



# **Yolo County Housing**

**Lisa A. Baker, Executive Director**

147 W. Main Street  
WOODLAND, CA 95695

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## BOARD OF COMMISSIONERS

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Bernita Toney

DATE: September 3, 2009  
TO: YCH Board of Commissioners  
FROM: Lisa A. Baker, Executive Director  
SUBJECT: **RECEIVE AND FILE CORRESPONDENCE FROM HUD TO YCH  
REGARDING STATUS OF MEMORANDUM OF AGREEMENT (MOA)**

### **RECOMMENDED ACTIONS**

That the Board of Commissioners receive and file letter from the U.S. Department of Housing and Urban Development (HUD) regarding the status of the Memorandum of Agreement between HUD and Yolo County Housing (YCH).

### **BACKGROUND / DISCUSSION**

In 2007, the YCH underwent a Comprehensive Tier Review of its housing programs and financial management by HUD. As a result of that review, the YCH was deemed a troubled agency in Voucher Operations, Public Housing Operations and in Financial Management. As a result, Yolo County Housing (YCH) entered into an MOA with HUD to improve Public Housing Operations and Financial Management. It entered into a separate agreement for Voucher operations. Recently, HUD did a follow up review of the status of its MOA with YCH. As a result, all items except two (2) have been closed. This letter outlines the current status of the MOA and reiterates that the majority of items have been implemented.

The two (2) outstanding issues that remain are 1) regularly scheduled physical inspections of units and the property (separate from our regular inspections and housekeeping inspections); and 2) the completion of the CFFP process. At this time, the YCH is currently out to bid for a firm to conduct the annual inspections and is in the final steps of completing the CFFP process.

### **FISCAL IMPACT**

None.

### **CONCLUSION**

The Board should receive and file the correspondence.

**Attachment:** Attached HUD correspondence



AUG 18 2009

U.S. Department of Housing and Urban Development  
San Francisco Regional Office - Region IX  
600 Harrison Street  
San Francisco, California 94107-1387  
www.hud.gov  
espanol.hud.gov

Ms. Lisa Baker  
Executive Director  
Yolo County Housing Authority  
147 West Main Street  
Woodland, CA 95695

Dear Ms. Baker

SUBJECT: Yolo MOA Quarterly Response

Dear Ms. Baker:

This letter is to inform you that we have completed the review of documents submitted July 3, 2009, regarding the completion of tasks identified in the Memorandum of Agreement (MOA) between the Yolo County Housing Authority (YCHA) and HUD.

The attached spreadsheet documents the status of each task listed on the MOA. We are pleased to inform you that based on the evidence provided, we have determined that the tasks indicated as 100% complete (on the spreadsheet) have been certified as completed by HUD. However, tasks which have not been completed by YCHA include:

3.13 Develop Financial Procedures to Ensure Loan Repayment is Properly Completed:

B. Report to HUD monthly on progress of the Loan Repayment-YCHA CFFP application is still a work in progress.

5.1 Improve Annual Inspection Procedures:

D. Maintain an inspection log.

Please provide your next quarterly written progress report based upon scheduled targets and strategies as set out in Part B of the MOA no later than September 15, 2009. This progress report should identify the accomplishments and / or failures of each task / goal that is not yet 100% complete.



Thank you and your staff for your cooperation in this effort. It is our pleasure to continue to work with you to resolve the issues. If you have any questions, please contact Sharron Treskunoff, Public Housing Revitalization Specialist, at (916) 498-0832.

Sincerely,

A handwritten signature in black ink, appearing to be 'Schneller', written in a cursive style.

~~FOR~~ Stephen Schneller  
Director  
Office of Public Housing

Enclosure: MOA Grid Document



Memorandum of Agreement (MOA)  
Part B

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing

OMB Approval No. 2577-0237  
(exp. 10/31/2007)

Public reporting and recordkeeping burden for the collection of information is estimated to average 105.33 hours for Parts A and B of the Memorandum of Agreement depending on the size of Public Housing Agency (PHA). This includes the time for collecting, reviewing, and reporting the data. The information will be used for monitoring PHA progress in bringing performance up to standard levels. Response to this request for information is required in order to receive the benefits to be derived, including eligibility to apply for funding. This agency may not collect this information, and you are not required to complete this form unless it displays a currently valid OMB control number.

