

# FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

## Housing Agency

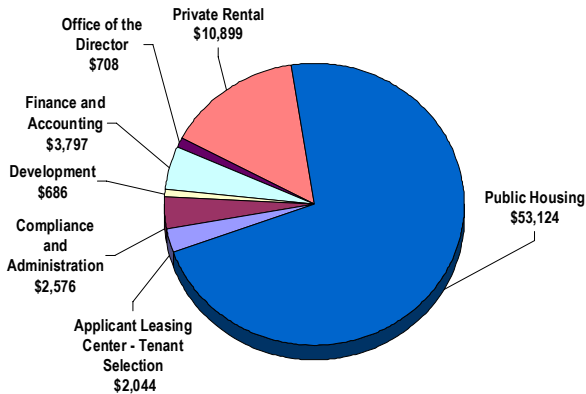
The mission of the Miami-Dade Housing Agency (MDHA or the Agency) is to provide high quality affordable and subsidized housing to eligible residents in both private and public housing markets; to assist extremely low-income to moderate-income working families and individuals to buy homes; and to expand the inventory of affordable and workforce housing for renters and home buyers throughout Miami-Dade County. MDHA provides supportive services to improve the quality of life and general environment of public housing residents, including assisted living facility (ALF) services for elderly residents, and the Family Self-Sufficiency Program for tenants in the Section 8 and Public Housing programs.

As part of the Health and Human Services strategic area, MDHA oversees approximately 9,340 units of public housing; provides Section 8 subsidized payments for up to 17,000 clients; funds the first public housing ALF in the country, the 101-bed Helen Sawyer facility; and supports the new 100-bed Ward Towers ALF.

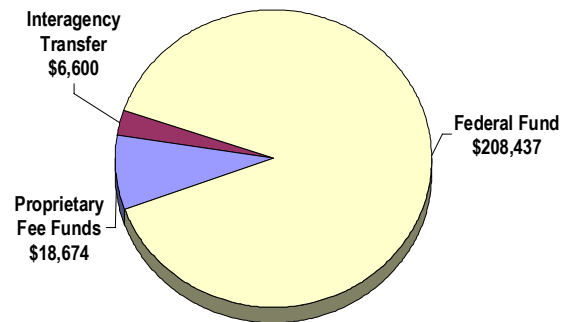
MDHA's stakeholders are the residents of Miami-Dade County, primarily extremely low-income to moderate-income individuals, families, and elderly residents. MDHA works closely with the Overall Tenants Advisory Council (OTAC), the Section 8 Advisory Board, private landlords, not-for-profit and for-profit developers, and County departments including the Department of Human Services (DHS), the Office of Community and Economic Development (OCED), and the Housing Finance Authority (HFA). A primary partner of MDHA is the United States Department of Housing and Urban Development (U.S. HUD), which provides the Agency's Public Housing, Capital Grants, Section 8, and HOPE VI funding and oversees MDHA's performance through the Public Housing Assessment System (PHAS) and the Section Eight Management Assessment Program (SEMAP).

