

BluePrint 2020

Strategic Plan 2020 - 2030



Mission, Vision, Values, and Principles

About Yolo County Housing

The mission of the Housing Authority of the County of Yolo (Yolo County Housing, or YCH) is to work together to provide quality affordable housing and community development services for all. We do this through developing and maintaining well-managed, service-enriched affordable housing for Yolo's families, seniors, farmworkers, disabled, and those experiencing homelessness.

For 70 years, YCH has strived to build community within the four cities and unincorporated Yolo County. Our properties provide homes that serve as launchpads for families to succeed, for children to have the stability needed to thrive in school, for senior and disabled persons to find stable affordable housing, and for farmworkers to have a good place to live here in Yolo.

This Strategic Plan is the result of a series of visioning discussions held by the Board of Commissioners. In those discussions, Commissioners challenged YCH to be bold, visionary, and to think strategically about how best to meet the great housing needs here in Yolo and its cities.

This Plan incorporates integration with YCH's other plans, such as the 5 Year Agency Plan, Capital Fund Plan, and operating, risk and management plans, along with feedback from our community members through the Resident Advisory Board, as well as from staff.

Vision, Values, and Principles

YCH has a long-standing saying about projects, programs, or implementation phases that live up to our ethos: We call it "The YCH Way," which distills down into a vision, core values, and principles that provide an ongoing guide to the Agency's direction, practices, and implementation.

Our vision is affordable, accessible, decent, and safe housing for everyone. Housing and related infrastructure is the base from which current and future success can grow for each person.

Our core values provide the framework within which we work and outline how services are delivered to our constituents:

- Maintain Integrity
- Be Fair and Courteous
- Build Community and Social Equity
- Provide Consistent and Equitable Service

Our principles provide guidance on how we operate:

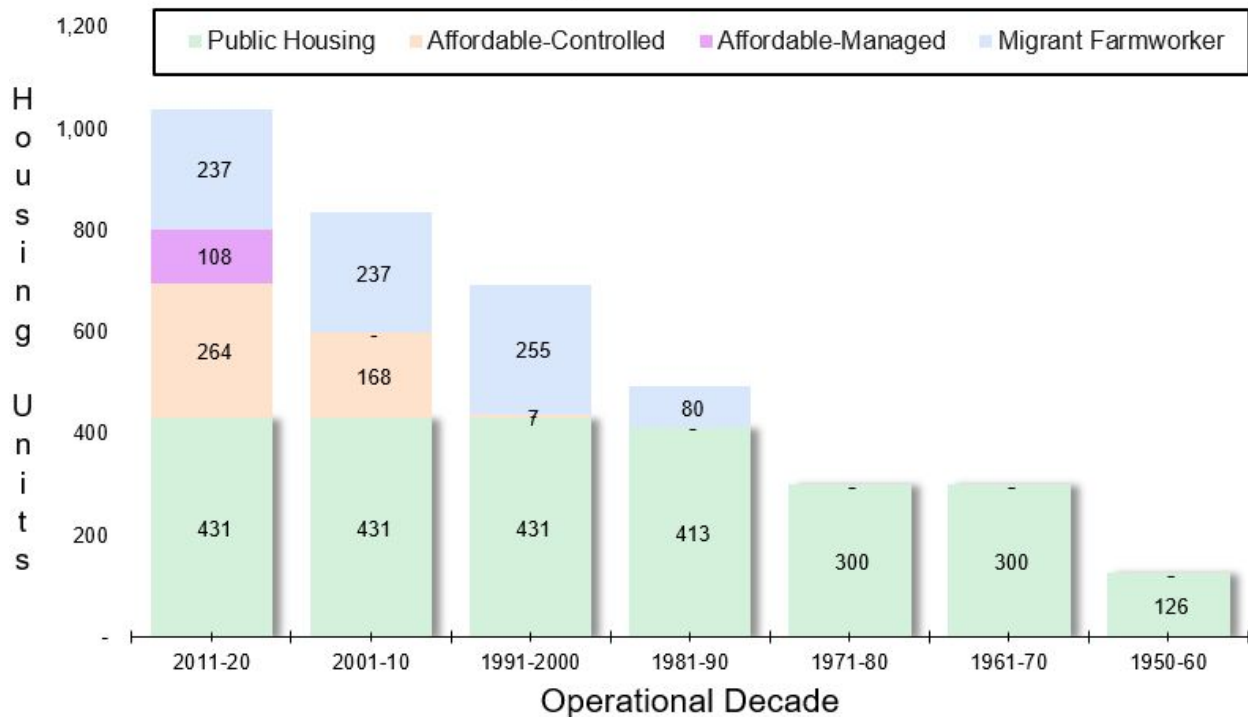
- Collaborative
- Transparent
- Responsive
- Accountable
- Innovative
- Excellent

