



# **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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DATE: August 7, 2008  
TO: YCH Board of Commissioners  
FROM: Lisa A. Baker, Executive Director  
Mark Stern, Finance Director  
SUBJECT: **APPROVAL OF FY 2008-09 BUDGET**

### **RECOMMENDATIONS:**

That the Board of Commissioners:

- a) Review and, after making any modifications to the proposed budget, adopt the FY 2008-09 for Yolo County Housing (YCH).

### **BACKGROUND/DISCUSSION:**

#### **Budget Overview:**

Our budget for Fiscal Year 2008-2009 is balanced. Table 1 is a summary of the detailed budget and narrative that follow on the next page:

**TABLE 1  
 YOLO COUNTY HOUSING AUTHORITY**

	<b>Estimated Revenues</b>	<b>FY 2008-09 Proposed Budget</b>	<b>Projected Year End Balance</b>
LIPH Funds 110, 120, 130	\$ 2,503,513	\$ 2,232,442	\$ 271,071
HVC Operating	959,806	1,045,714	(85,908)
HCV Vouchers	8,129,892	8,044,778	85,114
COCC	1,200,838	1,194,171	6,667
New Hope - Cottonwood	318,621	312,672	5,949
Davis Solar	38,120	31,670	6,450
Capital Fund	175,006	175,006	-0-
<b>Total</b>	<b>\$ 13,325,796</b>	<b>13,036,453</b>	<b>289,343</b>

**Assumptions included in the Proposed Budget**

Agency-wide

- The budget includes cash required for debt reduction of approximately \$270,000
- The budget excludes depreciation of approximately \$1,100,000
- All full-time staff return to 40 hour work weeks

LIPH

- Although LIPH Operating Fund Subsidy was originally proposed by HUD to be 86% and subsequently reduced to 82%, the budget is calculated at 75%. Even at this conservative budgeted funding level, LIPH restricted reserves should increase by approximately \$270,000, mostly from Winters and Woodland AMP. However, this could be affected by lowered rents based on current economic conditions.
- Occupancy is budgeted at 95% although we average an occupancy rate of over 98%.

HCV

- HCV Admin revenue is based on 1,300 ACC vouchers per month. This is an increase from the current level of 1,270 but well under the 1,489 ACC authorized. Housing Authorities may lease to either ACC allocation or to the budget provided by HUD. At the budgeted voucher funding level, YCH could provide approximately 1,340 vouchers per month without having to use restricted reserves. The YCH is on an aggressive leasing curve at this time.

Migrant

- The Migrant Program is not included in this budget. We have not yet received contracts for the 08-09 year but we have had indications from OMS that we will have funding reductions. We continue to operate the Migrant Centers under authority of

the current contract which doesn't expire until August 31st, by which time we hope to have a new agreement.

#### COCC

- The COCC Budget includes an estimated \$155,000 for Migrant Program management fees based on the expected reduction from the 2007-2008 funding.
- The CFFP is projected to be approved and the COCC budget includes \$205,000 of capital funds for debt payment.
- COCC's budget includes \$40,000 for legal services provided by Yolo County Counsel.

### Program Summaries

#### **LIPH (AMP'S: West Sacramento, Woodland and Winters):**

Even though the West Sacramento AMP continues to struggle due to the senior tenant population rental rates, the budget is balanced with the 75% funding level. With a positive cash flow, it is able to provide \$16,600 AMP Fee to COCC in addition to the management and bookkeeping fees for service. The projected fund balance for the year is \$420.

The Woodland and Winters AMPS have projected fund balances of \$104,929 and \$165,722 respectively.

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

The low number of ACC units included in the budget (1,300) combined with the 86% funding level for administrative fees approved by HUD and Congress result in HCV administration incurring a projected loss of \$85,509. Fortunately we have a \$235,287 reserve fund balance as of June 30, 2007. We propose to balance this budget through a one-time transfer of funds from reserves. We also project an additional increase in this reserve fund balance from the 2007-2008 year of approximately \$45,000. FY 2008-2009 anticipated shortages are being caused because of a change by HUD to not fully fund the allocation for administrative fees and by the need to retain outside assistance during the planned absences of two (2) staff members.

#### **HCV – HAP Payments:**

YCH anticipates that the HCV Voucher allocation will exceed our disbursements. Based on a monthly average of 1,300 ACC units at \$516, HCV Vouchers will have a proposed restricted fund balance of \$85,114 for the fiscal year. This could change depending on leasing patterns.