## FY 2008-09 Adopted Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



# FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION

<b><u>OFFICE OF THE DIRECTOR</u></b>													
<ul style="list-style-type: none"> <li>Administers housing programs; provides direction and coordination of federal and local housing programs to assist extremely low- to moderate-income families; interacts with the Mayor, the County Manager, Board of County Commissioners, residents, community groups, and other public and private entities to ensure attainment of the Agency's goals and objectives</li> </ul>													
<u>FY 07-08</u> 10	<u>FY 08-09</u> 6												
<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><b><u>COMPLIANCE AND ADMINISTRATION</u></b></p> <ul style="list-style-type: none"> <li>Audits operations for compliance with U.S. HUD and departmental regulations</li> </ul> <table style="width: 100%; text-align: center;"> <tr> <td><u>FY 07-08</u> 28</td> <td><u>FY 08-09</u> 30</td> </tr> </table> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><b><u>PRIVATE RENTAL HOUSING</u></b></p> <ul style="list-style-type: none"> <li>Administers Section 8 housing programs including Housing Choice Voucher (HCV)</li> </ul> <table style="width: 100%; text-align: center;"> <tr> <td><u>FY 07-08</u> 106</td> <td><u>FY 08-09</u> 117</td> </tr> </table> </div> <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><b><u>PUBLIC HOUSING</u></b></p> <ul style="list-style-type: none"> <li>Provides public housing units and property management</li> </ul> <table style="width: 100%; text-align: center;"> <tr> <td><u>FY 07-08</u> 329</td> <td><u>FY 08-09</u> 294</td> </tr> </table> </div>	<u>FY 07-08</u> 28	<u>FY 08-09</u> 30	<u>FY 07-08</u> 106	<u>FY 08-09</u> 117	<u>FY 07-08</u> 329	<u>FY 08-09</u> 294	<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><b><u>FINANCE AND ACCOUNTING</u></b></p> <ul style="list-style-type: none"> <li>Provides support functions to the Agency and ensures that federal and County requirements are met</li> </ul> <table style="width: 100%; text-align: center;"> <tr> <td><u>FY 07-08</u> 45</td> <td><u>FY 08-09</u> 45</td> </tr> </table> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><b><u>DEVELOPMENT</u></b></p> <ul style="list-style-type: none"> <li>Identifies and constructs new housing development projects, mixed use development acquisitions, and disposition activities for County-owned properties</li> </ul> <table style="width: 100%; text-align: center;"> <tr> <td><u>FY 07-08</u> 16</td> <td><u>FY 08-09</u> 11</td> </tr> </table> </div> <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><b><u>APPLICANT LEASING CENTER</u></b></p> <ul style="list-style-type: none"> <li>Accepts applications for Public Housing and Section 8</li> </ul> <table style="width: 100%; text-align: center;"> <tr> <td><u>FY 07-08</u> 29</td> <td><u>FY 08-09</u> 30</td> </tr> </table> </div>	<u>FY 07-08</u> 45	<u>FY 08-09</u> 45	<u>FY 07-08</u> 16	<u>FY 08-09</u> 11	<u>FY 07-08</u> 29	<u>FY 08-09</u> 30
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## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Adopted FY 08-09
<b>Revenue Summary</b>			
General Fund Countywide	7,967	687	0
Carryover	0	1,516	0
Fees and Charges	0	12	12
Interest Income	1,271	307	150
Lakeside & Park Lakes Revenues	0	650	0
Miscellaneous Revenues	2,375	673	664
Other	17	15	15
Other Revenues	0	1	0
Rentals	16,521	17,619	17,333
Sale of Properties-Homeownership	10	1,000	500
Carryover	0	6,079	8,000
Family Self Sufficiency-FSS	0	63	64
Federal Grants	393	5,442	3,049
HAP-Section 8 New Construction	2,995	3,060	0
Housing Assistance Payments	154,305	122,683	151,607
Public Housing Subsidy	28,574	29,644	30,483
Section 8 Admin Fee	14,417	12,020	15,234
Community Development Block Grant	0	3,500	6,600
Total Revenues	228,845	204,971	233,711
<b>Operating Expenditures Summary</b>			
Salary	29,125	28,278	28,429
Fringe Benefits	10,885	9,712	10,270
Other Operating	41,709	35,616	34,500
Capital	472	780	635
Total Operating Expenditures	82,191	74,386	73,834
<b>Non-Operating Expenditures Summary</b>			
Reserve	0	2,902	270
Other Non-Operating Adjustments	128,691	127,683	159,607
Total Non-Operating Expenditures	128,691	130,585	159,877

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 07-08	Adopted FY 08-09	Budget FY 07-08	Adopted FY 08-09
<b>Strategic Area: Health and Human Services</b>				
Applicant Leasing Center - Tenant Selection	2,057	2,044	29	30
Compliance & Administration	2,542	2,576	28	30
Development	741	686	16	11
Finance & Accounting	5,506	3,797	45	45
Office of the Director	1,140	708	10	6
Private Rental	12,060	10,899	106	117
Public Housing	50,340	53,124	329	294
Total Operating Expenditures	74,386	73,834	563	533

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FUTURE	TOTAL
<b>Revenue</b>									
Capital Asset Acquisition Bond 2007 Proceeds	16,341	0	0	0	0	0	0	0	16,341
Capital Fund Program (CFP) - 717	2,795	2,093	2,093	1,133	0	0	0	0	8,114
Capital Fund Program (CFP) - 718	0	2,483	2,482	2,481	2,479	0	0	0	9,925
Capital Funds Program (CFP) - 715	6,669	372	0	0	0	0	0	0	7,041
Capital Funds Program (CFP) - 716	4,215	2,396	1,369	0	0	0	0	0	7,980
Capital Funds Program (CFP) - Future	0	0	9,925	9,925	9,925	9,925	0	0	39,700
Hope VI Grant	16,148	9,803	9,049	0	0	0	0	0	35,000
Replacement Housing Factor (RHF)	932	2,323	3,221	0	0	0	0	0	6,476
Sunshine State Financing	4,800	0	0	0	0	0	0	0	4,800
Total:	51,900	19,470	28,139	13,539	12,404	9,925	0	0	135,377
<b>Expenditures</b>									
<b>Strategic Area: Health And Human Services</b>									
Public Housing Improvements	33,550	26,079	38,639	14,780	12,404	9,925	0	0	135,377
Total:	33,550	26,079	38,639	14,780	12,404	9,925	0	0	135,377

