

FY 2016 - 17 Proposed Budget and Multi-Year Capital Plan

Public Housing and Community Development

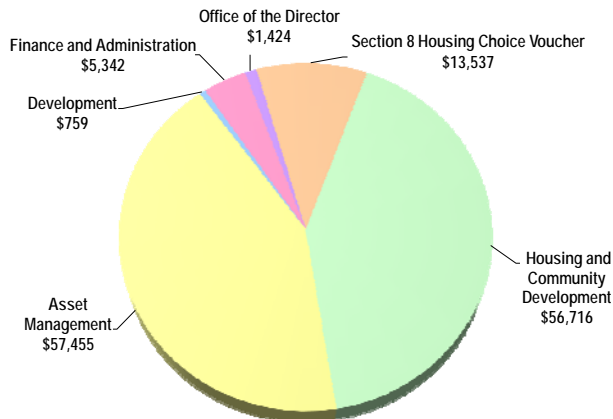
The Department of Public Housing and Community Development (PHCD) administers federal funding for all of the County's housing and community development programs including public housing, rental housing, affordable housing, rehabilitation and revitalization. These programs have been developed to provide decent, safe, sanitary, and affordable housing and to promote viable urban communities and sustainable living environments, principally for extremely low-income to moderate-income families and individuals.

As part of the Health and Human Services and Economic Development strategic areas, PHCD oversees over 8,400 units of public housing and provides Section 8 subsidized payments for up to 17,000 households. The Department 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 both the Private Rental (Section 8) and Public Housing programs. PHCD monitors and oversees performance through the Public Housing Assessment System (PHAS) and the Section Eight Management Assessment Program (SEMAP). PHCD provides assistance and programs that expand economic opportunity and community development. Additionally, PHCD is the County department primarily responsible for developing and financing affordable housing, to include the oversight of the Documentary Stamp Surtax (Surtax) and State Housing Initiatives Partnership (SHIP) funds for affordable housing development.

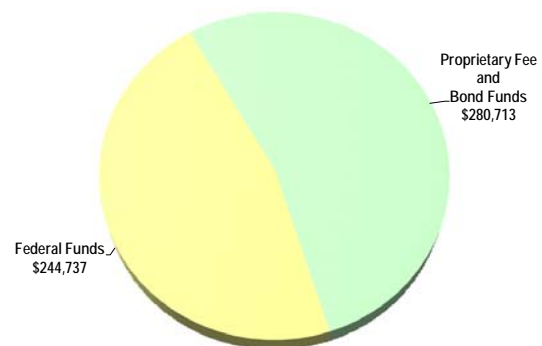
PHCD's stakeholders are the residents of Miami-Dade County, primarily extremely low-income to moderate-income individuals, families, and elderly residents. PHCD works closely with its Resident Boards, private landlords, affordable housing developers, for-profit and non-profit organizations and County departments. A primary partner of PHCD is the United States Department of Housing and Urban Development (HUD), which provides funding for Public Housing, Capital Grants, Section 8, HOPE VI, Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Emergency Solutions Grant (ESG), and Neighborhood Stabilization Program (NSP).

FY 2016-17 Proposed Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2016 - 17 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

