

Goal 1 : Enhance Resident/Participant well-being and success.		People	
Objective: Increase the number of homeownership opportunities for residents/participants by 50% by Q4 2029, compared to the 2024 baseline.			
Tactics		Status	Extend Deadline
1	HCV Homeownership - Improve HCV Homeownership programs by partnering with HUD approved housing counselling agencies by Q2 2025.	In Progress	Q1 2026
2	HCV Homeownership - YCH Staff participate in HCV Homeownership Learning Collaboratives and other Homeownership learning opportunities throughout 2025.	In Progress	Q1 2026
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.	In Progress	Q1 2026
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.	In Progress	Q1 2026
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.		
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.			
Tactics		Status	Extend Deadline
1	Community Service Hours - Identify the need, coordinate, and communicate opportunities for residents to complete their community service hours Q1 2026.	In Progress	
2	CLC Coordinators - Fill vacant CLC Coordinator positions at all AMPs to assist in quarterly event planning and communication by Q2 2026.	In Progress	
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.		
Objective: Improve quality of services provided to residents and participants.			
Tactics		Status	Extend Deadline
1	Introduce Trauma-Informed Care practices to staff through trainings beginning by Q2 2025 and continually at least annually thereafter.	Ongoing	
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.	In Progress	Q1 2026
3	Survey System - Develop a system to gather resident/participant feedback on customer service by Q1 2026.	In Progress	
4	Translation Line - Research and select a Language Service Provider to improve the service quality for non-English-speaking clients by Q1 2026.	In Progress	
5	Act on Feedback - Conduct regular resident/participant surveys and act on the feedback received to address concerns promptly starting Q2 2026.	In Progress	
6	Review and restructure the phone system and transfer/forward process to improve efficiency and customer service by Q2 2026.	In Progress	
7	Improve Employee Customer Service Skills - Develop and roll out a customer service training series by Q4 2026, ensuring 100% employee participation.		
Goal 2 : Develop and retain employees.		People	
Objective: Improve the onboarding experience for new employees, achieving a 90% satisfaction rate in onboarding feedback by Q4 2026.			
Tactics		Status	Extend Deadline
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.	In Progress	Q1 2026
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.	Remove	Remove
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.	In Progress	Q1 2026
4	Create Desk References and Job Duty Guides - Complete and distribute desk references and job duty guides for each position by Q1 2026, ensuring that all new employees have access to clear, role-specific resources from day one.	In Progress	

5	Onboarding Satisfaction Survey - Launch onboarding satisfaction survey by Q1 2026.	In Progress	
6	Onboarding Satisfaction Survey - Collect and review surveys through 2026 with the aim of achieving 90% satisfaction by the end of Q4 2026.	In Progress	
Objective: Implement a comprehensive employee skill development program, achieving a 25% increase in employee competency scores across key areas by Q4 of 2026.			
Tactics		Status	Extend Deadline
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.	In Progress	Q1 2026
2	Launch Personalized Learning Paths - Develop and implement personalized learning paths during the evaluation process for each employee by Q2 2026, based on individual skill gaps, with the goal of completing identified trainings as outlined in evaluations.	In Progress	
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.		
Objective: Implement Agencywide Performance Management System by Q4 2026.			
Tactics		Status	Extend Deadline
1	Starting in Q4 2025 hold at least one performance management system agencywide training annually (i.e. hiring, onboarding, goal setting, evaluation, etc.).	Ongoing	
2	Complete Agencywide StrengthsFinder training by the end of Q4 2025.	Complete	
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).	In Progress	
Goal 3 : Strengthen Community Partnership.		People	
Objective: Create cross educational opportunities between YCH and community partners to learn about each other's mission and services for potential collaborative opportunities.			
Tactics		Status	Extend Deadline
1	In Q1 2025, develop YCH presentation that includes opportunities for other agencies to participate and collaborate with YCH.	Complete	
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.	Ongoing	
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.	Ongoing	
Objective: Create five new collaborative partnerships between YCH and community partners to advance the mission of the agencies involved by Q4 2029.			
Tactics		Status	Extend Deadline
1	Starting in Q1 2025, identify areas of needs and opportunities during collaborative meetings/presentations outlined in prior objective.	In Progress	
2	Develop at least 1 new collaborative partnership by Q4 2026.	Ongoing	
3	Seek Funding - By Q1 2027, develop funding plan to support collaborative partnership.		

