

FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

Public Housing Agency

The mission of the Miami-Dade Public Housing Agency (MDPHA) 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 with buying homes, and to expand the inventory of affordable and workforce housing for renters and home buyers throughout Miami-Dade County. MDPHA 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 Private Rental (Section 8) and Public Housing programs.

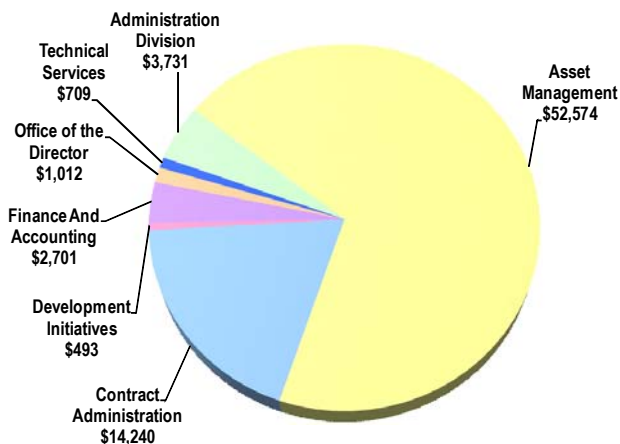
As part of the Health and Human Services strategic area, MDPHA oversees approximately 9,265 units of public housing, provides Section 8 subsidized payments for up to 17,000 clients, and operates and manages the first public housing ALF in the country, the 101-bed Helen Sawyer facility.

MDPHA's stakeholders are the residents of Miami-Dade County, primarily extremely low-income to moderate-income individuals, families, and elderly residents. MDPHA works closely with the Resident Councils, Section 8 Advisory Board, private landlords, affordable housing developers, and County departments including Housing and Community Development (HCD) and the Office of Capital Improvements (OCI). A primary partner of MDPHA is the United States Department of Housing and Urban Development (U.S. HUD), which provides the MDPHA's Public Housing, Capital Grants, Section 8, and HOPE VI funding and oversees MDPHA's performance through the Public Housing Assessment System (PHAS) and the Section Eight Management Assessment Program (SEMAP).

FY 2009-10 Adopted Budget

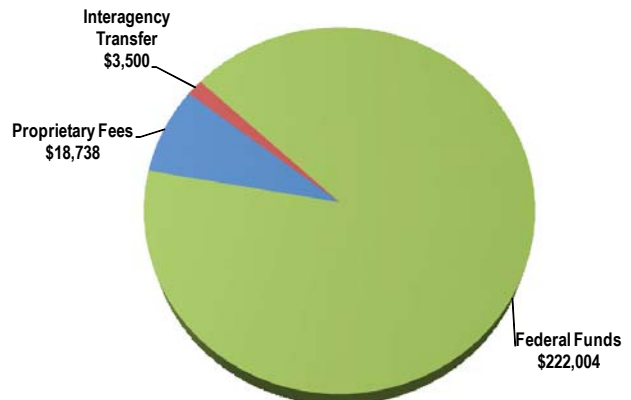
Expenditures by Activity

(dollars in thousands)



Revenues by Source

(dollars in thousands)



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TABLE OF ORGANIZATION

<u>OFFICE OF THE EXECUTIVE DIRECTOR</u>			
<ul style="list-style-type: none"> • 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 MDPHA's goals and objectives 			
<u>FY 08-09</u> 7		<u>FY 09-10</u> 8	
<u>ADMINISTRATION</u>		<u>ASSET MANAGEMENT</u>	
<ul style="list-style-type: none"> • Audits operations for compliance with U.S. HUD and departmental regulations; oversees administrative functions including human resources and procurement; oversees the operations of the Applicant and Leasing Center 		<ul style="list-style-type: none"> • Provides quality affordable and subsidized public housing units and property management; administers the Substantial Rehabilitation and the New Construction programs; provides construction contract administration, inspections and contract compliance 	
<u>FY 08-09</u> 65	<u>FY 09-10</u> 48	<u>FY 08-09</u> 305	<u>FY 09-10</u> 280
<u>FINANCE AND ACCOUNTING</u>		<u>CONTRACT ADMINISTRATION</u>	
<ul style="list-style-type: none"> • Provides financial and administrative support functions to the Agency and ensures that federal and County requirements are met; oversees the areas of budgeting, accounting, financial reporting, accounts payable and revenue management 		<ul style="list-style-type: none"> • Administers special programs including Moderate Rehabilitation, Shelter Plus Care and Single Room Occupancy; oversees the private contract for the Housing Choice Voucher Program (HCV) 	
<u>FY 08-09</u> 34	<u>FY 09-10</u> 35	<u>FY 08-09</u> 117	<u>FY 09-10</u> 17
<u>TECHNICAL SERVICES</u>		<u>DEVELOPMENT INITIATIVES</u>	
<ul style="list-style-type: none"> • Provides technical support for network availability, software support, hardware configuration and maintenance, and computer project management 		<ul style="list-style-type: none"> • Identifies and manages new housing development projects, mixed use developments, acquisitions and disposition activities for County-owned properties; prepares analysis of real estate properties and carries out the overall development of quality housing including HOPE VI Scott/Carver housing 	
<u>FY 08-09</u> 5	<u>FY 09-10</u> 9	<u>FY 08-09</u> 0	<u>FY 09-10</u> 4