<p style="text-align: center;">OFFICE OF THE DIRECTOR</p> <ul style="list-style-type: none"> Provides direction, communication, and coordination of federal and local housing and community development programs to assist extremely low-to moderate-income families and the elderly and disabled; provides management supervision for agency divisions and offices; provides direction for fraud and criminal investigations, compliance, reasonable accommodations according to the American with Disabilities Act, HUD Voluntary Compliance Agreement for residents with disabilities; monitors HUD's PHAS; interacts with public and private stakeholders to ensure attainment of PHCD's goals and objectives <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">FY 15-16 7</div> <div style="text-align: center;">FY 16-17 14</div> </div>			
<p style="text-align: center;">ASSET MANAGEMENT</p> <ul style="list-style-type: none"> Provides on-going rehabilitation of public housing vacant units for prospective residents, and rehabilitation of vacant units for residents with Reasonable Accommodations needs; provides maintenance support services to all public housing units as needed; provides property management and maintenance services of over 8,400 units encompassed in 105 Public Housing Developments; manages the capital asset inventory; provides relocation leasing, rent collection, evictions, policy reviews, and future developments; manages applications for Public Housing; interviews prospective residents, determines eligibility, assigns units and maintains waiting list of current applicants; plans and manages the design and construction of all capital improvement projects for existing public housing developments; provides direct oversight of the Applicant Leasing Center <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">FY 15-16 271</div> <div style="text-align: center;">FY 16-17 279</div> </div>		<p style="text-align: center;">HOUSING AND COMMUNITY DEVELOPMENT</p> <ul style="list-style-type: none"> Administers federal and state funded programs including CDBG, HOME, ESG, NSP, Surtax, and SHIP; promotes economic development with the goal of creating and retaining jobs for low to moderate-income persons; identifies and constructs new housing development projects, manages mixed-use development acquisition, provides architectural/engineering and construction contract administration, and oversight of construction and rehabilitation field work, ensures compliance with all program requirements; prepares the Five-Year Consolidated Plan, Annual Action Plan, and Consolidated Annual Performance Evaluation Report (CAPER); administers community planning functions, including citizen participation through Community Advisory Committees <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">FY 15-16 27</div> <div style="text-align: center;">FY 16-17 29</div> </div>	
<p style="text-align: center;">ADMINISTRATION *</p> <ul style="list-style-type: none"> Provides administrative support including human resources, safety operations, emergency management operations, procurement, employee training and development, contract and subcontract activity, and Davis Bacon requirements; provides direct oversight of the Helen M. Sawyer Plaza Assisted Living Facility (ALF) <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">FY 15-16 37</div> <div style="text-align: center;">FY 16-17 0 *</div> </div>		<p style="text-align: center;">DEVELOPMENT</p> <ul style="list-style-type: none"> Plans and implements redevelopment program on public housing sites, including major rehabilitation and new construction to include a mixed-income, mixed-finance and mixed-use approach; manages acquisitions, demolition and dispositions, and obtains HUD approvals; manages various federal grants; reviews project financing, redevelopment plans, architectural/engineering contract documents and administers construction; negotiates ground leases, master development agreements, regulatory and operating agreements and other mixed-finance agreements; administers the County's Infill Housing Program <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">FY 15-16 10</div> <div style="text-align: center;">FY 16-17 10</div> </div>	
<p style="text-align: center;">FINANCE AND ADMINISTRATION</p> <ul style="list-style-type: none"> Provides support services including budgeting, accounting, financial reporting, accounts payable, and revenue management; implements various enhancements and process improvement initiatives to provide accurate and timely financial data; administers electronic payment system for tenants and direct debit program; provides underwriting, closing services and loan servicing to a loan portfolio of over 6,000 loans for affordable housing development, rehabilitation, construction, and homebuyer mortgage assistance loans; provides administrative support including human resources, safety operations, emergency management operations, procurement, employee training and development, contract and subcontract activity, and Davis Bacon requirements; provides direct oversight of the Helen M. Sawyer Plaza Assisted Living Facility (ALF) <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">FY 15-16 46</div> <div style="text-align: center;">FY 16-17 68</div> </div>		<p style="text-align: center;">SECTION 8 HOUSING CHOICE VOUCHER</p> <ul style="list-style-type: none"> Provides assistance to low-income families and elderly, disabled and homeless participants in obtaining affordable, decent, safe, and sanitary housing; administers special programs, including Moderate Rehabilitation, and Single Room Occupancy, HUD Vash Vouchers and project-based vouchers; conducts housing quality standards (HQS) inspections for all special programs; determines the eligibility and selection of Section 8 rental assistance programs <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">FY 15-16 25</div> <div style="text-align: center;">FY 16-17 24</div> </div>	

• The FY 2016-17 total number of full-time equivalent positions is 432

* In FY 2015-16 the Administration Division was merged into the Finance and Administration Division; the Compliance unit within the former Administration Division was transferred to the Office of the Director

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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Proposed FY 16-17
Revenue Summary				
Carryover - CD	12,053	9,653	2,001	2,256
Carryover - DRI/EZ/EH	8,163	7,670	5,251	7,205
Carryover - EDI/BEDI	1,310	1,156	1,002	848
Carryover CDBG	24,697	16,404	15,641	21,055
Carryover HOME	19,849	22,893	26,362	25,904
Carryover NSP	1,688	0	148	209
Carryover SHIP	3,382	6,580	9,581	15,079
Carryover Surtax	67,086	91,139	104,401	130,169
Documentary Stamp Surtax	38,712	40,465	35,000	40,000
Interest Income	118	171	117	183
Loan Repayments	16,974	13,600	8,908	10,141
Loans Servicing Fees	1,449	2,598	1,317	1,143
Miscellaneous Revenues	6,054	2,466	4,345	3,262
Program Income	61	1,191	57	19
Rental Income	17,358	16,700	16,530	18,100
SHIP	2,280	4,508	4,355	5,140
CDBG	10,781	8,669	8,669	8,669
CDBG Program Income	609	4,583	600	1,000
Emergency Shelter Grant	894	961	961	985
Federal Funds	4,096	8,890	3,931	8,187
HOME	3,463	1,599	1,595	1,813
HOME Program Income	1,437	5,087	800	4,000
Housing Assistance Payments	161,390	159,406	154,565	159,955
NSP Program Income	0	107	0	100
Public Housing Subsidy	43,398	40,692	42,960	36,369
Section 8 Admin Fee	14,876	17,810	18,049	23,659
Total Revenues	462,178	484,998	467,146	525,450

