

# Yolo County Housing Authority

Strategic Plan  
2025–2029



# FY 2025–29 Strategic Plan

## Presented to the Commission

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- Linda Deos, Commissioner  
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- Karen Vanderford, Tenant Commissioner
- Joe Walters, Tenant Commissioner

## Acknowledgments

A special thank you to Yolo County Housing's (YCH) Commission, Community Partners, YCH Staff, and Residents who graciously participated in the 2025–2029 strategic planning process. This strategic plan is a living document that will be updated based on budget, local, state and federal resources and requirements.

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# Introduction to Yolo County Housing

Yolo County Housing (YCH) was created in 1950 and continues to be dedicated to establishing and maintaining quality, affordable housing, and community development support to everyone within its service area. YCH's primary programs are funded through the Federal US Department of Housing and Urban Development (HUD) and through the State of California Department of Housing and Community Development (HCD) Office of Migrant Services (OMS). YCH and its allied organizations provide assistance to approximately 3,000 households throughout the region in Woodland, West Sacramento, Davis, Winters, Esparto, Yolo, Knight's Landing, Madison, Guinda, and Dixon (Solano County). Additionally, New Hope Development Corporation (New Hope CDC) ([LINK](#)) is a non-profit ancillary entity to YCH which provides client services and supports community development activities. 2025 will mark YCH's 75th year of operation.



*Celebrating 75 years of service!*

## Mission

**Yolo County Housing is dedicated to establishing and maintaining quality, affordable housing, and community development support to everyone within its service area.**

## Contact Information



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# The Strategic Planning Process

The intent of this 5-year Strategic Plan is to provide the community and the YCH Commission with a clear vision of YCH's longer term strategies and goals while also allowing YCH Staff to work towards shared goals. To develop the 5-year Strategic Plan, YCH Leadership held multiple internal strategic planning sessions, and surveyed the Commission, community members, and YCH Staff. A summary of the surveys can be found in appendix B.

While the Department of Housing and Urban Development (HUD) requires the YCH to have a five-year Agency plan, that plan typically only encompasses the HUD related programs, Housing Choice Voucher (HCV) and Low-Income Public Housing (LIPH) programs. The 2024 update to the Agency plan approved at the March 2024 Commission meeting was the final year of the current Agency Plan, therefore YCH must create a new 5-year Agency Plan for 2025-2029. The Agency Plan's that YCH has had in the past typically lacked tangible, measurable goals and did not use data or metrics to track progress. The previous 5-year plan is available in the index.

This agency-wide plan builds on the required goals and strategies of the HUD 5-year plan by including goals and strategies related to the non-HUD programs YCH owns, operates, and oversees. The comprehensive plan includes goals and strategies related to the Migrant Centers, properties owned and operated by New Hope CDC, properties owned on behalf of local jurisdictions, and staff related goals and strategies to continue enhancing the support, growth, and development of YCH personnel.

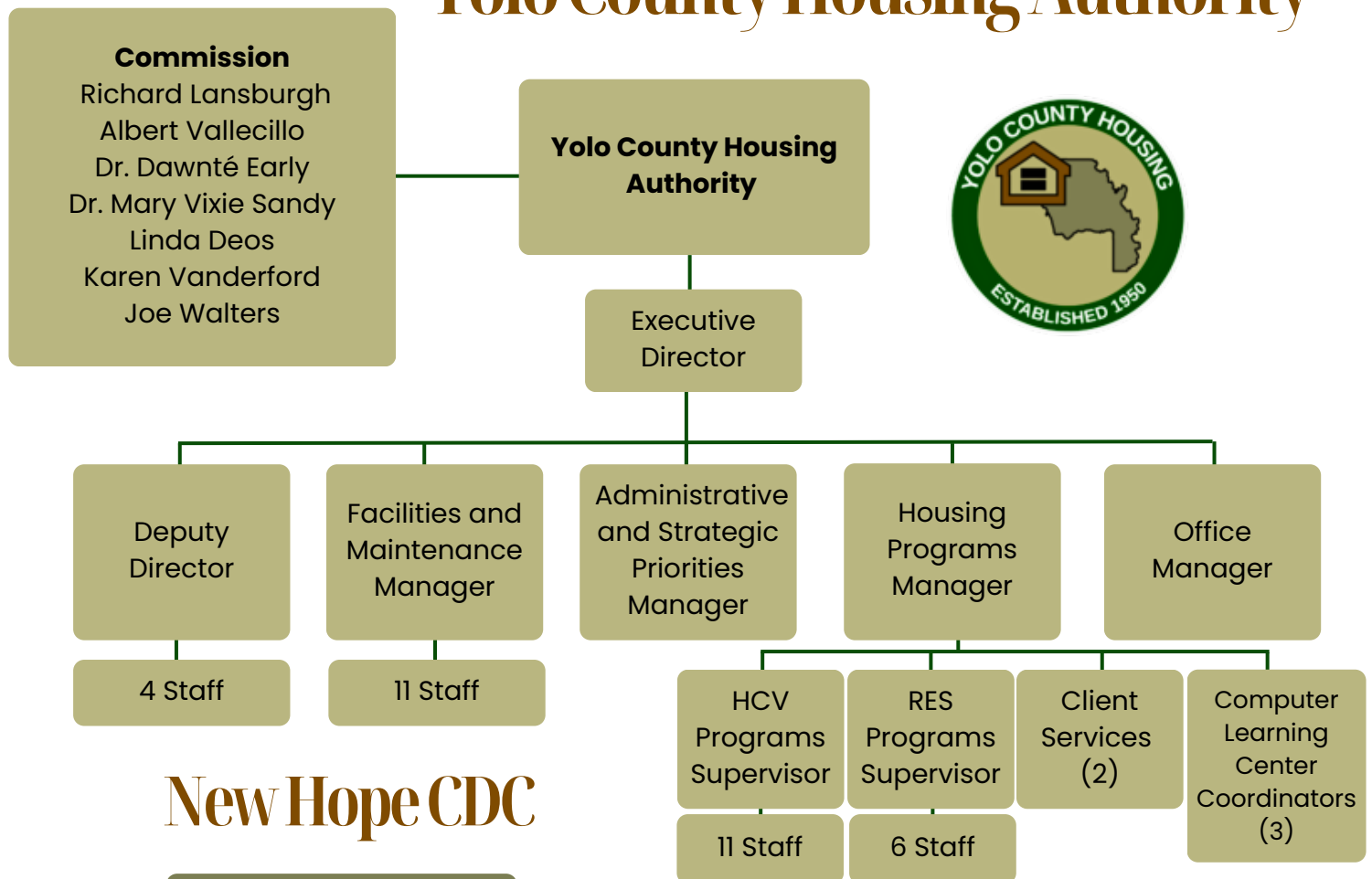
YCH leadership went through a collaborative process to establish goals and objectives utilizing the Specific, Measurable, Achievable, Relevant, and Time-Bound (S.M.A.R.T.) goals approach for this new Agencywide plan. Underneath each goal, there are objectives, and under each objective are tactics that must be accomplished in order to achieve the goal, and wherever possible data measures are included.