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)		Housing	
Objective: Completed Initial 3 Phases of the Yolano/Donnelly Repositioning and Redevelopment Project by Q4 2029.			
Tactics		Status	Extend Deadline
1	Complete master site plan for the whole 30 acres YCH owns at Yolano Donnelly by Q4 2025.	In Progress	Q4 2026
2	Complete HUD financing and relocation plans, and receive HUD approval of plans for all AMP1 properties by Q4 2026.	In Progress	
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.	In Progress	
Objective: Complete Phase I of El Rio Repositioning/Redevelopment Project by Q4 2029.			
Tactics		Status	Extend Deadline
1	Begin community planning process, including City and County partner discussions in Q1 2026.	In Progress	Q1 2027
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.		
Objective: Begin voluntary streamline conversion of remaining public housing units (units not included in above objective) by Q4 2029.			
Tactics		Status	Extend Deadline
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.	In Progress	
2	Complete required HUD plans for voluntary streamline conversion to submit to HUD by Q4 2029.	In Progress	
3	Apply for State and Federal rehabilitation funding as needed during conversion.	In Progress	
Objective: Convert Yolo and Knights Landing from Public Housing to Affordable Housing by Q4 2029.			
Tactics		Status	Extend Deadline
1	By Q4 2025, complete tenant relocation plans and receive HUD approval as part of AMP1 repositioning/redevelopment objectives identified above.		Q3 2026
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.		Q1 2027
4	Apply for State and Federal rehabilitation funding to support the future target population identified for these units by Q4 2026.		Q4 2027
5	Complete inventory removal from HUD's system of twenty (20) units by Q4 2027.		Q4 2028
Objective: Complete the 641 5th Street Affordable Housing Project in West Sacramento by Q4 2027.			
Tactics		Status	Extend Deadline
1	Secure the Infill Infrastructure Grant (IIG) award from HCD by Q2 2025.	Complete	
2	Secure Alta California Regional Center funding for 8 of the 36 units by Q2 2025.	Complete	
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.	Complete	
4	Collaborate with development partners to ensure construction is completed and residents can move in before the end of Q4 2027.	In Progress	
Objective: Work with City, County, and School District partners to increase affordable housing units through creative projects and financing models.			
Tactics		Status	Extend Deadline
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.	In Progress	
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.	In Progress	
3	Partner on Prop 1 and other State Bond initiatives to acquire, renovate, and/or build new affordable housing units 2025 through 2029.	In Progress	
Objective: Increase affordable farmworker housing.			
Tactics		Status	Extend Deadline

1	Collaborate with local City and County leaders to identify opportunities for farmworker housing, which may include YCH's Esparto vacant lots beginning in Q1 2025.	In Progress	Q1 2026
2	Engage local farmers to identify opportunities for partnership, collaboration, and synchronize project objectives beginning in Q1 2025.	In Progress	
3	Engage State and Federal officials around funding opportunities and regulations that currently are restrictive for these projects beginning in Q3 2025.	In Progress	
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.		
Objective: Increase the total number of vouchers leased up throughout the county by 15% by Q4 2029.			
Tactics		Status	Extend Deadline
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.	In Progress	
2	Partner with the Veterans Affairs Health Care Systems team to apply for additional VASH vouchers when available through HUD.	Complete	
3	Collaborate with VA staff to ensure a 80% or higher lease up percentage for VASH vouchers is maintained.	In Progress	
4	Collaborate with HHSA staff to ensure a 90% or higher lease up percentage for FUP vouchers is maintained.	Complete	
5	Partner with HHSA staff to apply for additional FUP vouchers when available through HUD.	In Progress	
Goal 2: Maintain and improve existing housing owned, operated, and managed by the Agency.		Housing	
Objective: Modernize and beautify 30% of housing units managed by the agency by Q4 2028.			
Tactics		Status	Extend Deadline
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.	In Progress	
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.	In Progress	
7	Exterior painting of all AMP2 and AMP3 buildings by Q4 2029.		
Objective: Achieve and maintain 96% occupancy rate by beginning of Q1 2027.			
Tactics		Status	Extend Deadline
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.	In Progress	Q1 2026
2	Establish a preventive maintenance program to reduce unit downtime, implementing it in 50% of units by Q4 2025.	In Progress	Q2 2026
3	Reduce current unit turn time by 50% by Q1 2026.	In Progress	Q3 2026
4	Implement the comprehensive property inspection plan by January 2026.		Q2 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.		Q2 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.		Q2 2027
7	Reduce average Q1 2026 unit turn time by an additional 50% by the beginning of Q1 2027.		
Objective: Enhance resident health and safety by improving identified hazards in all properties by Q4 2027.			
Tactics		Status	Extend Deadline
1	Provide staff training on identifying and addressing health and safety hazards by Q3 2025.	In Progress	Q1 2026
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).	In Progress	Q1 2026
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.	In Progress	
4	Identify and recruit Tenant Liasons at all public housing sites by the end of 2025.	In Progress	Q1 2026
5	Restripe and number all parking lot stalls at AMP1, AMP2 and AMP3 by Q1 2026.	In Progress	
Objective: Upgrading security systems at all our public housing sites by Q4 2029			
Tactics		Status	Extend Deadline
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.	In Progress	