PHA Name: Yolo County Housing Authority

PHA FYE: 6/30

MOA Term: 7/1/07 to 6/30/09 (extended due to late reporting by HA)

Operational Area: 3. FINANCE AND PROCUREMENT

PHAS Performance Targets	Indicator #: Name:	Baseline as of: 5/31/07	1 <sup>st</sup> qtr Performance Target	2 <sup>nd</sup> qtr Performance Target	3 <sup>rd</sup> qtr Performance Target	Final Performance Target	HUD response Quarterly reporting HA Quarterly reporting due January 2009 (received June 2009 and July 2009)
2-1	Current ratio	0	2.00	4.00	5.00	6.00	
2-2	Expendable Fund Balance	0	2.00	4.00	5.00	6.00	
2-3	Tenant Receivable/Outstanding	0	1.00	2.00	3.00	3.00	
2-4	Occupancy Loss	0	1.00	2.00	3.00	3.00	
2-5	Expense Management/Utilities	0				1.50	
2-6	Net Income/Loss Divided by the Expendable Fund Balance	0				1.50	

Targets and Strategies	Baseline as of: 5/31/07	Final Performance Target	Estimated Completion Date	Lead staff for PHA and HUD	
3.1 Improve Current Ratio (Current Assets divided by Current Liabilities). [Reference: 24 CFR 902, Subpart C].	0	6.00	06/30/08	Executive Director, Chief Financial Officer, HUD Financial Analyst	100% complete
A. Develop tracking method for current ratio.	Tracking Method not in place	Implement tracking method	09/30/07	Chief Financial Officer	100% complete
B. Report monthly with progress report to Board/HUD beginning with 7/31/07.	Report procedure is not in place	Implement reporting method to Board/HUD	Monthly	Executive Director, Chief Financial Officer	100% complete
C. Properly manage all sources of income, i.e., grants, investments, donations, waiver of PILOT, CFP used for operations, local funding, increase occupancy, and reduce receivables.	Restricted and unrestricted funds commingled and used improperly	Restricted Funds used only for their intended use	09/30/07	Executive Director, Chief Financial Officer	100% complete
D. Ensure balance of current ratio components are correctly stated in the financial statements.	Restricted cash and other funds not properly classified	All restricted/unrestricted funds properly classified/identified and used only for their intended purpose.	09/30/07	Executive Director, Chief Financial Officer	100% complete

<p><b>3.2</b> Increase the Expendable Fund Balance (Expendable fund balance divided by monthly operating expenses) — [Reference: 24 CFR 902, Subpart C]</p>	0.00	6.00	06/30/08	Executive Director, Chief Financial Officer, HUD Financial Analyst	100% complete
<p><b>A.</b> Develop tracking method for expendable fund balance.</p>	Tracking Method not in place	Implement tracking method	09/30/07	Executive Director, Chief Financial Officer	100% complete
<p><b>B.</b> Report monthly with progress report to Board &amp; HUD, beginning with 7/31/07.</p>	Report procedure is not in place	Implement reporting method to Board/HUD	Monthly	Executive Director, Chief Financial Officer	100% complete
<p><b>C.</b> Verify that costs are correctly classified and allocated.</p>	Reports are not currently capturing & allocating operating expenses	Implement proper procedures	12/31/07	Executive Director, Chief Financial Officer	100% complete
<p><b>D.</b> Ensure that all liabilities are reported and properly classified in the financial statements - current vs. non-current.</p>	Reports are not properly classifying current/non-current liabilities	Implement proper procedures	12/31/07	Executive Director, Chief Financial Officer	100% complete
<p><b>E.</b> Review staffing needs and reduce salary costs and benefits where feasible with unions.</p>	Salaries & benefits structure is too high for this HA	Appropriate level of staffing and appropriate amount of benefits being paid	12/31/07	Executive Director, Chief Financial Officer	100% complete
<p><b>F.</b> Review all expenses and reduce or eliminate where appropriate.</p>	Expenses are too high for this HA	Appropriate amount of operating expenses being paid	12/31/07	Executive Director, Chief Financial Officer	100% complete



