



# Yolo County Housing

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## BOARD OF COMMISSIONERS

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DATE: June 09, 2011  
TO: YCH Board of Commissioners  
FROM: Lisa A. Baker, Executive Director  
Mark Stern, Finance Director  
SUBJECT: **Review and Approve Resolution Adopting 2011 – 2012 Annual Budget**

### RECOMMENDATIONS:

That the Board of Commissioners:

- Review and, after making any modifications to the proposed budget, adopt the FY 2011-2012 for Yolo County Housing (YCH).
- That the board approve the attached HUD-52574 PHA Budget Resolution
- Authorize adding and hiring an HS I position in the HCV department
- Authorize adding and hiring a Part Time Resident Manager at Cottonwood Meadows

### BACKGROUND/DISCUSSION:

#### Budget Overview:

	2011-2012 Proposed Budget			2010-2011 Approved Budget		
	Revenue	Expenses	Net Fund Balance	Revenue	Expenses	Net Fund Balance
West Sacramento	920,102	920,102	-0-	1,598,900	917,308	684,592
Woodland	1,023,561	1,000,494	23,067	1,298,905	986,477	312,428
Winters	1,011,890	1,011,890	-0-	1,409,461	1,091,464	318,027
Admin Building	377,616	289,924	87,692	377,617	150,961	226,656
HCV Operations	1,122,609	1,093,745	28,864	1,052,375	1,047,489	4,886
HCV Vouchers	10,872,000	10,872,000	-0-	9,225,000	9,113,000	-0-
COCC	1,458,835	1,456,036	2,799	1,641,718	1,469,436	172,282
ADMH	37,900	37,900	-0-	37,900	37,900	-0-
Cottonwood	279,726	271,555	8,171	255,914	251,264	4,650
Esparto Cntry Wst		3,764	(3,764)		3,764	(3,764)
Davis Solar	37,318	34,158	3,160	38,320	37,310	10
<b>Total</b>	<b>17,141,557</b>	<b>16,991,568</b>	<b>149,989</b>	<b>16,936,110</b>	<b>15,104,343</b>	<b>1,719,767</b>

## Assumptions included in the Proposed Budget

### Agency-wide

- The budget excludes depreciation of approximately \$1,100,000
- The table above shows both revenue and expense as positive and loss as negative
- Capital purchases are excluded from the budget. Purchase of capital assets are expected to be as follows (Capital assets are expensed over the depreciable life of the asset):
  - West Sacramento                      \$ 20,000
  - Woodland                                 \$187,200
  - Winters                                    \$ 62,500
  - Admin Building                         \$ 75,000

### LIPH

- The budget includes Operating Subsidy for the AMPs of only \$361,000. This assumption is based on the amount currently being received continuing through the end of December. HUD's budget request for next year (2012) requires that PHA reserves be expended, if available. Under HUD's scenario, PHA's with reserves in excess of some threshold (e.g. 4 to 6 month's operating costs) would not receive an Operating Subsidy. While Congress has not taken action or marked up the TTHUD bill at this time, YCH is taking a conservative approach and, as such, the budgets include no Operating Subsidy for the period of January 1, 2012 through June 30, 2012. It is possible that some subsidy will be received, but the most conservative estimate has been used for this budget.
- AMP Reserves are restricted to use within the AMP. Although regulations, statute and HUD's own manuals state that these funds may be used for capital improvements, HUD is currently taking the position that reserves cannot be used for capital improvements (as opposed to maintenance/operations uses). This stand is currently under debate. In the meantime, for purposes of this budget, using the most conservative of HUD's possible stands on use of reserves, YCH has assumed that reserves in excess of four months of operating costs could be required by HUD to be used to fund ongoing operations.
  - West Sacramento has reserves of \$350,000 which exceeds the four month rule by about \$50,000. YCH may be forced use this amount of reserves during the proposed budget cycle to partially cover the projected \$184,500 operating budget shortfall. The above budget summary includes this use of \$50,000 reserves and possible additional operating subsidy of \$134,500 for the excess of deficit over four month operating reserves.
  - Woodland has reserves of \$562,000. Since this exceeds four months of operating expenses, HUD may require us to use reserves to cover any operating deficit. This AMP is not projected to have an operating shortfall so use of reserves may not be necessary.
  - Winters has \$550,000 in reserves. This also exceeds four months of operating costs; YCH may be required to use up to \$213,000 of reserves to cover any operating deficit. The projected operating deficit is slightly over \$30,000.
  - The above budget summary includes the use of reserves to eliminate the budget shortfall and -0- out the Net Fund Balance.

- 2011 Operating Subsidy calculations, normally due by March 31, have not yet been prepared. HUD has abandoned SAGIS and has not yet released the new calculation tool.
- HUD has not posted new AMP Management Fee tables. The budget included the 2010 rate for expense in the AMPs and Revenue to COCC.
- Revenue derived from rental occupancy is generally budgeted at 97%. Actual occupancy runs between 98% and 99%.

### **HCV Program Operations**

- HCV Admin Revenue is based on 1,330 ACC vouchers per month for the entire year (slightly under the current level) and an additional 240 ACC vouchers per month for nine months due to the addition of Anderson Place. The addition of Anderson Place will also generate \$200/unit of one time administrative fee for start up costs associated with absorbing the new caseload.
- Admin Fee Revenue is calculated at a 75% proration for the entire year. Guidance from the professional organization that represents the interests of housing authorities indicates that July-December will be prorated at 79% but staff has chosen to use the more conservative figure. The organization's guidance is an improvement over the 65% proration estimate that they had issued and which was reported to the Board during the May meeting.
- Other Fees income includes inspections conducted for SHRA, Rent Reasonableness studies for SHRA and HPRP and referral fees for the CARE Program.
- The budget includes an HS I position that is included in the staff report title and recommendation. With the addition of 240 new vouchers from Anderson Place, this position will fill a critical eligibility caseload need. Housing Assistance currently has only 2 Housing Specialist II's to handle all 1,347 families, one Inspector to cover over 2,000 inspections annually within the Agency's 1,023 mile jurisdiction and one working Supervisor with portfolio. Staff cannot absorb an additional 240 families and the attendant responsibilities without improving the staff to caseload ratio.
  - Hiring of an additional Office Assistant II for clerical assistance, as approved by the Board with the mid-year budget, has been postponed due to funding concerns that arose during the current fiscal year. At this time, staff feels it is more prudent to add the HS I and delay the addition of the Office Assistant II. As such, the OA II has been eliminated from the proposed budget.