Operating Expenditures

Summary

Salary	24,398	23,414	27,406	28,888
Fringe Benefits	6,222	9,299	8,882	10,373
Court Costs	298	45	235	30
Contractual Services	25,613	29,000	24,937	29,332
Other Operating	64,745	52,012	65,635	60,925
Charges for County Services	5,806	6,383	5,871	5,685
Grants to Outside Organizations	0	0	0	0
Capital	0	0	10	0
Total Operating Expenditures	127,082	120,153	132,976	135,233

Non-Operating Expenditures

Summary

Transfers	159,083	156,518	153,404	158,308
Distribution of Funds In Trust	0	0	0	0
Debt Service	5,215	4,762	3,377	3,272
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	177,389	228,637
Total Non-Operating Expenditures	164,298	161,280	334,170	390,217

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 15-16	Proposed FY 16-17	Budget FY 15-16	Proposed FY 16-17
Strategic Area: Health and Human Services				
Office of the Director	871	1,424	7	14
Administration	3,550	0	35	0
Asset Management	51,168	57,455	271	279
Section 8 Housing Choice Voucher	12,244	13,537	23	24
Development	2,171	759	10	10
Finance and Administration	2,439	5,342	22	68
Strategic Area: Economic Development				
Administration	113	0	2	0
Section 8 Housing Choice Voucher	51	0	2	0
Federally Funded Projects	22,263	0	0	0
Finance and Accounting	1,667	0	24	0
Housing and Community Development	4,198	56,716	27	29
Housing Asset Projects	740	0	0	0
SHIP and Surtax Projects	31,501	0	0	0
Total Operating Expenditures	132,976	135,233	423	424

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SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Projection FY 15-16	Proposed FY 16-17
Advertising	124	35	66	35	46
Fuel	321	247	322	247	247
Overtime	170	851	170	851	844
Rent	2,095	1,205	1,384	1,205	1,630
Security Services	219	797	345	797	942
Temporary Services	1,736	1,360	1,570	1,360	1,565
Travel and Registration	64	70	69	70	77
Utilities	9,082	9,930	9,060	9,930	9,914

PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 15-16	Proposed Fee FY 16-17	Dollar Impact FY 16-17
<ul style="list-style-type: none"> Construction Inspection Fee (the current flat fee is proposed to be revised to a fee per unit/per drawdown) 	\$1,500	\$114	\$745,680

DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director administers housing programs; provides direction and coordination of federal housing programs to assist extremely-low to moderate-income families; audits operations for compliance with U.S. HUD and departmental regulations; interacts with the Mayor, Board of County Commissioners, residents, community groups, and other public and private entities to ensure attainment of the PHCD's goals and objectives.

- Monitors U.S. HUD regulations and measures
- Conducts fraud and criminal investigations and responds to appeals to the Director
- Coordinates yearly submission of required Public Housing Agency (PHA) Plan, Public Housing Admissions and Continued Occupancy Plan, and Section 8 Administrative Plan through Residential Advisory Boards (RAB) and Board of County Commissioners (BCC) resolution
- Monitors private developers under the Public Housing program for compliance with special needs provisions and Reasonable Accommodation Requests
- Provides departmental internal and external program audits, quality assurance reviews, and reasonable accommodations according to the Americans with Disabilities Act and HUD Voluntary Compliance Agreement for residents with disabilities

Strategic Objectives – Measures

- HH3-3: Create, maintain and preserve affordable housing

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Projection	Target
Improve compliance and quality assurance procedures	Percentage of tenant files reviewed as part of compliance quality assurance audits	OP	↔	65%	60%	65%	65%	65%

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DIVISION COMMENTS

- In FY 2015-16, as part of the on-going departmental reorganization, seven full-time positions were transferred from the Compliance Unit of the former Administration Division in order to consolidate regulatory oversight functions under one division

DIVISION: ASSET MANAGEMENT

The Asset Management Division provides public housing units and property management services, and assists public housing residents with attaining self-sufficiency through strategic partnerships with public and private service providers to help residents overcome social and economic obstacles; plans and manages the design and construction of all capital improvement projects for existing public housing developments.

