

FY 2010 - 11 Adopted Budget and Multi-Year Capital Plan

Public Housing Agency

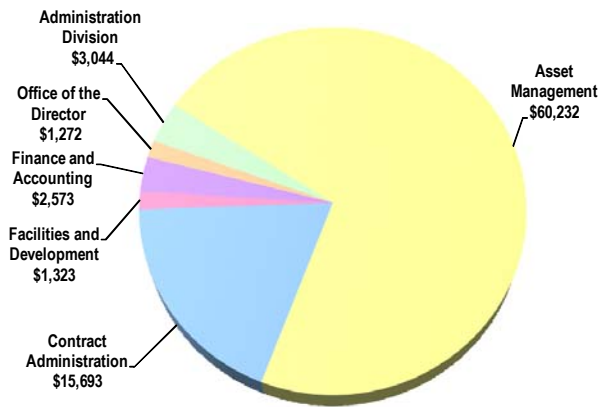
The mission of the Miami-Dade Public Housing Agency (MDPHA) is to provide high quality affordable and subsidized housing to eligible residents in both private and public housing markets, to assist extremely low-income to moderate-income working families and individuals with buying homes, and to expand 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 and provides Section 8 subsidized payments for up to 17,000 clients. 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 2010-11 Adopted Budget

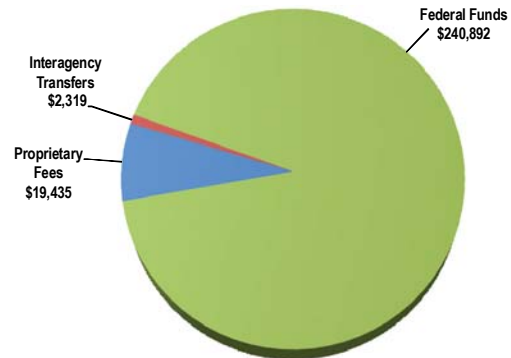
Expenditures by Activity

(dollars in thousands)



