

FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

Public Housing and Community Development

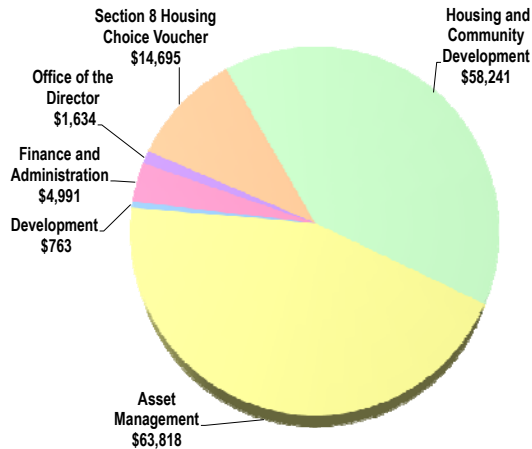
The Department of Public Housing and Community Development (PHCD) administers federal funding for all of the County's housing and community development programs including public housing, rental housing, affordable housing, rehabilitation and revitalization. These programs have been developed to provide 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 the Economic Development strategic areas, PHCD oversees over 8,400 units of public housing and provides Section 8 subsidized rental payments for up to 15,000 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). By administering federal and state funded programs, PHCD promotes economic opportunities and community development with the goal of creating and retaining jobs for low- to moderate-income persons as well providing oversight on the construction of new housing development projects while managing mixed-use development acquisition projects. 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.

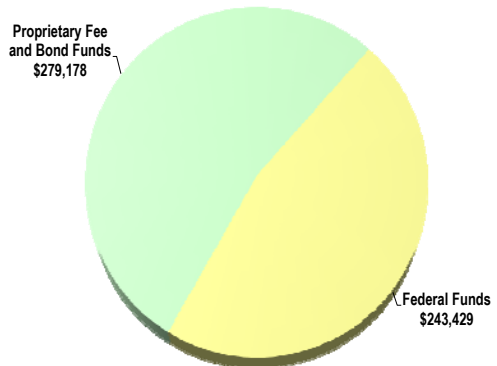
PHCD's stakeholders are the residents of Miami-Dade County, primarily extremely low-income to moderate-income individuals, families, and elderly residents. PHCD works closely with its Resident Boards, private landlords, affordable housing developers, for-profit and non-profit organizations and County departments. A primary partner of PHCD is the United States Department of Housing and Urban Development (HUD), which provides funding for programs including 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 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR			
<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, and 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 		<u>FY 16-17</u> 14	<u>FY 17-18</u> 13
ASSET MANAGEMENT		HOUSING AND COMMUNITY DEVELOPMENT	
<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 for 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 a 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 		<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; oversees 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 	
<u>FY 16-17</u> 279	<u>FY 17-18</u> 275	<u>FY 16-17</u> 29	<u>FY 17-18</u> 29
FINANCE AND ADMINISTRATION		DEVELOPMENT	
<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 7,000 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 Act requirements; provides direct oversight of the Helen M. Sawyer Plaza Assisted Living Facility (ALF) 		<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 and 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 	
<u>FY 16-17</u> 68	<u>FY 17-18</u> 68	<u>FY 16-17</u> 10	<u>FY 17-18</u> 11
SECTION 8 HOUSING CHOICE VOUCHER			
<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, Single Room Occupancy, HUD Veterans Affairs Supportive Housing vouchers and project-based vouchers; conducts housing quality standards (HQS) inspections for all special programs; determines eligibility and selection for Section 8 rental assistance programs 			
<u>FY 16-17</u> 24		<u>FY 17-18</u> 24	

• The FY 2017-18 total number of full-time equivalent positions is 428

FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
Carryover - CD	9,653	1,906	2,256	2,230
Carryover - DRI/EZ/EH	7,670	5,012	7,205	7,450
Carryover - EDI/BEDI	1,156	4,545	848	2,453
Carryover CDBG	16,404	2,251	21,055	6,423
Carryover HOME	22,893	4,269	25,904	19,931
Carryover NSP	0	0	209	1,117
Carryover SHIP	6,580	8,551	15,079	14,132
Carryover Surtax	91,139	116,992	130,169	148,002
Documentary Stamp Surtax	40,465	40,635	40,000	37,000
Interest Income	171	589	183	190
Loan Repayments	13,600	13,978	10,141	10,141
Loans Servicing Fees	2,598	1,388	1,143	1,305
Miscellaneous Revenues	2,466	5,292	3,262	5,075
Program Income	1,191	734	19	19
Rental Income	16,700	17,778	18,100	18,570
SHIP	4,508	5,225	5,140	5,140
CDBG	8,669	3,778	8,669	8,669
CDBG Program Income	4,583	1,367	1,000	500
Emergency Shelter Grant	961	815	985	986
Federal Funds	8,890	8,713	8,187	4,537
HOME	1,599	7,323	1,813	3,383
HOME Program Income	5,087	5,540	4,000	1,200
Housing Assistance Payments	159,406	164,412	159,955	157,335
NSP Program Income	107	0	100	100
Public Housing Subsidy	40,692	40,188	36,369	46,856
Section 8 Admin Fee	17,810	16,976	23,659	19,863
Total Revenues	484,998	478,257	525,450	522,607