- Provides property management and maintenance services for public housing developments, including occupancy, relocation, leasing, rent collection, eviction, vacancy reduction, and policy review and development
- Provides rehabilitation of public housing units in preparation for occupancy
- Provides maintenance support services to all public housing units
- Oversees the Applicant Leasing Center which manages applications, maintains the waiting lists, and manages the transfer waiting list for Project Based programs
- Provides oversight of resident council Memoranda of Understanding for resident participation
- Advocates and assists residents with attaining self-sufficiency
- Manages service providers' Community Space Lease Agreements for quality of life services at public housing developments
- Manages public housing capital improvements and the corresponding funding grants
- Manages project conversions to meet Uniform Federal Accessibility Standards (UFAS)

Strategic Objectives – Measures

- HH3-3: Create, maintain and preserve affordable housing

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Projection	Target
Compliance with Housing and Urban Development (HUD) Regulations	Standard performer or higher designation on PHAS point score*	OC	↑	80	83	85	85	90
Maintain Public Housing units in a decent, safe, and sanitary condition	Percentage of routine work orders completed within 25 days	EF	↑	71%	82%	100%	85%	100%
Maintain an acceptable level of vacant Public Housing units	Average occupancy rate	OC	↑	94%	94%	96%	96%	96%
	Average monthly number of families renting**	OP	↔	8,391	7,701*	8,500	8,090	8,090

* The PHAS point score represents a computation based on U.S. HUD criteria that measures a Public Housing Agency management's efficiency; FY 2014-15 Actual was received and the FY 2015-16 Actual is pending U.S. HUD scoring

** The FY 14-15 Actual inadvertently failed to exclude the Low-Income Tax Credit properties under management by the Department's development partners and was revised to show the correct number

DIVISION COMMENTS

- In FY 2015-16, as part of the on-going departmental reorganization, eight full-time positions were transferred from the Facilities Division to better align the staff's capital maintenance functions with the activities of the Asset Management Division
- The FY 2014-15 Actual PHAS score was received during FY 2015-16 and due to an increase in the management indicator the Department moved from the prior "sub-standard" designation to a "standard" public housing authority designation

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DIVISION: SECTION 8 HOUSING CHOICE VOUCHER

The Section 8 Choice Voucher Division administers the following Special Programs: Moderate Rehabilitation, Housing Choice Voucher (HCV), Project Based Voucher (PBV), HUD-Veterans Affairs Supportive Housing (HUD-VASH) vouchers, and Moderate Rehabilitation Single Room Occupancy.

- Provides assistance to low-income families and elderly, disabled and homeless participants in obtaining affordable, decent, safe, and sanitary housing
- Oversees Housing Choice Voucher contract activities
- Conducts housing quality standards (HQS) inspections at least annually for all administered programs
- Determines the eligibility and selection for all Section 8 rental assistance programs

Strategic Objectives – Measures

- HH3-3: Create, maintain and preserve affordable housing

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Projection	Target
Maximize the effective use of Housing Choice Vouchers	Percentage of available units leased in the Section 8 HCV program	OC	↑	95%	88%	95%	95%	98%
	Average number of units leased in the Section 8 HCV program	OP	↔	14,496	13,949	14,900	15,100	15,200
Improve compliance with Housing and Urban Development (HUD) regulations	Section Eight Management Assessment Program (SEMAP) score*	OC	↑	125	135	140	140	145

* SEMAP measures the performance of the public housing agencies that administer the Housing Choice Voucher Program in 14 key areas; the Actual points shown translate into a percentage of the total points that may be obtained

DIVISION COMMENTS

- For Fiscal Year ending September 30, 2015, Section 8 met the requirements for SEMAP High Performer by scoring 135, which translates to 93 percent of the total obtainable points and which was approximately 10% higher than the previous year
- In FY 2015-16, as part of the on-going departmental reorganization, one full-time position was transferred to Housing and Community Development Division to consolidate the community development compliance and monitoring functions under one division
- In FY 2016-17, the Division anticipates increasing the number of Project Based Voucher (PBV) units by at least 140 units; PBVs are a component of a public housing agency's housing choice voucher program; under the PBV program, assistance is tied to a unit versus a family and the public housing authority enters into an assistance contract with the owner for specified units and for a specified term

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DIVISION: DEVELOPMENT

The Development Division manages the capital improvements, development and infill programs for PHCD, which include mixed-finance development projects, rehabilitation of public housing facilities projects, Building Better Communities General Obligation Bond projects and the Infill Housing Program.