### **HCV Vouchers**

- With the addition of 240 new vouchers for Anderson Place, YCH estimates that voucher expense will be nearly \$10.9M for 2011-2012. If funding for HCV Vouchers does not meet projected needs, staff estimates that we may need to utilize up to \$600,000 of HCV Net Restricted Assets. YCH has ceased issuing vouchers earlier this year in order to capture natural attrition to bring costs back into line with funding, as well as denying port-in vouchers unless the initial housing authority agrees to be billed for the cost. However, at this time, the amount of funding we will receive from HUD for the current year is unknown and Congress has yet to mark-up the 2012 budget.

### **Cottonwood Meadows**

- With the improved cash flow due to the reset of the mortgage and the earlier extension of terms by the bank, Cottonwood Meadows is budgeted to have sufficient income to allow for a part-time resident manager. This is important for the property. As the Board will remember, the manager position was eliminated to improve the financial position of the property. New Hope is currently providing a tenant liaison for the property, but the addition of a manager should improve resident relations. The proposed budget includes a 20 hour position with pro-rated benefits and the elimination of the tenant liaison position. If the manager position is not hired, fund balances at the end of the year will be remitted to the State for their reserve oversight.

### **Migrant**

- The Migrant Program is not included in this budget. We have submitted 2011-2012 contract budget requests to OMS, but neither approvals, nor contracts have been received to bring before the Board. Staff expects the budget for the three Migrant Centers to exceed \$1,600,000. Migrant programs run on their own budget cycle as dictated by the State of California.

### **Admin Building**

- Rental Income is from charges to all programs for the space occupied.
- Debt Service on the two remaining loans (~\$218,000) will be paid from the Administration Building cost center and reimbursed by Capital Fund.
- The budget includes \$75,000 for purchase and installation of an emergency backup generator. Total expected costs for the generator are expected to be +/- \$100,000. YCH is actively seeking grant opportunities for matching funds. There are sufficient reserves available for this expense. These reserves are dedicated to the Administration Building. The YCH Continuity of Service Plan includes the installation of this equipment for the operation of the YCH EOC and for continued service to customers in event of loss of power. Also, as a member of the future Yolo County OES Consortium, YCH will be able to serve as a backup to the existing OES office, if it were to prove necessary.

### **COCC**

- The COCC Budget includes \$149,809 for Migrant Program management fees based on 2010-2011 proposed budgets submitted to OMS. The final amount may be less depending on adjustments that OMS may make to the budgets submitted.
- The budget included management fees for Pacifico based on the 2010 LIPH Admin Fee table and 50% occupancy, beginning summer 2011.
- The 2010-2011 budget included CHARMA dissolution distributions which have been completed and will not be received in 2011-2012.

## **Program Summaries**

### **LIPH (AMPs: West Sacramento, Woodland and Winters):**

Operating Fund Subsidy is completely eliminated from these budgets for Jan, 2012-June, 2012. HUD has proposed eliminating these funds for those PHAs who have built up reserves in their AMPs. HUD's proposal, if approved, would require PHAs to use reserves to make up funding shortfalls if the reserves exceed a certain threshold of operating costs. As a result of this potential



funding cut, West Sacramento and Winters AMPS are projected to have significant operating losses, to be filled by reserves and Woodland will have only a very small operating gain.

**HCV Program (Administrative Fees Only):**

Administrative fee income is based on 1,330 monthly vouchers which is slightly less than current caseload. An additional 240 vouchers that come with Anderson Place will be in place for an estimated nine months of the fiscal year. These additional units come with one time funding of \$48,000 for start up costs associated with the 240 additional vouchers.

**HCV – HAP Payments:**

Currently, HAP Voucher payments are exceeding HAP Voucher income by more than \$40,000 per month. YCH no longer accepts port in vouchers and through attrition hopes to reduce the number of active participants so that funding and voucher expense match. This is the opposite of just two years ago when increasing vouchers was the goal, but is in line with steps taken in 2008 due to HUD funding shortfalls. Funding is based on the past year's actual costs, plus an adjustment factor, but the dataset was moved to a point in time with lower leasing, along with a possible proration, so it is possible YCH will see a reduction in voucher funding (on a per unit basis). Normally HUD would have already done this calculation and notified PHA's of their funding. Since the Federal Budget was delayed, HUD has not yet provided PHAs with the information needed to produce an educated budget for HAP funding. We expect to have more data by late June as to actual amounts. HAP is restricted to use for funding payments to landlords on behalf of residents.

**Central Office Cost Center:**

Under the new Asset Management model, the Central Office Cost Center (COCC) includes all administrative support staff including the Executive Director, Finance Director, Facilities Manager, HR/Risk Manager, two Finance support staff, two Maintenance Workers II's and one Maintenance Worker I. To support COCC operations, three types of fees are charged: Management fees, bookkeeping fees and asset management fees. In addition, certain fee for service income is anticipated for services provided to the various LIPH AMP's. The COCC also receives management fees from OMS for managing the migrant programs and from U.S. Department of Agriculture for managing the Davis Solar Housing. Capital Funds provide salary reimbursement to the COCC for project oversight. YCH receives some fee income, as well as a recurring donation.

**Cottonwood (New Hope CDC):**

Revenue is expected to remain level with the 2010-2011 year, but expenditures will be reduced. The reduction is primarily due to the lower interest rate on the Cottonwood mortgage that became effective in February. Lower monthly payments reduced cash expenditures by \$31,000 per year for the next four years.