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 05-06	Actual FY 06-07	Budget FY 07-08	Actual FY 07-08	Budget FY 08-09
Rent	1,247	1,260	1,355	661	698
Transfers and Reimbursements					
• Helen Sawyer ALF	2,253	2,381	1,950	1,800	0

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: PUBLIC HOUSING**

The Public Housing Division provides public housing units and property management.

- Provides property management and maintenance services, including occupancy, relocation, leasing, rent, eviction, vacancy reduction, and policy review and development for public housing developments
- Administers the Helen Sawyer Assisted Living Facility (ALF) and provides management and maintenance services to the Ward Towers ALF

### **Strategic Plan Outcome - Measures**

- HH5-1: Increased availability of affordable and special needs housing (priority outcome)

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Maximize the effective use of existing Public Housing	Public Housing Assessment System (PHAS) score*	90%	87%	90%	87%	90%
	Average monthly number of families renting	8,800	8,078	9,000	7,945	9,000
	Net families moved into Public Housing**	500	161	500	1,050	500
	Occupancy rate	95%	90%	95%	93%	98%
	Adjusted vacancy rate***	5%	6%	5%	7%	3%

\* Both the FY 2006-07 and FY 2007-08 values represent an internal computation while on U.S. HUD waiver

\*\* Total moves into Public Housing minus transfers within Public Housing

\*\*\*Calculation formula excludes units unavailable due to renovation or rehabilitation

### **BUDGET PRIORITIES**

- Modernize and renovate various public housing developments and convert public housing dwelling structure units, including public spaces, sites, and non-dwelling units, to Uniform Federal Accessibility Standards (UFAS) compliance with funding from the Capital Fund Program

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: PRIVATE RENTAL**

The Private Rental Housing Division administers the Section 8 housing programs including Housing Choice Voucher (HCV).

- Conducts housing quality standards (HQS) inspections for all programs administered
- Acts as contract administrator for Substantial Rehabilitation properties

### **Strategic Plan Outcome - Measures**

- HH5-1: Increased availability of affordable and special needs housing (priority outcome)

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Maximize the effective use of Section 8 resources	Section 8 Management Assessment Program (SEMAP) score	145	95	145	43	145
	Unissued Section 8 vouchers*	0	2,200	0	1,343	0
	Issued Section 8 vouchers**	1,800	2,036	1,800	1,323	3,000
	Units leased in the Section 8 Housing Choice Voucher Program	14,432	13,082	14,468	13,316	14,168

\* Variations due to organizational restructuring, thereby providing operational efficiencies in issuance of vouchers

\*\*Target increase from FY 2007-08 to FY 2008-09 due to an approximate \$30 million increase in federal subsidy for Section 8

### **BUDGET PRIORITIES**

- Increase homeownership opportunities through the Section 8, 5H, and Section 32 homeownership programs

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: APPLICANT LEASING CENTER - TENANT SELECTION**

The Applicant Leasing Center accepts applications for Public Housing and Section 8.

- Maintains waiting lists in accordance with the requirements of the Adker Consent Decree
- Determines eligibility, makes offers of units/vouchers, and maintains a list of transfer requests

### **Strategic Plan Outcome - Measures**

- HH5-1: Increased availability of affordable and special needs housing (priority outcome)

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Ensure a ready pool of eligible applicants for both the Section 8 and Public Housing programs	Section 8 eligibility screenings completed	3,600	5,019	5,000	4,189	5,000
	Public housing eligibility screenings completed	6,000	9,083	6,000	9,941	6,000
	Average number of eligible applicants in the "ready pool"	240	318	240	757	300

### **BUDGET PRIORITIES**

- Continue to address the housing needs of extremely low-income to low-income residents by utilizing all available funding for the Section 8 and other voucher programs and by streamlining the process and increasing landlord outreach

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

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### **DIVISION: FINANCE & ACCOUNTING**

The Finance and Accounting Division provides support functions to the Agency and ensures that federal and County requirements are met.