## Strategic Plan Review Schedule

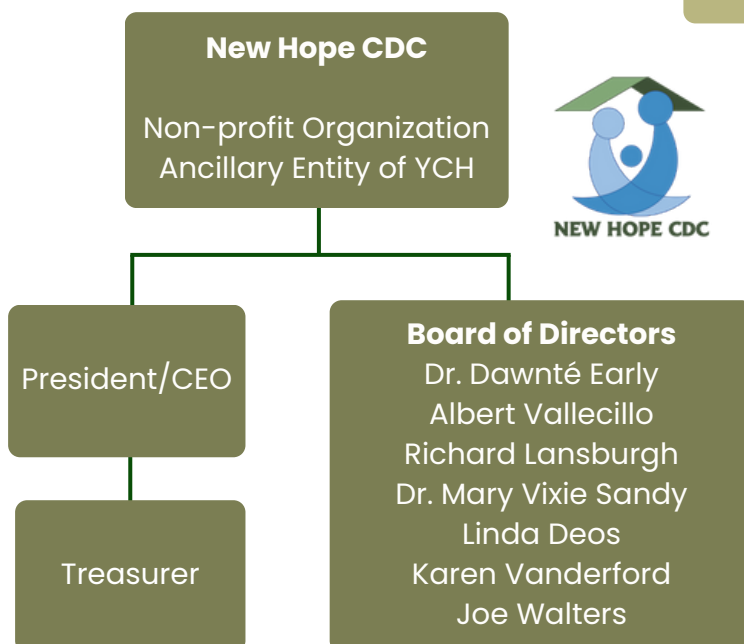
Every 5 years, YCH will conduct a new strategic planning cycle in which the entirety of the plan will be open to new improvements and restructure. In 2029, this Strategic Plan will be reviewed and a full report of accomplishments, challenges, history of revisions, and scope of progress will be provided. Every year, the Strategic Plan will be revisited by leadership for an annual progress report, and in the fourth year, planning sessions will be held to develop the next 5 year plan. The Strategic Plan will connect to the annual budget review schedule. This process provides flexibility to make additions, interventions, and reprioritizations to the Strategic Plan based on the budget, local, state and federal resources.

# Organizational Structures

## Yolo County Housing Authority



## New Hope CDC



New Hope works with YCH to achieve its mission. The roles of the organizations complement each other to provide affordable housing, community supports, and services to residents within the YCH service area.

# YCH 3 Pillars



People



Housing



Administration

## People

Provide support and growth opportunities for residents, participants, employees, and community partners.

## Housing

Expand housing accessibility and elevate the standard of living in our existing communities.

## Administration

Operate an efficient, effective, and fiscally responsible Agency.

# YCH Goals and Framework

## People

Provide support and growth opportunities for residents, participants, employees, and community partners.

### Goals

- Enhance Resident/Participant well-being and success
- Develop and retain employees
- Strengthen Community Partnership

## Housing

Expand housing accessibility and elevate the standard of living in our existing communities.

### Goals

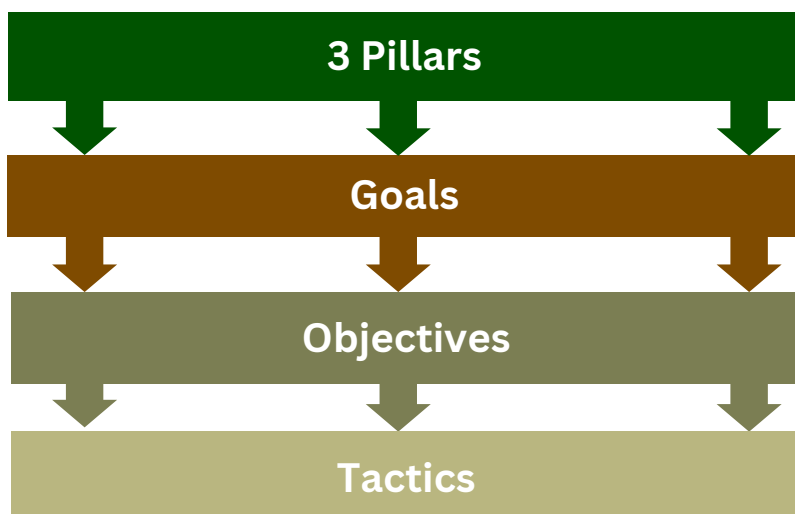
- Increase the number of affordable housing units owned, operated, managed, or supported by the Agency by 15%.
- Maintain and improve existing housing owned, operated, and managed by the Agency.