#### **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, IT/IS Manager, Resource Administrator, two Finance support staff, and a Maintenance Worker I. To support the COCC operations, three types of fees are charged: Management fees, bookkeeping fees and asset management fees. In addition, certain fees 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. Projected fund balance for the COCC at the end of the fiscal year: \$6,667.

**Cottonwood:**

Revenue is expected to remain level with the 2007-2008 year with a small increase in expenditures. The budget includes the same HCD funding as 2007-2008 however we have not yet received the annual allocation amendment. Projected fund balance at the end of the year is \$5,949 before the required \$5,600 reserve transfer.

**DAVIS SOLAR HOUSING PROGRAM:**

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.

**CAPITAL FUNDS:**

The YCH receives a capital funds allocation that varies annually, based on Congressional appropriations. For FY 2008-09, it is \$1,000,964. These funds are earmarked for reimbursement of operational costs as well as planned capital projects. In addition to the 2008-2009 allocation, unspent funds remain from the 2006-2007 exceeding \$400,000 and 2007-2008 exceeding \$800,000. Some of these funds are obligated for roof replacements at various LIPH properties and debt service associated with the administration. Debt service funds of \$205,000 have been included in the budget but approval of the CFFP is required before it can be drawn down.

**CONCLUSIONS:**

The proposed budget for FY 2008-09 is balanced. The total proposed budget for the YCH is: Revenues of \$13,325,796 and Expenditures of \$13,036,452.

As required by Asset Management Program (AMP) Regulations, program managers were active participants in this budget process. Finance held two group meetings and several individual meetings with program management in developing what is being presented for Board approval. For many of them this was the first exposure to preparing a budget. Finance wants to thank program staff for their assistance and promises that the process will only get easier in future years.

## Yolo County Housing Goals for FY 2008-09

### Fund 110,120 & 130- LOW INCOME PUBLIC HOUSING (AMPs)

- **Achieve and maintain a 95% monthly on time rent collection rate** for all developments by consistently enforcing the YCH delinquency policy and reviewing the Tenant Accounts Receivable (TAR) report on the 15<sup>th</sup> and the last day of the month.
- **Ensure a minimum 95% 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) through Tenmast via the internet every two weeks.
- **Ensure that all 14-day notices are served each month on the 6<sup>th</sup> working day** of the month to all tenants that do not pay the complete amount of rent due.
- **Monitor and control expenditures to the public housing budget.** Require that all 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.
- **Improve communication between YCH and residents** by holding necessary meetings and/or providing written information to address concerns, give reminders and updates on events in the community.
- **Develop and implement a quarterly orientation for new tenants.**
- **Continue to create policies and procedures to support the creation of a manual for housing specialists** to ensure program consistency.
- **Continue to improve PHAS score.**
- **Continue to train staff on the new rule of Asset Management** to ensure compliance with all new HUD regulations.
- **Complete a revised Admissions and Continued Occupancy Policy.**
- **Complete a Notice of Lease Non-Renewal** for tenants that do not comply with community service requirements.
- **Create Vacancy logs** for each individual AMP's to capture the vacancy and turnaround time as required in PHAS.

- **Train LIPH staff in the process for submitting accounts to the collection agency,** Rash Curtis & Associates.

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

- **Achieve and maintain 98% lease up in the budget year (combined between tenant-based HCV and project-based vouchers).**
- **Close an additional 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 2008-2009. Staff also anticipates extending this program to the unincorporated areas of Yolo County by providing information to County staff, contractors and lenders.
- **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 implement the program in FY 2008-2009. Do an RFP; continue to expand to two other complexes.
- **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 2008-2009.
- **Achieve high-performer status on SEMAP scores.** For FY 2006-2007, which ended June 30, 2007, HUD determined that the Agency did not meet the minimum SEMAP standards and classified the program as “troubled”. This means that some management indicators must be improved. In FY 2007-2008, staff implemented improvements to the program and will continue with the implementation to bring the program to compliance and change the status to standard performer with the long term goal of achieving 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.
- **Review and Update of Administrative Plan and Briefing Information.** The Administrative Plan is being revised and updated; program improvements are being implemented and the quality of information that is distributed to new participants has been improved.
- **Update current forms and written procedures. Translate revised letters and information documents. Place on-line.** This includes a comprehensive review of the Agency’s forms, updating as appropriate and creating written procedures for new staff.

- **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.