YCH Accomplishments

YCH has a long history of developing, subsidizing, and acquiring affordable homes in Yolo County for a diverse population. This started at the very beginning, with the development of our first 126 units from 1950-1960. Today, YCH has 2,917 units in a variety of programs, from tenant-based and project-based vouchers, to public housing, tax credit units, nonprofit-owned units, as well as permanent and seasonal farmworker units. **Twenty percent (20%) of the agency's total 70 year unit development has been placed in operation since 2011. As of 2019, 35% of all persons entering YCH's portfolio are exiting homelessness.** This is due primarily to Project Based Vouchers for special needs persons, Family Unification vouchers, vouchers for homeless veterans (VASH) and the Mainstream voucher program, as well as specialty programs like Bridge to Housing and the Sutter-Davis Getting to Zero program.

The following chart shows growth in actual housing units. Separate from these units, YCH has increased its voucher contracts from 1,424 vouchers in 2006 to 1,800 in 2019 (21% increase in total voucher portfolio over the term.)

YCH Housing Units Over Time



Currently, YCH is in development for approximately 100 units of interim/transitional, rental, and homeownership housing for post-incarceration reintegration, permanent supportive housing through No Place Like Home, and farmworker homeownership — and this doesn't even count the affordable units it is facilitating with project-based vouchers and/or technical assistance, such as the Walnut-Windmere redevelopment in Davis, Blue Mountain Terrace senior housing in Winters, or the No Place Like Home Micro-Village in Woodland.

The agency is working through repositioning its 431 public housing units through the Rental Assistance Demonstration Program (RAD), which will provide additional land for future development, and is applying for additional Family Unification (FUP) and Veterans Affairs Supportive Housing (VASH) units for homeless veterans and families who cannot be reunified with their children due to lack of stable housing.

Success, however, isn't simply defined by providing housing — it also about providing opportunity. YCH has many partners helping us to fund housing, and also to provide services, counseling, wrap-around service commitments, self-sufficiency, financial health counseling, after-school activities, and more. YCH strives to create properties that are part of the larger community.

The Need

Affordable Housing Crisis Continues to Grow

According to the California Housing Partnership’s analysis of the housing crisis in Yolo, Yolo has lost \$13 million¹, or 80% of its state and federal funding for housing production between 2008 and 2018. They estimate that Yolo needs approximately 9,756 more affordable rental units to meet current demand.

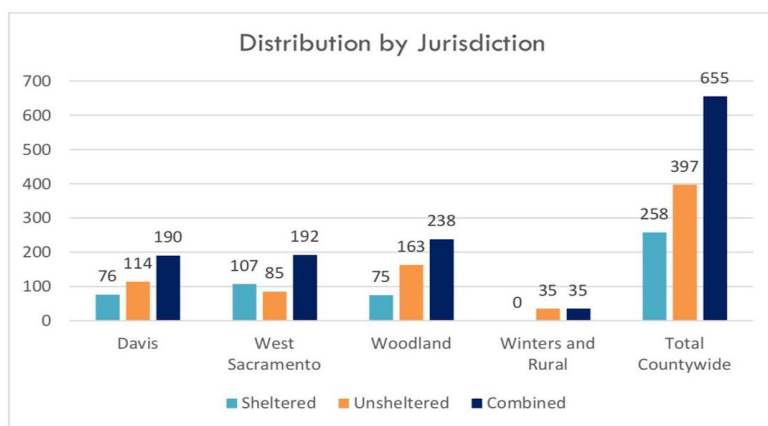
Poverty, Affordable Rent, and Homelessness

Currently, **19.4% of Yolo’s population is living in poverty**, a higher number than the national average of 12.3%. For reference, the federal poverty level for California for a family of one is \$12,490 and for a family of two is \$16,910. Many households earn less than this amount. For example, persons receiving federal Social Security base rate earn \$771 per month, or \$9,252 annually. Those who receive California supplemental payment (SSI) earn \$932 or \$11,184 (rounded).