Operating Expenditures

Summary

Salary	23,414	23,940	28,888	31,489
Fringe Benefits	9,299	8,751	10,373	10,912
Court Costs	45	44	30	49
Contractual Services	29,000	29,208	29,332	30,367
Other Operating	52,012	67,845	60,925	63,999
Charges for County Services	6,383	8,163	5,685	7,326
Grants to Outside Organizations	0	0	0	0
Capital	0	0	0	0
Total Operating Expenditures	120,153	137,951	135,233	144,142

Non-Operating Expenditures

Summary

Transfers	156,518	160,639	158,308	155,735
Distribution of Funds In Trust	0	0	0	0
Debt Service	4,762	3,319	3,272	3,272
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	-198	228,637	219,458
Total Non-Operating Expenditures	161,280	163,760	390,217	378,465

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 16-17	Adopted FY 17-18	Budget FY 16-17	Adopted FY 17-18
Strategic Area: Health and Human Services				
Office of the Director	1,424	1,634	14	13
Asset Management	57,455	63,818	279	275
Section 8 Housing Choice Voucher	13,537	14,695	24	24
Development	759	763	10	11
Finance and Administration	5,342	4,991	68	68
Strategic Area: Economic Development				
Housing and Community Development	56,716	58,241	29	29
Total Operating Expenditures	135,233	144,142	424	420

FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
Advertising	35	38	46	68	43
Fuel	247	121	247	191	121
Overtime	851	263	844	731	250
Rent	1,205	1,359	1,630	1,359	1,369
Security Services	797	1,589	942	2,105	1,615
Temporary Services	1,360	2,105	1,565	3,507	3,590
Travel and Registration	70	34	77	95	86
Utilities	9,930	10,378	9,914	11,057	10,872

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; and interacts with the Mayor, Board of County Commissioners (BCC), 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 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

DIVISION COMMENTS

- *In FY 2016-17, as part of the on-going departmental reorganization, a vacant Deputy Director position was eliminated*

FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

DIVISION: ASSET MANAGEMENT

The Asset Management Division oversees and manages the public housing units in the County. The Division is responsible for property management services, and assisting public housing residents with attaining self-sufficiency through strategic partnerships with public and private service providers. The Division also 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 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 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Compliance with Housing and Urban Development (HUD) Regulations	Standard performer or higher designation on PHAS point score*	OC	↑	83	77	90	N/A	80
Maintain an acceptable level of vacant Public Housing units	Average occupancy rate	OC	↑	94%	95%	96%	94%	94%
	Average monthly number of families renting**	OP	↔	7,701	7,777	8,090	7,329	8,090

*The PHAS point score represents a computation based on U.S. HUD criteria that measures the efficiency of a public housing agency's management; FY 2015-16 Actual has been updated, FY 2016-17 Actual is pending U.S. HUD scoring; FY 2017-18 Target reflects the anticipated impacts of the proposed federal budget cuts and the resulting impact on the Department's physical plant needs

** The FY 2014-15 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 2016-17, as part of the on-going departmental reorganization, one vacant Administrative Secretary position was transferred to the Development Division and reclassified to a Construction Manager 2 position to assist with the administration of several redevelopment projects on public housing sites
- The Department continues to analyze the projected staffing and operational impacts of the FY 2017-18 proposed federal budget reductions on the public housing program; proposed reductions to the Capital Fund program could significantly impact the Department's ability to address physical plant needs for an aging public housing site portfolio
- *During FY 2016-17, one Executive Secretary position, a PHCD Applicant Leasing Center Manager position and one Maintenance Repairer position were transferred to the Information Technology Department (ITD)*

FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

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 eligibility and selection for all Section 8 rental assistance programs

Strategic Objectives - Measures

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

Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Maximize the effective use of Housing Choice Vouchers	Percentage of available units leased in the Section 8 HCV program*	OC	↑	88%	93%	90%	93%	90%
Improve compliance with Housing and Urban Development (HUD) regulations	Section Eight Management Assessment Program (SEMAP) score**	OC	↑	135	135	140	135	140

* Maximum utilization of vouchers is driven by funding made available to PHCD by U.S. HUD on an annual basis; projected impacts of the proposed federal budget reductions has been factored into the FY 2017-18 Target

** 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; FY 2015-16 Actual has been updated

DIVISION COMMENTS

- For the fiscal year ending September 30, 2017, Section 8 met the requirements for SEMAP High Performer by scoring 135, which translates to 93 percent of the total obtainable points
- The Department continues to analyze the projected staffing and operational impacts of the FY 2017-18 proposed federal budget reductions on the Section 8 programs

FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

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 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Maximize the effective use of existing public housing units	Percentage of completion of Liberty Square Rising redevelopment*	OP	↔	5%	10%	25%	8%	16%

* The reduction in FY 2016-17 Actual and FY 2017-18 Target from FY 2016-17 Budget is due to the delays in receiving the necessary approvals from U.S. HUD to proceed with the initial phases of the project