<p><b>3.3 Reduce Tenant Receivables</b>  Outstanding (Average number of days tenant receivable are outstanding, gross tenant accounts receivable at year-end divided by the total tenant revenue/365). -- [Reference: 24 CFR 902, Subpart C]</p>	0.00	3.00	06/30/08	Executive Director, Chief Financial Officer, HUD Financial Analyst	100% complete
<p><b>A. Develop tracking method for tenant receivables.</b></p>	Tracking Method not in place	Implement tracking method	09/30/07	Executive Director, Chief Financial Officer	100% complete
<p><b>B. Report monthly with progress report to Board/HUD beginning with 7/31/07.</b></p>	Report procedure is not in place	Implement reporting method to Board/HUD	Monthly	Executive Director, Chief Financial Officer	100% complete
<p><b>C. Develop and utilize effective write-off policies.</b></p>	Write-off policies not in place	Effective write-off policy in place	09/30/07	Executive Director, Chief Financial Officer	100% complete
<p><b>D. Assure the rent collection policies include the following and are applied uniformly:</b>  1. Timely Evictions  2. Effective write-off policies  3. Use of Collection Agency  4. Home visits  5. Repayment Agreements</p>	Rent collection policies not in place	Effective rent policy in place	09/30/07	Executive Director, Chief Financial Officer	100% complete

<p><b>3.4 Reduce the Occupancy Loss, which measures the vacancy rate for the year. (One minus unit months leased divided by unit months available). -- [Reference: 24 CFR 902, Subpart C]</b></p>	0.00	3.00	06/30/08	Executive Director, Chief Financial Officer, HUD Financial Analyst	100% complete
<p><b>A. Develop tracking method to determine occupancy loss.</b></p>	Tracking Method not in place	Implement tracking method	09/30/07	Executive Director, Chief Financial Officer	100% complete
<p><b>B. Report monthly with progress report to Board/HUD beginning with 7/31/07.</b></p>	Report procedure is not in place	Implement reporting method to Board/HUD	Monthly	Executive Director, Chief Financial Officer	100% complete
<p><b>C. Track weekly and report to G/M of Public Housing and the Executive Director. Report monthly with progress report to Board and HUD.</b></p>	Report procedure is not in place	Summary report to Board	Monthly	General Manager of Operations, General Manager of Modernization & Development, Executive Director, Chief Financial Officer	100% complete
<p><b>D. Develop specific marketing strategies to increase occupancy.</b></p>	No strategy in place	All units leased up	12/31/07	Executive Director, Chief Financial Officer, HUD Financial Analyst, General Manager of Operations, General Manager of Modernization & Development	100% complete

<p><b>3.5 Expense Management/Utilities.</b> Review and adjust or reduce expenses as appropriate. These expenses include administration, general, PILOT, tenant services, protective services, maintenance and operations and utility expenses as adjusted for PHA size and geographic area. [Reference: 24 CFR 902, Subpart C]</p>	<p>0.00</p>	<p>1.50</p>	<p>06/30/08</p>	<p>Executive Director, Chief Financial Officer, Chief Procurement Officer HUD Financial Analyst</p>	<p>100% complete</p>
<p><b>A.</b> Implement expense tracking mechanism to monitor expenses and utilities.</p>	<p>Tracking Method not in place</p>	<p>Implement tracking method</p>	<p>09/30/07</p>	<p>Executive Director, Chief Financial Officer</p>	<p>100% complete</p>
<p><b>B.</b> Analyze spending patterns and develop strategies for cost-cutting strategies.</p>	<p>No analysis currently being done</p>	<p>Across-board cost reductions</p>	<p>09/30/07</p>	<p>Executive Director, Chief Financial Officer, Chief Procurement Officer</p>	<p>100% complete</p>
<p><b>C.</b> Assess the ordinary maintenance and administrative expense for appropriateness.</p>	<p>No analysis currently being done</p>	<p>Across-board cost reductions</p>	<p>09/30/07</p>	<p>Executive Director, Chief Financial Officer, Chief Procurement Officer</p>	<p>100% complete</p>
<p><b>D.</b> Verify that costs are correctly classified and allocated.</p>	<p>No reasonable allocation process in place</p>	<p>Accurate and reasonable allocations in place</p>	<p>09/30/07</p>	<p>Executive Director, Chief Financial Officer, Chief Procurement Officer</p>	<p>100% complete</p>
<p><b>E.</b> Report monthly with progress report to Board/HUD beginning with 7/31/07.</p>	<p>Report procedure is not in place</p>	<p>Implement reporting method to Board/HUD</p>	<p>Monthly</p>	<p>Executive Director, Chief Financial Officer</p>	<p>100% complete</p>