## Administration

Operate an efficient, effective, and fiscally responsible Agency.

### Goals

- Optimize Operational Infrastructure
- Ensure Financial Responsibility and Effectiveness
- Establish Agencywide Continuous Quality Improvement Approach



**Pillars:** YCH's priorities. Reviewed in the 4-year strategic planning process.

**Goals:** Agencywide goals under a pillar. Reviewed in the 4-year strategic planning process.

**Objectives:** Initiatives set by program staff to achieve goals. Reviewed every Fiscal Year.

**Tactics:** Priorities advanced by Staff that detail how each strategy will be accomplished. Reviewed every Fiscal Year.



# Appendix A: Strategic Action Plans

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**People**

**Housing**

**Administration**



# People

**Provide support and growth opportunities for residents, participants, employees, and community partners.**

## **Goal 1: Enhance Resident/Participant well-being and success.**

### **Objectives**

1. Increase the number of homeownership opportunities for residents/participants by 50% by Q4 2029, compared to the 2024 baseline.
2. Improve resident/participant access to educational, community and career advancement resources by increasing communication to residents/participants and holding quarterly events at each AMP by Q1 2027.
3. Improve quality of services provided to residents and participants.

## **Goal 2 : Develop and retain employees.**

### **Objectives**

1. Improve the onboarding experience for new employees, achieving a 90% satisfaction rate in onboarding feedback by Q4 2026.
2. Implement a comprehensive employee skill development program, achieving a 25% increase in employee competency scores across key areas by Q4 of 2026.
3. Implement Agencywide Performance Management System by Q4 2026.

## **Goal 3 : Strengthen Community Partnerships.**

### **Objectives**

1. Create cross educational opportunities between YCH and community partners to learn about each other's mission and services for potential collaborative opportunities.
2. Create five new collaborative partnerships between YCH and community partners to advance the mission of the agencies involved by Q4 2029.



# Housing

**Expand housing accessibility and elevate the standard of living in our existing communities.**

**Goal 1: Increase the number of affordable housing units owned, operated, managed, or supported by the Agency by 15% over the five year plan period.**

## Objectives

1. Completed Initial 3 Phases of the Yolano/Donnelly Repositioning and Redevelopment Project by Q4 2029.
2. Complete Phase I of El Rio Repositioning/Redevelopment Project by 2029.
3. Begin voluntary streamline conversion of remaining public housing units (units not included in above objective) by Q4 2029.
4. Convert Yolo and Knights Landing from Public Housing to Affordable Housing by Q4 2029.
5. Complete the 641 5th Street Affordable Housing Project in West Sacramento by Q4 2027.
6. Work with City, County, and School District partners to increase affordable housing units through creative projects and financing models.
7. Increase affordable farmworker housing.
8. Increase the total number of vouchers leased up throughout the county by 15% by Q4 2029.

**Goal 2: Maintain and improve existing housing owned, operated, and managed by the Agency.**

## Objectives

1. Modernize and beautify 30% of housing units managed by the agency by Q4 2028.
2. Achieve and maintain 96% occupancy rate by beginning of Q1 2027.
3. Enhance resident health and safety by improving identified hazards in all properties by Q4 2027.
4. Upgrade security systems at all our public housing sites by Q4 2029.
5. Complete a capital needs assessment at all properties by Q4 2029.



# Administration

**Operate an efficient, effective, and fiscally responsible Agency.**

## **Goal 1: Optimize Operational Infrastructure.**

### Objectives

1. Complete implementation of Yardi System by Q4 2026.
2. Optimize unit turnover efficiency to achieve an average turnaround time of 14 days by Q4 2026.
3. Improve Risk Management program and processes by Q4 2026.
4. Complete roll out of procurement process for the Agency by Q4 2025.

## **Goal 2: Ensure Financial Responsibility and Effectiveness.**

### Objectives

1. Improve Tenant Collections by Q4 2025.
2. Enhance internal financial and management reporting systems to improve operational transparency, efficiency, and data-driven decision-making across all departments by Q4 2026.
3. Enhance external financial and management reporting processes to ensure more timely, accurate, and comprehensive financial disclosures by Q1 2026.

## **Goal 3: Establish Agencywide Continuous Quality Improvement Approach**

### Objectives

1. Establish metrics for all programs by Q1 2027.
2. Collect and analyze data for all programs by Q1 2028
3. Identify programmatic and system improvements based on data by Q4 2028.