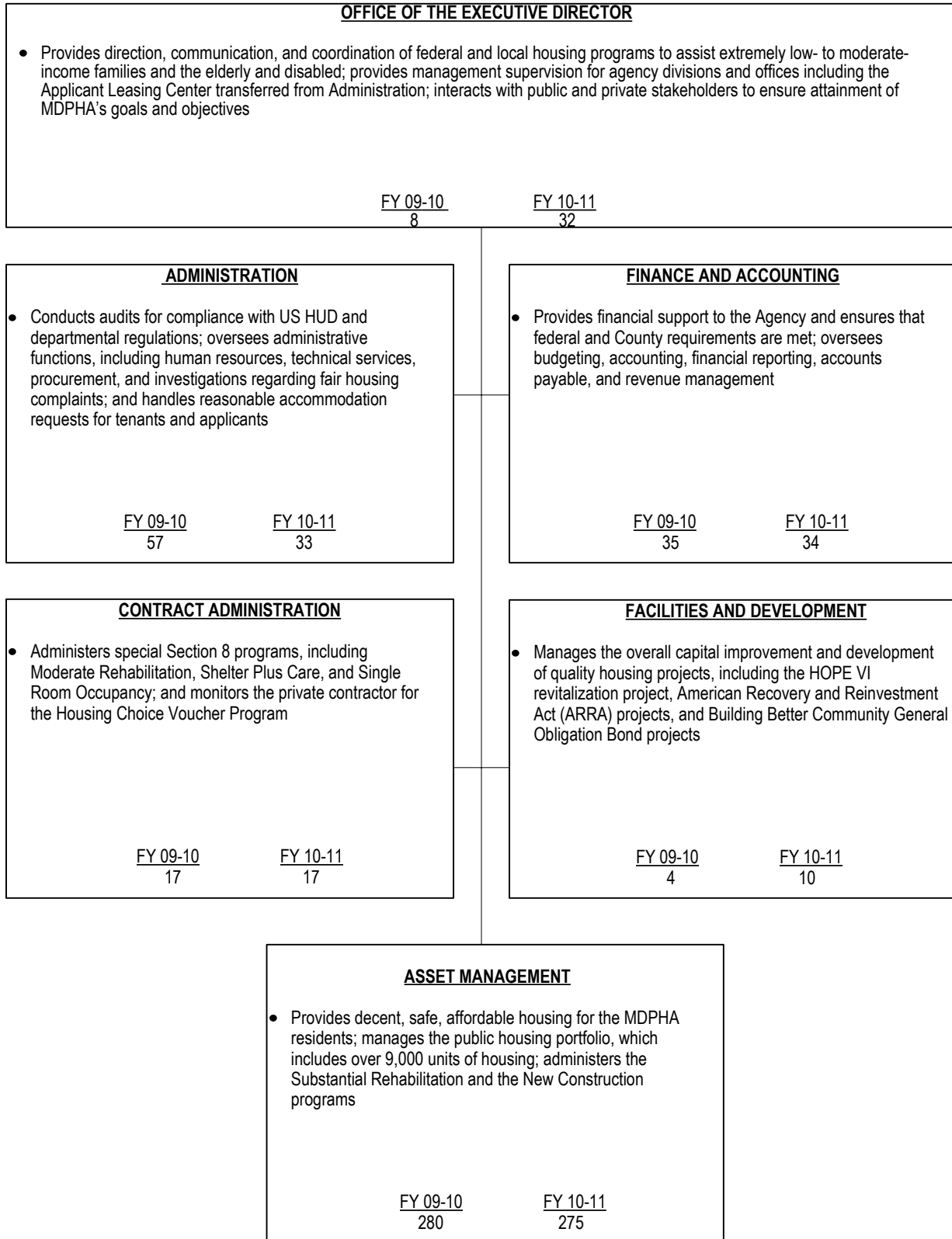
Revenues by Source

(dollars in thousands)



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TABLE OF ORGANIZATION



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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
Revenue Summary			
Interest Income	65	105	30
Miscellaneous Revenues	1,859	689	1,600
Other	23	22	22
Other Revenues	1,631	0	0
Rentals	17,654	17,922	17,783
Section 8 Admin Fee	16,491	15,689	15,899
Carryover	48,713	2,381	13,045
Public Housing Subsidy	35,435	34,711	34,711
Federal Funds	0	55	0
Federal Grants	19,401	7,916	11,458
Hope VI	77	0	0
Housing Assistance Payments	121,285	161,252	165,779
Community Development Block Grant	0	3,500	2,319
Total Revenues	262,634	244,242	262,646
Operating Expenditures Summary			
Salary	21,887	19,352	21,723
Fringe Benefits	7,838	6,869	6,794
Other Operating	52,081	48,786	55,620
Capital	0	453	0
Total Operating Expenditures	81,806	75,460	84,137
Non-Operating Expenditures Summary			
Reserve	24,383	5,149	12,730
Other Non-Operating Adjustments	156,445	163,633	165,779
Total Non-Operating Expenditures	180,828	168,782	178,509

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 09-10	Adopted FY 10-11	Budget FY 09-10	Adopted FY 10-11
Strategic Area: Health and Human Services				
Administration Division	4,440	3,044	57	33
Asset Management	52,574	60,232	280	275
Contract Administration	14,240	15,693	17	17
Facilities and Development	493	1,323	4	10
Finance and Accounting	2,701	2,573	35	34
Office of the Director	1,012	1,272	8	32
Total Operating Expenditures	75,460	84,137	401	401

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FUTURE	TOTAL
Revenue									
Capital Fund Program (CFP) - 717	7,188	600	0	0	0	0	0	0	7,788
Capital Fund Program (CFP) - 718	5,984	1,398	56	0	0	0	0	0	7,438
Capital Fund Recovery Grant (CFRG) - 759	750	9,237	6,657	0	0	0	0	0	16,644
Capital Fund Recovery Grant - 749	4,563	4,563	6,085	0	0	0	0	0	15,211
Capital Funds Program (CFP) - 710	0	4,390	480	0	0	0	0	0	4,870
Capital Funds Program (CFP) - 719	2,793	1,991	478	0	0	0	0	0	5,262
Capital Funds Program (CFP) - Future	0	0	9,925	9,925	9,925	9,925	0	0	39,700
CDBG Neighborhood Stabilization Fund	750	4,410	3,440	0	0	0	0	0	8,600
Hope VI Grant	6,947	7,228	6,875	0	0	0	0	0	21,050
Replacement Housing Factor (RHF)	0	4,462	2,205	0	0	0	0	0	6,667
BBC GOB Future Series	0	0	18,343	0	13,299	0	0	0	31,642
BBC GOB Series 2005A	58	0	0	0	0	0	0	0	58
BBC GOB Series 2010B	0	600	0	0	0	0	0	0	600
Capital Asset Series 2007 Bond Proceeds	1,752	0	0	0	0	0	0	0	1,752
Capital Asset Series 2010 Bonds	13,640	0	0	0	0	0	0	0	13,640
Sunshine State Financing	4,800	0	0	0	0	0	0	0	4,800
Total:	49,225	38,879	54,544	9,925	23,224	9,925	0	0	185,722
Expenditures									
Strategic Area: Health And Human Services									
Other	19	600	11,620	61	0	0	0	0	12,300
Public Housing Improvements	46,970	39,275	40,891	13,137	18,903	12,085	2,161	0	173,422
Total:	46,989	39,875	52,511	13,198	18,903	12,085	2,161	0	185,722