<p><b>3.6 Improve the Net Income/Loss Ratio</b> (Measures how the year's operations have affected the PHA's viability.) — [Reference: 24 CFR 902, Subpart C]</p>	<p>0.00</p>	<p>NI or NL/Reserve <math>\leq</math> 20%</p>	<p>06/30/08</p>	<p>Executive Director, Chief Financial Officer, HUD Financial Analyst</p>	<p>100% complete</p>
<p><b>A. Develop tracking method for net income/loss and fund balance.</b></p>	<p>Tracking Method not in place</p>	<p>Implement tracking method</p>	<p>09/30/07</p>	<p>Executive Director, Chief Financial Officer</p>	<p>100% complete</p>
<p><b>B. Prepare detailed operating budget for each fiscal year, using AMP accounting guidelines</b></p>	<p>Operating budget not in place for FY 06/30/08</p>	<p>Operating budget properly predicts balanced budget for the year, allows for reasonable expectations and planning to be done.</p>	<p>09/30/07</p>	<p>Executive Director, Chief Financial Officer, Accounting/Bookkeeping Staff</p>	<p>100% complete</p>
<p><b>C. Analyze income and expenses to assure compliance with balanced budget or positive cash flow.</b></p>	<p>Tracking Method not in place</p>	<p>Year end income and expenses are well predicted by budget</p>	<p>09/30/07</p>	<p>Executive Director, Chief Financial Officer</p>	<p>100% complete</p>
<p><b>D. Revise operating budget based on analysis.</b></p>	<p>Tracking Method not in place</p>	<p>Revised budget will reflect unexpected changes that occurred during the year</p>	<p>09/30/07</p>	<p>Executive Director, Chief Financial Officer</p>	<p>100% complete</p>

<p><b>E.</b> Report monthly with status report to the Board and HUD beginning 7/31/07. Compare actual vs. budgeted expenditures. Assure income and expenses are in compliance with the latest approved budget.</p>	<p>Tracking Method not in place, monthly reports not in place</p>	<p>Tracking Method in place, Monthly Reporting</p>	<p>Monthly</p>	<p>Board, Executive Director, Chief Financial Officer, Accounting/Bookkeeping Staff</p>	<p>100% complete</p>
<p><b>3.7</b> Comply with OMB Circular A-133 by completing and submitting the FYE 6/30/07 Annual Audit. -- [Reference: OMB Circular A-133, 24 CFR 990.120, OIG]</p>			<p>03/15/08</p>	<p>Executive Director, Chief Financial Officer</p>	<p>100% complete</p>
<p><b>A.</b> Assure timely submission of Audited Financial Statement.</p>	<p>Late submission to REAC resulted in late presumptive failure</p>	<p>On time submission to REAC with enough time to work out any issues</p>	<p>03/15/08</p>	<p>Executive Director, Recovery Administrator, Chief Financial Officer, HUD Financial Analyst</p>	<p>100% complete</p>
<p><b>B.</b> Assure findings are resolved timely.</p>	<p>Outstanding audit findings</p>	<p>All findings closed</p>	<p>03/15/08</p>	<p>Executive Director, Chief Financial Officer, HUD Financial Analyst</p>	<p>100% complete</p>
<p><b>3.8</b> General Depository Agreements. [Reference: Annual Contributions Contract; HUD Guidebook 7410.0]</p>			<p>12/31/07</p>	<p>Executive Director, Chief Financial Officer</p>	<p>100% complete</p>
<p><b>A.</b> Obtain general depository agreements for all bank accounts.</p>	<p>Many bank accounts; records lost or incomplete</p>	<p>Agreements for all current bank accounts</p>	<p>09/30/07</p>	<p>Executive Director, Chief Financial Officer</p>	<p>100% complete</p>

<p><b>B. Review and update as necessary signatory for all bank accounts.</b></p>	<p>Many bank accounts; recent signatory left PHA</p>	<p>Appropriate signatory for all current bank accounts</p>	<p>09/30/07</p>	<p>Executive Director, Chief Financial Officer</p>	<p>100% complete</p>
<p><b>3.9 Improve financial management of the PHA. [Reference: HUD Guidebooks 7510.1 &amp; 7475.1].</b></p>			<p>12/31/07</p>	<p>Executive Director, Chief Financial Officer, HUD Financial Analyst</p>	<p>100% complete</p>
<p><b>A. Secure the technical assistance of qualified professionals to develop the Standard Operating Policy and Procedures including Internal Controls and provide oversight to all payments.</b></p>	<p>Policies not currently in place</p>	<p>Appropriate policies in place and enforced</p>	<p>12/31/07</p>	<p>Executive Director, Chief Financial Officer, HUD Financial Analyst</p>	<p>100% complete</p>
<p><b>B. Obtain Board resolution for all policy and procedures manual.</b></p>	<p>Policies not currently in place</p>	<p>Appropriate policies approved by Board</p>	<p>12/31/07</p>	<p>Board Members, Executive Director, Chief Financial Officer, HUD Financial Analyst</p>	<p>100% complete</p>
<p><b>C. With the help of qualified professionals, evaluate Finance Department's staffing needs, hire, train and appropriately assign duties and responsibilities as outlined below</b></p>	<p>Appropriate staff not in place; management reports not being done timely</p>	<p>Appropriate Finance Department staff trained and in place, all reports produced timely and accurately</p>	<p>Monthly</p>	<p>Executive Director, Chief Financial Officer</p>	<p>100% complete</p>