# People



		People
<b>Goal 1 : Enhance Resident/Participant well-being and success.</b>		
<b>Objective: Increase the number of homeownership opportunities for residents/participants by 50% by Q4 2029, compared to the 2024 baseline.</b>		
<b>Tactics</b>		<b>Status</b>
1	HCV Homeownership - Improve HCV Homeownership programs by partnering with HUD approved housing counselling agencies by Q2 2025.	
2	HCV Homeownership - YCH Staff participate in HCV Homeownership Learning Collaboratives and other Homeownership learning opportunities throughout 2025.	
3	FSS Participants Education Program - Provide educational resources to current FSS participants to help them meet their homeownership goals beginning in Q3 2025 and ongoing once implemented.	
4	Down Payment Assistance - Partner with local jurisdictions to access state and federal funds for down payment assistance or other homeownership opportunities beginning Q4 2025, and annually reviewing opportunities.	
5	Work with local developers to determine feasibility to build out YCH owned Esparto lots for low-income farmworkers household homeownership opportunities by Q4 2027.	
<b>Objective: Improve resident/participant access to educational, community and career advancement resources by increasing communication to residents/participants and holding quarterly events at each AMP by Q1 2027.</b>		
<b>Tactics</b>		<b>Status</b>
1	Community Service Hours - Identify the need, coordinate, and communicate opportunities for residents to complete their	
2	CLC Coordinators - Fill vacant CLC Coordinator positions at all AMPs to assist in quarterly event planning and communication by Q2 2026.	
3	Outside Agencies - Research and identify agencies who provide onsite classes such as digital literacy, mental wellness, nutrition, good tenant practices etc. that will benefit residents by Q4 2026.	
4	Extending invitations and coordinating participation for identified agencies at quarterly AMP events beginning in Q1 2027.	
<b>Objective: Improve quality of services provided to residents and participants.</b>		
<b>Tactics</b>		<b>Status</b>
1	Introduce Trauma-Informed Care practices to staff through trainings beginning by Q2 2025 and continually at least annually thereafter.	
2	Leverage Technology - Use digital tools like resident portals to streamline process, accept payments, maintenance requests and improve overall convenience for residents by Q4 2025.	
3	Survey System - Develop a system to gather resident/participant feedback on customer service by Q1 2026.	
4	Translation Line - Research and select a Language Service Provider to improve the service quality for non-English-speaking clients by Q1 2026.	
5	Act on Feedback - Conduct regular resident/participant surveys and act on the feedback received to address concerns promptly starting Q2 2026.	
6	Review and restructure the phone system and transfer/forward process to improve efficiency and customer service by Q2 2026.	
7	Improve Employee Customer Service Skills - Develop and roll out a customer service training series by Q4 2026, ensuring	
<b>Goal 2 : Develop and retain employees.</b>		<b>People</b>
<b>Objective: Improve the onboarding experience for new employees, achieving a 90% satisfaction rate in onboarding feedback by Q4 2026.</b>		
<b>Tactics</b>		<b>Status</b>
1	Implement Digital Onboarding Training Platform - Launch a comprehensive digital onboarding platform by Q1 2025, integrating onboarding materials, training modules, and progress tracking, with the aim of achieving a 100% utilization by all new hires beginning Q2 2025.	
2	Implement "Buddy" Onboarding System - Finalize and implement the "Buddy" onboarding system by Q2 2025, aiming to improve new employee integration and satisfaction by pairing each new hire with an experienced mentor.	
3	Establish Comprehensive Onboarding Schedule - Develop and roll out a detailed onboarding schedule for all new employees by Q2 2025, covering their first month with the agency and ensuring 100% adherence to the schedule.	

4	Create Desk References and Job Duty Guides - Complete and distribute desk references and job duty guides for each	
5	Onboarding Satisfaction Survey - Launch onboarding satisfaction survey by Q1 2026.	
6	Onboarding Satisfaction Survey - Collect and review surveys through 2026 with the aim of achieving 90% satisfaction by the end of Q4 2026.	
<b>Objective: Implement a comprehensive employee skill development program, achieving a 25% increase in employee competency scores</b>		
<b>Tactics</b>		<b>Status</b>
1	Implement Digital Training Platform - Launch a comprehensive digital platform by Q1 2025, with the aim of achieving a 100% utilization by all current employees by Q4 2025.	
2	Launch Personalized Learning Paths - Develop and implement personalized learning paths during the evaluation process for	
3	Establish Cross-Functional Knowledge Sharing - Create a cross-functional knowledge sharing program by Q1 2027, facilitating interdepartmental workshops and job shadowing opportunities, aiming to improve cross-functional collaboration and exposure to other programs.	
<b>Objective: Implement Agencywide Performance Management System by Q4 2026.</b>		
<b>Tactics</b>		<b>Status</b>
1	Starting in Q4 2025 hold at least one performance management system agencywide training annually (i.e. hiring, onboarding, goal setting, evaluation, etc.).	
2	Complete Agencywide StrengthsFinder training by the end of Q4 2025.	
3	Beginning in Q1 2026, identify at least 1 leadership development opportunity for each supervisor and manager in the Agency to complete annually.	
4	Establish Goal Tracking - Implement a goal tracking system for all employees to measure annual progress by Q3 2026 (i.e. Bamboo or other platform).	
		<b>People</b>
<b>Goal 3 : Strengthen Community Partnership.</b>		
<b>Objective: Create cross educational opportunities between YCH and community partners to learn about each other's mission and services for potential collaborative opportunities.</b>		
<b>Tactics</b>		<b>Status</b>
1	In Q1 2025, develop YCH presentation that includes opportunities for other agencies to participate and collaborate with YCH.	
2	Starting Q1 2025, participate in at least one collaborative meeting per quarter with providers to share YCH program information and learn about other resources available in the community.	
3	Starting in Q1 2025, provide educational opportunities for YCH staff to learn more about services offered by other agencies through onsite or offsite trainings at least 2x/year.	
<b>Objective: Create five new collaborative partnerships between YCH and community partners to advance the mission of the agencies involved by Q4 2029.</b>		
<b>Tactics</b>		<b>Status</b>
1	Starting in Q1 2025, identify areas of needs and opportunities during collaborative meetings/presentations outlined in prior objective.	
2	Develop at least 1 new collaborative partnership by Q4 2026.	
3	Seek Funding - By Q1 2027, develop funding plan to support collaborative partnership.	