- Identifies new housing development projects and initiatives, including mixed use developments
- Solicits development services for mixed-finance projects
- Manages acquisition and disposition activities for PHCD owned properties
- Prepares highest and best use analyses of real estate properties
- Manages development programs, including mixed-finance public-private partnerships with developers
- Manages the County's Infill Housing program
- Applies for federal development grants and assists developers in obtaining funding

Strategic Objectives – Measures

- HH3-3: Create, maintain and preserve affordable housing

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Projection	Target
Maximize the effective use of existing public housing units	Percentage of completion of Liberty Square Rising redevelopment	OP	↔	N/A	5%	10%	10%	25%

DIVISION COMMENTS

- In FY 2015-16, as part of the on-going reorganization of the Division, five full-time positions were transferred to the Asset Management Division; six part-time positions were converted to full-time positions and out of that conversion, three full-time positions were transferred to the Asset Management Division
- In FY 2016-17, two full-time Real Estate Officer positions will be added to better administer the Infill Housing Program (\$185,000); the expenses related to these positions will be reimbursed from the General Fund
- In FY 2016-17, the Division expects to administer the Liberty Square, Lincoln Gardens, Senior Campus, and Modello redevelopment projects on public housing sites

DIVISION: FINANCE AND ADMINISTRATION

The Finance and Administration Division provides financial and administrative support services to the Department and ensures that federal and County requirements are met.

- Provides support services including budgeting, accounting, financial reporting, accounts payable, revenue management, human resources, safety operations, emergency management operations, procurement, fair housing, affirmative action, fleet operations and employee development
- Oversees systems of financial internal controls to ensure sustainability of program compliance, and that 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
- Provides loan servicing to the portfolio of over 7,000 loans for affordable housing development, rehabilitation, construction and homebuyer mortgage assistance
- Provides affordable housing and community development underwriting
- Provides direct oversight to the Helen M. Sawyer Plaza Assisted Living Facility (ALF)
- Monitors contract and subcontract activity; provides a summary of PHA contracts, and monitors federal Section 3 and Davis Bacon requirements
- Provides employee training and development

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Strategic Objectives – Measures								
• ED1-1: Reduce income disparity by increasing per capita income								
Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Projection	Target
Maximize the effectiveness of the Homeownership program	Percentage of homeownership loans closed within 30 days *	OC	↑	N/A	N/A	N/A	10%	10%
* Measure was newly created during FY 2015-16								
• HH3-3: Create, maintain and preserve affordable housing								
Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Projection	Target
Improve compliance with Housing and Urban Development (HUD) regulations	Tenant Accounts Receivable score	OC	↑	0	* N/A	4	4	4
Improve compliance and quality assurance procedures	Percentage of invoices paid on time	OC	↑	47%	52%	65%	55%	65%
Maximize the effectiveness of the Surtax program	Percent of Surtax loans in repayment	OP	↔	N/A	51%	50%	53%	55%
Monitor contract activity	Percentage of vendor contracts reviewed for compliance	OC	↑	2%	** 0%	** 0%	** 0%	5%

* FY 2014-15 Actual score has not been received

** No contracts were reviewed due to lack of resources; FY 2016-17 target based on change of policy and on maximizing the efficiency of existing resources

DIVISION COMMENTS

- In FY 2015-16, as part of the IT personnel consolidation, 7 full-time positions were transferred to the Information Technology Department
- In FY 2015-16, as part of the on-going departmental reorganization, twenty three full-time positions and eight part-time positions were transferred from the Administration Division, and one vacant full-time position was eliminated due to the reorganization
- ☛ In FY 2016-17, the Department will continue working on an application to U.S. HUD under the Capital Fund Financing Program (CFFP), whereby a Public Housing Authority may borrow private capital to make improvements and pledge, subject to the availability of appropriations, a portion of its future year annual Capital Funds to make debt service payments for either a bond or conventional bank loan transaction; if approved, it is estimated that the Department will generate approximately \$45 million to rehabilitate/upgrade existing public housing units, remove and replace obsolete public housing units, increase the number of units on its underutilized sites and permit commercial and other special purpose uses where appropriate

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DIVISION: HOUSING AND COMMUNITY DEVELOPMENT

The Housing and Community Development Division administers and monitors federal and state funded programs to promote affordable housing development, economic development, historical preservation, housing rehabilitation, capital improvements to public facilities, and public services.