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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
Revenue Summary			
General Fund Countywide	335	0	0
Interest Income	1,105	150	105
Miscellaneous Revenues	1,818	664	689
Other	22	15	22
Other Revenues	822	0	0
Rentals	17,057	17,333	17,922
Sale of Properties-Homeownership	0	500	0
Fees and Charges	0	12	0
Section 8 Admin Fee	14,710	15,234	15,689
Carryover	0	8,000	2,381
Public Housing Subsidy	32,897	30,483	34,711
Family Self Sufficiency-FSS	1	64	0
Federal Funds	0	0	55
Federal Grants	0	3,049	7,916
Hope VI	60	0	0
Housing Assistance Payments	154,488	151,607	161,252
Community Development Block Grant	0	6,600	3,500
Total Revenues	223,315	233,711	244,242
Operating Expenditures Summary			
Salary	24,984	28,429	19,352
Fringe Benefits	9,118	10,270	6,869
Other Operating	35,238	34,500	48,786
Capital	217	635	453
Total Operating Expenditures	69,557	73,834	75,460
Non-Operating Expenditures Summary			
Reserve	0	270	5,149
Other Non-Operating Adjustments	143,663	159,607	163,633
Total Non-Operating Expenditures	143,663	159,877	168,782

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
Strategic Area: Health and Human Services				
Administration Division	5,447	3,731	65	47
Asset Management	53,170	52,574	305	281
Contract Administration	10,899	14,240	117	17
Development Initiatives	0	493	0	4
Finance And Accounting	3,112	2,701	34	35
Office of the Director	740	1,012	7	8
Technical Services	466	709	5	9
Total Operating Expenditures	73,834	75,460	533	401

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FUTURE	TOTAL
Revenue									
Building Better Communities GOB Program	57	1,500	1,900	8,881	0	0	0	19,962	32,300
Capital Asset Acquisition Bond 2007 Proceeds	15,392	0	0	0	0	0	0	0	15,392
Capital Fund Program (CFP) - 717	3,845	1,551	1,551	1,551	0	0	0	0	8,498
Capital Fund Program (CFP) - 718	2,552	2,552	2,552	2,252	0	0	0	0	9,908
Capital Fund Recovery Grant - 749	5,631	6,903	3,737	1,057	0	0	0	0	17,328
Capital Funds Program (CFP) - 716	5,957	1,928	0	0	0	0	0	0	7,885
Capital Funds Program (CFP) - 719	0	2,552	2,552	2,552	2,252	0	0	0	9,908
Capital Funds Program (CFP) - Future	0	0	9,925	9,925	9,925	9,925	0	0	39,700
Hope VI Grant	21,050	0	0	0	0	0	0	0	21,050
Replacement Housing Factor (RHF)	8,834	0	0	0	0	0	0	0	8,834
Sunshine State Financing	4,800	0	0	0	0	0	0	0	4,800
Sunshine State Series 2008 Interest	55	0	0	0	0	0	0	0	55
Total:	68,173	16,986	22,217	26,218	12,177	9,925	0	19,962	175,658
Expenditures									
Strategic Area: Health And Human Services									
Public Housing Improvements	32,256	31,149	35,487	32,702	14,177	9,925	0	19,962	175,658
Total:	32,256	31,149	35,487	32,702	14,177	9,925	0	19,962	175,658

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual	Actual	Budget	Actual	Budget
	FY 06-07	FY 07-08	FY 08-09	FY 08-09	FY 09-10
Rent	1,260	812	698	502	747
Transfers and Reimbursements					
• Helen Sawyer ALF	2,381	1,800	0	1,197	0
• Audit Services	110	110	110	110	110

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DIVISION: ASSET MANAGEMENT

The Asset Management Division provides public housing units and property management services.

