YOLO COUNTY HOUSING

FY2022 – FY2026 FIVE-YEAR AGENCY PLAN

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A. PHA Information

A.1 PHA Name: Yolo County Housing

PHA Code: CA044

PHA Plan Fiscal Year Beginning: 07/2022

PHA Plan Submission Type: 5-Year Plan Submission

Availability of Information

The FY2022-FY2026 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 10th 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 1st, 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.

  Also, in the future, YCH will review the website content to address those areas which need to be upgraded to make the site more user friendly to Limited English Proficiency (LEP) persons.

- 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.

  Going forward, YCH will work in collaboration with partners to ensure a deliberative process in the translation of documents, such as the Welcome Home packets and HCV orientations, into Spanish and Russian to assist Limited English Proficiency (LEP) persons to have "meaningful access" to their programs.

- 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). A copy of the policy can be reviewed on YCH's website, www.ych.ca.gov. 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. Lastly, YCH provides the VAWA notice with every proposed termination to families as well. 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 the Public Housing Program for victims of domestic violence. This preference allows victims of domestic violence to move up the wait list which may enable families to receive housing sooner. Staff is in the process of reviewing and updating the Administrative Plan for the Housing Choice Voucher Program. During this process, staff is planning to add a wait list preference for victims of domestic violence to be consistent with the ACOP.

In addition, YCH staff provides outreach through our partnerships with local social service agencies including Empower Yolo which provides services to victim of domestic violence in Yolo County. In our public housing portfolio, we provide client services support to families when a potential VAWA incident occurs. This includes referrals to agencies such as Empower Yolo, Legal Services of Northern California, etc. that can provide additional wraparound services to victims in addition to following our VAWA Emergency Transfer procedures.

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 will be held during the Public Hearing Notice period to discuss the FY2022 – FY2026 Five-Year Agency Plan. Any comments from that meeting will be included with the Plan submittal 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.

Other Information

It is the intent of the Housing Authority of the County of Yolo (Yolo County Housing, or YCH) to commence ongoing Public Housing repositioning activities using options available under Housing and Urban Development (HUD)'s authority. These activities may include, and are not limited to:

- Mixed Finance Modernization or Development
- Demolition and/or Disposition
- Designated Housing for Elderly and/or Disabled Families
- Conversion of Public Housing to Tenant-Based Assistance
- Conversion of Public Housing to Project-Based Assistance using RAD (Rental Assistance Demonstration)
- Project-Based Vouchers

Starting in 2022, the agency intends to implement various activities with the existing Public Housing which will likely result in Section 8 Project-Based Voucher (PBV) projects, Tenant-Based Voucher assistance options, and mixed-income projects. The activities will likely involve phased relocation of some tenants currently in Public Housing and will allow for substantial rehabilitation and/or new construction utilizing available funding such as bond financing, low-income tax credit funding, affordable housing loans, and/or other funding as available. Resulting projects may include mixed-income residential, community services and community-serving retail, which may include the phased replacement of the existing multifamily Public Housing owned and operated by YCH or other affiliated entities.

2022 Potential Applications for one or more activities include:

Yolano Village	60 units
Donnelly Circle	72 units
Yolito	10 units
Ridgecut Homes	10 units
El Rio Villa I	30 units
El Rio Villa II	26 units
El Rio Villa III	50 units
El Rio Villa IV	18 units
Vista Montecito	16 units
Riverbend Sr. Manor I	39 units
Riverbend Sr. Manor II	24 units
Las Casitas	76 units

Mixed Finance Modernization or Development

Mixed finance modernization is under consideration, which could be accomplished in a partnership, which may include YCH and other yet-to-be-determined partners, and which could use Public Housing Capital funds, rental subsidy, Project Based Vouchers, Project Based Rental Assistance and/or other available Federal, State, local, grant, private and loan funding options.

Demolition and/or Disposition

The agency is considering potential demolition and/or disposition of select low-income Public Housing properties throughout the County of Yolo. This could allow the subject properties to be removed from Public Housing and could allow for substantial rehabilitation and/or new construction to preserve the unit's long-term affordability.

Designated Housing for Elderly and/or Disabled Families

This designated housing is under consideration and could include demolition or rehabilitation and/or new construction of residential units designed for elderly and/or disabled families.

Conversion of Public Housing to Tenant-Based Assistance and Conversion of Public Housing to Project-Based Assistance using RAD

These conversions may include demolition, rehabilitation, and new construction of residential units to preserve long-term affordability.

Project Based Vouchers

This consideration includes Yolo County Housing engaging in initiatives to improve, rehabilitate and/or build new construction and/or replace Public Housing buildings, properties or sites, and assigning Project-Based Vouchers to the resulting units to preserve long-term affordability.