### **Davis Solar Housing:**

This is a self-sustaining program which the YCH manages for a fee of approximately \$1,200/year. Residual funds accrue to the fund after the required reserves are set aside. Rental rates must be approved by USDA Rural Development. If the program is not losing money, rent increases won't be approved. The program is basically a break even operation.

### **Capital Funds:**

YCH receives a Capital Funds allocation that varies annually, based on Congressional appropriations. For 2011, the amount initially authorized for YCH was \$992,387. Since the initial information provided, HUD has proposed a 20% reduction of that amount. YCH has not received a signed agreement for the 2011 Capital Fund Grant. These funds are earmarked for reimbursement of operational costs as well as planned capital projects. Capital Grants are earmarked for some operational costs which are included in the individual AMP and COCC expense budgets with offsets in the corresponding income budgets. These costs are limited to about 25% to 30% of the grant amount. The rest of the funds are for various capital projects that have been previously approved.

### **Conclusions:**

Although the forecast for HUD funding and State OMS funding for the Migrant Programs remain hazy due to Federal and State budget issues, staff has attempted to be very conservative in its revenue projections and very tight in projecting costs. When definitive information is received from HUD all of these budgets will need to be revisited. Unless there are drastic changes, the budgets will be revisited as part of the regular mid-year reallocation process.

As required by Asset Management Program (AMP) Regulations, program managers were active participants in this budget process. Finance actively worked with the program managers via email, telephone and individual meetings to develop the projections presented to you today. This is the fourth year of program staff involvement in budget preparation and staff is definitely getting a better feel for what it takes to complete the task.

### **Fund 110, 120 & 130 – Low Income Public Housing (AMPs)**

#### **Status of Goals for Real Estate Services for 2010-2011**

- Achieve and maintain 95% or above correct submission report to PIC each month. Submit annual re-certification, interim and all tenant and unit changes to Public and Indian Housing Information Center (PIC).
  - LIPH has maintain a 95 % or above score on its PIC submissions.
- Achieve and maintain 95% or above monthly on time rent collection rate for all developments by consistently enforcing the YCH delinquency policy.

- Real Estate Services staff have been consistently enforcing the delinquency policy and therefore they have achieved and maintained a score of greater than 95 % for on-time rent collection.
- Minimize outstanding balances in Accounts Receivables. Continue to review the Tenant Accounts Receivable (TAR) report on the 15<sup>th</sup> and the last day of the month and enforce repayment agreements.
  - Real Estate Services staff has achieved the goal of minimizing outstanding balances in Account Receivables by enforced repayments agreements and quarterly writing off outstanding balances owed to YCH.
- Continue to improve current process on submitting outstanding accounts to Collection Agency; Rash Curtis and Associates. Provide additional training on Collection Agency's new submittal system.
  - Real Estate Services staff was trained on submitting accounts for collection.
- Review and improve current lease for LIPH. Revise and create draft of lease to improve quality of information.
  - The Director of Operations and the Real Estate Services Supervisor are continuing to work on the LIPH lease to meet HUD regulations and state and local laws.
- **Develop and implement a new application for LIPH services.** Review and revise current application to meet HUD regulation and state and local laws. This will allow us to better serve our community.
  - A new application has been developed and implemented for the LIPH program.
- **Update current forms and procedures.** Translate and revise letters, information and documents. This would include a complete review of the Agency's forms, updating as appropriate and creating written procedures for new staff.
  - The Real Estate Services Department has update current forms and procedures to be better serve our applicant and tenants.
- **Review and improve current ACOP for LIPH.** Create draft of improved ACOP. Review draft with legal counsel to assure all state, local and federal laws are adhered to. Improvements in the ACOP will allow staff to administer LIPH efficiently.
  - The Admission and Continued Occupancy Policy continues to be revised and updated. We will continue to work on this goal to complete an updated/approved Admissions and Continued Occupancy Policy this coming Fiscal Year.
- **Analyze current processes and implement effective workflows for staff.** Adapt procedures to streamline and improve the Public Housing/Real Estate Services Department to increase efficiency and deliver excellent customer service.
  - New procedures were implemented and it has increased efficiency within the Real Estate Services Department. This has helped us deliver better service to our tenants.

- **Review and streamline current procedures for applicant waiting lists and screening processes.** Update current procedures to reduce paperwork (go green), provide excellent customer service and improve efficiency. Improve screening process for all potential tenants to assure all state, local and federal laws are adhered to and apply fair housing regulations.
  - We have centralized the eligibility department. We also have streamlined the procedures for applicant list to improve efficiency and service to our potential applicants.
  
- **Develop and implement Quarterly Orientation for all new tenants.** Adapt policy and procedure to have new tenants attend a mandatory orientation where housekeeping, rent collection and all pertinent tenant responsibilities are reviewed in detail.
  - The Real Services staff meet with new tenants and conduct an orientation at the initial move-in. However we have not adapted policies and procedures to have new tenants attend a mandatory orientation every quarter.
  
- **Reduce unit turnaround time in order to improve PHAS score.** Maintenance staff will receive additional training which will assist in improving efficiency. Housing Specialist will conduct annual housekeeping inspections in order to ensure that maintenance and health and safety concerns are addressed promptly. Tenant Orientation will assist YCH in assuring tenants maintain the unit and at move out are aware of how to properly return a unit.
  - Real Estate Services Staff is scheduled to attend training June 2011 to improve turnaround time and this will help our PHAS scores.
  
- **Monitor and control expenditures to the public housing budget.** Continue to require that all Housing Specialists ensure that all items are charged to the correct general ledger line item and not over spent. Review and discuss budget with Housing Specialists on a quarterly basis.
  - The Housing Specialist have been diligent on controlling expenditures
  
- Continue with ongoing training for Housing and Maintenance Staff pertaining to Asset Management. Housing and Maintenance staff will attend and successfully complete training regarding Asset Management policies and procedures.
  - Housing and Maintenance staff have attended Rent Calculation and UPCS training this past fiscal Year. They are also scheduled to attend a unit turn around training to improve our unit turnaround.