For these households, following the established guidelines that one should pay approximately 30% of income for rent and utilities, a household making \$12,490 per year could afford to pay \$312 a month for rent and utilities, while the household making \$16,910 per year could afford to pay \$423.

The higher price of housing and lack of availability, along with other factors, such as the increasing inability to rent if a household has a negative credit score or record of incarceration, is having a deleterious effect on Yolo’s families. These market factors, when coupled with disability or substance abuse, means that more households than ever are finding themselves homeless. The last Point in Time Count bears this out, showing the rise in homelessness in Yolo between 2017 and 2019, continuing a trend beginning in 2009.

HOMELESSNESS ON A SINGLE NIGHT (JANUARY 22, 2019)



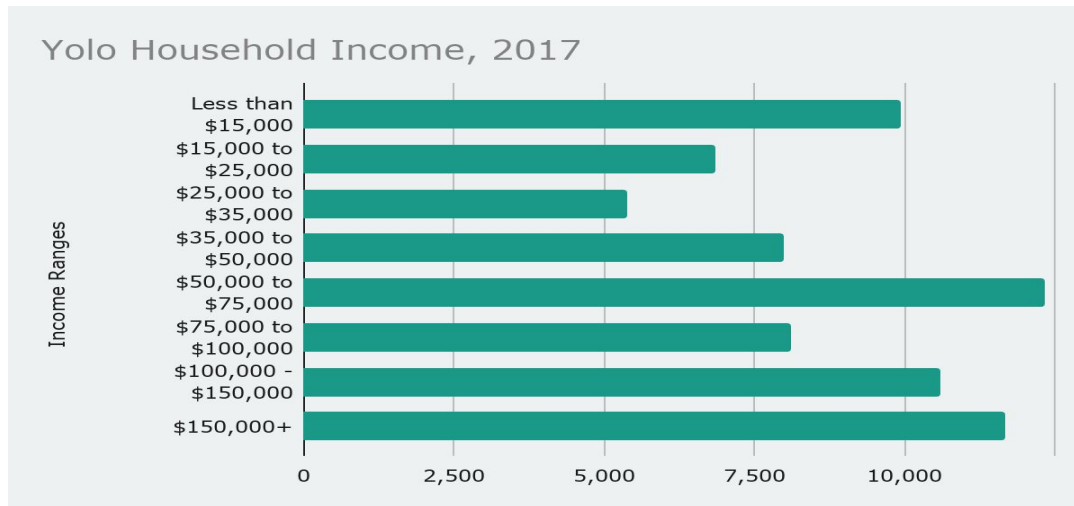
Jurisdiction	2017	2019
Davis	21.4	27.2
West Sacramento	32.8	35.6
Woodland	22.8	39.5
Winters and Rural	2.3	9.06
Total Countywide	21.4	29.4

Based on population estimates from the California Department of Finance.

¹ Source: CHPC 8/2019. Includes loss of Redevelopment fund, State housing bonds, HUD housing voucher, capital and public housing reductions, and HUD reductions in CDBG and HOME funds.

Household Incomes and Relationship to Housing Cost

The **average income in Yolo County in 2017 is \$61,621²**. There are 72,845 households in the 2017 Yolo dataset. Overall Yolo incomes are distributed as follows:



The majority of Yolo households are comprised of three or fewer persons³. Using a three-person household as a base for looking at income limits⁴ for affordable housing:

- \$23,750 per year is considered extremely low income (below 31% of median);
- \$39,600 per year is very low income (below 50% of median);
- \$63,300 per year is low income (below 80% of median income)

Comparing income limits and average income for Yolo residents, one can see that the majority of residents are between 30-80% of median income for the area. But how do Yolo's incomes correlate to rent and homeownership capacity?