- Promotes economic development with the goal of creating and retaining jobs for low-to-moderate income persons
- Identifies and constructs new housing development projects, manages mixed use development acquisition, and manages disposition activities for County owned properties
- Administers CDBG, Surtax, SHIP, and HOME affordable housing programs
- Provides architectural/engineering and construction contract administration, and oversight of construction and rehabilitation field work
- Ensures compliance with all program requirements for grants processed with federal, state, and local requirements to include CDBG, HOME, Surtax, NSP, and SHIP
- Prepares the CDBG Five-Year Consolidated Plan, Consolidated Annual Performance and Evaluation Report, Analysis of Impediments to Fair Housing and Annual Action Plan
- Issues and facilitates the County's competitive process for award of CDBG, HOME, ESG, SHIP and Documentary Stamp Surtax funds
- Provides oversight of planning analysis for determinations of Neighborhood Revitalization Strategy Areas, slum and blight findings and other federally mandated assessments for community redevelopment and substantial amendments to the Consolidated Plan
- Conducts Environmental Reviews and issues clearances for all federally funded projects
- Provides neighborhood planning support for all programs
- Oversees the management of seven affordable and market rate properties (829 units) and nine Section 8 New Construction properties (536 units) owned by Miami-Dade County

Strategic Objectives - Measures

- ED1-1: Reduce income disparity by increasing per capita income

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Projection	Target
Improve access to economic opportunities for low-to moderate income individuals	Number of jobs created or retained	OC	↑	75	51	84	74	104*
Increase stock of affordable housing	Number of affordable housing units constructed or rehabilitated	OP	↔	494	968	450	1,284	1,327

* In FY 2016-17 the Department will set aside more CDBG funds towards economic development activities

- HH3-3: Create, maintain and preserve affordable housing

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Projection	Target
Improve compliance with Housing and Urban Development (HUD) regulations	Percentage of CDBG projects completed on time	EF	↑	68%	75%	50%	60%	60%
Improve compliance and quality assurance procedures	Number of HOME projects monitored twice a year *	OP	↔	N/A*	N/A*	N/A*	30	60

* Measure was newly created during FY 2015-16

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DIVISION COMMENTS

- In FY 2015-16, as part of the on-going departmental reorganization, one full-time Principal Planner position was reinstated and one full-time position was transferred from Section 8 Housing Choice Voucher Division
- In FY 2016-17, the General Fund will continue reimbursing PHCD for administrative support provided to General Fund-related activities in prior years (\$1 million)
- The FY 2016-17 Documentary Stamp Surtax revenue is budgeted at \$40 million; the FY 2016-17 carryover of \$130.169 million is allocated to on-going projects
- The Calendar Year (CY) 2017 CDBG Entitlement is budgeted at \$8.669 million; the CY 2016 HOME entitlement is budgeted at \$1.812 million; and the CY 2017 Emergency Solutions Grant (ESG) entitlement is budgeted at \$985,426; federal funding for these programs could be significantly impacted by future reductions in the federal budget
- The CY 2017 Community Development Block Grant includes economic development, housing, public service, and capital improvement activities, and includes an allocation for Administration of \$1.734 million; however, the United States Department of Housing and Urban Development (U.S. HUD) has determined that the County must pay back CDBG funds due to activities found in non-compliance with program requirements; therefore, PHCD advised all County departments to exclude any CDBG funds from its revenue sources in the FY 2016-17 Proposed Budget
- ☛ During CY 2017, PHCD will continue to pursue an electronic submission process for the annual Request for Applications; administering the competitive process online will result in better quality submissions from community-based organizations and housing development entities applying for County funds, achievement of paper reduction goals, and processing efficiencies

ADDITIONAL INFORMATION

- In FY 2015-16 the Administration Division was merged into the Finance Division and the Compliance Unit was merged into the Office of the Director
- In FY 2015-16, PHCD increased its turnover of vacant units in the last year from 92 percent to 94 percent and Section 8 increased its utilization rate
- ☛ In FY 2016-17, PHCD will continue the implementation of an Energy Performance Contract (EPC) that will include design, installation, modification, monitoring and operations training for new and sustainable equipment and systems to reduce energy and water consumption for public housing units countywide