# Housing

<b>Goal 1: Increase the number of affordable housing units owned, operated, managed, or supported by the Agency by 15% over the five year plan period. (1,100 affordable units and 1,500 vouchers leased up currently - 15% = 390 unit increase by 2029)</b>		<b>Housing</b>
<b>Objective: Completed Initial 3 Phases of the Yolano/Donnelly Repositioning and Redevelopment Project by Q4 2029.</b>		
<b>Tactics</b>		<b>Status</b>
1	Complete master site plan for the whole 30 acres YCH owns at Yolano Donnelly by Q4 2025.	
2	Complete HUD financing and relocation plans, and receive HUD approval of plans for all AMP1 properties by Q4 2026.	
3	Apply for State and Federal tax credits, and other relevant funding sources annually from 2025-2029 to complete construction of new buildings in initial three phases.	
<b>Objective: Complete Phase I of El Rio Repositioning/Redevelopment Project by Q4 2029.</b>		
<b>Tactics</b>		<b>Status</b>
1	Begin community planning process, including City and County partner discussions in Q1 2026.	
2	Complete master site plan for the entire El Rio site by Q4 2028.	
3	Complete HUD financing and relocation plans, and receive HUD approval of plans for Phase I by Q4 2028.	
4	Apply for State and Federal tax credits, and other relevant funding sources annually from 2028-2029 to complete Phase I.	
<b>Objective: Begin voluntary streamline conversion of remaining public housing units (units not included in above objective) by Q4 2029.</b>		
<b>Tactics</b>		<b>Status</b>
1	Ensure that 182 public housing units are dispositioned out of HUD's system by Q4 2029 to get below the 250 unit threshold for voluntary streamline conversion.	
2	Complete required HUD plans for voluntary streamline conversion to submit to HUD by Q4 2029.	
3	Apply for State and Federal rehabilitation funding as needed during conversion.	
<b>Objective: Convert Yolo and Knights Landing from Public Housing to Affordable Housing by Q4 2029.</b>		
<b>Tactics</b>		<b>Status</b>
1	By Q4 2025, complete tenant relocation plans and receive HUD approval as part of AMP1 repositioning/redevelopment objectives identified above.	
3	Work with City and County leadership to identify the future target population for the twenty (20) units at Yolo and Knights Landing following tenant relocation by Q2 2026.	
4	Apply for State and Federal rehabilitation funding to support the future target population identified for these units by Q4 2026.	
5	Complete inventory removal from HUD's system of twenty (20) units by Q4 2027.	
<b>Objective: Complete the 641 5th Street Affordable Housing Project in West Sacramento by Q4 2027.</b>		
<b>Tactics</b>		<b>Status</b>
1	Secure the Infill Infrastructure Grant (IIG) award from HCD by Q2 2025.	
2	Secure Alta California Regional Center funding for 8 of the 36 units by Q2 2025.	
3	Collaborate with development partners to complete State and Federal tax credit applications and other relevant funding applications as needed between 2025 and 2027 to ensure the project becomes fully financed.	
4	Collaborate with development partners to ensure construction is completed and residents can move in before the end of Q4 2027.	
<b>Objective: Work with City, County, and School District partners to increase affordable housing units through creative projects and financing models.</b>		
<b>Tactics</b>		<b>Status</b>
1	Collaborate with a real estate investment group, or similar model, and local guarantor partners to acquire existing housing and designate it as affordable primarily for 80-120% AMI households beginning in Q1 2025.	

