



Yolo County Housing

Lisa A. Baker, Executive Director


147 W. Main Street
WOODLAND, CA 95695

Woodland: (530) 662-5428
Sacramento: (916) 444-8982
TTY: (800) 545-1833, ext. 626

BOARD OF COMMISSIONERS

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TO: YCH Board of Commissioners

FROM: Lisa A. Baker, Executive Director 

DATE: December 11, 2007

SUBJECT: **Progress Report on Items Identified in the Original Assessment of the Fiscal and Organizational Needs of the Yolo County Housing Authority and Progress Report on Subsequent Identified Items**

RECOMMENDATION

Staff recommends that the Board of Commissioners:

1. Receive and file the Progress Report.

BACKGROUND/DISCUSSION

The YCH has been actively involved in moving forward on stabilization of, and improvements to, Yolo County Housing. This has been addressed both in terms of financial, as well as organizational stability. The original 161 items for improvement and stabilization have been grouped and condensed as appropriate to reduce redundancies. In addition, where the items required additional policies and practices not identified in the original assessment, they have been grouped under the appropriate heading in the results comments. Any additional items that are subsequent to the assessment are mentioned at the end of the report. The 161 recommendations, with the amendments brought forth by subsequent analysis and recommendations by HUD's Tier Review, have been grouped into 83 recommendations and accomplishments. Of those, 59 are complete, 3 are ongoing and considered complete in implementation and ongoing in practice, 16 are in progress and 5 are new additions, of which 2 are in progress. At this time, the initial and subsequent policies are now 71% (rounded) complete. In the past year, progress has been made in several areas as reported below:

Completed Task Items

Since the implementation of the 161 Assessment items, YCH has made progress in a number of them. Items that have been completed include:

1. Make interim determination regarding best ways to mitigate estimated projected over-expenditure of \$541,769 in the Conventional Housing Program and the estimated \$282,033 over expenditure in the Migrant Housing Program for FY 2005-2006. *This was completed at end of FY 2005-2006.*

2. Determine a plan to balance the FY 2006-2007 Recommended budget for YCH. *Draft Plan was completed for FY 2006-2007, resulted in recommendation to sell YCH and New Hope property. Sale was not successful. The Agency was able to reduce the amount of projected deficit however and ultimately sold the Kentucky property in November 2007. However, because of property indebtedness and interfund transfer necessary to finance Kentucky, the net result of sale resulted in a loss to the Agency of amounts invested in the property.*
3. Charge each department head with the responsibility to monitor department revenues and expenditures and ensure that budget limits are met. *Each department head worked on the FY 2006-2007 budget. Staff became more involved in the administration of the FY 2007-2008 budget and is actively monitoring amounts. For the FY 2008-2009 budget, departments will prepare their own draft budgets for first time.*
4. Determine plan of repayment of Cottonwood Meadows reserve funds of \$112,075. *Reserve funds have been repaid. However, there is an interfund amount owing to Cottonwood from the equity amounts loaned to finance the Kentucky property.*
5. Determine plan to mitigate the misappropriation of Office of Migrant Services (OMS) contract funds of approximately \$292,458 that were restricted for the Dixon Migrant Center water well and road projects. *Funds have been repaid for these projects.*
6. Determine most cost effective method to mitigate the overexpenditure of approximately \$250,000 unbudgeted contract funds incurred for PHA Finance from April 2004 through 2005. *Method determined and implemented. Funds paid.*
7. Prepare regular financial status reports for the Board of Commissioners highlighting areas of concern and identifying appropriate actions to take in order to achieve and maintain financial stability. *Regular reports implemented. Reports had the first revision to format in January 2007 and they have been subsequently revamped. Reports are now prepared quarterly for Board review. First quarter report for FY 2007-2008 was presented in October 2007.*
8. Work with the Housing Authority insurer (CHARMA) to make current payment of premiums for the 2006-2007 fiscal year. *YCH and CHARMA agreed to make payments followed by balloon payment in February. YCH was unable to make the planned February balloon payment and petitioned CHARMA for a hardship exemption that would allow it to make quarterly payments. CHARMA granted the exemption and YCH continues to make quarterly payments in FY 2007-2008 and will possibly continue in 2008-2009, which allows the organization to better manage cash flow.*
9. Authorize staff to meet with OMS to discuss plans, operations and budget for the 2006-2007 fiscal year in order to better understand the State's long range plans for the Migrant Housing program. *Staff has had several meetings with OMS regarding program. This has culminated in pledge by YCH to move some costs from the business activities line item to a new line item that will better show actual costs of OMS program. OMS has pledged to work with YCH to make program more cost*