<p><b>D.</b> Develop, adopt and implement Financial Management policies including Disposition, Capitalization, Collection Losses/Charge-off, Check Writing Authorization, Cash Over/Short, Investments, Cash Management/Internal Procedures and Petty Cash policies.</p>	<p>Policies not currently in place</p>	<p>Appropriate policies approved by Board</p>	<p>12/31/07</p>	<p>Board Members, Executive Director, Chief Financial Officer, HUD Financial Analyst</p>	<p>100% complete</p>
<p><b>E.</b> Prepare periodic financial reports and schedules:</p>	<p>Appropriate management reports not being done timely</p>	<p>All reports produced timely and accurately</p>	<p>Monthly, beginning with August 2007</p>	<p>Executive Director, Chief Financial Officer</p>	<p>100% complete</p>
<p><b>a.</b> Bank Reconciliation Statements</p>	<p>Not being produced</p>	<p>Produced regularly</p>	<p>Monthly</p>	<p>Chief Financial Officer, Accounting/Bookkeeping Staff</p>	<p>100% complete</p>
<p><b>b.</b> Receivables Aging Schedule</p>	<p>Not being produced</p>	<p>Produced regularly</p>	<p>Monthly</p>	<p>Chief Financial Officer, Accounting/Bookkeeping Staff</p>	<p>100% complete</p>
<p><b>c.</b> Current Payables Aging Schedule</p>	<p>Not being produced</p>	<p>Produced regularly</p>	<p>Monthly</p>	<p>Chief Financial Officer, Accounting/Bookkeeping Staff</p>	<p>100% complete</p>
<p><b>d.</b> Balance Sheet</p>	<p>Not being produced</p>	<p>Produced regularly</p>	<p>Quarterly</p>	<p>Chief Financial Officer, Accounting/Bookkeeping Staff</p>	<p>100% complete</p>
<p><b>e.</b> Income Statement</p>	<p>Not being produced</p>	<p>Produced regularly</p>	<p>Quarterly</p>	<p>Chief Financial Officer, Accounting/Bookkeeping Staff</p>	<p>100% complete</p>
<p><b>f.</b> Cash Flow Statements</p>	<p>Not being produced</p>	<p>Produced regularly</p>	<p>Quarterly</p>	<p>Chief Financial Officer, Accounting/Bookkeeping Staff</p>	<p>100% complete</p>

g. Fixed Assets Reports	Not being produced	Produced regularly	Quarterly	Chief Financial Officer, Accounting/Bookkeeping Staff	100% complete
h. FASS Scores	Not being produced	Produced regularly	Quarterly	Chief Financial Officer, Accounting/Bookkeeping Staff	100% complete
i. Review Budgets to Actual	Not being produced	Produced regularly	Monthly	Chief Financial Officer, Accounting/Bookkeeping Staff	100% complete
3.10 Improve timely submission of reports to HUD. [Reference: HUD Guidebook 7510.1.]			On-going to 06/30/08	Executive Director, Chief Financial Officer, HUD Financial Analyst	100% complete
A. Operating Budget	Not being produced	Produced annually and approved by Board	Annually, submitted on time	Board, Executive Director, Chief Financial Officer, Accounting/Bookkeeping Staff	100% complete
B. Statement of Operating Receipts & Expenditures	Not being produced	Produced annually	Annually	Executive Director, Chief Financial Officer, Accounting/Bookkeeping Staff	100% complete
C. Financial Data Schedule (FDS)	Not being produced	Produced annually	Annually, submitted on time	Executive Director, Chief Financial Officer, Accounting/Bookkeeping Staff	100% complete
D. Tenant Accounts Receivable/Occupancy	Not being produced	Produced annually	Annually, submitted on time	Executive Director, Chief Financial Officer, Accounting/Bookkeeping Staff	100% complete
E. Operating Subsidy Funding System Adjustments	Not being produced	Produced annually	Annually, submitted on time	Executive Director, Chief Financial Officer, Accounting/Bookkeeping Staff	100% complete
3.11 Provide PHA Technical Assistance and/or Training in Financial Management & PHA Accounting/Bookkeeping.	Training needed for all management and financial staff		06/30/08	Executive Director, Chief Financial Officer, HUD Financial Analyst	100% complete



