, melanie@cvrassociates.com, CVR Associates, Inc.

Attachments:

1-Description/Analysis

2-Presentation

Description/Analysis

Issue Detail: Sacramento Housing and Redevelopment Agency (SHRA) was established in 1982 through a Joint Powers Agreement (JPA) between the County of Sacramento (County) and the City of Sacramento (City) pursuant to California Government Code § 6500, et seq. SHRA was created to centralize and streamline housing and redevelopment efforts across both jurisdictions and currently serves as the public housing authority and primary administrator of federal, state, and local housing and community development programs.

SHRA operates with oversight provided by both the Board of Supervisors (Board) as the County and the Housing Authority of the County of Sacramento, and the Sacramento City Council (Council) as the City and the Housing Authority of the City of Sacramento. Each body retains authority over SHRA programs and funding decisions within its respective jurisdiction. SHRA also has an 11-member Housing Commission with members appointed by the Board and Council, and two public housing residents.

In August of 2025 the Board directed County staff to obtain an outside assessment of SHRA governance and operations to determine if there are process improvements that could strengthen the organization and collaboration with jurisdictions and partners, and the County initiated a Request for

Proposals process to bring on a consultant to perform the assessment.

City staff participated with the County during the selection process and CVR Associates, Inc. (CVR), an incorporated entity, was selected as the highest ranked firm to demonstrate expertise in housing policy and organizational assessments of public housing authorities.

Specifically, key areas of the assessment include:

- Evaluate the Housing Authority's public housing choice voucher programs, identifying opportunities to strengthen those programs within the parameters of meeting the U.S. Department of Housing and Urban Development (HUD) regulations and guidelines, reducing barriers to accessing Housing Authority services, and aligning and integrating with community efforts to address homelessness.
- Assess SHRA's housing finance and community development processes and policies to enhance coordination and transparency in affordable housing development and financing, with the aim of expanding and diversifying housing options and funding strategies.
- Review and delineate the roles and responsibilities of SHRA's oversight bodies, ensuring the SHRA governing bodies have the information and authority needed to provide effective oversight of SHRA's operations.

CVR will carry out this work in four phases:

- Phase 1: Project mobilization and stakeholder engagement;
- Phase 2: Assessment and data collection through document review, process mapping, and comparative analysis;
- Phase 3: Program evaluation of public housing, voucher programs, finance and development, and oversight and governance; and
- Phase 4: Development of recommendations and final reporting.

CVR has begun their work on the assessment and is currently in the stakeholder engagement phase, which includes receiving input from the Board and Council.

At this special meeting, the County Board of Supervisors and City of Sacramento Councilmembers will be sitting jointly as the JPA Governing Board to receive an overview of CVR's Assessment process.

Policy Considerations: This action is consistent with the 2021-2029 Housing Element Policy H-7.2 Regional Coordination: The City shall coordinate with the region and work with the Continuum of Care, Sacramento County, SHRA, and partner agencies to develop strategies that address homelessness through a shared vision, coordinated programs, and joint funding opportunities.

Economic Impacts: Not applicable.

Environmental Considerations: This report seeking input on an assessment of SHRA is an administrative activity and is not a project under the California Environmental Quality Act (CEQA), per CEQA Guidelines Section 15378(b)(5).

Sustainability: Not applicable.

Commission/Committee Action: Not applicable.

Rationale for Recommendation: Not applicable.

Financial Considerations: None.

Local Business Enterprise (LBE): Not applicable.



Sacramento Housing and Redevelopment Agency Assessment Overview

May 2026





CVR Associates, Inc.

Founded on Experience, Built on Performance

For over 30 years, CVR has provided innovative solutions for the affordable housing industry.

Founded by a team of experienced housing professionals and built on a history of consistent high performance, CVR provides a full range of consulting services to our clients nationwide.