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FUTURE	TOTAL
Revenue									
Capital Funds Program (CFP) - 716	0	1,026	2,002	2,771	1,013	0	0	0	6,812
Capital Funds Program (CFP) - 714	3,139	1,880	724	0	0	0	0	0	5,743
Capital Funds Financing Program	0	1,600	1,600	1,600	1,600	1,600	0	0	8,000
Hope VI Grant	250	1,560	0	0	0	0	0	0	1,810
BBC GOB Financing	4	5,000	7,000	7,000	7,000	6,296	0	0	32,300
Capital Funds Program (CFP) - 713	5,200	561	0	0	0	0	0	0	5,761
Capital Funds Program (CFP) - 715	1,032	2,002	2,772	1,006	0	0	0	0	6,812
Replacement Housing Factor (RHF)	0	0	0	1,611	221	0	0	0	1,832
Documentary Stamp Surtax	0	2,000	2,000	2,000	0	0	0	0	6,000
2008 Sunshine State Financing	2,347	0	0	0	0	0	0	0	2,347
Total:	11,972	15,629	16,098	15,988	9,834	7,896	0	0	77,417
Expenditures									
Strategic Area: HH									
Housing for Elderly and Families	0	0	0	1,611	221	0	0	0	1,832
New Affordable Housing Units	4	8,600	10,600	10,600	8,600	7,896	0	0	46,300
Public Housing Improvements	11,938	7,059	5,498	3,777	1,013	0	0	0	29,285
Total:	11,942	15,659	16,098	15,988	9,834	7,896	0	0	77,417

FY 2016 - 17 Proposed Budget and Multi-Year Capital Plan

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2016-17 Proposed Budget and Multi-Year Capital Plan includes \$976,000 to pay the debt service costs related to the refinanced Scott Carver Development Phase 3 from Documentary Surtax funds to be transferred to the Capital Outlay Reserve Fund
- In FY 2015-16, the Department initiated redevelopment of the Liberty Square project, a public/private redevelopment initiative that is anticipated to take five years to complete; the project includes the demolition of all existing public housing units in Liberty Square, development of the vacant Lincoln Garden site, and the construction of new infrastructure and dwelling units (to include public, affordable, and market rate housing), as well as retail space and other miscellaneous uses; the development contract amount is \$307.216 million of which \$32.3 million is funded from the Building Better Communities General Obligation Bond Program, \$8 million from the Capital Funds Financing Program and \$6 million from Documentary Stamp Surtax funds
- In FY 2016-17, PHCD is projected to expend \$5.469 million in federal Capital Fund Program (CFP) dollars and will continue addressing long-term needs in various public housing developments to include elevators, roofs, windows, fire alarm systems, and Uniform Federal Accessibility Standards (UFAS) compliance

FUNDED CAPITAL PROJECTS

(dollars in thousands)

HOUSING SAFETY AND SECURITY IMPROVEMENTS

PROJECT #: 801950



DESCRIPTION: Install lighting, fencing, security gates, intercom systems, and video camera system at various public housing developments

LOCATION: Countywide
Various Public Housing Regions

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
2008 Sunshine State Financing	2,347	0	0	0	0	0	0	0	2,347
TOTAL REVENUES:	2,347	0	0	0	0	0	0	0	2,347
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,738	0	0	0	0	0	0	0	1,738
Furniture Fixtures and Equipment	579	30	0	0	0	0	0	0	609
TOTAL EXPENDITURES:	2,317	30	0	0	0	0	0	0	2,347

NON-DWELLING STRUCTURE CAPITAL FUND PROGRAM (CFP)

PROJECT #: 803240



DESCRIPTION: Provide for miscellaneous repairs and maintenance costs for non-dwelling structures including community building spaces and administration buildings in various public housing developments

LOCATION: Countywide
Various Public Housing Regions

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Funds Program (CFP) - 713	50	0	0	0	0	0	0	0	50
Capital Funds Program (CFP) - 714	19	19	12	0	0	0	0	0	50
Capital Funds Program (CFP) - 715	19	12	13	6	0	0	0	0	50
Capital Funds Program (CFP) - 716	0	13	12	12	13	0	0	0	50
TOTAL REVENUES:	88	44	37	18	13	0	0	0	200
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	88	44	37	18	13	0	0	0	200
TOTAL EXPENDITURES:	88	44	37	18	13	0	0	0	200

FY 2016 - 17 Proposed Budget and Multi-Year Capital Plan

SITE IMPROVEMENTS AND DWELLING STRUCTURES CAPITAL FUND PROGRAMS (CFP)

PROJECT #: 803250



DESCRIPTION: Perform comprehensive modernization and repairs to existing county owned public housing units
 LOCATION: Countywide District Located: 13
 Various Public Housing Regions District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Funds Program (CFP) - 713	4,120	261	0	0	0	0	0	0	4,381
Capital Funds Program (CFP) - 714	2,540	1,311	512	0	0	0	0	0	4,363
Capital Funds Program (CFP) - 715	833	1,500	2,099	1,000	0	0	0	0	5,432
Capital Funds Program (CFP) - 716	0	833	1,500	2,099	1,000	0	0	0	5,432
TOTAL REVENUES:	7,493	3,905	4,111	3,099	1,000	0	0	0	19,608
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	7,493	3,905	4,111	3,099	1,000	0	0	0	19,608
TOTAL EXPENDITURES:	7,493	3,905	4,111	3,099	1,000	0	0	0	19,608