- 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)
- Administers the Section 8 New Construction and Substantial Rehabilitation programs with a combined 805 units

Strategic Plan Outcome - Measures

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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Maximize the effective use of existing Public Housing	Public Housing Assessment System (PHAS) score*	OC	↑	90%	87%	90%	87%	90%
	Average monthly number of families renting	OP	↔	9,000	7,945	9,000	7705	9,000
	Net families moved into Public Housing**	OP	↔	500	1,050	500	785	500
	Adjusted vacancy rate***	OC	↓	5%	7%	3%	11%	5%

* The FY 2007-08 and FY 2008-09 values represent an internal computation based on US HUD criteria

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

***Excludes units unavailable due to renovation or rehabilitation

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- In FY 2009-10, MDPHA will modernize and renovate various public housing developments and convert public housing dwelling structure units to Uniform Federal Accessibility Standards (UFAS) compliance with funding from the Capital Fund Program
- *Realignment of staff in the Asset Management Division has allowed for a reduction of \$369,000 in overtime expenses in FY 2009-10*

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DIVISION: CONTRACT ADMINISTRATION

The Contract Administration Division administers the following Special Programs: Moderate Rehabilitation, Shelter Plus Care and Moderate Rehabilitation Single Room Occupancy; and oversees the private contract for the Housing Choice Voucher Program (HCV)

- Provides housing assistance to low-income families, elderly, disabled and homeless participants in affordable, decent, safe, and sanitary housing
- Administers, monitors, and oversees Housing Choice Voucher contract activities
- Conducts housing quality standards (HQS) inspections at least annually for all administered programs

Strategic Plan Outcome - Measures

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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Maximize the effective use of Housing Choice Voucher resources	Section 8 Management Assessment Program (SEMAP) score*	OC	↑	145	60	145	75	130
	Units leased in the Section 8 Housing Choice Voucher Program*	OP	↔	14,468	13,316	14,168	13,397	14,317
Maximize the effective use of Special Program resources**	Special Programs Occupancy Rate	EF	↑	N/A	N/A	N/A	95%	95%
	Special Programs units inspected at least annually	EF	↑	N/A	N/A	N/A	97%	100%
	Percentage of annual reexaminations completed within 2 month grace period	EF	↑	N/A	N/A	N/A	80%	100%

*Section 8 Housing Choice Voucher program outsourced to private vendor on April 1, 2009; SEMAP score and lease-up rate expected to improve significantly after one-year transition period

**New objective and measures established for FY 2009-10

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- As required by the Settlement Agreement between U.S. HUD and Miami-Dade County, the Section 8 Housing Choice Voucher program was outsourced to a private contractor in FY 2008-09; the Contract Administration Division will continue to ensure compliance with the contract requirements and applicable U.S. HUD program rules and regulations

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DIVISION: FINANCE AND 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, financial reporting, accounts payable, and revenue management
- Reviews and revises existing systems of financial internal controls to ensure sustainability of program compliance and that the financial statements are presented in accordance with Generally Accepted Accounting Principles (GAAP) and all other federal requirements
- Implements various enhancement and process improvement initiatives to provide accurate, timely financial data
- In FY 2009-10, MDPHA will continue to implement an electronic payment system, which will allow residents to pay rent via the Internet; the Department will also expand the direct debit program, which allows tenants to have rent deducted directly from a checking or savings account

Strategic Plan Outcome - Measures

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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Increase the rate of standard payments and purchases	Average monthly accounts payable claims paid	OP	↔	4,200	5,120	4,200	3,153	3,600
	Special Purchase Orders issued due to expired contracts*	OP	↔	0	318	0	218	150

*The Agency is working towards improving contract monitoring standards to avoid expired contracts

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- In FY 2009-10, MDPHA staff will continue to assess the financial condition of the Agency, including, but not limited to, the cash flow and balance sheet statements
- MDPHA will continue to implement the U.S. HUD mandated asset management model, which requires all public housing authorities to organize their sites into Asset Management Projects (AMPs) for financial reporting purposes
- In FY 2009-10, MDPHA will continue to implement an electronic payment system, which will allow residents to pay rent via the Internet; the Department will also expand the direct debit program, which allows tenants to have rent deducted directly from a checking or savings account

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DIVISION: ADMINISTRATION DIVISION

The 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
- Conducts fraud investigations and appeals
- Provides administrative support including human resources, safety operations, emergency management, fair housing, affirmative action, fleet operations, departmental program audits, employee development, and Americans with Disabilities Act compliance

Strategic Plan Outcome - Measures

- ES9-4: Accountability to the public at every level of the organization (priority outcome)

Objectives	Measures		FY 07-08		FY 08-09		FY 09-10	
			Target	Actual	Target	Actual	Target	
Minimize instances of fraud and abuse in housing programs	Program abuse and fraud cases investigated	OC	↓	240	376	280	247	250
	Tenant files reviewed as part of compliance audit	OP	↔	80	80	80	34	80

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- In July 2008, MDPHA re-opened the waiting lists for its project-based (Public Housing, Moderate Rehabilitation, and Section 8 New Construction) and tenant-based (Section 8 Housing Choice Voucher) programs; over 71,000 online applications were taken during the one-month application period; MDPHA will continue to serve and house these applicants in FY 2009-10
- In FY 2009-10, MDPHA will ensure positions are staffed appropriately with qualified employees with the necessary skills to perform the functions required by the County and U.S. HUD

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DIVISION: TECHNICAL SERVICES

The Technical Services Division provides support to the Agency with regards to network availability, software support, hardware configuration and maintenance, and computer project management.