## **Fund 310 – COCC**

### **Administration**

- Engage in planning for Emergency Preparedness, Disaster, Continued Operations and Emergency Evacuation Plans;
- Complete analysis of Agency's carbon footprint and begin mitigation planning;
- Successfully complete the CFFP to provide Capital Fund financing for debt service on the Administration building;
- Define criteria for participation in the Resident Advisory Board and bring forward to the Board for adoption and appointment of Resident Advisory Board members;
- Work with departments to successfully complete the Memorandum of Agreement (MOA) and Corrective Action Plan (CAP) which will allow the YCH to be removed from “troubled” status by HUD;
- Complete development of an Agency-wide Annual Calendar to ensure that all outside reporting requirements are completed timely;
- Begin strategic planning initiatives for regional housing plan, which includes engaging with stakeholders and leaders in the County and in each incorporated City;
- Begin looking at planning for master planned housing sites in land owned or acquired by the YCH.

### **Data Management**

- Complete the phone system replacement to segregate voice from data
- Finalize the Staff Identification Card process
- Upgrade server operating systems from Windows 2000 Server to Server 2003 or 2007
- Upgrade Exchange server software to a newer version thus allowing greater database capacity

- Complete the memory upgrades of existing YCH computers to extend total replacement for two years
- Standardize passwords across the Tenmast database and Windows passwords then programming scheduled network wide password changes on regular intervals
- Seek replacement of the YCH computer lab computers and printers as budget allows
- Seek funding for offsite spam and antivirus filtering to promote increased bandwidth and security.

### **Finance**

- Have a completed 2007-2008 audit no later than December 31, 2008
- Prepare an RFP for Payroll services to begin January 1, 2009
- Set up Agency Fixed Assets in the TenMast module eliminating the need for the manual spreadsheets now used
- Continue evaluation of current operating procedures and methods to improve workflow timeliness and accuracy

### **Resource Administration**

- Successfully complete HR Assessment of all files, policies, and practices assuring comprehensive legal compliance. Update Personnel Policy
- Identify and provide four no-cost or low-cost staff training opportunities to bring "in-house". Training topics TBD in the areas of leadership, customer service, time management, etc. Consider partnering with other governmental human resource and/or housing providers in the region to promote cost effectiveness
- Establish a staff wellness program based on staff input and develop and expand program through feedback
- Look at possibility of expanding background check processes by instituting live-scan fingerprinting process to include DOJ/FBI clearances for all new hire employees
- Re-evaluate YCH drug screening policy and institute process
- In conjunction with Administration, create and implement updated Injury Illness and Prevention Program, Hazcom Plan, Emergency Action Plan and Fire Prevention Plan



- In conjunction with Administration, implement individual disaster preparedness plans with YCH staff
- Seek grant funding for emergency preparedness education to public housing and voucher residents including disaster preparedness kits for each household
- In conjunction with Administration and departments, draft Continued Operations Policy

### **Fund 501, 502, 503 – Migrant Programs**

#### **Fund 501- Davis Migrant Center**

- **Replace Day-Care Access Ramps with 8X4 sheets, 4X4 support studs, and firming clamps (Depending on budget approval)**  
Yolo County Housing continues to aggressively improve safety standards, and replacing the day-care access ramps will definitely reduce hazards, and the likelihood of accidents.
- **Restore and improve landscape at center Entrance Island**  
Presentation is one important factor when leasing our units; therefore, we are engage in improving our curb appeal and the appearance of the entrance islands, and surrounding areas.
- **Replace 144 cooler pads at 36 units**  
Preventative, and routine maintenance extend the life of equipment, and replacement of cooler pads is fundamental to keep swamp coolers operating effectively. This is a recurring preventative maintenance item.
- **Replace cracked floor tile where needed in various units**  
Self inspections are important to identify flooring problems at our units, and we want to make sure that all living areas are in top shape by replacing any cracked floor tiles as soon as the problem is identified.
- **Paint exterior trim of 32 buildings**  
The Davis Center is in very good shape; however, buildings' exterior paint trim need to be reapplied to cover mild damage caused by the elements.
- **Replace office copy machine**  
This particular equipment is one of the most important items during our season for the quantity of documents, and eligibility paper work we need in order to complete our tenant files, and to comply with state requirements. The current copy machine has been too many years in service, it has been discontinued, malfunctions, and there is no service available for this analog equipment.