<p><b>A. Budgeting (PHA-wide, program specific and departmental).</b></p>	<p>Training needed for all management and financial staff</p>	<p>Competent, well-trained and highly performing staff</p>	<p>06/30/08</p>	<p>Executive Director, Chief Financial Officer, HUD Financial Analyst</p>	<p>100% complete</p>
<p><b>B. Financial Management:</b></p>	<p>Training needed for all management and financial staff</p>	<p>Competent, well-trained and highly performing staff</p>	<p>06/30/08</p>	<p>Executive Director, Chief Financial Officer, HUD Financial Analyst</p>	<p>100% complete</p>
<p><b>1. Include bookkeeping (formal) and cash management/internal controls for Finance Staff.</b></p>	<p>Training needed for all management and financial staff</p>	<p>Competent, well-trained and highly performing staff</p>	<p>06/30/08</p>	<p>Executive Director, Chief Financial Officer, HUD Financial Analyst, Accounting/Bookkeeping Staff</p>	<p>100% complete</p>
<p><b>2. Basic financial training for non-financial staff and Board.</b></p>	<p>Training needed for all management and financial staff</p>	<p>Competent, well-trained and highly performing staff</p>	<p>06/30/08</p>	<p>Executive Director, Chief Financial Officer, HUD Financial Analyst, PHA Staff, Board</p>	<p>100% complete</p>
<p><b>C. Operating Subsidy Funding System.</b></p>	<p>Training needed for all financial staff</p>	<p>Competent, well-trained and highly performing staff</p>	<p>06/30/08</p>	<p>Executive Director, Chief Financial Officer, HUD Financial Analyst, Accounting/Bookkeeping Staff</p>	<p>100% complete</p>
<p><b>D. Financial Management Policies</b></p>	<p>Training needed for all management and financial staff</p>	<p>Competent, well-trained and highly performing staff</p>	<p>06/30/08</p>	<p>Executive Director, Chief Financial Officer, HUD Financial Analyst, Accounting/Bookkeeping Staff</p>	<p>100% complete</p>
<p><b>3.12 Develop proposal the meets requirements of HUD letter dated 5/11/07 from Dominique Blom regarding workout of outstanding Bank loans using 33% of Capital Funds as repayment</b></p>	<p>Workout plan not yet begun</p>	<p>Proposal submitted to HUD PHI in DC, which is structured to enjoy approval for the use of up to 33% of annual CF to repay outstanding construction loans</p>	<p>12/31/07</p>	<p>Executive Director, Chief Financial Officer, HUD Financial Analyst, HUD PHI DC Staff</p>	<p>100% complete</p>

<p><b>A. Conduct thorough analysis of the local commercial real estate market to determine viability of options to sell the Administration building</b></p>	<p>Building not yet officially for sale; loan interest &amp; principal costs a major drain on operations</p>	<p>Viable buyer identified, cash proceeds enough to pay back all restricted funds and outstanding loans</p>	<p>12/31/07</p>	<p>Executive Director, Chief Financial Officer, HUD Real Estate Specialist, HUD Financial Analyst</p>	<p>100% complete</p>
<p><b>B. Conduct thorough analysis of the local commercial real estate market to determine viability of options to sell the Kentucky Avenue building</b></p>	<p>Loan interest &amp; principal costs a major drain on operations</p>	<p>Viable buyer identified, cash proceeds enough to pay back all restricted funds and outstanding loans</p>	<p>12/31/07</p>	<p>Executive Director, Chief Financial Officer, HUD Real Estate Specialist, HUD Financial Analyst</p>	<p>100% complete</p>
<p><b>C. Report to HUD &amp; Board monthly on progress of building sales efforts.</b></p>	<p>No monthly reporting</p>	<p>Monthly reporting</p>	<p>06/30/08</p>	<p>Board, Executive Director</p>	<p>100% complete</p>
<p><b>3.13 Develop Financial Procedures to Ensure Loan Repayment is Properly Completed</b></p>			<p>09/30/07</p>	<p>Executive Director, Chief Financial Officer, HUD Financial Analyst</p>	<p>85% complete</p>
<p><b>A. Create financial procedures for tracking and recording financial activities for Loan Repayment</b></p>	<p>No procedures in place</p>	<p>Timely repayment of funds</p>	<p>09/30/07</p>	<p>Executive Director, Chief Financial Officer, HUD Financial Analyst</p>	<p>100% complete</p>
<p><b>B. Report to HUD monthly on the progress of the Loan Repayment.</b></p>	<p>No monthly reporting</p>	<p>Monthly reporting</p>	<p>06/30/08</p>	<p>Executive Director, Chief Financial Officer</p>	<p>85% complete-CFFP application still pending.</p>
<p><b>C. Incorporate the review of the financial transactions of the Loan Repayment into the IPA Audit reporting requirements.</b></p>	<p>Loan transactions unaudited</p>	<p>Audited records</p>	<p>06/30/08</p>	<p>Executive Director, Chief Financial Officer</p>	<p>100% complete</p>