#### **Goals for Real Estate Services for 2011 2012**

- Achieve and maintain 95% or above correct submission report to PIC each month. Submit annual re-certification, interim and all tenant and unit changes to Public and Indian Housing Information Center (PIC).
- Achieve and maintain 97% or above monthly on time rent collection rate for all developments by consistently enforcing the YCH delinquency policy.
- Minimize outstanding balances in Accounts Receivables. Continue to review the Tenant Accounts Receivable (TAR) report on the 15th and the last day of the month and enforce repayment agreements.

- Continue to improve current process on submitting outstanding accounts to Collection Agency; Rash Curtis and Associates. Provide additional training on Collection Agency's new submittal system.
- Review and improve current lease for LIPH. LIPH staff is creating the final draft for review and comment.
- Staff will continue to update current forms and procedures. Translate and revise letters, information and documents. This would include a complete review of the Agency's forms, updating as appropriate and creating written procedures for new staff.
- Review and improve current ACOP for LIPH. Finalize draft of improved ACOP; review draft with legal counsel to ensure all state, local and federal laws are adhered to. Improvements in the ACOP will allow staff to administer LIPH efficiently.
- YCH will continue to analyze current processes and implement effective workflows for staff. Adapt procedures to streamline and improve the Public Housing/Real Estate Services Department to increase efficiency and deliver excellent and improved customer service.
- Develop and implement Quarterly Orientation for all new tenants. Ensure policy and procedures are explained to new tenants where housekeeping, rent collection and all pertinent tenant responsibilities are reviewed in detail.
- Reduce unit turnaround time in order to improve PHAS score. Maintenance staff will receive additional training which will assist in improving efficiency. Housing Specialist will conduct annual housekeeping inspections in order to ensure that maintenance and health and safety concerns are addressed promptly. Tenant Orientation will assist YCH in assuring tenants maintain the unit and at move out are aware of how to properly return a unit. Staff has already for two months obtained full occupancy at all of its LIPH sites. LIPH's goal is to obtain High Performer Status
- Continue to improve curb appeal of all LIPH sites
- Monitor and control expenditures to the public housing budget. Continue to require that all Housing Specialists verify that all items are charged to the correct general ledger line item and not over spent. Review and discuss budget with Housing Specialists on a quarterly basis.
- YCH will implement a Quality Control of files to ensure files are up to date with respect to deposits and signatures to ensure compliance with PHAS.
- Continue to schedule quarterly meetings with staff to go over issues/concerns and ensure all updates regarding policies and procedures are being followed.

## **Fund 200 – Housing Choice Voucher Program**

### **Status Update FY 2010-2011 Goals**

- Achieve and maintain 98% lease up in the budget year (combined between tenant-based HCV and project-based vouchers).
  - During FY 10-11 the HCV lease up rate increased to fully utilize the HAP funds and reserves by issuing tenant-based and project-based vouchers.
- Work with the Family Self Sufficiency (FSS) Coordinator to attempt to Close 3 homes through the Housing Choice Voucher Home Ownership Program in the coming year. Staff



intends to continue marketing this program to qualified voucher holders, as well as to partner with the participating cities in FY 2011-2012. Staff also anticipates extending this program to the unincorporated areas of Yolo County by providing information to County staff, contractors and lenders. Staff works closely with the FSS Coordinator to market the FSS and Homeownership Programs. The FSS Coordinator meets with eligible/interested participants after their admission to program, after the annual re-certifications or when participants express the interest in the participating in these programs. Resident Initiatives Coordinator has begun to schedule financial literacy classes for HCV families.

- Increasing the Homeownership Program remains our goal. No new contracts were signed in FY 10-11
- Implement the Project-Based Voucher Program (PBV). The agency will finalize the process of the three (3) pending applications from owners requesting PBV from YCH and will assign 30 vouchers for this program in FY 2011-2012.
  - In FY 2010-2011 the agency requested proposal for Project Based Voucher Housing Assistance Payment Contracts. Three responses were received. Currently to subsidize a total of 30 units for a period of 10 years. Currently 46 Project Based Vouchers are subsidized as follows: Fair Plaza PBV contract was signed on 10/1/08 for 27 units; the Eleanor Roosevelt PBV contract was signed on 4/1/2009 for 12 units and amended on 12/1/2010 to add three additional units; the Homestead - PBV contract was signed on 2/1/2009 for 4 units.
- Maintain between 98 – 100% submission rate on the HUD PIC System. The Agency must maintain at least 95% accuracy reporting rate and it expects to continue maintaining a 98% - 100% rate in FY 2011-2012. –
  - During FY 2010-2011 the HCV program consistently maintained a score between 98 – 100% submission rate on the HUD PIC System, exceeding the 95% minimum requirement.
- Maintain high-performer status on SEMAP scores for FY 2010-2011 which ends June 30, 2011. In the Fall of 2010 HUD determined that the Agency met SEMAP standards and classified the agency a High Performer for FY 2009/2010. This meant that some management indicators were significantly improved and program requirements are being met. In FY 2011-2012 staff will continue with the effective implementation of required practices to maintain the current status.
- Implementation of new owner education/workshops. Staff will look into ways to recognize existing owners and to attract potential new owners to participate in the Agency's Housing Choice Voucher Program. This will be done through recognition and education workshops.
  - In FY 2010-2011 the Agency continued to provide free advertisement of available units for rent and information for landlords in its website to attract new landlords, and to provide a better service to landlords currently participating in the HCV Program. As part of the landlord outreach effort, the Agency hosted the Fair Housing Landlord Workshop, in partnership with Legal Services of Northern California and the City of Woodland to educate landlords in Fair Housing Laws. Additionally, to provide better service to

landlords, YCH began the implementation of the Landlord Access program on May 1, 2011. This program allows landlords to view the housing assistance payment history from any computer with Internet access, at any time. In the Fall of 2011, this program will have a new feature to allow landlords to view information related to Housing Quality Standards inspections. The landlords will be able to see if the unit met the HQS and passed or a list of items that need to be repaired. Landlords will also be able to notify the inspectors, through this program, when the repairs are completed. YCH also implemented direct deposit for landlords in 2010-2011 and, in Fall 2011, will move to eliminate paper checks to landlords in favor of electronic direct deposit.