neutral. OMS has helped YCH with budget revision that added some funds to the program. Staff continues to have close relationship with OMS. Program now appears to be budget neutral. In addition, artificial losses due to applying indirect cost allocations where they are not allowed were eliminated. YCH receives a "fee for service" contract from OMS to cover indirect and direct costs.

10. Prepare the FY 2005-2006 audit and prepare financial submittals in a timely manner. *Financial submittals completed. Audit completed and was presented to the Board on January 23, 2007. Audit was subsequently broken by management and several cost and line items were restated. FY 2006-2007 audit is underway. Audit should be complete prior to the March 31, 2008 deadline and is scheduled to be completed on time.*
11. Finance Department to establish written desk procedures for accounting staff. *New desk procedures in place in January 2007. Staff continues to review desk procedures. This is a task for the new Finance Director and the Senior Accountant once the position is filled.*
12. Staff to eliminate past practice of obligating anticipated future capital financing sources prior to the fiscal year in which funds are approved. *Item complete. YCH uses only current available and approved capital financing sources.*
13. Finance Department to add checks and balances regarding who will have access to make journal voucher entries, add vendors to system, add new employees to payroll and/or add new users to system. *This item is complete. Checks and balances have been created within the Department at all levels and will be additionally maintained once the Senior Accountant position has been hired.*
14. Require that Housing Voucher checks can only be issued by accounts payable staff. *This item is complete. In addition, all check writing functions have been consolidated. Staff is now looking at additional checks and balances between the Finance Department and Housing to ensure a check and balance on approved payments which will further ensure program integrity.*
15. Adopt a policy that YCH will develop plan to establish a reserve equal to the cost of operating YCH for a 45-day period (\$375,000) by setting aside \$100,000 and with a goal of increasing the reserve to 90-day operating costs (\$750,000) when feasible. *Plan in place to move funds to reserve based on available funds after expenses. Staff evaluating on an ongoing basis accounts for better interest rates in order to create additional revenue from earnings, as appropriate. Board approved a Credit and Investment policy and the YCH currently uses the Local Agency Investment Fund as a vehicle for additional interest as it has the ability. However, ability to set aside funds for reserves at this time not available due to current cash flow needs that will continue until HUD approves a work out for the Administration Building.*
16. Staff to perform complete analysis of adequacy of Tenmast software system that is currently used by the YCH. *Initial analysis complete. Tenmast made a number of changes to the system and provided additional training to staff. System is adequate and Tenmast has been good about support, as well as making continued upgrades*

to system. Nevertheless, there continue to be slow system problems that Tenmast is continuing to address.