2	Beginning in Q1 2025, work with private investment partners and developers to build affordable workforce housing utilizing the benefits of the welfare exemption to finance the projects.	
3	Partner on Prop 1 and other State Bond initiatives to acquire, renovate, and/or build new affordable housing units 2025 through 2029.	
<b>Objective: Increase affordable farmworker housing.</b>		
<b>Tactics</b>		<b>Status</b>
1	Collaborate with local City and County leaders to identify opportunities for farmworker housing, which may include YCH's Esparto vacant lots.	
2	Engage local farmers to identify opportunities for partnership, collaboration, and synchronize project objectives.	
3	Engage State and Federal officials around funding opportunities and regulations that currently are restrictive for these projects.	
4	Apply for State and Federal funding opportunities to acquire, rehab, or construct new farmworker housing units by 2029.	
5	Review Community Land Trust (CLT) structures and work with local farmers, project partners, and farmworkers to determine if CLTs are a viable option for adding affordable farmworker housing in Yolo County.	
<b>Objective: Increase the total number of vouchers leased up throughout the county by 15% by Q4 2029.</b>		
<b>Tactics</b>		<b>Status</b>
1	Allocate additional Project-Based Vouchers (PBV) to new and existing housing projects throughout the County to reach HUD's current 30% PBV cap by Q4 2029.	
2	Partner with the Veterans Affairs Health Care Systems team to apply for additional VASH vouchers when available through HUD.	
3	Collaborate with VA staff to ensure a 80% or higher lease up percentage for VASH vouchers is maintained.	
4	Collaborate with HHSA staff to ensure a 90% or higher lease up percentage for FUP vouchers is maintained.	
5	Partner with HHSA staff to apply for additional FUP vouchers when available through HUD.	
<b>Goal 2: Maintain and improve existing housing owned, operated, and managed by the Agency.</b>		<b>Housing</b>
<b>Objective: Modernize and beautify 30% of housing units managed by the agency by Q4 2028.</b>		
<b>Tactics</b>		<b>Status</b>
1	Apply for State and Local rebate programs to reduce project costs of installing drought-tolerant plants, efficient irrigation systems, and permeable hardscaping by Q4 2026.	
2	Relandscape AMP2 and AMP3 with drought-tolerant plants, creating a water-wise and visually appealing landscape that requires less maintenance and conserves resources by Q4 2027.	
3	Install EV chargers at El Rio Villas, Riverbend, Las Casitas, Cottonwood and Woodland main office by Q4 2027.	
4	Rehabilitation of Davis AG homes by Q4 2026.	
5	Rehabilitation of Cottonwood Meadows by Q4 2027.	
6	Rehabilitation of Riverbend Manor phase I to include roof, HVAC and boiler system replacement by Q4 2027.	
7	Exterior painting of all AMP2 and AMP3 buildings by Q4 2029.	
<b>Objective: Achieve and maintain 96% occupancy rate by beginning of Q1 2027.</b>		
<b>Tactics</b>		<b>Status</b>
1	Create a comprehensive property inspection plan by Q3 2025 to include bi-annual property inspections, digital inspection tools, staff training and refine maintenance process.	
2	Establish a preventive maintenance program to reduce unit downtime, implementing it in 50% of units by Q4 2025.	
3	Reduce current unit turn time by 50% by Q1 2026.	
4	Implement the comprehensive property inspection plan by January 2026.	
5	Implement a streamlined application and screening process to fill vacancies within 30 days of moveout or less by the beginning of Q1 2026.	
6	Implement a streamlined application and screening process to fill vacancies within 15 days of moveout or less by the beginning of Q1 2027.	
7	Reduce average Q1 2026 unit turn time by an additional 50% by the beginning of Q1 2027.	
<b>Objective: Enhance resident health and safety by improving identified hazards in all properties by Q4 2027.</b>		



Tactics		Status
1	Provide staff training on identifying and addressing health and safety hazards by Q3 2025.	
2	Conduct Comprehensive Health and Safety Audits by Q3 2025 to identify and categorize potential health and safety hazards (e.g. mold, lead paint, trip hazards).	
3	Upgrade safety infrastructure such as smoke detectors, carbon monoxide alarms, improve lighting in common areas, upgrade security systems and maintain detail logs by Q3 2026.	
4	Identify and recruit Tenant Liasons at all public housing sites by the end of 2025.	
5	Restripe and number all parking lot stalls at AMP1, AMP2 and AMP3 by Q1 2026.	
<b>Objective: Upgrading security systems at all our public housing sites by Q4 2029</b>		
Tactics		Status
1	Partner with Law enforcements and trained professionals regarding the "Crime Prevention through Environmental Design (CPTED)" assessment for all public housing properties by Q2 2026.	
2	Review CPTED recommended actions by Q1 2027.	
3	Identify priority safety measures to implement at each property by Q3 2027.	
4	Apply for Federal funding to fund improvements beginning in 2028.	
<b>Objective: Complete a Capital needs assessment at all properties by Q4 2029</b>		
Tactics		Status
1	By Q1 2026 identify priority properties to complete capital needs assessments.	
2	By Q2 2026 identify funding source(s) for capital needs assessments at priority properties identified.	
3	By Q3 2026 procure a vendor/vendors to complete capital needs assessments at priority properties identified with a deadline to complete reports by Q4 2026.	
4	By Q1 2027 identify funding source(s) for remaining properties requiring a capital needs assessment.	
5	By Q2 2027 procure a vendor/vendors to complete capital needs assessments at remaining properties with a deadline to complete reports by Q3 2027.	
6	Review all capital needs assessment reports during Q1 2028 to begin identifying priority maintenance and improvement efforts needed at each property.	
7	During the annual budget creation process during Q2 2028, identify funding sources for priority maintenance and improvement projects to fund in alignment with the capital needs assessments.	