- **Replace staff fence damaged due to storm**  
During the 2007 storm our staff also suffered the effects of Mother Nature. Supervisor's fence sustained considerable damage, and needs to be replaced.
  - **Fix, replace dishwashers for staff**  
Senior Coordinator's and supervisor's dishwashers are not working in their respective units. Equipment needs to be fixed or replaced when possible.
  - **Service (64) 2 ½ pound, and five pound fire extinguishers at all housing units, office and shop buildings**  
Annually we service our fire extinguishers in all units and buildings as part of our fire protection plan, and to comply with local and state regulations.
  - **Remove and replace two hundred sixty-four (264) 9-volt batteries at all housing units smoke alarms.**  
Yolo County Housing continues to aggressively follow the highest safety standards, and annually we replace all 9-volt batteries on all our smoke detectors
  - **Service Dodge 99 pick up truck**  
Periodic maintenance is fundamental to extend the life of our vehicles, and one of our goals is to routinely service our vehicles and improve its reliability and safety.
  - **Fully lease Davis site by summer 2009**  
During the 2007 season we achieved only 50% occupancy for the Davis Center; however, in 2008 using an aggressive marketing plan, we were able to achieve 96% occupancy. We are anticipating to fully leasing up the Davis Center by the 2009 season.
  - **Activities and Services**  
During lease up, residents will enjoy services offered by community agencies, health fairs, sporting activities, once a month groceries and perishables by the food bank, and other support services.
- Fund 502 – Madison Migrant Center**
- **Repair 6 housing unit floors**  
The Madison Center presents problems in the floors due to water damage in six units. We are planning to completely repair these problems by replacing the plywood, applying cement, and tile during the upcoming off-season

- **Replace floor tile where needed in various units**  
 Self inspections are important to identify flooring problems at our units, and we want to make sure that all living areas are in top shape by replacing any cracked floor tiles as soon as the problem is identified.
- **Paint complete interiors of 14 units**  
 During the off-season we schedule the painting of 14 interior units wall to wall as part of our maintenance plan.
- **Replace remaining stairs and ramps**  
 The majority of stairs and ramps have been replaced; however, there are sixteen left to be repaired or replaced during the off-season
- **Service ninety two (64) 2 ½ lb fire extinguishers and (5) lb fire extinguishers at all housing units**  
 Annually we service our fire extinguishers in all units and buildings as part of our fire protection plan, and to comply with local and state regulations.
- **Replace two hundred eighty eight 9-volt batteries at all housing unit smoke alarms.**  
 Yolo County Housing continues to aggressively follow the highest safety standards, and annually we replace all 9-volt batteries on all our smoke detectors.
- **Replace four water heaters**  
 The Madison Center has water heaters that have exceeded their life, and we are anticipating the replacement of four water heaters by next season.
- **Replace 15 entry combo locks**  
 Some of our units have problems with the entrance locks due to normal wear and tear of the equipment. We are anticipating the replacement of fifteen entry combo locks to fix the problem.
- **Replace staff fence damaged due to storm**  
 During the 2007 storm our staff also suffered the effects of Mother Nature. Senior Coordinator's and Coordinator's fence sustained considerable damage, and needs to be replaced.
- **Replace worn-out toilet seats at 90 units (Depending on budget approval)**  
 Toilet seats have been in use for 15 years and need to be replaced.
- **Replace ventilation registers at all housing units (Depending on budget approval)**  
 Ventilation registers have 15 years since originally installed and time has taken its toll causing visible damage.

- **Service F-150 pick-up truck**  
Periodic maintenance is fundamental to extend the life of our vehicles, and one of our goals is to routinely service our vehicles and improve its reliability and safety.
- **Continue to fully lease the Madison Center**  
The Madison Migrant Center has 100% occupancy rate, it is a very appealing center for potential residents for its location and proximity to agricultural employment. We expect to continue to fully lease up the Madison Center for next season.
- **Activities and Services**  
During lease up, residents will enjoy services offered by community agencies, health fairs, sporting activities, once a month groceries and perishables by the food bank, and other support services.

#### **Fund 503- Dixon Migrant Center**

- **Replace 5 evaporative coolers at center units (ongoing every year)**  
The Dixon Center has evaporative coolers that have exceeded their useful life, and we are anticipating the replacement of four swamp coolers by next season.
- **Replace 5 (40) gallons water heaters at center units (ongoing every year)**  
The Dixon Center has water heaters that have exceeded their useful life, and we are anticipating the replacement of four water heaters by next season.
- **Paint exterior of 4 buildings**  
During the off-season we schedule the painting of 4 exterior units, and buildings as part of our maintenance plan. Exterior paint should be completed during the upcoming off-season.
- **Paint complete interiors of 12 units**  
During the off-season we schedule the painting of 12 interior units wall to wall as part of our maintenance plan. Interior paint should be completed during the upcoming off-season
- **Repair/replace four floors at housing units (ongoing every year)**  
Every year we find floor damage in some units, and we repair it during the off-season. Usually it ranges from 4 to 5 floors that need the plywood to be replaced and requires the installation of new linoleum.

