

# YOLO COUNTY HOUSING

## FY2020 – FY2024 FIVE-YEAR AGENCY PLAN

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**A. PHA Information**

<b>A.1 PHA Name:</b>	Yolo County Housing
<b>PHA Code:</b>	CA044
<b>PHA Plan Fiscal Year Beginning:</b>	07/2020
<b>PHA Plan Submission Type:</b>	5-Year Plan Submission

**Availability of Information**

The FY2020-FY2024 Five-Year Agency Plan and related information are available for review at Yolo County Housing’s central office located at 147 West Main Street in Woodland, California. Information can be reviewed during normal business hours.

**B. Five-Year Plan**

**B.1 Mission**

“Working together to provide quality affordable housing and community development services for all.”

**B.2 Goals and Objectives**

**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 a 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.

### **B.3 Progress Report in Meeting Goals and Objectives from Previous Five-Year Agency Plan**

- Continue to analyze opportunities for operational cost savings that will be necessary due to cuts in funding.

**Progress:** In 2019, YCH entered into an agreement to outsource its' information technology requirements. Based on estimates, the savings would be approximately \$80,000 per year.

- Complete renovations to public housing properties to meet accessibility requirements.

**Progress:** YCH has committed Capital Funds over the next couple of years to complete site improvements to the roadways, parking and sidewalks in an effort to provide easier access to persons with disabilities.

- Continue to increase the sustainability of the Agency's portfolio by reducing energy usage using both simple and complex strategies.

**Progress:** Solar arrays have been installed at multiple sites. These installations will reduce the Agency's energy usage by a significant amount. Since they have only been up and running for less than a year, the cost savings will be available when more data is captured.

- Maintain leasing rates, on-time collections and other benchmarks for on-going programs at a rate equal to or above generally accepted standards.

**Progress:** The Public Housing program continually exceeds the occupancy rate and on-time collection in accordance with HUD benchmarks. To enable residents with a more convenient and efficient way to pay rent, YCH implemented "RentTrack" which enables tenants to directly deposit their rent into the bank and upload into the TenMast system. This will increase accuracy of tracking delinquency and reduce administration time. The benefit to the resident is that it will report on-time rent payments to the credit bureaus which in turn can improve their credit scores.

- Continue to improve the Public Housing Assessment System (PHAS) score.

**Progress:** The last three PHAS scores are:

FYE 6/30/2016 - 93

FYE 6/30/2017 - 90

FYE 6/30/2018 – 88 (with corrected financial score)

Each Asset Management Property (AMP) is scheduled for a HUD Real Estate Assessment Center (REAC) inspection annually, biannually or triennially based on their previous score. In FY 2018, AMP II was inspected and this REAC inspection impacted the overall PHAS score. The change in the REAC score was partially due to changes in HUD scoring methods with non-health and safety issues being identified. Staff were provided REAC training in the fall of 2018.

- Continue to train staff on Asset Management to ensure compliance with all new HUD regulations.

**Progress: Staff regularly attends training classes to ensure they are up-to-date on current regulations regarding tenant/landlord law, fair housing, property management, and other relevant training to best manage YCH assets.**

- Achieve and maintain a 98% lease-up in the budget year (combined between tenant-based Housing Choice Voucher (HCV) and project-based vouchers and includes either units or budget authority).

**Progress: Due to the high rental cost and low vacancy rates, it is challenging for the HCV Program to fully utilize the number of vouchers allocated to the program. HCV funding is being utilized at or above the required 98%.**

- Close an additional three (3) homes through the HCV Home Ownership Program in the coming year.

**Progress: One participant completed the HCV Homeownership Program within the last year. Another participant is in the process of completion.**

- Continue to achieve High Performer status on Section 8 Management Assessment (SEMAP) score.