<p><b>3.14 If approved by HUD PHL, ensure that the real estate comprehensive workout plan detailed in #3.12 maintains its integrity</b></p>	<p>No procedures in place</p>	<p>HUD CF agreement remains in place</p>	<p>06/30/08</p>	<p>Executive Director, Chief Financial Officer</p>	<p>100% complete</p>
<p><b>A. Report quarterly to HUD and the Board on the progress of goals in the plan.</b></p>	<p>No reporting</p>	<p>Quarterly reporting</p>	<p>06/30/08</p>	<p>Board, RPC Financial Analyst, Executive Director, Chief Financial Officer</p>	<p>100% complete</p>
<p><b>B. Incorporate the goals of the plan into the IPA Audit reporting requirements.</b></p>	<p>Financial Plan Goals not audited</p>	<p>Goals audited annually</p>	<p>06/30/08</p>	<p>IPA, Executive Director, Chief Financial Officer</p>	<p>100% complete</p>

**Operational Area: 4. HOUSING MANAGEMENT**

Targets and Strategies	Baseline as of: 4/26/07	Final Performance Target	Lead staff for PHA and HUD		
<p>A. Change vacancy log entry procedure to start the vacancy period on the latter of these two dates: (1.) the day the lease ends, or (2) the move out day.</p> <p>B. Achieve turnaround time of this many days. Submit Fiscal Year to Date value of this number with supporting data each month to HUD with MOA Monthly Progress Report until target number is reached.</p>	<p>Always the day the lease ends</p> <p>31.10</p>	<p>The latter of the two dates</p> <p>27.50</p>	<p>Ichertz, HUD FM</p> <p>Ichertz, HUD FM</p>	<p>90% complete, status is ongoing</p> <p>Incomplete and ongoing</p>	<p>100% complete</p> <p>100% complete; ongoing to stabilize</p>

**Operational Area: 5. PROPERTY MAINTENANCE**

Targets and Strategies	Baseline as of: 4/26/07	Final Performance Target	Estimated Completion Date	Lead staff for PHA and HUD	
<b>5.1 Improve Annual Inspection Procedures</b>					
A. Correct dwelling unit quantity in PIC.	442	431	10/31/07	Ichtertz, HUD FM	100% complete
B. Correct building quantity in PIC.	159	161	12/31/07	Ichtertz, HUD FM	100% complete
C. Develop an inspection schedule. It shall include 12 project inspections, 161 building inspections, and 431 unit inspections. This totals 604 separate inspections, to be done during the year.	Not scheduled.	Scheduled.	1/31/08	Ichtertz, HUD FM	100% complete
D. Maintain an inspection log. For each of the 604, indicate the date inspected and the result. Result here means whether repairs were required or not. Where repairs are required, create a work order. Submit log each month to HUD with MOA Monthly Progress Report until HUD agrees the procedure is well established.	Not established.	Established	5/31/08	Ichtertz, HUD FM	90% complete-lack of staff prevents application of process