- **Repair roofing damage in 15 buildings due to unexpected weather (ongoing every year)**  
 During the last storm the Dixon Center along with other centers sustained heavy damage on the roofs and the replacement of shingles and plywood is something that we need to anticipate as a preventative measure. It will be important to purchase these items before hand and store them until they are needed.
- **Repair leaks in attics due to weather conditions (ongoing every year)**  
 During the last storm we had three water leaks in attics, and we want to be able to have all the necessary materials to repair the damage in case that happens again.
- **Service eighty five (92) 2 ½ pound and five lb fire extinguishers at all housing units, office and shop buildings**  
 Annually we service our fire extinguishers in all units and buildings as part of our fire protection plan, and to comply with local and state regulations.
- **Replace three hundred sixty 9-volt batteries at all housing units smoke alarms**  
 Yolo County Housing continues to aggressively follow the highest safety standards, and annually we replace all 9-volt batteries on all our smoke detectors.
- **Replace staff stoves**  
 On site staff stoves have more than 30 years and need to be upgraded
- **Repair staff fences**  
 During the 2007 storm our staff also suffered the effects of Mother Nature. Senior Coordinator and coordinators' fence sustained considerable damage, and needs to be replaced.
- **Service site vehicles**  
 Periodic maintenance is fundamental to extend the life of our vehicles, and one of our goals is to routinely service our vehicles and improve its reliability and safety.
- **Continue to fully lease the Dixon Center**  
 The Dixon Migrant Center has regularly achieved 100% occupancy rate, it is a very appealing center for potential residents for its location and proximity to agricultural employment. We expect to continue to fully lease up the Dixon Center for next season

- **Activities and Services**

During lease up, residents will enjoy services offered by community agencies, health fairs, sporting activities, once a month groceries and perishables by the food bank, and other support services.

## YOLO COUNTY HOUSING ACCOMPLISHMENTS FY 2007-2008

### Fund 110,120 & 130- LOW INCOME PUBLIC HOUSING (LIPH) AMPs

- **Rent Collection:**

LIPH maintained a 98% monthly average on time collection rate for all developments by consistently enforcing the YCH delinquency policy and reviewing the Tenant Accounts Receivable (TAR) report on the 15<sup>th</sup> and the last day of the month.

- **PIC submission Accuracy Scores:**

YCH is required to submit annual re-certification, interim, and all tenant and unit changes to Public and Indian Housing Information Center (PIC) through Tenmast via the internet every two weeks. YCH is required to maintain a score of 95% or above for correct submissions. The LIPH unit averaged a score of 98.5% for the fiscal year.

- **14-day notices:**

All 14-day notices are served each month on the 6<sup>th</sup> working day of the month to all tenants that did not pay the complete amount of rent due. YCH adopted a Rent Collection Policy and established procedures which were disseminated to LIPH staff. Tenants were also sent a letter informing them of the new Rent Collection Policy. All 14-day notices were served at all LIPH sites on the 6<sup>th</sup> working day of each month throughout the fiscal year. Implementation of the Rent Collection Policy is reflected in the average rent collection rate.

- **Request for Proposals (RFP) for a collection agency:**

An RFP was issued for collection agency services. Rash Curtis & Associates was selected as the collection agency for YCH. LIPH management has established accounts and passwords for each AMP.

- **Monitor and control expenditures:**

The LIPH staff has monitored their budgets monthly in conjunction with the finance department to ensure all items were accurately charged to the correct General ledger line item. The LIPH budget for each AMP was not overspent.

- **Rejected PIC submissions:**

The LIPH management worked closely with the HUD PIC coordinator to improve and learn of ways to correct common rejection errors. This

experience has helped LIPH management to provide improved instruction to the Housing Specialists/ Property Managers in correcting their own PIC errors.