- Review and Update Administrative Plan and Briefing Information. The Administrative Plan is being revised and updated; program improvements are being implemented to administer the program effectively. The information given to program participants is updated as new regulations are implemented.
  - The Administrative Plan was updated in 2010-2011 and will be updated again in FY 2011-2012. Changes of policies and procedures allow staff to administer the HCV program efficiently. The briefing packet was updated to allow HCV participants to better understand the Agency's policies and procedures. This will also ensure that YCH's policies and procedures are up today and in line with HUD requirements.
- Update current forms and written procedures. Translate revised letters and information documents and place them on-line. This includes a comprehensive review of the Agency's forms, updating as appropriate and creating written procedures for new staff.
  - We will continue to work on this goal in FY 2011-2012. For 2010-2011, the application was significantly revised and the wait list was opened online.
- Analyze, develop and implement effective workflow for staff. New procedures have been implemented for the initial eligibility process and the Agency continues to look at the work flow pattern to streamline and improve the organization of the Housing Choice Voucher Program to increase efficiency and deliver excellent customer service. As the program continues to grow successfully, a new staff position must be added.
  - New procedures were implemented in FY 2010-2011 to improve the work flow and efficiency in reporting annual inspections, processing contracts and conducting annual and interim re-certifications. The program has grown to the extent that it is not physically possible to continue operating with the current staff without compromising good customer service practices and the Agency's high performer status. A part time housing specialist position was added in FY 2010-2011 for eligibility and a housing specialist I is projected to be added in FY 2011-2012

### **Goals for FY 2011-2012**

- Maintain 98% lease up in the budget year (combined between tenant-based HCV and project-based vouchers).
- Attempt to promote and implement the Voucher Home Ownership Program. This should assist in our goal to close on 3 homes in the coming year. Staff intends to continue

marketing this program to qualified voucher holders, as well as to partner with the participating cities in FY 2011-2012. Staff also anticipates extending this program to the unincorporated areas of Yolo County by providing information to County staff, contractors and lenders.

- Continue to maintain between 98 – 100% submission rate on the HUD PIC System. The Agency must maintain at least 95% accuracy reporting rate and it expects to continue maintaining a 98% - 100% rate in FY 2011-2012.
- Maintain high-performer status on SEMAP scores. In FY 2009-2010, staff implemented improvements to the agencies policies and procedures and will continue with the implementation to maintain the high performer status.
- Implementation of new owner education/workshops. Staff will look into ways to recognize existing owners and to attract potential new owners to participate in the Agency's Housing Choice Voucher Program. This will be done through recognition and education workshops and the implementation of the Landlord Access Program.
- Analyze, develop and implement effective workflows for staff. New procedures have been implemented for the initial eligibility process and the Agency continues to look at the work flow pattern to streamline and improve the organization of the Housing Choice Voucher Program to increase efficiency and deliver excellent customer service.
- Implementation of Family Self Sufficiency Program (FSS). The Agency has adopted a new FSS Action Plan and will enroll ten HCV Program participants in the FSS program to comply with the HUD requirement to reduce the dependency of families on welfare or other public assistance. This plan provides for the establishment of the FSS account, and other activities and supportive services provided to families from public and private resources.

## **Fund 310 – COCC**

### **Administration**

#### **Status of Goals for 2010 -2011**

- Begin strategic planning initiatives for regional housing plan, which includes engaging with stakeholders and leaders in the County and in each incorporated City;
  - Planned for implementation after change over in governance structure expected in 2011.
- Begin implementation of energy plan – proposed hybrid vehicle purchases and investigating power management software costs in 2010-2011.
  - Energy Plan adopted. 2 hybrid vehicles on order.
- Look at ways to improve resident and landlord education regarding energy usage.
  - Continuing to work with the Yolo Energy Watch on these issues. Held one training for 107 landlords regarding PGE Smart AC program.

- Complete Master Calendar process.
  - This is still in progress. Most due dates currently folded into YCH annual calendar.
- Working with other PHA partners, investigate possibility of national pooled purchase program for goods and services. Includes potential to create national specifications for energy usage in heating/air conditioning, water, other.
  - Have had initial discussions with directors in California, New York City and Miami.
- Begin looking at planning for master planned housing sites in land owned or acquired by the YCH.
  - Currently looking at funding for development consultant to help with master planning, as well as discussions with County regarding land transfer.
- Begin work on acquisition/rehabilitation plan for CalAHA-owned property.
  - Submitted application for State HOME funds, but did not receive an allocation. Currently in discussions with lenders and the developer on a revised financing scenario.
- Continue to roll out customer care and conduct follow up for improved service.
  - Did customer service surveys in 2010 – 2011 and used as springboard for development of Welcome Home customer care initiative.
- Work on improving outreach to unlikely to apply populations for housing services.
  - Rolled out wait list opening
- Execute change in governance and update Resident Advisory Board participation parameters.
  - Working through remaining issues for transition in governance. By-laws and Ordinance adopted.

#### **Goals for FY 2011 - 2012**

- Complete Energy Performance Contract requirements and complete investment grade audit.
- Complete transition to new governance structure.
- Complete development of a Master Calendar as part of the orientation package for new commissioners.
- Continue to work with partners on improved pooled purchase opportunities for goods and services.
- Retain a development agent to work on master plan project, as well as outstanding development projects, such as Esparto duplex, 1212 "L" street, Crosswoods and others.

- Conduct new round of customer care surveys.
- Develop Welcome Home brand, including logo and packets. Make outreach to local Chambers of Commerce.
- Continue to work on energy and sustainability initiatives at local, state and federal level for housing and community development programs.