# Administration

Goal 1 : Optimize Operational Infrastructure.		Administration
Objective: Complete implementation of Yardi System by Q4 2026.		
Tactics		Status
1	Aspire Learning University - Launch Aspire Learning University by Q1 2025 with quarterly content updates, targeting 80% employee participation in training programs within the first year to enhance staff skills and knowledge.	
2	Rent Café - Fully integrate Rent Café by Q4 2025 for Public Housing and HCV Q4 2026 for Cottonwood and Waitlist applicants, including the implementation of applicant, landlord, and resident portals. Enable online rent payments, paperwork submission, and enhance the overall digital experience for all stakeholders.	
3	Maintenance IQ - Roll out Maintenance IQ across all properties by Q3 2025.	
4	Asset IQ - Deploy Asset IQ by Q4 2025	
5	Budget process - Streamline the annual budgeting process using Yardi's budgeting tools by Q4 2025, aiming to improve predictability and control of resources.	
6	Yardi Marketplace for Vendor Purchases - Set up and fully integrate Yardi Marketplace for all purchases through HD Supply, Lowes, Home Depot, Ace, Staples, and other key vendors by Q4 2026, with the goal of managing 95% of shopping lists and direct deliveries to sites.	
Objective: Optimize unit turnover efficiency to achieve an average turnaround time of 14 days by Q4 2026.		
Tactics		Status
1	Implement Digital Move-Out Inspection System - Integrate a comprehensive move-out inspection form with Yardi Maintenance IQ by Q4 2025, ensuring 100% adoption across all properties, to automatically generate itemized work lists and updated cost structures for tenant-responsible repairs.	
2	Streamline Work Order Generation from Inspections - Implement work order automation through Maintenance IQ by Q4 2025 that creates work orders for 100% of issues identified during inspections.	
3	Increase Unit Inspection Frequency - Establish and execute a bi-annual unit inspection protocol by Q2 2026, combining pre-NSPIRE assessments with in-house staff inspections during work orders or annual property manager reviews, achieving 100% compliance across all units to proactively identify and address maintenance issues.	
4	Optimize Tenant Billing Process for Damages - Revise and implement an updated tenant billing process for damages by Q4 2026, ensuring 100% of tenant-caused damages are accurately billed and tracked, with the goal of increasing damage-related revenue collection by 25% within the first year of implementation.	
Objective: Improve Risk Management program and processes by Q4 2026.		
Tactics		Status
1	Formalize Job Specific Training Program - Develop and implement a formalized job-specific training program by Q3 2025, targeting 100% employee participation and completion within six months of launch.	
2	Contract/Lease Management Review Process - Establish a comprehensive contract and lease management review process by Q3 2025, integrating it into monthly procurement meetings for all capital improvement projects, with the aim of eliminating contract-related risks.	
3	Optimize Insurance Coverage - Review and optimize insurance policies and process by Q1 2026, ensuring 100% coverage alignment with current business needs and improve risk mitigation strategies.	
4	Business Continuity Plan - Work with County Office of Emergency Services to update the current business continuity plan by Q1 2026.	
Objective: Complete roll out of procurement process for the Agency by Q4 2025.		
Tactics		Status
1	Construction Project Closeout Process - Complete the closeout process for all active FY2023-24 construction projects by Q3 2025, ensuring 100% of final payouts are made, all binders/electronic files are updated, and binders are moved to archive storage in the file room.	
2	On-Call Vendor Procurement - Finalize procurement for all regular on-call vendors by Q3 2025, ensuring 100% compliance with agency procurement policies.	
3	Standardized Procurement and Contract Forms - Develop and implement standard templates for procurement and contracts for State and Federally funded projects by Q4 2025.	

		Administration
<b>Goal 2 : Ensure Financial Responsibility and Effectiveness.</b>		
<b>Objective: Improve Tenant Collections by Q4 2025.</b>		
<b>Tactics</b>		<b>Status</b>
1	Update ACOP for Flexible Repayment Agreements - Review and revise the ACOP to incorporate flexible repayment agreement options by Q2 2025.	
2	Conduct Staff Training on Updated ACOP - Ensure 100% of relevant staff are trained on ACOP changes for rent collection and repayment agreements by Q3 2025.	
3	Audit and Rectify Tenant Collection Ledgers - Complete a comprehensive audit and correction of all tenant collection ledgers by Q1 2026, ensuring 100% accuracy and resolving any discrepancies.	
4	Implement Universal Repayment Agreement Initiative - Execute repayment agreements with 100% of tenants having outstanding balances by Q2 2026, aiming to reduce the total outstanding balance by 15% within the first six months of agreement implementation.	
5	Establish Bad Debt Collection Process - Create and implement a systematic process for collecting bad debt from past tenants by Q2 2026, with the goal of reporting 100% bad debt to collection agencies and to EIV.	
<b>Objective: Enhance internal financial and management reporting systems to improve operational transparency, efficiency, and data-driven decision-making across all departments by Q4 2026.</b>		
<b>Tactics</b>		<b>Status</b>
1	Establish Program Effectiveness Metrics - Develop a comprehensive set of metrics for tracking program effectiveness across all departments by Q3 2025.	
2	Streamline Monthly Financial Reporting - Implement a system to generate and distribute detailed monthly financial reports to all relevant stakeholders by Q4 2025, ensuring 100% on-time delivery.	
3	Institute Cross-Departmental Financial Review Meetings - Establish and conduct monthly financial review meetings with representatives from all departments by Q1 2026.	
4	Implement Data-Driven Decision-Making Framework - Develop and roll out a comprehensive data-driven decision-making process across all departments by Q4 2026.	
<b>Objective: Enhance external financial and management reporting processes to ensure more timely, accurate, and comprehensive financial disclosures by Q1 2026.</b>		
<b>Tactics</b>		<b>Status</b>
1	Optimize Unaudited FDS Submission - Submit unaudited Financial Data Schedule (FDS) by August 31st annually, starting 2025.	
2	Streamline Audit Fieldwork Completion - Complete all audit fieldwork by October 31st annually, beginning in 2025, ensuring 95% of requested documents are provided on the first attempt.	
3	Expedite Audit Finalization Process - Finalize the annual audit by November 30th each year, starting 2025, with the aim of addressing 100% of auditor comments within five business days.	
4	Accelerate Audit Report Issuance - Issue the final audit report by December 31st annually, commencing in 2025, ensuring 100% compliance with regulatory deadlines and incorporating a comprehensive management response that addresses all audit findings within 10 business days of the draft report receipt.	
		Administration
<b>Goal 3: Establish Agencywide Continuous Quality Improvement Approach.</b>		
<b>Objective: Establish metrics for all programs by Q1 2027</b>		
<b>Tactics</b>		<b>Status</b>
1	Create a program inventory of services by end of Q3 2025.	
2	Categorize programs by business unit and/or funding sources by end of Q4 2025.	
3	Identify available data and data owners for each program by end of Q1 2026.	
4	Adopt a CQI strategy and create program specific performance measures by end of Q3 2026.	
5	Determine procedures and schedule for data collection by end of Q4 2026.	
<b>Objective: Collect and analyze data for all programs by Q1 2028.</b>		
<b>Tactics</b>		<b>Status</b>
1	Begin data collection during Q1 2027.	
2	Share data with managers/supervisors during leadership meetings monthly beginning in Q2 2027 to identify initial trends.	
3	Implement 1 improvement strategy during Q3 2027.	
4	Review data from Q3 and Q4 specific to the improvement strategy implemented and utilize lessons learned for future implementation of additional strategies.	