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2010-11, MDPHA will continue the development of Phase 2 of Scott/Carver Homes under the HOPE VI initiative; the Adopted Budget and Multi-Year Capital Plan includes \$68.353 million total funding for this project, of which \$31.197 million is programmed in FY 2010-11
- The FY 2010-11 Adopted Budget and Multi-Year Plan includes \$11.784 million in American Recovery and Reinvestment Act (ARRA) funds allocated to modernize and renovate various public housing developments, which will address unmet long-term needs including elevators, roofs, windows, fire alarm systems and Uniform Federal Accessibility Standards (UFAS) compliance; the project has no associated operational impact
- The FY 2010-11 Adopted Capital Budget and Multi-Year Plan includes \$600,000 in Building Better Communities General Obligation Bond (BBC GOB) proceeds for the construction of new family units at Lincoln Gardens; projects funded with BBC GOB proceed allocations may be adjusted as final bond sale capacity determinations are made

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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 for public housing developments, including occupancy, relocation, leasing, rent, eviction, vacancy reduction, and policy review and development
- 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 08-09		FY 09-10		FY 10-11
				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	7,705	9,000	7,980	8,500
	Families moved into Public Housing	OP	↔	500	785	500	1,396	900
	Adjusted vacancy rate***	OC	↓	3%	11%	5%	8.4%	8%

* The PHAS score represents an internal computation based on US HUD criteria

** Pursuant to the Adker Consent Decree, the department was required to change their housing offer methodology, thereby delaying the rental process

*** Excludes units unavailable due to renovation or rehabilitation

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- In FY 2010-11, the Division will implement the Section 32 Homeownership Plan for Heritage Village, which will make public housing dwelling units available for purchase by low-income families as their principal residence
- In FY 2010-11, the Division will continue to 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

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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 assistance to low-income families and elderly, disabled and homeless participants in obtaining 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 08-09		FY 09-10		FY 10-11
				Target	Actual	Target	Actual	Target
Maximize the effective use of Housing Choice Voucher resources	Section 8 Management Assessment Program (SEMAP) score*	OC	↑	100%	52%	90%	62%	90%
	Units leased in the Section 8 Housing Choice Voucher Program*	OP	↔	14,168	13,397	14,317	13,397	13,400

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

Objectives	Measures			FY 08-09		FY 09-10		FY 10-11
				Target	Actual	Target	Actual	Target
Maximize the effective use of Special Program resources**	Special Programs Occupancy Rate	EF	↑	N/A	95%	95%	95%	95%
	Special Programs units inspected at least annually	EF	↑	N/A	96.7%	100%	97%	100%
	Percentage of annual reexaminations completed within two month grace period	EF	↑	N/A	80%	100%	95%	100%

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

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- In FY 2009-10, MDPHA privatized the operations of the Section 8 Housing Choice Voucher Program (HCV) as required by the Settlement Agreement with U.S. HUD; the Section 8 Special Programs continue to be administered by MDPHA

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DIVISION: FINANCE AND ACCOUNTING

The Finance and Accounting Division provides financial 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
- Oversees existing systems of financial internal controls to ensure sustainability of program compliance and to ensure 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 and timely financial data
- Administers electronic payment system for tenants and direct debit program

Strategic Plan Outcome - Measures

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

Objectives	Measures		FY 08-09		FY 09-10		FY 10-11
			Target	Actual	Target	Actual	Target
Increase the rate of standard payments and purchases	Average monthly accounts payable claims paid	OP ↔	4,200	3,153	3,600	3,867	3,600
	Special Purchase Orders issued due to expired contracts*	OP ↔	0	218	150	254	150

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

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- In FY 2010-11, MDPHA staff will continue to strengthen its financial and operational controls, including the cash flow and balance sheet statements
- In FY 2010-11, MDPHA will expand the 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
- MDPHA will continue implementation of the US HUD-mandated asset management model, which requires all public housing authorities to organize their sites into Asset Management Projects (AMPs) for financial reporting purposes

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DIVISION: ADMINISTRATION DIVISION

The Administration Division audits operations for compliance with U.S. HUD and departmental regulations and provides administrative and technical support to the Agency.