## **Data Management**

### **Status of Goals for FY 2010 -2011**

- Complete the transition from a YCHA domain name to the new YCH.Ca.Gov domain which will permit intranet capabilities.(YCH acquired the YCH.Ca.Gov naming rights in 2009-2010 and is now in implementation phase).
  - YCH made the transition to ych.ca.gov in 2010-2011.
- Upgrade the MS Office software agency-wide to MS Office 2007
  - Upgrade in place.
- Install the Housing Intelligence Portal program by Tenmast to allow desktop automatic reports of performance statistics.
  - Installation complete. Staff have identified data errors from initial set-up. Currently troubleshooting the system.
- Look at feasibility of installing Surveillance cameras to the Administration building and in potential areas of crime in Managed Housing complexes
  - Initial feasibility study complete.
- Plan and execute an alternate server site in the Winters site to allow continued work during times of emergency and as part of business continuity planning.
  - Back-up generator installed in 2010- 2011 making the site feasible as the alternate server farm.
- Install an emergency notification system using a System as a Service (SaaS) program and enroll customers and residents of YCH.
  - Staff has been in discussions with vendors and with UCD about possible services.
- Pursue funding for the installation of a fee-for-service wireless internet service in multiple managed housing AMPS.
  - Staff pursued installation through partnership with One Economy and West Sacramento. Grant funding was not awarded. Staff looking at other options for installation, beginning in West Sacramento.



- Replace computer lab monitors (CRT) at all sites with new more efficient LCD Monitors
  - Replacement in progress
- Seek increased backup power capability for the Administration Building Server room.
  - Installation of emergency back-up generator still required. YCH was not successful in securing Homeland Security funds for this project.
- Deploy a blackberry server thus eliminating the need to have multiple computers running the desktop redirector.
  - Transition to Google for cloud computing eliminated the need to run multiple computers, as well as the need for an additional blackberry server.
- Create kiosk system for automated internet-based information for residents and customers of YCH. Use the Main Administration Building as the test site.
  - Still in the design stage.
- Begin to investigate costs and feasibility of power management systems for offices.
  - This will be investigated in 2011-2012.
- In addition, The transition of mail, calendars and documents to “the cloud” is complete. The second phase of this project is to continue to enhance the functionality of the Google Apps system.

Landlord Access was completed in 2011. The purpose of this system was to permit Landlords to have web access to their accounts to view financial transactions. When fully implemented, this will allowed YCH to discontinue the mailing of this information thus saving postage fees.

### **Goals for FY 2011 - 2012**

- Complete the Tendocs System installation
  - In the last year we purchased the Tendocs paperless document system for the agency. The server is in place and Desktop Scanners are proposed for purchase to bring the first part of the final phase of the system online.
- Complete the Interactive Voice Response System (IVR) installation
  - This system is awaiting final configuration from the vendor
  - Once completed it will allow for an automated way of notifying customers of their position on the wait list.
- Upgrade desktop computers
  - The majority of the current desktop computers are over five years old; while they are in good working order, they are unable to meet the demands of today's more sophisticated software applications.

- Begin replacement of network infrastructure, i.e. firewall and routers
  - Our existing firewall and Internet routers are at “end of life,” therefore a systematic replacement is needed. The process will start with the oldest being replaced first until all systems are eventually replaced. This will take several years to complete due to budgetary restrictions.
- Complete the creation of a backup server farm and contingency site for YCH
  - The Winters community room has been identified as our contingency site, surplus servers will be installed and run an automated sync software for our databases. This project will be completed as time allows in the next year.

## **Finance**

### **Status of Goals for 2010-2011**

- Set up Agency Fixed Assets in the TenMast module eliminating the need for the manual spreadsheets now used.
- Prepare RFP for Audit Services. The initial three year term of the existing Audit Contract has been completed. During the term, YCH has improved processes, policies and procedures and staff believes that a new competitive RFP will result in significant audit cost savings.
  - RFP created. New auditing firm hired.
- Close Audit Findings that have carried over from 2007 through 2009.
  - HUD has closed 2007 through 2010 carry over audit findings.
- Move to a bi-weekly payroll system in December 2010 in order to standardize the system and eliminate additional manual work.
  - Move to bi-weekly payroll complete.

### **Goals for FY 2011 - 2012**

- To have the Draft Audit of 2010-2011 completed before December 31, 2011.
- To complete the corrective action plan for resolution of the 2009-2010 audit findings.
- Work with the Executive Director and Facilities Manager to create a Capital Improvement Plan for YCH to be included with the next budget.

## **Resource Administration**

### **Status of Goals 2010-2011**

- Analyze Customer Care Program feedback and provide staff with information for program improvements. Establish regular feedback program in next program year. Utilize the program

to capture email and texting capacity of residents and landlords for program communication and disaster preparedness.

- Completed analysis of customer care feedback from landlords and residents. YCH captured minimal email and texting capacity from residents through the program. Staff will continue to gather feedback through meetings and on-line surveys.
- In partnership with local agencies, explore and identify enhanced educational and recreational opportunities for YCH resident youth.
  - Staff is working closely with Yolo Family Resource Center, Yolo County Children's Alliance, RISE, UC Davis Cooperative Education, UCD TANA and other youth oriented organizations to provide enhance programming to resident youth. Proposed projects include environmental education, leadership training, expanding art workshops, and adding a 4-H club to the Woodland development. Computer labs located in Woodland, Winters, and West Sacramento are staffed with part-time Computer Lab Assistants. YCH staff has been appointed the Chair of the Yolo Youth Opportunities Council.
- Meet FSS enrollment goals of 26.
  - Staff made progress towards this goal with a total of 15 new enrollments for a total of 25 out of 34 mandatory slots. YCH no longer is required to submit quarterly reports to HUD.
- Identified staff will attend and complete the CalEMA Management 333: Emergency Planning for Special Needs Communities in order to develop Emergency Action Plans for the evacuation of YCH special needs populations.
  - Identified staff successfully completed CalEMA Management 333; Two staff completed the Emergency Planning for Special Needs Communities course.
- Participate in the Golden Guardian Exercise with Yolo County Office of Emergency Services (OES) and Cal-EMA.
  - Staff participated in Operation Dark Horizon, October 21, 2010. Staff assisted in the planning of the Golden Guardian Exercise on May 18, 2011.
- Expand fire safety and community presentations to residents during quarterly resident meetings.
  - YCH had local fire departments present at resident meetings at each complex during Fire Prevention month in October 2010. YCH also expanded outreach to youth with a "Fire Prevention Poster Contest" that resulted in 8 youth participating.
- Explore options for civilian patrol and/or neighborhood watch for safety and security improvements within YCH complexes.