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.		
Objective: Complete a Capital needs assessment at all properties by Q4 2029			
Tactics		Status	Extend Deadline
1	By Q1 2026 identify priority properties to complete capital needs assessments.	In Progress	
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.		

Goal 1 : Optimize Operational Infrastructure.		Administration	
Objective: Complete implementation of Yardi System by Q4 2026.			
Tactics		Status	Extend Deadline
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.	In Progress	
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.	In Progress	
3	Maintenance IQ - Roll out Maintenance IQ across all properties by Q3 2025.	Complete	
4	Asset IQ - Deploy Asset IQ by Q4 2025		Q2 2026
5	Budget process - Streamline the annual budgeting process using Yardi's budgeting tools by Q4 2025, aiming to improve predictability and control of resources.	In Progress	Q1 2027
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.		Q2 2027
Objective: Optimize unit turnover efficiency to achieve an average turnaround time of 14 days by Q4 2026.			
Tactics		Status	Extend Deadline
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.	In Progress	Q1 2026
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.	In Progress	Q1 2026
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.	In Progress	
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	Extend Deadline
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.	In Progress	Q2 2026
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.	In Progress	Q1 2026
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.	In Progress	
4	Business Continuity Plan - Work with County Office of Emergency Services to update the current business continuity plan by Q1 2026.	In Progress	
Objective: Complete roll out of procurement process for the Agency by Q4 2025.			
Tactics		Status	Extend Deadline
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.	Complete	
2	On-Call Vendor Procurement - Finalize procurement for all regular on-call vendors by Q3 2025, ensuring 100% compliance with agency procurement policies.	In Progress	Q2 2026
3	Standardized Procurement and Contract Forms - Develop and implement standard templates for procurement and contracts for State and Federally funded projects by Q4 2025.	Complete	
Goal 2 : Ensure Financial Responsibility and Effectiveness.		Administration	
Objective: Improve Tenant Collections by Q4 2025.			
Tactics		Status	Extend Deadline
1	Update ACOP for Flexible Repayment Agreements - Review and revise the ACOP to incorporate flexible repayment agreement options by Q2 2025.	Complete	
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.	In Progress	Q1 2026

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.	In Progress	
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.	In Progress	Q4 2026
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.	In Progress	
Objective: Enhance internal financial and management reporting systems to improve operational transparency, efficiency, and data-driven decision-making across all departments by Q4 2026.			
Tactics		Status	Extend Deadline
1	Establish Program Effectiveness Metrics - Develop a comprehensive set of metrics for tracking program effectiveness across all departments by Q3 2025.	In Progress	Q2 2026
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.	In Progress	Q2 2026
3	Institute Cross-Departmental Financial Review Meetings - Establish and conduct monthly financial review meetings with representatives from all departments by Q1 2026.	In Progress	
4	Implement Data-Driven Decision-Making Framework - Develop and roll out a comprehensive data-driven decision-making process across all departments by Q4 2026.		
Objective: Enhance external financial and management reporting processes to ensure more timely, accurate, and comprehensive financial disclosures by Q1 2026.			
Tactics		Status	Extend Deadline
1	Optimize Unaudited FDS Submission - Submit unaudited Financial Data Schedule (FDS) by August 31st annually, starting 2025.	Complete	
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.	Complete	
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.	Complete	
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.	In Progress	
Goal 3: Establish Agencywide Continuous Quality Improvement Approach.		Administration	
Objective: Establish metrics for all programs by Q1 2027			
Tactics		Status	Extend Deadline
1	Create a program inventory of services by end of Q3 2025.	In Progress	Q2 2026
2	Categorize programs by business unit and/or funding sources by end of Q4 2025.	In Progress	Q2 2026
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.		
Objective: Collect and analyze data for all programs by Q1 2028.			
Tactics		Status	Extend Deadline
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.			
Tactics		Status	Extend Deadline
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.		