17. Staff to perform analysis of adequacy of YCH billing and collection system. *Analysis complete. Original method did not adequately monitor lease requirements, late charges, payments and collection in a timely or full manner. Staff now compiles regular aging reports. On time rent collection in rental properties has now improved. Staff is working with bank to implement deposit capture program to improve cash flow and eliminate costs associated with copying and courier services for moving physical checks. Staff hopes to provide automatic deposit for the Housing Choice Voucher Program in FY 2007-2008 or early 2008-2009.*
18. Establish a YCH bargaining team for the purpose of representing management in the negotiation process with the general bargaining unit. *Complete in 2006. Negotiations for FY 2008-2009 are set to begin in March or April of 2008.*
19. Contact the International Brotherhood of Teamsters, Local 856, to revive negotiations over the collective bargaining unit that expired 6/30/05. Also, ensure that future contracts are negotiated and executed on a timely basis. *This item is complete. Current contract expires 6/30/07. FY 2007-2008 contract negotiated and approved. See above for timing for FY 2008-2009.*
20. Ensure that legal counsel understand its duty to report to the Board of Commissioners – counsel represents the Authority, not the staff. *This item is complete. YCH continues to use the County Counsel's office to provide legal services. For FY 2008-2009, YCH will propose entering into an MOU for service with the County Counsel's office on a fee for service basis.*
21. Ensure that employees are evaluated one or more times per year. Develop a new evaluation system that are realistic and finite and which measures performance and outcomes. Meet and confer regarding new system. Create new Personnel Evaluation Form to implement system. *Evaluations are tracked by department by date. New system uses a measurable goal system, including attainment of goals. Staff has met with union regarding the new goal structure. New personnel evaluation form completed after meet and confer process and has since been implemented. This item is complete.*
22. Supervisory and management personnel should meet with each employee that reports to them in order to provide guidance, encouragement, training, counseling and to show recognition and appreciation. *This item is complete and in place. In addition, each employee has completed a training needs sheet for their file that shows training already received, training needed – both to perform current duties, as well as to provide for professional development. Staff has had several training opportunities during the year, including internal and external training. Systems include: computer software training, HUD PIC training, Asset Management Training, Housing Specialist Training, Finance training and others.*
23. Establish a plan to provide recognition and rewards to employees for meritorious service. *This item is complete. There are 2 ways in which to provide recognition and*

rewards to employees – 1 is at the regular all YCH staff meeting, where employees who have provided exemplary service receive an award. The other is through the new Executive Director's Challenge Fund, which is a fund created through personal donation by the ED to reward staff who create innovative costs savings and improvements to the agency. Awards for the ED Challenge Fund will be made at the Agency's December holiday luncheon in December 2007.

24. Endorse concept that each YCH employee is to be valued and respected. Develop procedures by which each employee's input, feedback, opinion, suggestion and comments are invited and given due consideration. *These items are complete. See above regarding ED Challenge Fund. In addition, personnel policies have been revised to inform employees that they can go up the chain of command with issues that are not addressed by immediate supervisor, or where there is a problem with the immediate supervisor. Finally, YCH has been implementing ad-hoc individualized work groups for development of procedures and policies, including the picture-hanging policy and the rules/implementation of the ED Challenge Fund, the creation of an employee-driven mission statement for the YCH and others.*
25. Create full implementation of the YCH grievance procedures as specified in the Personnel Policy and Procedures and the employee organization's CBA. *This item is complete.*
26. Adopt a zero tolerance for staff harassment and favoritism or to exercise unrighteous dominion over staff or members of the public. *This item is complete and is incorporated in the personnel policies.*
27. Limit the use of provisional staff appointments to emergencies. Require that the competitive and open hiring procedures will follow for any staff position filled by a provisional appointment as soon as possible following such appointment. *This item is completed and is incorporated into the personnel policies.*
28. Require that applicable management staff and staff tasked with human resources evaluate all employment applications, set the interview schedule and notify all applicants of their status after the closing date for receipt of applications. *This item is complete and in place. In addition, staff is proposing the hiring of a Resource Administrator to ensure compliance.*
29. Develop team building among management employees. *This item is both complete and ongoing. Communication links have been established both vertically and horizontally among management. In addition, staff have periodic management meetings for information sharing. Management also has ad-hoc self-directed work teams to develop solutions for presentation to executive management.*
30. Develop team building among non-management employees. *This item is both complete and ongoing. Staff have improved vertical and horizontal communication. Managers at AMPS have worked together to resolve issues surrounding implementation of asset management. Maintenance staff work together to complete unit work orders and turnarounds, as well as work with managers on AMP management. In addition, there are periodic ad-hoc committees of staff that work on*

developing recommendations for implementation of procedures and draft policies. Recent examples include the ongoing ED Challenge Fund evaluation committee, the employee mission statement committee, the Holiday luncheon set up and clean up committees, etc.