**Progress: YCH was notified that it received a score of 100% on the SEMAP for the fiscal year ending June 30, 2019. This is the 10<sup>th</sup> consecutive year that the Housing Choice Voucher Program is a High**

**Performer.**

- Implement new owner outreach materials to attract potential new owners to participate in the HCV Program. In 2020, YCH created outreach materials to owners/landlords and will be implementing landlord workshops/topics of interest a minimum of two times a year in addition to the Annual Fair Housing Conference.

**Progress: Staff continues to host forums for landlords in which the rules and benefits of the HCV Program are outlined.**

- Complete full enrollment in the Family Self-Sufficiency Program (FSS) to comply with the HUD requirement.

**Progress: The Agency maintains full enrollment in the FSS Program based on their mandatory slots. YCH successfully obtained a HUD FSS Grant expanding program enrollment and self-sufficiency for families in both the HCV program and Public Housing. Since July 1<sup>st</sup>, 2019, five participants have graduated from the FSS Program.**

- Continue to upgrade computer systems including servers, software, and memory capacity.

**Progress: During 2019, the network infrastructure was significantly upgraded for improved security and efficiency, more robust backup systems were installed, all end of life workstations were replaced (primarily with laptops for additional operational flexibility), and switching infrastructure was upgraded for increased efficiency. Upgrades to additional systems are expected in 2020 which include email encryption capabilities, file storage accessibility, and phone system upgrades.**

- Continue with customer satisfaction surveys; gather and interpret results; identify strengths and areas of needed improvement in YCH services.

**Progress: Staff has not been able to conduct customer satisfaction surveys since 2017 due to ongoing funding prorations that impact staffing. Other types of surveys (such as on-line), which would minimize the time needed by staff to process are being researched to find a right fit - staff anticipates identifying a replacement standard in 2020.**

- Install individual water meters at apartments where there is currently

no meter.

**Progress:** Due to complications with how the water lines enter the units at several sites (one line for two units), this will be a very costly undertaking. Staff is currently researching possible alternatives; however, this issue may be partly or wholly resolved through future redevelopment of affected sites.

- Develop eco-friendly landscaping plan to reduce water usage.

**Progress:** Due to capital fund underfunding and no additional dedicated funding, YCH has not undertaken comprehensive eco-friendly landscaping. It has, however, set ongoing water usage restrictions, done a demonstration lot and has had some opportunities to redo small landscaping areas in low water formats. In addition, in partnership with Woodland Tree Foundation, Tree Davis and Woodland Sunrise Rotary, YCH has planted 2 phases of low water using trees in an urban forest concept, most recently in January 2020. All new affordable developments deploy eco-friendly landscaping.

- Install broadband access capability to reach all sites and offer inexpensive in-home broadband access to residents.

**Progress:** Due to the cost of implementation, YCH cannot install broadband access without receiving funding through a grant or other outside source. Current available grants do not cover last mile implementation or require that YCH pay the cost of service - both of which preclude participation. This remains a goal, staff keeps abreast of possible funding opportunities and participates in the countywide broadband working group, chaired by LAFCO. In the meantime, YCH does deploy computer learning centers at large campuses, along with Wi-Fi access associated with those centers.

- Continue to deploy social media, including Facebook, to help distribute information to residents and applicants.

**Progress:** Information concerning YCH matters and other important news is posted to the Agency's Facebook page on a continual basis. YCH continues to promote resident sign-ups in the Yolo-Alert emergency notification system which provides emergency notification to families and includes a Yolo County Housing community information notification component. In addition, YCH uses the front page of its website to post timely information about



**its Strategic Plan and other items of interest to the public.**

- Upgrade website to include better information, easier navigation and install access portals for customers – landlords, tenants, and participants.

**Progress: No progress in the last year as YCH has focused its funding and time on cybersecurity and systems upgrades to ensure stable and safe operations. YCH will return to looking at replacement systems once current upgrades are complete.**

- Move forward with additional elements of YCH’s “Welcome Home” strategy that are already outlined in the Five-Year Plan, including development of a welcome packet for residents, participants, and landlords.