Agency Plans and Assessments



Housing Choice Voucher Program Management/ Consulting



Affordable Housing Development and Asset Repositioning Consulting



Technology Solutions



Our Leadership Team For This Engagement



Melanie Campbell

30+ years of Industry Experience

Fomer U.S. Department of
Housing and Urban Development
(HUD) Presidential Appointee

Former Executive at Large PHA



Candice Horton

25+ years of Industry Experience

Recognized National Expert in
PHA Housing Programs

Managed HUD Programs for
Large PHAs



Zack Elliott Mercado

15+ years of Industry Experience

Recognized National Expert in
Repositioning Programs,
Development, and PHA strategy



Similar Experience

Other Notable Facts:

- CVR has worked with hundreds of PHAs across the U.S. and in the Caribbean.
- CVR works on behalf of HUD as a Technical Assistance provider for PHAs and other HUD program administrators.



King County Housing Authority
Departmental Assessments



St. Petersburg Housing
Authority Agency Assessment



Housing Authority of Baltimore
City Program Assessment



Palm Beach County Housing
Authority Operational
Assessment on behalf of HUD

SHRA Assessment - Areas of Focus

Strategy 1: Public Housing/HCV Programs

1. Conduct assessment of SHRA staff, partners, and customers
2. Create a process map for how clients and partners interface with the system
3. Deliver detailed report with actionable recommendations

Strategy 2: Development Programs

1. Conduct assessment of SHRA staff, partners, and customers
2. Analyze development finance processes, include comparisons to other similar counties
3. Analyze pros and cons of shifting management of the federal entitlements to the County, including any financial impacts to SHRA
4. Deliver detailed report with actionable recommendations

Strategy 3: Agency Governance

1. Conduct analysis of roles and responsibilities for SHRA, Housing Commission and local jurisdictions
2. Conduct analysis of reporting requirements associated with Federal, State, local funding (including JPA requirements)
3. Interview Housing Commission and local jurisdictions, Board of Supervisors, and City Councilmembers
4. Deliver detailed report with actionable recommendations

Task 1 Team

Led by Candice Horton

D. Vargas/M.
Ozdinec, *VPCC*

Former senior HUD executives specializing in public and affordable housing programs, technology, and policy.

Steve Nolan
IFH Solutions

25+ years of experience in affordable housing finance, PHA operations, and technology

Vincent Bruton
CVR

10+ years of Housing Choice Voucher Program experience

Jason Borrer
CVR

20+ years of industry experience, specializing in public housing, capital funds, repositioning, and operations.

Task 2 Team

Led by Zack Elliott Mercado

Mike Andrews
Structure Dev. Advisors

Former PHA executive with 30+ years of affordable housing and community development experience, including in California.

R. Rothenberg
Atria Planning

20+ years of experience, specializing in CDBG, HOME, emergency planning, housing studies, and policy.

Steve Nolan
IFH Solutions

25+ years of experience in affordable housing finance, PHA operations, and technology

Jason Borrer
CVR

20+ years of industry experience, specializing in public housing, capital funds, repositioning, and operations.

Task 3 Team

Led by Zack Elliott Mercado

M. Campbell
CVR

Former senior HUD and PHA executive with 30+ years of experience, specializing in PHA programs and governance, communications, strategic planning.

D. Vargas/M.
Ozdinec, *VPCC*

Former senior HUD executives with 30+ years of experience, specializing in public and affordable housing programs, technology, and policy.

Mike Andrews
Structure Dev. Advisors

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Steve Nolan
IFH Solutions

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Jason Borrer
CVR

20+ years of industry experience, specializing in public housing, capital funds, repositioning, and operations.

Our Process



Phase 1

Project Mobilization and Stakeholder Engagement

- Kick-Off
- Stakeholder identification
- Listening Sessions
- Document request



Phase 2

Assessment and Data Collection

- Due diligence review
- Process mapping
- Comparative analysis



Phase 3

Program Evaluation and Analysis

Assess processes, capacity, compliance, opportunities for efficiencies, communication channels, and decision-making structures



Phase 4

Recommendations and Reporting

- Draft report
- Present observations and recommendations and receive feedback
- Submit final report

Planned Touchpoints