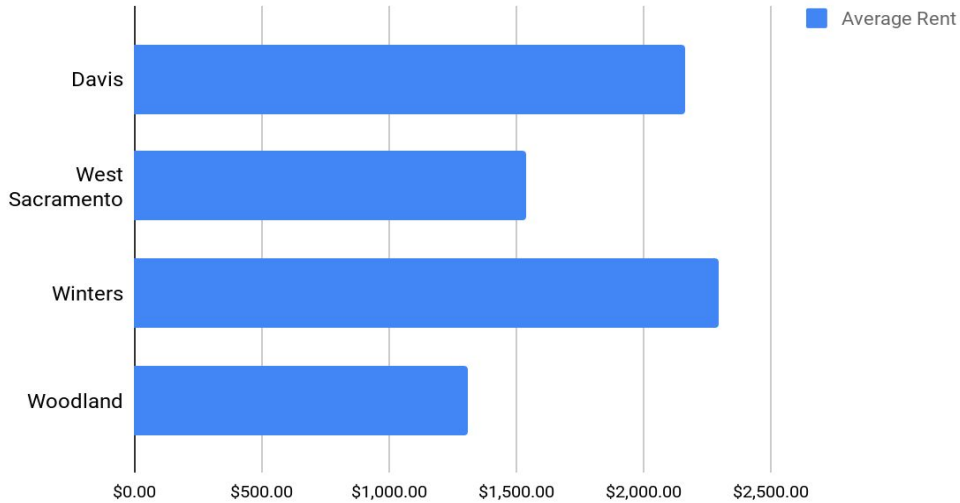
² Source: datausa; yolo-county-ca

³ Source: From the U.S. Census, American Fact Finder, Yolo household data 2017

⁴ Source: Yolo County Housing, HUD 2019 Income Limits, 47 USC 1436

According to recent data by Redfin, average rents in Yolo are as follows:

Rents by Community, 2019

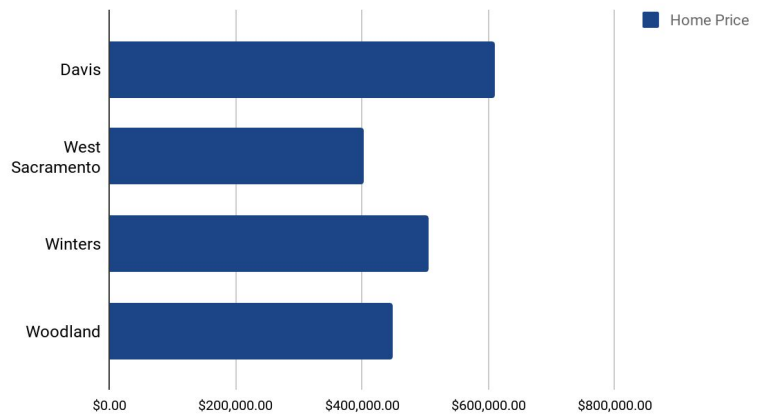


Standard management practices require that a household have three times their rent in income. Under this scenario, a household would need to earn approximately \$3,940 a month or \$47,280 per year to afford the least expensive average rent in Yolo. In the most expensive market, that household would need to earn \$6,876 per month or \$82,512 per year. This means that the most expensive markets in Yolo are priced higher than the average income for all of Yolo County.

Regarding home ownership, home prices in Yolo can be seen in the table, Average Home Prices in Yolo⁵.

Under typical underwriting guidelines, a household would need to have \$55,000 down and earn approximately \$98,136 per year to afford the least expensive average home in Yolo; while a household would need \$120,000 down and an annual income of over \$104,000 per year to afford the most expensive average home in Yolo. This means that average home prices, irrespective of community, are higher than the average income for all Yolo residents.

Average Home Prices in Yolo, 2019



⁵ Source: Redfin Real Estate, December 2019

Based on this analysis of the interplay between income and product pricing, the majority of Yolo households represent an underserved market due to lack of affordable housing in their respective price ranges.

YCH Wait Lists

As an affordable housing provider for 70 years to unincorporated Yolo and all four cities, YCH is in a unique position to understand the housing needs within Yolo County and the cities of Davis, West Sacramento, Winters, and Woodland. One of the Board's goals is to use this expertise and data in providing education and insight into community conditions.

On average, YCH's public housing program has an annual average vacancy rate of 1.6% — just long enough to turn over units and re-lease. In the voucher program, YCH is currently using all of its Housing Assistance Payments (HAP) funds, including its HUD-held reserves, to meet current leasing demands.

With regard to wait lists, there are **currently 2,421 families on our Voucher wait list and on our Project Based Voucher list, while another 20,580 wait on our site-based public housing lists; 1,086 are waiting on one of our partnership tax credit affordable properties.** Our voucher wait list has been closed since 2017. It should be noted that some families may be out of the area and have low priority, and also that families may apply for more than one list, so this isn't an exact reflection of unduplicated need in the community. It does, however, point to the severe shortage of affordable housing and the increasing need that YCH is trying to meet.