31. Develop a fair procedure for handling of employee claims. *This item is complete and incorporated into Personnel Policies.*
32. Develop process that will ensure that all items presented to the Board are correct, understandable and complete. Create standardized presentation format. *A procedure is in place to have a set calendar for putting items on the agenda, finalizing draft agenda and submitting draft reports to the ED in order to be placed on the agenda. All reports must be reviewed and approved by the ED and reviewed by legal counsel prior to placement on the agenda. Standardized format has been created, including use of a sans-serif typeface to meet ADA and 504 requirements.*
33. Review records, contract, rental agreements and other documents related to leasing of the 5,000 square feet of space in front of the Administration building determine options available to YCH. *This item is completed. One unit is in occupancy by Chiropractor. The second unit is still vacant and requires substantial Owner Tenant Improvements or an allowance by owner for tenant to make said improvements. No current interest in this real estate market.*
34. Work with HUD on finalizing issues surrounding acquisition and funding of the Administration building. Resolve outstanding issues with HUD and share information regarding the analysis of the acquisition. *This item is complete. All documents currently are with HUD General Counsel's Office in Washington D.C. The YCH received correspondence that earlier went to the Board regarding a possible work out through a Capital Fund Financing Plan (CFFP). The draft plan is now with HUD in D.C. and San Francisco. Staff is in communication with the offices to see what additional items are required.*
35. Implement a full review of the YCH's interaction with New Hope and Nueva Esperanza, to determine whether or not appropriate organizational structures are in place to ensure appropriate oversight. *Analysis is complete. Additional appointments, etc. were on agenda of January 23, 2007 and resulted in Board approval. Financial reporting to the Board has been revised to show the organizations as separate from the YCH.*
36. Establish application process for appointment of Resident Commissioners. *Complete. Resident commissioners now appointed and serving.*
37. Report to HUD the steps that are being taken by the Board and staff to correct operational, financial and system errors. *This item is complete. In addition, Executive staff received an orientation and overview of Sacramento and San Francisco with HUD staff. Another orientation review has been requested by YCH for the new Finance Director and is tentatively scheduled to take place in January or February 2008.*

38. Encourage the ED to network with other PHA's (public housing authorities) and public agencies via the National Association of Housing and Redevelopment Officials (NAHRO) and related organizations to gain insight into successful practices. *This item is complete. The ED is a national committee member of NAHRO, as well as a past national vice president of community development for NAHRO. She is also a member of APA and other housing and community development organizations. In addition, all commissioners and supervisors are now NAHRO associate members with their own access to information.*
39. Adopt a policy of zero tolerance for the disclosure by staff of employee's and participant's confidential and private information. *This item is in place. In order to ensure that all employees understand this need, the Board also adopted a Safety and Security Policy for all confidential data in FY 2007-2008.*
40. Develop work plan identifying tasks that must be completed to implement Project-based Accounting and Management system. Create critical path timeline to ensure compliance with implementation. Implement Project-based system by 7/1/2007. *This item is complete. Implementation in progress. AMPS in place, AMP budgeting in place. Maintenance allocated to AMPS. Work orders devolved to AMPs. Next phase roll out to take place at end of FY 2007-2008 or early 2008-2009. AMP manager responsible in FY 2008-2009 for developing draft AMP budgets.*
41. Develop a Reserve for non-cash items (e.g. depreciation). *This item is complete.*
42. Require that passwords for computer programs be changed at regular intervals. *This item is complete. Most recent password change occurred week of December 3, 2007.*
43. Develop system modifications that prohibit caseworkers from being able to update or change rental rate for any tenant without authorization from Executive Director or Finance Director. *This item is complete.*
44. Work with legal counsel to develop a claims process in compliance with laws and regulations. *This item is complete. The YCH complies with the claims processing requirements of its insurer, CHARMA and CHWCA, as well as conducts an assessment of requirements of HUD, where applicable.*
45. Review the YCH's formation and interaction with New Hope CDC and Nueva Esperanza and their role as "instrumentalities" of YCH and ensure that interactions and structures meet HUD guidelines. *This item is complete. Both are instrumentalities as defined by HUD. Accounting, auditing and other services comply with requirements. In the future, YCH may choose to create an additional entity and/or to dissolve Nueva Esperanza. At that time, the YCH will review and propose for adoption additional criteria surrounding the creation of any future instrumentalities.*
46. Develop critical path and establish methodology for timely submittal to HUD for PIC, PHAS and SEMAP to ensure maximum appropriate scores. *This item is completed. FY 2006-2007 data submitted timely. Is part of draft Master Calendar.*