**Progress: Completed in concept. Staff continue to develop new and revise items to enhance tenant/landlord relationships.**

- Apply for additional funding including the Capital Fund Education and Training Community Facilities (CFCF) Program and Resident Opportunity and Self-Sufficiency (ROSS) Service Coordinators Program.

**Progress: YCH received a FSS Coordinator Grant for \$72,000 in late 2019. YCH continues to manage the ten additional VASH vouchers (current total of 36), 22 Mainstream Vouchers and 26 Family Unification Program (FUP) Vouchers received in prior years.**

- Complete software conversion to Tenmast’s Winten 2+ system to enhance productivity and streamline operations.

**Progress: Complete**

- Expand CAST (Community Awareness and Safety Team) to the El Rio Villa public housing developments.

**Progress: Complete**

- Speed up the collection of past due accounts.

**Progress: YCH wrote off bad debts totaling \$12,673 in 2018-2019 which is a decrease over the prior year. Staff created new tracking systems to ensure that repayment agreements are adhered to, past**

**due debts are monitored and collections are attempted. Inability to collect past debt will result in referral to collection agency as a last option.**

- **Provide services to other Public Housing Authorities or similar entities as a means to increase revenue.**

**Progress: YCH continues to provide grant management services related to the Community Block Grant and Home Grant for Yolo County.**

**Since 2013, the City of Winters has had an Intergovernmental Agreement with YCH to provide technical assistance and guidance in writing grants, managing and executing funding from the Community Development Block Grant (CDBG) Program and the Home Investment Partnerships (HOME) Program received through HUD following the approval of City grant applications. The contract was renewed for three years beginning on July 1, 2019.**

**Since 2016, the City of Davis has had an Intergovernmental Agreement with YCH to provide technical assistance and guidance in managing and executing funding and programs through Community Development Block Grant (CDBG) Program and the Home Investment Partnerships (HOME) Program received through HUD, as well as the Affordable Housing Program for the City and high level policy. The contract was renewed for three years beginning on July 1, 2019.**

**In February 2020, YCH signed an intergovernmental Agreement with the City of Winters to provide CDBG, HOME, and Housing services in a manner similar to the City of Davis.**

**YCH continues to be a member of the Continuum of Care.**

**YCH will continue to assess opportunities like the above on an on-going basis and undertake the ones which make programmatic, regional, and financial sense.**

#### **B.4 Violence Against Women Act**

It is YCH's policy to make all applicants and residents aware that the agency has a Violence Against Women Act Policy (VAWA). All applicants are presented with a copy of the policy when they apply. In addition, residents are presented with the policy at initial lease up and all reexams.

This policy makes sure that no applicants and residents are discriminated against because they are a victim of domestic violence.

Although YCH has not established any goals, activities or programs regarding VAWA, a wait list preference has been implemented in both the Public Housing and Housing Choice Voucher Programs.

In addition, YCH staff provides information to applicants and participants regarding agencies which provide services to victims of domestic violence.

#### **B.5 Significant Amendment or Modification to the Five-Year Agency Plan**

A “Significant Amendment or Modification” to the Annual Plan is a change in a policy or policies pertaining to the operation of the Authority. This includes the following:

- Changes to rent or admissions policies or organization of the waiting list.
- Any change with regard to demolition or disposition, designation, homeownership programs, conversion or RAD activities.

#### **B.6 Resident Advisory Board (RAB) Comments**

A Resident Advisory Board meeting was held on November 20, 2019 to provide an initial overview of the purpose of the Five-Year Agency Plan as well as the process for completion. A copy of the Draft Agency Plan will be provided to each Resident Advisory Board member for review. An additional RAB meeting will be held prior to finalizing the Agency Plan where RAB members will be able to voice input concerning any additions or revisions. The comments from this meeting will be included in the final copy of the Agency Plan submitted to HUD.

#### **B.7 Certification by State or Local Officials**

Form HUD 50077-SL, *Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan*, is submitted as an electronic attachment to the PHA Plan.