- **Improve communication between YCH and residents:**  
LIPH staff has held several meetings and provided written information to address concerns, give reminders and updates on events in the community. Staff also worked with the Resident Initiatives Coordinator to send written information as needed to tenants. Social Service information and events were publicized at each site where tenants could view them. YCH also held community meetings with local law enforcement as necessary to address community concerns.
- **Orientation for new tenants:**  
At move-in YCH provided a new tenant orientation packet with all house rules, the maintenance service charge list, a new tenant move-in report, the PG&E request for service form, and a "Welcome to Public Housing" sheet that gives various information such as contact information for local utility companies, law enforcement, and after-hours maintenance requests. The Housing Specialists/ Property Managers discussed the contents of the packet at move-in and provided the tenant with their own packet. Due to an increase in LIPH staff's responsibilities during the shift to asset-based management, YCH has not begun giving group orientations to new tenants.
- **Policies and Procedures:**  
YCH has adopted policies and procedures to ensure YCH compliance with HUD regulations in the following areas: Applicant Screening Policy, Applicant Screening-Criminal Related Activity, Criminal Activity Eviction, Tracking Crime, Information Security, and Rent Collection. YCH is continuing to develop policies and procedures in other areas of the LIPH program in order to ensure consistency in service to tenants by LIPH staff.
- **PHAS scores:**  
The YCH has established new policies and procedures and tracking forms to ensure compliance with HUD requirements. We have also entered into a Cooperative Agreement with one local law enforcement agency. The other two law enforcement agencies are in process and should be complete by fall at latest. By executing these last two agreements, we will be able to obtain the full points LIPH is responsible for under the Security indicator for PHAS.

#### **FUND 200 – HOUSING CHOICE VOUCHER PROGRAM:**

- **Achieve and maintain 98% lease up in the budget year.** In FY 2007-2008, the agency continued an aggressive leasing program, which intends

to extend to FY 2008-2009, through use of new processes and the waiting list updated in 2007.

- **Close on an additional 5 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 2008-2009. Staff also anticipates extending this program to the unincorporated areas of Yolo County by providing information to County staff, contractors and lenders.
- **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 implement the program in FY 2008-2009.
- **Maintain between 98 – 100% submission rate on the HUD PIC System.** In FY 2007-2008 the agency maintained an average submission rate of 98%. The Agency must maintain at least 95% accuracy reporting rate and it expects to continue maintaining a 98% - 100% rate in FY 2008-2009.
- **Achieve standard performer status on SEMAP scores.** For FY 2006-2007, which ended June 30, 2007, HUD determined that the Agency did not meet the minimum SEMAP standards and classified the program as “troubled”. This means that some management indicators must be improved. In FY 2007-2008, staff implemented improvements to the program and will continue with the implementation to bring the program to compliance and change the status to standard performer.
- **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.
- **Review and Update of Administrative Plan and Briefing Information.** The Administrative Plan is being revised and updated; program improvements are being implemented and the quality of information that is distributed to new participants has been improved.
- **Update current forms and written procedures.** This includes a comprehensive review of the Agency’s forms, updating as appropriate and creating written procedures for new staff.
- **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.

### **Fund 310 - COCC**

#### **Administration**

- Completed issues surrounding the conversion of the Agency's software with Tenmast and established good working relationship;
- Assisted with the transition of the *ad-hoc* education program in Winters to a new 4-H chapter with emphasis on sustainability;
- Working with staff in all departments, brought in balanced budget and closed the fiscal year without a deficit;
- Continued to participate in the Operational Area Committee for Emergency Services; participated in the Countywide emergency in January 2008, including participation in the after action reporting;
- In concert with the Operational Area, provided National Incident Management (NIM) training for staff within the organization;
- Participated in the Bay Area collaborative for Continued Operations Planning;
- Restructured the Finance and Administration departments and added a full-time Resource Administrator and part-time IT/IS Manager;
- Began partnership with Neighborhood Partners for the development of Rochdale Grange, a 44 unit family housing complex in Woodland, for which the project will receive \$2.9 million in Prop 1C funding;
- Signed Memorandum of Understanding (MOU) with County Department of Alcohol, Drug and Mental Health (ADMH) for purchase, rehabilitation of up to two (2) homes for transitional housing for mental health clients and entered escrow for first purchase;
- Received grant funding from the City of Davis for rehabilitation of the 7 permanent farmworker housing units owned by the YCH in Davis;
- Participated with the departments in implementation and reporting on the Corrective Action Plan and Memorandum of Agreement with HUD on continued operations improvements;

- Continued to work with HUD on creation of development proposal and Capital Fund Financing Plan (CFFP) for funding of Administration Building and payment of debt service costs;
- Succeeded in having the Administration Building placed under Declaration of Trust (DOT) with HUD and in the final release of the 2006 Capital Fund;
- Began process to service out approximately 1/2 of the YCH's fleet vehicles and to create practice of regular vehicle replacement;
- Conducted Energy Audit, updated Utility Allowances and created Annual Plan and submitted to HUD in conformance with program requirements;
- Joined the Yolo County Climate Change Compact and began looking at overall energy use in all operations.