47. Encourage staff to meet with resident councils and/or residents to discuss services, responses to work order requests, physical appearance of properties and other issues. *This item is complete. Staff meets with residents and councils, as well as created a Resident Advisory Committee made up of representatives of resident councils to review proposed policies and effect on residents.*
48. Evaluate cost and items such as roof replacement, tree trimming and stump grinding, sidewalk replacement, storm drain installation, door lock replacements, concrete slab modifications, fencing, sewer lift station improvements, smoke alarm replacement, and other improvements. *The YCH has a 23-year replacement plan as part of the CFFP application that was part of the Agency Plan and Capital Fund Plan. In addition, the YCH expects to undertake a new 5-year Plan evaluation of these items in FY 2007-2008 or 2008-2009 in conjunction with its Agency Plan requirements.*
49. Review the Capital Fund program to ensure compliance with applicable rules and regulations, as well as focus capital fund allocations to modernization programs and keep projects/contracts within budgetary constraints. Close out projects in a timely manner. *This item is complete. Prior year projects have been closed in HUD's system, except for FY 2006, which has a portion of its allocation frozen due to issues with the Administration Building. Projects are bid as appropriate and the Capital Fund Financing Plan (CFFP) requires payment of portion of debt service on Administration Building as well as on capital projects that benefit the units. In addition, the YCH has partnered with PG&E for energy improvements, energy star rated appliances and weatherization in qualified units that it owns.*
50. Communicate with Department of Employment and Social Services to establish working liaison between the two agencies. *This item is complete. The YCH participates in the Workforce Investment Board (WIB), as well as share information between the two (2) agencies.*
51. Require that newly hired Housing Specialist obtain Certification in Eligibility, Occupancy and Rent Calculation. *This item is complete.*
52. Require that the Maintenance Department immediately communicate lease violations to Housing in order to improve health and safety conditions. *This item is complete.*
53. Require the Housing Department to document lease violations in files through Home Visits until lease violations are corrected. *This item is complete.*
54. Initiate communication with West Sacramento Police Department regarding sharing of information as allowed by federal law. *This item is complete. Staff met with Chief and information sharing has improved.*
55. Update Public Housing Lease to implement the Violence Against Women Act (VAWA). *This item is complete.*
56. Update and purge the Conventional and Voucher wait list. *This item is complete.*
57. Research legal basis for Voucher participants to serve as tenant commissioners. *This item is complete. YCH has two (2) tenant commissioners. Both tenant commissioners are currently Voucher participants.*

58. Encourage cross training among positions and ensure that newly hired staff receive adequate training, as well as continue to provide core training. *This item is complete. In addition, staff hope to develop an Administrative Procedures guide in FY 2008-2009 once the proposed Resource Administrator is in place.*
59. Return to the Board with regular status reports regarding progress made to complete items in the report. *This item is both complete and ongoing through the end of the items in progress.*