- Provides Agency with support, maintenance, and enhancement to Emphasis Computer Systems (ECS) and Elite software currently used to manage Agency business
- Maintains current inventory of all Agency computer assets
- Provides ongoing training of computer systems to Agency staff on an as needed basis

Strategic Plan Outcome - Measures

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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Provide excellence in customer service	Help Desk incidents opened	IN	↔	N/A	N/A	N/A	2,266	2,400
	Percentage of Help Desk incidents resolved	OC	↑	N/A	N/A	N/A	89%	80%
	Percentage of same day resolutions	EF	↑	N/A	N/A	N/A	73%	70%

*Newly created division, requiring new performance measures in FY 2009-10

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- In FY 2009-10, MDPHA will continue to identify technical training standards for staff to maintain current industry technical aptitude
- The Agency will continue process documentation efforts to ensure against loss of technical operational knowledge base

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DIVISION: DEVELOPMENT INITIATIVES

Identifies and manages new housing development projects and initiatives, mixed use developments, acquisition and disposition activities for County-owned properties, prepares highest and best analysis of real estate properties and carries out the overall development of quality housing, including HOPE VI Scott/Carver housing

Strategic Plan Outcome - Measures

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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Complete the revitalization of HOPE VI at Scott/Carver	Hope VI community meetings held	OP	↔	N/A	N/A	N/A	20	18
	Scott/ Carver residents participating in Community Supportive Services case management program	OP	↔	N/A	N/A	N/A	98	120

*Newly created division, requiring new performance measures in FY 2009-10

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- A Master Development Agreement (MDA) was executed for the Scott/ Carver HOPE VI project on December 30, 2008; the developer is tasked with engaging the community stakeholders throughout the design and construction of the development; current plans and anticipated financing will permit construction of 354 affordable housing units

BUDGET ENHANCEMENTS OR REDUCTIONS AND ADDITIONAL COMMENTS

- A Memorandum of Understanding (MOU) was executed between US HUD and the County whereby possession of MDPHA was returned to the County effective January 8, 2009, subsequent to US HUD's temporary possession of the Agency pursuant to the October 27, 2007 Settlement Agreement; the Agency was renamed to the Miami-Dade Public Housing Agency (MDPHA) as agreed to in the MOU
- In FY 2008-09, MDPHA was awarded \$19.250 million in American Recovery and Reinvestment Act (ARRA) funds; the funds have been prioritized and will address the following long term capital needs on a multi-year basis: elevators, roofs, windows, fire alarm systems and Uniform Federal Accessibility Standards (UFAS) features
- During FY 2008-09, an Interagency Working Group was established to improve coordination of MDPHA operations and housing initiatives among County departments; representatives were assigned to the Group from all County Departments that regularly interact with the Agency
- In FY 2009-10, MDPHA will continue the redevelopment of Scott/Carver sites under the HOPE VI initiative, which includes public housing, and affordable rental housing, thereby creating a mixed-income community

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- The FY 2009-10 Adopted Budget reflects the transfer of CDBG Disaster Recovery funds (\$3.5 million) from Housing and Community Development (HCD) to cover public housing-related expenditures
- Overall revenue growth reflects an increase of four percent (\$10.531 million) to \$244.242 million in FY 2009-10; revenues are mainly comprised of Housing Assistance Payments (\$161.252 million), Public Housing Subsidy (\$34.711 million), and Rent Payments (\$17.922 million)
- MDPHA was one of 36 housing authorities which received a competitive grant from US HUD, to utilize green materials and technology to create public housing that conserves energy and encourages more healthy lifestyles; the award of \$16.6 million in ARRA funds has been allocated to the HOPE VI Scott/Carver Redevelopment project.
- *As part of a department-wide fleet reduction initiative, MDPHA reduced related expenses by \$423,000 in FY 2008-09*
- *Through a series of security improvements at various sites, MDPHA has reduced the need for security guard services, which is expected to yield \$2.138 million in savings in FY 2009-10*
- *The FY 2009-10 Adopted Budget includes savings of \$83,000 resulting from operational efficiencies, such as direct deposit and direct debit, which eliminates the need for checks and postage*
- *The FY 2009-10 Adopted Budget includes a net reduction of 132 positions as a result of an extensive reorganization process and the outsourcing of the Section 8 Housing Choice Voucher program; eliminations include 14 positions from Asset Management (formerly Public Housing), 11 positions from Housing Development, 100 positions from Contract Administration (formerly Private Rental) and 17 positions from Administration; added positions include one position in the Executive Director's Office, four positions in Technical Services, four positions in Development Initiatives, and one position in Finance and Accounting*