Operational Area: **8. SECURITY**

Targets and Strategies	Baseline as of: 05/31/07	Final Performance Target	Estimated Completion Date	Lead staff for PHA and HUD	
<b>8.1 Adopt a formal policy for reporting and tracking crime and crime related activities on all HA developments. (Reference 24 CFR 902.43)</b>	No policy In place	Policy adopted, signed and dated by Board.	10/31/07	Executive Director/Housing Program Supervisor	100% complete
<b>8.1A.</b> Develop and formally adopt policies for reporting and tracking crime and crime related activities to the local law enforcement agencies.	No policy In place	Policy adopted	10/31/07	Executive Director/Housing Program Supervisor	100% complete
<b>8.1B.</b> Develop and implement procedures for reporting crime and crime related matters to the local law enforcement agencies.	No procedures	Procedures in place	10/31/07	Executive Director/Housing Program Supervisor	100% complete
<b>8.1C.</b> Enter into a cooperative agreement with the local law enforcement agencies for sharing and tracking information on crime in HA developments.	No Cooperative Agreement	Agreement entered into w/Local Law Enforcement.	11/30/07	Executive Director/Housing Program Supervisor	100% complete
<b>8.1D.</b> Maintain a tracking system of crime and criminal related reports from residents, employees to local law enforcement agencies.	No tracking system	Tracking system in place	Monthly	Executive Director/Housing Program Supervisor	100% complete
<b>8.1E.</b> Maintain file to include all supporting documentation including a copy of policies, procedures, dated Board Resolution adopting policy which will support Yolo's MASS Certification.	No File which includes all supporting documentation	File in place	11/30/07	Executive Director/Housing Program Supervisor	100% complete
<b>8.2. Adopt a formal policy for screening applicants. (Reference: 24CFR 960.204)</b>	No policy In place	Signed Adopted Policy	10/31/07	Executive Director/Housing Program Supervisor	100% complete

<p><b>8.2A</b> Adopt a formal policy for screening applicants</p>	No policy	Policy in place	10/31/07	Executive Director/Housing Program Supervisor	100% complete
<p><b>8.2B.</b> Develop and implement procedures for screening applicants.</p>	No procedures	Procedures in place	10/31/07	Executive Director/Housing Program Supervisor	100% complete
<p><b>8.2C.</b> Establish a tracking system to document screening procedures resulting in the successful denial of admission to applicants who meet the applicable criteria, which will support YCHA's MASS Certification.</p>	No system	System in place	11/30/07	Executive Director/Housing Program Supervisor	100% complete
<p><b>8.2D.</b> Maintain a file to include all supporting documentation, including a copy of policies, procedures, dated Board Resolution adopting policy, which will support YCHA's MASS Certification.</p>	No File which includes all supporting documentation	File in place	11/30/07	Executive Director/Housing Program Supervisor	100% complete
<p><b>8.3. Adopt a formal eviction policy. (Reference: 24 CFR 966.4)</b></p>	No policy	Signed, Adopted Policy	10/31/07	Executive Director/Housing Program Supervisor	100% complete
<p><b>8.3A.</b> Adopt a formal policy for evicting residents.</p>	No policy	Policy in place	10/31/07	Executive Director/Housing Program Supervisor	100% complete
<p><b>8.3B.</b> Develop and implement eviction procedures.</p>	No procedures	Procedures in place	10/31/07	Executive Director/Housing Program Supervisor	100% complete
<p><b>8.3C.</b> Establish a tracking system to document the eviction of all residents who meet the applicable criteria that will support YCHA's MASS Certification.</p>	No system	System Established	Monthly	Executive Director/Housing Program Supervisor	100% complete

<p><b>8.3D.</b> Maintain a file to include all supporting documentation including a copy of policies, procedures, dated Board Resolution adopting policy, which will support YCHA's MASS Certification.</p>	<p><b>No File which includes all supporting documentation</b></p>	<p>File Maintained</p>	<p>11/30/07</p>	<p>Executive Director/Housing Program Supervisor</p>	<p>100% complete</p>
<p><b>8.4.</b> Establish a system for documenting all Drug Prevention and/or Crime Reduction Program Goals. (Reference: 24 CFR 901.45)</p>	<p>No system</p>	<p>System Established</p>	<p>11/30/07</p>	<p>Executive Director/Housing Program Supervisor</p>	<p>100% complete</p>
<p><b>8.4A.</b> Document all program goals related to drug prevention and/or crime reduction that will support YCHA's MASS Certification.</p>	<p>No Documentation</p>	<p>Documentation Provided</p>	<p>11/30/07</p>	<p>Executive Director/Housing Program Supervisor</p>	<p>100% complete</p>
<p><b>8.4B.</b> Maintain a file to include all supporting documentation which will support YCHA's MASS Certification.</p>	<p>No File</p>	<p>Documentation in File</p>	<p>Monthly</p>	<p>Executive Director/Housing Program Supervisor</p>	<p>100% complete</p>