- Staff have explored options; this will be implemented as part of the Welcome Home Initiative and will continue into next fiscal year.
- Design, print and distribute 2011 Annual Report and Calendar.
  - Staff successfully completed and distributed the 2011 Annual Report and Calendar.
- Identify dental benefit options for YCH employees that may increase coverage without increased costs.
  - Staff identified and provided dental benefit options to staff; after evaluation staff voted to remain with the current plan.
- Investigate improved wellness and low-impact exercise options for staff and residents onsite (e.g., yoga, hiking trails, etc.)
  - Staff increased wellness education and training through MHN and staff instituted a JOY (Journey Over Yolo) wellness program in the Fall 2010. This goal will continue to be addressed by the YCH Wellness Committee.
- Work in partnership with local agencies (community colleges, occupational training programs, WIB, and DESS) for identifying the outreach and delivery of cost-effective educational and/or job training options for YCH tenants.
  - Staff actively participates on the WIB and Yolo Youth Opportunities Council. Staff has applied for grants to enhance these opportunities to residents and tenants. This is an ongoing goal.
- Re-evaluate YCH Drug Screening policy and institute process.
  - Staff instituted post offer pre-employment physical and drug screening processes for all new hires. These services may be used in accordance with the YCH Drug and Alcohol Policy.
- Write the Emergency Action Plan and implement individual disaster preparedness plans with YCH staff.
  - Staff wrote the YCH Emergency Operations Plan which included the Threat Summary, Individualized Operations Checklists, Staff Emergency Action Plans, and Resident Guidelines. Included were Emergency Operations Pocket Guides for use by staff that includes emergency contact numbers and reporting procedures.
  - YCH staff has completed elements of the NIMS series (100, 200, 300 and 400).
  - Staff received training on HazCom, Defensive Driving, Fire Prevention, and other relevant safety topics throughout the fiscal year.

- Write the YCH Continuity of Operations Plan (COOP)
  - Staff has developed a draft plan and additional research on elements of the plan is being finalized.
- Implement Housing Authority Insurance Group Risk Control Work Plan resulting in a minimum of a 5% insurance premium rebate.
  - Staff implemented the Risk Control Work Plan resulting in a 6.46% premium rebate.
- Receive 80% or higher on the next California Worker's Compensation Association (CHWCA) evaluation of the YCH safety program.
  - YCH received an 87%.
- Effectively implement annual staff recognition process for years of service.
  - YCH will be recognizing staff for their years of service in August 2011.

### **Goals for Resource Administration 2011-2012**

In addition to the continuation of the above:

- Seek grant opportunities to expand client services including but not limited to ROSS, FSS, CFCF, Homeland Security, and other relevant funding sources.
- Develop human resources, emergency, risk management and safety policies and procedures to enhance YCH operations.
- Institute resident youth poster contests at all locations and elevate contest winners to regional and national competition levels.

### **Fund 400 – Cottonwood Meadows (NHCCDC)**

#### **Status of Goals for Cottonwood Meadows 2010-2011**

- Achieve and maintain a 95% monthly on time rent collection rate for Cottonwood Meadows Apartments by consistently enforcing the delinquency policy and reviewing the Tenant Accounts Receivable (TAR) report on the 15<sup>th</sup> and the last day of the month.
  - Cottonwood Meadows staff has been consistently enforcing the delinquency policy and therefore we have achieved to maintain a 95 % monthly on time rent collection.



- Minimize outstanding balances in Accounts Receivables. Continue to review the Tenant Accounts Receivable (TAR) report on the 15<sup>th</sup> and the last day of the month and enforce repayment agreements.
  - Staff has enforced repayments agreements and quarterly presents a write off list to be approved by the BOC. By doing these things it has helped minimizing outstanding balances in accounts receivables.
- Monitor and control expenditures for Cottonwood Meadows. Require that the Housing Specialists/ Property Managers ensure that all items are charged to the correct General ledger line item and not over spent. Review and discuss budget with Housing Specialists/ Property Managers quarterly.
  - The Housing Specialist has been diligent on controlling expenditures. Therefore we have kept a positive cash flow at Cottonwood Meadows.
- Analyze current processes and implement effective workflows for staff. Adapt procedures to streamline and improve the Cottonwood Meadows program to increase efficiency and deliver excellent customer service.
  - New procedures were implemented and it has increased efficiency within the Real Estate Services Department. This has helped us deliver better service to our tenants.
- Develop and implement a new application for Cottonwood Meadows. Review and revise current application to meet HUD regulation and state and local laws. This will allow us to better serve our community.
  - A new application has been developed and implemented for Cottonwood Meadows to better serve our applicants.
- Reduce unit turnaround time and lease up days. Maintenance staff will receive additional training which will assist in improving efficiency. Management will advertise annually and promote tenancy in order to maintain a current listing of prospective tenants.
  - Cottonwood has contracted a cleaning service to assist with the unit turnaround. Management has been advertising annually.
- Update current forms and procedures. This would include a complete review of the Agency's forms, updating as appropriate and creating written procedures for new staff.
  - The Real Estate Services Department has update current forms and procedures to be better serve our applicants and tenants.