## **Data Management**

### **Finance**

- Hired Senior Accountant to enable more comprehensive analysis of accounting records;
- Developed procedures to ensure cash was not transferred inappropriately among programs;
- A service provider attitude has been established in the department. Help and information that falls within our areas of expertise is gladly shared with program management and staff;
- Mapping of the TenMast software to provide accurate reports is nearly complete. An expanded HUD FDS chart of accounts has yet to be complete by TenMast. Once that is uploaded into our system, we will re-evaluate our reports and complete the mapping task.

### **Resource Administration**

#### Mitigation of Risk - Facility Use Agreements

- Managed Facility Use Agreement Process for multiple services provided on-site at the three Migrant Centers. Assured requirements were met including signed facility use agreements, certificates of liability insurance and endorsements naming YCH and/or DHA, and clear criminal background checks (if working with minors).

#### DMV Pull Notice

- Re-established the DMV Pull Notice Program for all YCH employees. Assured all employees utilizing personal vehicles for company use have minimum vehicle insurance requirements.

## **Human Resources**

### **New Hire Orientation Process**

- Developed new hire orientation process to assure legal compliance; this orientation will be expanded to include a comprehensive safety orientation.

### **EAP Program**

- Procured new employee benefit at low cost. Benefit to start 8/1/08.

### **Catastrophic Leave Program**

- Developed parameters for implementation of a catastrophic leave program for YCH staff. Implementation FY 08-09.

### **Safety - Safety Committee**

- Established a five member safety committee that meets regularly to oversee the YCH Safety Program and review safety policy.
- Completed safety perception survey of staff and will utilize results to identify safety training topics and safety issues.
- During FY 08-09; monthly safety training will be conducted for all staff who fall into higher worker's compensation risk categories.

## **Fund 501, 502, 503- MIGRANT PROGRAM**

### **FUND 501 – DAVIS MIGRANT CENTER:**

Originally constructed in 1968, this Center was fully rehabilitated in 2004 after a three year \$4.4 million dollar construction project funded through the USDA Rural Development program. This Center provides 62 rental units: eight 2 bedrooms, eight 4 bedroom, and forty six (46) three bedroom units. In FY 2007-2008, the Migrant Program Unit accomplished the following:

#### **Daycare Buildings**

- Repaired and replaced dry rotted siding, overhang and exterior doors on building and painted exteriors.

#### **Freeze Damage**

- Removed and replaced thirty five (35) 1 ½ gate valves and check valves on thirty five (35) buildings and repaired ten (10) leaks in attics caused by excessive winter freeze. Repaired damaged water lines at five (5) horse power fire protection pump

#### **Fire Protection**

- Serviced sixty-four (64) 2 ½ pound and five (5) pound fire extinguishers at all housing units, office and shop buildings.
- Removed and replaced two hundred sixty-four (264) 9-volt batteries at all housing units smoke alarms.

## **FUND 502 – MADISON MIGRANT CENTER**

In 1993, with USDA Rural Development Funds, the center was rebuilt with 88 rental units: thirteen 2 bedrooms, thirteen 4 bedroom, and sixty two 3 bedroom units. In 2004, USDA Rural Development provided the funding (1.4 million) for the construction of a new day care facility on the site with a capacity enrollment of 100 children. An independent organization, Continuing Development Incorporate (CDI) provides the staffing for this day care center, as well as the day care centers at the other Migrant Centers. A new community room has been added at this Center, providing space for resident meetings, computer and ESL classes. In FY 2007-08, Migrant Program Unit staff accomplished the following:

### **Buildings**

- Repaired six (6) defective floors at housing units
- Painted complete interiors of fourteen (14) units
- Exterior Paint for Forty Five (45) buildings was completed
- Replaced eighty eight (88) Evaporative Coolers
- Repaired Sidewalks, Roads and Drainage where needed
- Replaced and repaired Stairs and Ramps
- Replaced Roofing Shingles for all buildings
- Replaced 50 GFI's at (40) housing units
- Replaced 32 window screens at (32) housing units

### **Fire Protection**

- Serviced ninety two (64) 2 ½ lb fire extinguishers and five (5) lb fire extinguishers at all housing units, office and shop buildings
- Replaced 225 hard wired smoke detectors with battery back up at all housing units
- Removed and replaced two hundred eighty eight (288) 9-volt batteries at all housing unit smoke alarms.