Items Currently in Progress

60. Determine adequacy of staffing for the YCH. *This is ongoing and is also related to available funding for the organization. In FY 2006-2007, the YCH changed the General Services Manager/CFO position to a Finance Director position to better control Agency resources and to control costs. In FY 2007-2008 budget, the Deputy Director position was abolished. The YCH will hire a Senior Accountant for the Finance Department and a Resource Administrator to cover human resources, risk management, ADA and contract compliance.*
61. Determine the desirability of conducting a salary survey for those classifications in the Housing Authority that appear to be out of alignment according to market parameters. *This item is in progress. The YCH has restructured its Finance Department and undertaken a salary survey of each of the recruited and filled positions. The YCH is currently undertaking a salary survey of Executive Director compensation, and has completed the salary survey of the proposed Resource Administrator position. The YCH will look at Housing programs after the completion of the restructuring of Administration.*
62. Conduct an organization review of the YCH and make report to the Board of Commissioners on recommended changes that will improve the efficiency and effectiveness of the YCH. *This item is in progress. The Finance Department has been restructured as part of the organizational review. The review of the Administration Department is now complete and changes are proposed for implementation. Asset management is in roll out stage and organizational review and restructuring of Housing programs will occur next. See item #40 above.*
63. Create records and retention system. Create records management system. Create tracking for all contracts. *These items are in progress. Staff has evaluated all off site storage and Administration building archives. Contracts have been collected and are being evaluated. Records retention and destruction policy adopted by Board. Off site storage eliminated. Staff evaluating needs for updated record storage. Staff anticipates bringing records slated for destruction before Board at end of FY 2007-2008.*
64. Conduct review of accounting, personnel and administrative records to ensure that full records are on hand and create a centralized management record system. *See above. Also, this is one area slated for review by the proposed Resource Administrator.*

65. Update policies and procedures, including Personnel Policy regarding destruction of documents and records, including manner and circumstances by which they must be destroyed, stated period for which documents must be held on file and consequences for employees who violate the policy. *See above.*
66. Update the Agency's contracts and review RFP process to ensure that selection is in accordance with requirements. *To date, the YCH has collected contracts, has issued RFP's for a number of services and/or terminated unnecessary services. The YCH has also adopted a new Procurement Policy and Signature Authority policy. This will be further improved by the hiring of a Resource Administrator to oversee contract compliance.*
67. Review by-laws of YCH and all instrumentalities to determine efficacy and usefulness of said bylaws. Make recommendations for changes to the Board. *Analysis in progress.*
68. Evaluate the YCH's economic development programs to determine effectiveness and make recommendations to the Board for improvement. *This item is in progress and will also be part of the focus on strategic planning for the YCH for next fiscal year.*
69. Ensure oversight, preparation and timely submittal of all mandated reports and filings. *This item is in progress. Reporting is currently on time. Staff is developing a Master Calendar of items and due dates. Finance portion of Master Calendar substantially complete.*
70. Review Country West II Farmworker Duplex (Esparto) to determine feasibility and desirability of continuing with project. *First phase analysis complete. Board adopted change in focus from rental to homeownership. YCH pursuing lot line adjustment.*
71. Direct the Executive Director to work with the County to resolve nonpayment of prior years' "Payment in Lieu of Taxes" (PILOT) obligations of approximately \$420,000 and to renegotiate PILOT based on more accurate determinations of usage. *Staff has met with County representatives. As a first step, the County has agreed to defer payment while discussions are ongoing.*
72. Consider contracting with a Uniform Physical Control System inspector to ensure Agency meets HUD requirements. *Meeting annual UPCS inspections is part of requirements under HUD Memorandum of Agreement (MOA). Staff is evaluating cost implications for each AMP for FY 2007-2008 and/or FY 2008-2009.*
73. Evaluate the status of all vehicles in current fleet to determine replacement and financing plan for vehicles. *This is scheduled to be reviewed beginning in 4th quarter of FY 2007-2008.*
74. Complete evaluation of Inventory System and install inventory security controls. *Evaluation complete. Systems are inadequate. Staff is now researching methods of inventory control. Inventory controls and annual inventory now in place in Migrant units. Tenmast system has module for inventory controls. Staff to determine best methods of implementation and type of tags, including RFID and others.*