#### **Goals for Cottonwood Meadows 2011-2012**

- Achieve and maintain a 95% monthly on time rent collection rate for Cottonwood Meadows Apartments by consistently enforcing the delinquency policy and reviewing the Tenant Accounts Receivable (TAR) report on the 15<sup>th</sup> and the last day of the month.
- Monitor and control expenditures for Cottonwood Meadows. Require that the Housing Specialists/ Property Managers ensure that all items are charged to the correct General ledger

line item and not over spent. Review and discuss budget with Housing Specialists/ Property Managers quarterly

- Develop and implement Quarterly residents meetings for Residents at Cottonwood Meadows to improve communication within staff and residents.
- Hire an on-site Property Manager at Cottonwood to manage the property.

### **Fund 600 - Davis Solar Housing**

#### **Goals for Davis Solar Housing for 2010-2011**

- Achieve and maintain a 99% monthly on time submission. Submit annual re-certification, interim and all tenant and unit changes to United States Department of Agriculture (USDA) by the 10th of the following month of effective.
- Achieve and maintain 99% or above monthly on time rent collection rate for Davis Solar Housing by consistently enforcing the delinquency policy.
- Minimize outstanding balances in Accounts Receivables. Continue to review the Tenant Accounts Receivable (TAR) report on the 15th and the last day of the month and enforce repayment agreements.
- Continue to improve current process on submitting outstanding accounts to Collection Agency; Rash Curtis and Associates. Provide additional training on Collection Agency's new submittal system.
- Create and implement a draft lease for USDA/Davis Solar Housing. Create draft of lease to improve quality of information and separate from LIPH. Review draft with legal counsel to assure all state, local and federal laws and USDA regulations are adhered to. In process
- Update current forms and rent procedures. Translate and revise letters, information and documents. This would include a complete review of the Agency's forms, updating as appropriate and creating written procedures for new staff.
- Create and adapt current Management Plan for Davis Solar Housing. Create draft of Management Plan. Review draft with legal counsel to assure all state, local and federal laws and USDA regulations are adhered to. Submit draft to USDA for approval.
- Analyze current processes and implement effective workflows for staff. Adapt procedures to streamline and improve USDA/Davis Solar Housing program to increase efficiency and deliver excellent customer service.

- Review and streamline current procedures for applicant waiting lists and screening processes. Update current procedures to reduce paperwork (go green), provide excellent customer service and improve efficiency. Improve screening process for all potential tenants to assure all state, local and federal laws are adhered to and apply fair housing regulations.
- Develop and implement Quarterly Orientation for all new tenants. Adapt policy and procedure to have new tenants attend a mandatory orientation where housekeeping, rent collection and all pertinent tenant responsibilities are reviewed in detail.
- Reduce unit turnaround time. Maintenance staff will receive additional training which will assist in improving efficiency. Housing Specialist will conduct annual housekeeping inspections in order to ensure that maintenance and health and safety concerns are addressed promptly. Tenant Orientation will assist Davis Solar Housing program in assuring tenants maintain the unit and at move out are aware of how to properly return a unit.
- Monitor and control expenditures to the Davis Solar Housing budget. Continue to require that all assigned Housing Specialists ensure that all items are charged to the correct general ledger line item and not over spent. Review and discuss budget with Housing Specialists on a quarterly basis.
- Continue with ongoing training for Housing Staff pertaining to USDA Solar Housing. Housing staff will attend and successfully complete training regarding USDA Solar Housing policies and procedures.

### **Special Agency Accomplishments**

- Received HUD San Francisco award as Public Housing Authority of the Year for 2010 - 2011.
- Received HUD award as a National High Performer for the Voucher program for 2010 – 2011.
- Staff received several certifications in program management and emergency operations in 2010 -2011.

Attachments: Resolution  
Individual Program Budget Details

PHA Board Resolution  
Approving Operating Budget

U.S. Department of Housing  
and Urban Development  
Office of Public and Indian Housing -  
Real Estate Assessment Center (PIH-REAC)

OMB No. 2577-0026  
(exp. 12/31/2012)

Public reporting burden for this collection of information is estimated to average 10 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. 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.

This information is required by Section 6(c)(4) of the U.S. Housing Act of 1937. The information is the operating budget for the low-income public housing program and provides a summary of the proposed/budgeted receipts and expenditures, approval of budgeted receipts and expenditures, and justification of certain specified amounts. HUD reviews the information to determine if the operating plan adopted by the public housing agency (PHA) and the amounts are reasonable, and that the PHA is in compliance with procedures prescribed by HUD. Responses are required to obtain benefits. This information does not lend itself to confidentiality.

PHA Name: Housing Authority of the County of Yolo      PHA Code: CA-044

PHA Fiscal Year Beginning: July 1, 2011      Board Resolution Number:

Acting on behalf of the Board of Commissioners of the above-named PHA as its Chairperson, I make the following certifications and agreement to the Department of Housing and Urban Development (HUD) regarding the Board's approval of (check one or more as applicable):

DATE

- Operating Budget approved by Board resolution on: 06/09/2011
- Operating Budget submitted to HUD, if applicable, on:
- Operating Budget revision approved by Board resolution on:
- Operating Budget revision submitted to HUD, if applicable, on:

I certify on behalf of the above-named PHA that:

1. All statutory and regulatory requirements have been met;
2. The PHA has sufficient operating reserves to meet the working capital needs of its developments;
3. Proposed budget expenditure are necessary in the efficient and economical operation of the housing for the purpose of serving low-income residents;
4. The budget indicates a source of funds adequate to cover all proposed expenditures;
5. The PHA will comply with the wage rate requirement under 24 CFR 968.110(c) and (f); and
6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.110(i).

I hereby certify that all the information stated within, as well as any information provided in the accompaniment herewith, if applicable, is true and accurate.

**Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012.31, U.S.C. 3729 and 3802)

Print Board Chairperson's Name: Jim Provenza	Signature:	Date: 06/09/2011
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