- Monitors U.S. HUD regulations and measures including the Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP) scores
- Conducts fraud and criminal investigations and appeals
- Coordinates yearly submission of required PHA Plan through Residential Advisory Boards (RAB) and BCC resolution, Public Housing Admissions and Continued Occupancy Plan and Section 8 Administrative Plan
- Provides administrative support including human resources, safety operations, emergency management, technical services, procurement, fair housing, affirmative action, fleet operations, departmental internal and external program audits, employee development, and Americans with Disabilities Act and HUD Voluntary Compliance Agreement for residents with disabilities
- Monitors contract and subcontract activity; provides a summary of PHA contracts and minority business enterprise (MBE) activity
- Supports and maintains Emphasis Computer Systems (ECS) and Elite software, currently used to manage Agency business
- Provides employee training and development to Agency staff as part of the agency training program

Strategic Plan Outcome - Measures

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

Objectives	Measures			FY 08-09		FY 09-10		FY 10-11
				Target	Actual	Target	Actual	Target
Minimize instances of fraud and abuse in housing programs	Program abuse and fraud cases investigated	OC	↓	280	247	250	247	250
	Tenant files reviewed as part of compliance audit*	OP	↔	80	34	80	55	34

*Actual files reviewed as listed are based on a HUD formula that allows the PHA to determine the amount of files to be reviewed

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- In April 2011, the Department will implement the Elite Low-Income Public Housing (LIPH) module/application, which will allow MDPHA to automate day-to-day processes such as housing offers, unit matching, rent runs, correspondence tracking, validating certifications, and submitting forms
- In FY 2010-11, the Department will implement an Electronic Document Management System (EDMS) Library for the Applicant Leasing Center that includes a hybrid view, allowing improved access to applicant and resident files in a central Department repository
- In FY 2009-10, the Department implemented a new application to track Public Housing assets using Geographic Information Systems (GIS); the application allows users to identify properties by Commission District and generate County and City jurisdictional reports to include constituent and population information
- In FY 2010-11, the Department implemented an online procurement application in support of operations that allows for real-time contract information, reducing the risk of contract errors
- In FY 2010-11, the Department will implement a Human Resources web-based application that will provide real-time access to HR-related information, including training and employee orientation, payroll, benefits, recruitment, discipline, performance appraisal, employee recognition, and workforce management
- In FY 2010-11, the Department will implement 'Share Point' technology across the organization that will streamline current processes, enable sharing of information, improve management of online documents, and allow for more efficient response to business changes within the organization
- The FY 2010-11 Adopted Budget includes the transfer of the Applicant and Leasing Center (24 positions) from Administration to Office of the Director

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DIVISION: FACILITIES AND DEVELOPMENT

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

Strategic Plan Outcome - Measures

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

Objectives	Measures			FY 08-09		FY 09-10		FY 10-11
				Target	Actual	Target	Actual	Target
Complete the revitalization of HOPE VI at Scott/Carver	HOPE VI community meetings held	OP	↔	N/A	20	18	20	18
	Scott/ Carver residents participating in Community Supportive Services case management program	OP	↔	N/A	98	120	98	200

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

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- In FY 2009-10, MDPHA broke ground and began construction on the Scott/Carver HOPE VI redevelopment project; 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, with a scheduled completion date of March, 2012
- In FY 2009-10, MDPHA was awarded \$19.2 million in federal stimulus funds for capital projects; funds were fully obligated 45 days prior to the U.S. HUD deadline and will be used to modernize various public housing developments, addressing unmet long-term needs including elevators, roofs, windows, fire alarm systems and Uniform Federal Accessibility Standards (UFAS) compliance
- In FY 2009-10, MDPHA completed over 900 vacant unit repairs using the Job Order Contract (JOC) process

BUDGET ENHANCEMENTS OR REDUCTIONS AND ADDITIONAL COMMENTS

- The Department's Adopted Budget includes \$2.176 million as an administrative reimbursement to the General Fund
- In FY 2010-11, MDPHA will closely monitor all aspects of the HOPE VI revitalization project to ensure remediation issues are addressed appropriately and that stakeholders remain engaged through the completion of the project; to this end, the Department will identify up to 850 additional units within the expanded HOPE VI target area
- In FY 2009-10, MDPHA expects to award an agency-wide Energy Performance Contract, whereby an energy service company will provide comprehensive evaluation, design and implementation services to reduce the agency's energy and water consumption
- The Department plans to implement a geographic-based waiting list in FY 2010-11, which will provide greater housing choices and reduce vacancies; MDPHA will continue to use the existing waiting list to provide applicants for both, the Public Housing program and the Section 8 programs
- MDPHA was one of 36 housing authorities that 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 American Recovery and Reinvestment Act (ARRA) funds has been allocated to the Scott/Carver HOPE VI redevelopment project.
- In FY 2009-10, the Department expanded their online services to provide better customer service to both residents and landlords; these services include the Partner Portal which allows landlords to manage information, such as re-certifications, inspections, and subsidy payments