**Objective: Identify programmatic and system improvements based on data by Q4 2028.**

<b>Tactics</b>		<b>Status</b>
1	Utilize methods and lessons learned from the above objective to identify programmatic and system improvements agencywide by Q1 2028.	
2	Identify priority for improvements to develop a schedule for implementation by end of Q2 2028.	
3	Begin implementing top priority improvements by end of Q3 2028.	



# Appendix B: Surveys and Presentations

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- Commission Survey Summary
  - To collect feedback from the YCH Commission, YCH Staff created a brief 6 question survey that included 5 multiple choice questions and 1 short answer. The survey was completed by 6 commissioners.
- Resident Survey Summary
  - YCH Staff collected survey responses from 29 residents. The survey included 7 questions, 6 were multiple choice and 1 was short answer..
- Partner Survey Summary
  - YCH surveyed community partners including community based provider/partners and local government leadership. Nineteen responses were received for the 7 question survey which included 6 multiple choice and 1 short answer question.
- Employee Survey Summary
  - Fifteen Yolo County Housing Staff completed a 6 question survey that included 5 multiple choice and 1 short answer question.
- Presentations to the Commission
  - YCH Staff presented to the Commission three times prior to coming to the Commission for approval on March 19th 2025. Each presentation can be found here:
    - July 24, 2024 ([LINK](#))
    - December 11, 2024 ([LINK](#))
    - October 23, 2024 ([LINK](#))
    - January 22, 2025 ([LINK](#))
- Presentations to each Jurisdiction
  - YCH Staff presented to each jurisdiction prior to coming to the Commission for approval on March 19th 2025. Each presentation can be found here:
    - City of Woodland, January 21st 2025 ([LINK](#))
    - Yolo County Board of Supervisors, January 14th 2025 ([LINK](#))
    - City of Winters, February 4th 2025 ([LINK](#))
    - Executive Committee on Homelessness, February 13th 2025 ([LINK](#))
    - City of Davis, February 18th 2025 ([LINK](#))
    - City of West Sacramento, February 19th 2025 ([LINK](#))

# Appendix B: Definitions

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1. Yolo County Housing Authority: Yolo County Housing Authority, also known as Yolo County Housing or YCH, is dedicated to establishing and maintaining quality, affordable housing, and community development support to everyone within its service area. YCH was first created in 1950. Its primary programs are funded through the Federal US Department of Housing and Urban Development (HUD) and through the State of California Department of Housing and Community Development (HCD) Office of Migrant Services (OMS). ([LINK](#))

- Several documents including the Housing Choice Voucher (HCV) Administrative Plan, the Annual Update to the Five-Year Agency Plan, the annual Capital Fund Program Annual Statement, the Capital Fund Program Five Year Plan, and the Public Housing Admissions and Continued Occupancy Plan (ACOP) can be found on the Documents page of the YCH website ([LINK](#)).

2. Yolo County Housing Board Commission: YCH Board Commission is a 7 person Commission which provides leadership and oversight for YCH. The Commission is composed of 5 representatives from each jurisdiction (West Sacramento, Woodland, Davis, Winters, and the County of Yolo) and 2 tenant members . ([LINK](#))

3. New Hope Development Corporation: New Hope CDC is a non-profit organization serving as an ancillary entity to Yolo County Housing Authority (YCH). New Hope's mission "Bringing People Home" is realized through creating and supporting low income housing development partnerships across Yolo County, and through offering social and educational activities to the youth and seniors living on YCH's public housing campuses. ([LINK](#))

4. Department of Housing and Urban Development (HUD): ([LINK](#))

5. Housing Choice Voucher (HCV) The Housing Choice Voucher (HCV) program (formerly known as Section 8) provides assistance to very low-income individuals and families to enable them to afford decent, safe and sanitary housing in the private rental market. ([LINK](#))

6. Low-Income Public Housing (LIPH) Public Housing are units owned and operated by Yolo County Housing (YCH). The Agency has units throughout the county for households that meet eligibility requirements established by HUD. There are separate site lists for: Esparto, Knight's Landing, West Sacramento, Winters, Woodland, and Yolo. When an appropriately sized unit (i.e., correct number of bedrooms) becomes available, a verified eligible family will be offered the unit. The family will pay a security deposit and rent (which is approximately 30% of adjusted monthly income) directly to YCH. ([LINK](#))