2020 BluePrint Strategic Priorities

The mismatch between available housing and local incomes to afford housing is acute, and the lack of housing product has reached crisis levels. To meet this underserved need and increase the agency's capacity to meet that need, we have created four bold strategic priorities and initiatives.

Strategic Priority 1: Building Up our Communities:

- **Goal:** Expand our partnerships with local jurisdictions and find areas of common interest in the development space.
- **Goal:** Improve linkage by having Commissioners serve as YCH ambassadors with our existing and emergent partnerships to help expand YCH's capacity and to help link our services to local needs more seamlessly.
- **Goal:** Ensure sustainability, not just economically, but also in the creation or rehabilitation of units to be energy and water efficient and to be resilient in the face of changing climate.
- **Goal:** Work with our partners to expand opportunity and self-sufficiency for residents and participants as well as to continue to participate in the Joint

Emergency Management Services to ensure that our people and our properties are prepared for emergencies.

- **Goal:** Provide data, grant application support, and technical expertise to communities to promote housing and community development goals. Work jointly with jurisdictions, where invited, on planning and projects, including SB2 planning grants, housing element, and inclusionary housing policies.

Strategic Priority 2: Investing in Development:

- **Goal:** Complete RAD and Exit Public Housing program.
- **Goal:** Begin preliminary reuse planning to identify total potential development; master planning and phasing with Yolano Village-Donnelly Circle (Woodland) and Vista Montecito (Esparto) as top priorities, followed by Riverbend Manor (West Sacramento) and, finally, El Rio Villas (unincorporated Winters).
- **Goal:** Complete build-out of 100 units in current development and the approximately 90-100 additional units in the initial pipeline for development or repositioning. Continue to expand our development/voucher pipeline by an additional 200 units by 2022 if current market conditions continue. Evaluate need and capacity by 2022 to continue the development model, with a stretch goal of creating, subsidizing, acquiring, and/or managing an total of 700 new/newly subsidized units over the life of this Strategic Plan.
- **Goal:** Expand our financing models and types, including private equity, public investment, land dedication, and emerging financial products.
- **Goal:** Increase our development capacity through a mix of models, using both internal staff, partners, and fee development.
- **Goal:** Continue advocating for federal and state support and funding for our programs and protection of key funding sources. Continue our advocacy for financial products that serve our cities, the county, and our constituents.

Strategic Priority 3: Investing in our People:

- **Goal:** Continue and expand our employee-centered training program.
- **Goal:** Continue to find opportunities to create more streamlined internal logistical and project management training support to strengthen our staff's internal career ladder and the agency's succession planning goals.
- **Goal:** Strengthen our middle management leadership capacity.
- **Goal:** Evaluate and restructure the organization in 2020 to prepare for capacity growth by taking advantage of planned retirements in rethinking the organization's management and overall department structure.
- **Goal:** Expand opportunity within the YCH umbrella for resident and participant job training.

Strategic Priority 4: Expanding our Capacity and Building our Systems:

- **Goal:** Continue to automate processes with an eye towards greater self-sufficiency, improved interfaces, and self-service by residents through improved enterprise systems.
- **Goal:** Complete cybersecurity upgrades.
- **Goal:** Convert our existing Google business platform to a more robust Google Enterprise system.
- **Goal:** Continue to invest in technology and systems to improve efficiency and customer service — including automated work orders, new VOIP phone system, enhanced mobile communications for field personnel, and improved financial data analysis systems.
- **Goal:** Enhance our presence through improved branding, a new website, and communication tools to get our message out to our residents, community members, and partners.

Moving Ahead

Taken together, these initiatives will benefit YCH, our residents, and the communities we serve as follows:

- Better educational outcomes for our youth
- Better health outcomes for seniors, formerly homeless, and marginalized populations
- Resident engagement
- Enhanced community engagement
- Family stability
- Agency sustainability and stability

Conclusion

Thanks to the Board's vision and direction, YCH's strategic planning process offers concrete initiatives that give the agency a path forward to help us meet our overarching goal: providing affordable homes with service access for our constituents. Over the next decade, we will review this plan annually and make adjustments as necessary to continue to innovate, remain motivated, and incorporate new opportunities in the ever-changing financial and need environment in which we operate.

One thing that will not change is YCH's dedication, commitment, and passion to meeting the needs of Yolo's most vulnerable populations. We look forward to this next phase of expansion and of building our organization so that we can continue to "bring Yolo home."