ARCHITECTURAL AND INSPECTION SERVICES CAPITAL FUND PROGRAMS (CFP)

PROJECT #: 807910



DESCRIPTION: Reimburse planning, architectural design, and inspections costs for public housing developments
 LOCATION: Countywide District Located: Countywide
 Various Public Housing Regions District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Funds Program (CFP) - 713	1,030	300	0	0	0	0	0	0	1,330
Capital Funds Program (CFP) - 714	580	550	200	0	0	0	0	0	1,330
Capital Funds Program (CFP) - 715	180	490	660	0	0	0	0	0	1,330
Capital Funds Program (CFP) - 716	0	180	490	660	0	0	0	0	1,330
TOTAL REVENUES:	1,790	1,520	1,350	660	0	0	0	0	5,320
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Planning and Design	1,790	1,520	1,350	660	0	0	0	0	5,320
TOTAL EXPENDITURES:	1,790	1,520	1,350	660	0	0	0	0	5,320

NEW FAMILY UNITS AT LIBERTY SQUARE AND LINCOLN GARDENS

PROJECT #: 2000000108



DESCRIPTION: Re-development of Liberty Square and Lincoln Gardens
 LOCATION: Various Sites District Located: 3
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	4	5,000	7,000	7,000	7,000	6,296	0	0	32,300
Capital Funds Financing Program	0	1,600	1,600	1,600	1,600	1,600	0	0	8,000
Documentary Stamp Surtax	0	2,000	2,000	2,000	0	0	0	0	6,000
TOTAL REVENUES:	4	8,600	10,600	10,600	8,600	7,896	0	0	46,300
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	8,054	10,110	10,600	8,600	7,896	0	0	45,260
Planning and Design	4	546	490	0	0	0	0	0	1,040
TOTAL EXPENDITURES:	4	8,600	10,600	10,600	8,600	7,896	0	0	46,300

Estimated Annual Operating Impact will begin in FY 2020-21 in the amount of \$100,000

FY 2016 - 17 Proposed Budget and Multi-Year Capital Plan

HOPE VI - SCATTERED SITES

PROJECT #: 2000000242



DESCRIPTION: Redevelopment of various Hope VI sites
 LOCATION: Various Sites
 Unincorporated Miami-Dade County

District Located: Countywide
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Hope VI Grant	250	750	0	0	0	0	0	0	1,000
TOTAL REVENUES:	250	750	0	0	0	0	0	0	1,000
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	250	750	0	0	0	0	0	0	1,000
TOTAL EXPENDITURES:	250	750	0	0	0	0	0	0	1,000

HOPE VI - SCOTT HOMES HISTORICAL BUILDING

PROJECT #: 2000000243



DESCRIPTION: Modernization of one remaining historical designated building in Scott Homes
 LOCATION: 7163 NW 22 Ave
 Unincorporated Miami-Dade County

District Located: 3
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Hope VI Grant	0	810	0	0	0	0	0	0	810
TOTAL REVENUES:	0	810	0	0	0	0	0	0	810
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	761	0	0	0	0	0	0	761
Planning and Design	0	49	0	0	0	0	0	0	49
TOTAL EXPENDITURES:	0	810	0	0	0	0	0	0	810

REPLACEMENT HOUSING FACTORS (RHF)

PROJECT #: 2000000412



DESCRIPTION: Provide funding for future new public housing developments
 LOCATION: Various Sites
 Various Sites

District Located: Countywide
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Replacement Housing Factor (RHF)	0	0	0	1,611	221	0	0	0	1,832
TOTAL REVENUES:	0	0	0	1,611	221	0	0	0	1,832
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	0	0	1,450	199	0	0	0	1,649
Planning and Design	0	0	0	161	22	0	0	0	183
TOTAL EXPENDITURES:	0	0	0	1,611	221	0	0	0	1,832

UNFUNDED CAPITAL PROJECTS

PROJECT NAME
 PUBLIC HOUSING - PHYSICAL NEEDS, MODERNIZATION AND NON-DWELLING STRUCTURES AND EQUIPMENT

LOCATION
 Various Sites

(dollars in thousands)
 ESTIMATED PROJECT COST
 327,056

UNFUNDED TOTAL 327,056