- Provides support functions including budgeting, accounting, management information systems, procurement, contract administration, and materials management

### **Strategic Plan Outcome - Measures**

- ES8-3: Compliance with financial laws and generally accepted accounting principles, etc.

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Increase the rate of standard payments and purchases	Average monthly accounts payable claims paid	4,200	3,750	4,200	5,120	4,200
	Special Purchase Orders issued due to expired contracts*	0	450	0	318	0

\*The Agency is working towards improving contract monitoring standards to achieve efficiencies in contract administration

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: COMPLIANCE & ADMINISTRATION**

The Compliance and Administration Division audits operations for compliance with U.S. HUD and departmental regulations.

- Monitors U.S. HUD measures including the Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP) scores
- Monitors Adker settlement and other initiatives
- Conducts fraud investigations and appeals
- Provides administrative support including human resources, agenda coordination, fair housing, Americans with Disabilities Act, and communication functions

### **Strategic Plan Outcome - Measures**

- HH7-1: Improved customer service and care in health and human services (priority outcome)

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Improve communication with and oversight of public housing tenants	Program abuse and fraud cases investigated	240	288	240	376	280
	Tenant files reviewed by Quality Assurance	80	80	80	80	80
	Visits to the Housing Agency website (in thousands)*	400	5,276	150	428	200

\*The FY 2006-07 actual includes visits by web macros, which are excluded starting with FY 2007-08

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: DEVELOPMENT**

The Development Division identifies and constructs new housing development projects, mixed use development acquisitions, and disposition activities for County-owned properties.

- Provides architectural/engineering and construction contract administration, and provides oversight of construction and rehabilitation field work
- Provides technical support and contract administration to comply with the unit delivery schedule under the Voluntary Compliance Agreement

### **Strategic Plan Outcome - Measures**

- HH5-1: Increased availability of affordable and special needs housing (priority outcome)

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Ensure clean, safe, and accessible public housing units	Uniform Federal Accessibility Standards (UFAS) accessible units completed	45	55	120	23	143
	Public housing units renovated	502	322	680	1,055	500

### **BUDGET PRIORITIES**

- Complete the procurement of a developer for Phase II of the Hope VI Revitalization Program, which will work with MDHA and the community to provide a new revitalization plan based on needs and available funding

### **Budget Enhancements or Reductions and Additional Comments**

- On October 26, 2007, Miami-Dade County and the United States Department of Housing and Urban Development (U.S. HUD) entered into a Settlement Agreement detailing the terms of temporary federal possession of the Miami-Dade Housing Agency (MDHA); on July 17, 2008, an amendment to the Settlement Agreement was approved by the Board of County Commissioners; the amendment to the original Agreement will expedite the return of MDHA, by U.S. HUD, to the County; a major change in the amendment is the contracting out of the Section 8 tenant-based rental program; it also provides that a County Liaison will work with U.S. HUD beginning October 1, 2008, through the final transition date, which would be determined once the three major work items of the Amendment are completed
- During FY 2008-09 the Department will begin outsourcing the Section 8 Housing Choice Voucher program
- During FY 2007-08, the County-owned Section 8 New Construction and Affordable Housing properties were transferred to the Office of Community and Economic Development (OCED); MDHA, through the Applicant and Leasing Center, will continue to provide clients from the waiting list to fill vacancies for the County-owned Section 8 New Construction properties, as the Adker Consent Decree requires a single project-based waiting list
- Between August 27, 2006 and April 30, 2008, MDHA has filled more than 2,000 public housing vacancies; a total of 1,109 vacancies were targeted in prior years for comprehensive modernization; to further accelerate productivity of the vacant units for occupancy, MDHA has implemented a new contract using fixed prices and predetermined rates for the repairs of contract vacant units