75. Evaluate safety and security need of residents at various complexes. *This item is in progress. Staff evaluates ongoing call for service and crime statistics, as well as reports from residents and management. Staff maintains the gate system at West Sacramento senior complex and works to educate staff, residents and senior center personnel on gate system. Staff has initiated authorization in Woodland for police to access property on Yolano Avenue and Donnelly Circle in response to police requests when non-YCH youth have been loitering in the area.*

Items that will be Ongoing

76. Create an atmosphere of trust, treat all with respect, create effective communication among all employees, including management and encourage team building among all staff. *This item is ongoing and encompasses the items in numbers 21-30 above.*

77. Look for potential sources of revenues that can be generated to address extensive list of YCH budgetary needs. *This item is ongoing and includes: implementation of new investment policy to increase return on funds on deposit, reduction of expenditures, increased use of non-federal grant, maximum potential revenue from properties as long as it is consistent of our mission to provide affordability and economic opportunity and identification of new development opportunities, such as Rochdale Grange, as well as partnerships with other public entities such as the County and incorporated cities. In FY 2006-2007 and FY 2007-2008, this has resulted in grants from the City of Woodland to renovate the old workshop for TANA with a project management fee to be paid to the YCH for managing the project and a grant from the City of Davis for improvements to the Davis Solar housing development.*

78. Encourage communication with other PHA's that have implemented successful economic development programs and strategies in order to increase corporate knowledge of acceptable and legitimate diversification practices. *This is ongoing and is part of YCH's membership in NAHRO and other organizations.*

Additional Items

79. Implement recommendations contained in MOA between HUD and YCH, where they are not already outlined in the items and responses above. *Staff has created a master list for each department and is monitoring compliance with MOA. Staff will bring a report to the Board in January 2008 showing progress with MOA.*

80. Implement required policies and practices, including adoption of updated 504 Plan, ADA self-assessment update and Limited English proficiency requirements. *This item is in progress. Staff hope to bring policies forward in 3rd quarter of FY 2007-2008.*

81. Review Disaster Planning and Continued Operations policies in cases of catastrophic events and update as necessary. *This item is in progress. To date, a review of Working together to provide quality affordable housing and community development services for all*

current planning and procedures has been conducted. The Agency did not have a disaster plan in place, nor did it participate in overall emergency operations with the cities and county. To date, the Agency now participates with the cities, county, schools and special districts in emergency planning and is also enrolled as a mass care provider in case of emergency. Staff has identified needs for backup energy systems in case of power outage incident and the need for a uniform emergency services worker i.d. for those that work with the Office of Emergency Services (OES). In addition, there has been training for management in disaster planning; the staff participated in the most recent OES tabletop exercise for the county and five Agency staff members have received NIMS training. Four have completed the 200 course and one staff member has completed the 300 course. Staff will continue to participate in NIMS training and the Agency is looking to be sure that the majority of staff complete the 100 series. Staff have been in contact with the State and with its Insurance representative (CHARMA) to receive draft plans. Staff hope to take a draft Plan to the Board in either 4th quarter 2007-2008 or 1st quarter 2008-2009.

82. *Review implementation of required Pandemic Flu Plan. Review complete. The Agency does not have a coordinated Pandemic plan in place. Management staff attended symposium on pandemic flu on December 5, 2007. Staff hopes to bring forward a pandemic plan in conjunction with item #81 above.*
83. *Implement employee programs, including researching feasibility of implementing an Employee Assistance Program (EAP). To date, some programs have been implemented as outlined above. However, staff hope to be able to complete research and improve programming once the Resource Administrator position has been hired.*