## **FUND503 – DIXON MIGRANT CENTER:**

The YCH manages this property on behalf of the Dixon Housing Authority through a joint powers administration agreement and also under contract with the Office of Migrant Services. The Dixon Migrant Center is the property of the Dixon Housing Authority.

The Dixon Migrant Center provides 82 rental units: eight 2 bedroom units were built in 1940s as U.S. Navy housing and six 3 bedroom units were built in the 1960s forty six 2 and 3 bedroom units were constructed for migrant farm worker housing, as well as converting the older buildings to migrant farm worker housing. In 1995 an additional twenty 2 bedroom units were constructed.

The Office of Migrant Services and the YCH are working with the U.S. Navy to transfer the ownership of the property to the Dixon Housing Authority. A Component of this land transfer is the sinking of new onsite wells and site road

improvements in order to separate this property from the adjoining U.S. Navy installation. In FY 2007, Migrant Program Unit Staff accomplished the following:

**Site**

- New Well head development for domestic water system at center
- Removed and replaced eight (8) broken and defective sewer laterals from housing units
- New road was constructed around the center
- Main sewer line replacement was completed

**Buildings**

- Replaced 5 evaporative coolers at center units
- Replaced four (40) gallons water heaters at center units
- Painted interiors of ten (10) housing units
- Repaired four floors at housing units
- Installed four check valves at (4) buildings
- Repaired extensive roofing damage due to storm at 14 buildings
- Repaired two leaks in attics caused by roof damage due to storm

**Fire Protection**

- Serviced eighty five (92) 2 ½ pound and five (5) pound fire extinguishers at all housing units, office and shop buildings.
- Removed and replaced three hundred sixty (360) 9-volt batteries at all housing units smoke alarms.

Yolo County Housing

Program	2006-2007 Audited	2007-2008 Budget	2008-2009 Proposed Budget
<b>Revenue</b>			
AMP 1 - Woodland		957,945	845,850
AMP 2 - Winters		1,010,688	910,812
AMP 3 - West Sac		820,540	746,851
LIPH Total	2,215,457	2,789,173	2,503,513
HCV - Admin Only		973,000	959,806
HCV Vouchers		7,921,366	8,129,892
HCV Total	8,513,520	8,894,366	9,089,698
COCC	270,585	1,421,509	1,200,838
New Hope - Cottonwood		319,553	318,621
New Hope - Kentucky		30,125	-
New Hope Total	(227,318)	349,678	318,621
Davis Solar Housing	37,317	34,500	38,120
Capital Fund	590,614	1,022,392	175,006
<b>Total Revenue</b>	<b>11,400,175</b>	<b>14,511,618</b>	<b>13,325,796</b>

8044778  
16089.556  
1340.7963

<b>Expenses</b>			
AMP 1 - Woodland		809,361	740,921
AMP 2 - Winters		779,226	743,090
AMP 3 - West Sac		820,540	746,431
LIPH Total	2,971,696	2,409,127	2,230,442
HCV - Admin Only	898,148	965,480	1,045,714
HCV Vouchers	7,348,864	7,921,366	8,044,778
HCV Total	8,247,012	8,886,846	9,090,492
COCC	236,828	1,212,661	1,194,171
New Hope - Cottonwood		309,947	312,672
New Hope - Kentucky		49,167	-
New Hope Total	531,635	359,114	312,672
Davis Solar Housing	22,872	30,553	31,670
Capital Fund	557,795	1,022,392	175,006
<b>Total Expenses</b>	<b>12,567,838</b>	<b>13,920,693</b>	<b>13,034,453</b>

**Income(Loss)/Transfer to(from) Reserves**

AMP 1 - Woodland		148,584	104,929
AMP 2 - Winters		231,462	167,722
AMP 3 - West Sac		-	420
LIPH Total	(756,239)	380,046	273,071
HCV - Admin Only		7,520	(85,908)
HCV Vouchers		-	85,114
HCV Total	266,508	7,520	(794)
COCC	33,757	208,848	6,667
New Hope - Cottonwood		9,606	5,949
New Hope - Kentucky		(19,042)	-
New Hope Total	(758,953)	(9,436)	5,949
Davis Solar Housing	14,445	3,947	6,450
Capital Fund	32,819	-	-
<b>Total Earnings/Transfers</b>	<b>(1,167,663)</b>	<b>590,925</b>	<b>291,343</b>

Migrant Programs	(418,483)
Depreciation Expense	(1,149,018)
Debt Reduction	266,362

**Deficiency per Audit** (2,468,802)