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

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- To comply with the Uniform Federal Accessibility Standards (UFAS) program required under the County's Voluntary Compliance Agreement (VCA) with U.S. HUD, MDHA will continue to renovate selected units in public housing developments to improve the quality of subsidized housing for persons with disabilities
- Beginning in calendar year (CY) 2008, MDHA submitted to U.S. HUD the operating subsidy calculations, including the Capital Fund Program (CFP) at the Asset Management Project (AMP) level; MDHA will prepare operating budgets, track financials and operational performance at the AMP level, with each AMP being restricted to the amount of administrative/management overhead it can supply for the support of central or administrative operations; the Agency is currently revising the structure of the AMPs and realigning the staff to better operate within the respective AMPs
- During FY 2007-08, MDHA re-opened the waiting lists for its Project-based and Tenant-based programs, and a new WebApp online application for wait list intake was implemented; over 71,000 applications were taken during the 1-month application period
- In FY 2007-08 CDBG Disaster Recovery funds (\$400,000) were used for rehabilitation and hardening of structures to further reduce vacant housing units
- Work is still ongoing on the repairs to off-line units that are considered hard to ready that were funded in the FY 2006-07 Adopted Budget, including \$5.2 million in additional funding from Community Development Block Grant (CDBG); this reimbursement allocation, in addition to \$3 million from MDHA federal capital funds, was utilized to expedite the repair and rehabilitation of 1,100 public housing units in need of comprehensive modernization; more than 1,400 units have been completed to date and an additional 500 units are now being targeted for repairs to increase occupancy to a minimum of 97% by the end of FY 2008-09
- Modernizing the technology infrastructure and management information systems remains a high priority; in FY 2006-07, the Agency upgraded 39 geographically disparate public housing sites from multiplexed serial lines to County DSL or T-1 high speed links; converting the legacy system used to transact Housing Operations is rescheduled for completion in FY 2008-09
- The FY 2008-09 Adopted Budget reflects an increase of 23.6 percent (\$28.924 million) in Section 8 Housing Assistance Payments, to \$151.607 million from the FY 2007-08 Adopted Budget of \$122.683 million; and an increase of 26.7 percent (\$3.213 million) in the Section 8 Administrative Fees, to \$15.234 million from the FY 2007-08 Adopted Budget of \$12.021 million
- The FY 2008-09 Adopted Budget reflects an increase in the Public Housing subsidy of \$839,000 (2.83 percent), to \$30.483 million from the FY 2007-08 Adopted Budget of \$29.644 million
- The FY 2008-09 Adopted Budget reflects the transfer of CDBG Disaster Recovery funds (\$3.5 million) to cover public housing-related expenditures
- During FY 2008-09, the Agency will continue expenditures of \$4.8 million in allocated financing proceeds for the Housing Safety and Security Improvements Program from prior years; \$4.0 million in carryover is budgeted to be spent between FY 2008-09 and FY 2009-10 to continue to implement the safety and security plan at public housing sites throughout the County; safety surveys have been completed and cost estimates for safety and security have been completed for all public housing properties; the program has provided safety improvements such as street lighting, exterior development lighting to illuminate public areas, perimeter fencing surrounding the public housing properties, closed circuit video monitors, intercom systems, and security gates; new lights have been installed and existing lights have been repaired, with bullet proof covers, at the Liberty Square public housing development; perimeter fencing has been completed at Model Cities; security cameras installed and existing systems expanded at various sites
- With the assistance of the Finance Department and the Office of Strategic Business Management, staff will continue to assess the financial condition of the Agency, including, but not limited to, the cash flow and balance sheet statements from prior fiscal years; any necessary action needed to correct deficiencies in the Agency will be brought to the Board of County Commissioners (BCC) for consideration and approval

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

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- *The FY 2008-09 Adopted Budget includes the elimination of 35 positions from the Public Housing Division, five positions from the Housing Development Division, and an increase of 10 new positions for the Private Rental Housing Division, for a net reduction of 30 positions as a result of an extensive reorganization process to improve customer service and improve efficiencies in processing. These numbers will change as the Agency implements the privatization of the Section 8 Housing Choice Voucher Program during the Fiscal Year.*
- Metrics systems for internal incident management tracking are being assessed by Management Information Systems (MIS) in order to streamline the delivery of services to MDHA using a quantifiable process
- The Department's Capital Budget includes \$16.341 million in Capital Asset Acquisition Bond Series 2007 allocated in FY 2006-07 for the HOPE VI Scott/Carver Homes project; Phase I of the Scott/Carver project has been completed with 57 single family homeownership units; Phase II is underway utilizing federal, Capital Asset Acquisition Bond Series 2007, and other available funding sources for developer solicitation to build affordable units

### Department Operational Unmet Needs

Description	Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Upgrade data circuits and phone lines to over 39 housing sites	\$0	\$103	0
Upgrade IT hardware and software programs and purchase a management software program	\$0	\$500	0
Hire 35 Structural Maintenance Technicians to improve overall condition of public housing assets	\$0	\$1,542	35
<b>Total</b>	<b>\$0</b>	<b>\$2,145</b>	<b>35</b>