DIVISION COMMENTS

- In FY 2016-17, as part of the on-going departmental reorganization, one vacant Administrative Secretary position was transferred from the Asset Management Division and reclassified to a Construction Manager 2 position; the Construction Manager 2 position will administer the redevelopment of the Liberty Square and Lincoln Gardens project
- In FY 2017-18, one Construction Manager 1 position and one Chief Real Estate Officer position will continue to administer the Infill Housing program (\$237,000 total); the expenses related to these positions will be reimbursed from the General Fund
- In FY 2017-18, the Division will continue with the planning and administration of the Liberty Square, Lincoln Gardens, Senior Campus, Senator Villas, Three Round Towers, Elizabeth Virrick I, Elizabeth Virrick II, Smathers Phase I, and Modello development projects on public housing and other County sites

FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

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 financial internal control systems 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 Act requirements
- Monitors and provides public records and records retention for the Department
- Provides employee training and development

Strategic Objectives - Measures

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

Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Maximize the effectiveness of the Homeownership program	Percentage of homeownership loans closed within 30 days *	OC	↑	N/A	N/A	10%	N/A	5%

* Measure was newly created during FY 2015-16; the Department is reviewing this measure for possible revision as current metric standard may not be realistic given the current level of resources

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

Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Improve compliance with Housing and Urban Development (HUD) regulations	Tenant Accounts Receivable PHAS score*	OC	↑	2.59	3.33	4	N/A	4
Improve compliance and quality assurance procedures	Percentage of invoices paid on time	OC	↑	52%	83%	65%	85%	90%
Maximize the effectiveness of the Surtax program	Percent of Surtax loans in repayment	OP	↔	51%	55%	55%	55%	50%
Monitor contract activity	Percentage of vendor contracts reviewed for compliance	OC	↑	0%	20%	20%	20%	20%

* FY 2015-16 Actual has been updated, FY 2016-17 Actual has not been received

DIVISION COMMENTS

- In FY 2016-17, the Department implemented a new financial and procurement management system using the Elite software application; implementation includes a first time roll-out of an inventory management system which will allow for improved monitoring and tracking of warehouse items and will provide purchasing controls and efficiencies

FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

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 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Improve access to economic opportunities for low-to moderate income individuals	Number of jobs created or retained*	OC	↑	51	65	104	76	70
Increase stock of affordable housing	Number of affordable housing units constructed or rehabilitated**	OP	↔	968	1,272	1,327	929	1,500

* The FY 2016-17 Actual and FY 2017-18 Target contemplate a reduction in the amount of CDBG funding allocated from U.S. HUD

** Figures reflect only those affordable housing units where PHCD funding was provided or those units resulting from a County public housing redevelopment project; FY 2016-17 Actual reflects delays in construction and approvals for credit underwriting

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

Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Improve compliance with Housing and Urban Development (HUD) regulations	Percentage of CDBG projects completed on time	EF	↑	75%	60%	60%	60%	65%
Improve compliance and quality assurance procedures	Number of Open HOME projects monitored twice a year *	OP	↔	N/A	45	60	22	45

* Measure was newly created during FY 2015-16

FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- During FY 2016-17, the Department added one Administrative Officer 2 position to provide board support activities to the Affordable Housing Trust Fund Board
- In FY 2017-18, the General Fund will continue reimbursing PHCD for administrative support provided to General Fund-related activities in prior years (\$1.425 million)
- The FY 2017-18 Documentary Stamp Surtax revenue is budgeted at \$37 million; the FY 2017-18 carryover of \$148 million is primarily allocated to on-going projects
- The Calendar Year (CY) 2018 CDBG Entitlement is budgeted at \$8.669 million; the CY 2018 HOME entitlement is budgeted at \$3.383 million; and the CY 2018 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 and may result in the elimination of certain programs
- The CY 2018 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 2017-18 Adopted Budget
- During CY 2018, 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
- *In FY 2016-17, as part of the on-going departmental reorganization, one vacant Resident Services Director position was eliminated*

ADDITIONAL INFORMATION

- In FY 2017-18, 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 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
Revenue									
2008 Sunshine State Financing	2,347	0	0	0	0	0	0	0	2,347
BBC GOB Financing	6,004	8,000	8,000	7,000	6,296	0	0	0	35,300
Capital Funds Financing Program	1,600	1,600	1,600	1,600	1,600	0	0	0	8,000
Capital Funds Program (CFP) - 714	1,130	200	0	0	0	0	0	0	1,330
Capital Funds Program (CFP) - 715	5,278	1,334	200	0	0	0	0	0	6,812
Capital Funds Program (CFP) - 716	1,088	2,002	2,487	1,313	0	0	0	0	6,890
Capital Funds Program (CFP) - 717	8	1,346	2,003	2,521	1,012	0	0	0	6,890
Comm. Dev. Block Grant	100	132	100	0	0	0	0	0	332
Documentary Stamp Surtax	2,000	2,000	2,000	0	0	0	0	0	6,000
Federal Health & Human Services	200	320	112	0	0	0	0	0	632
Hope VI Grant	0	1,710	100	0	0	0	0	0	1,810
Replacement Housing Factor (RHF)	0	0	1,289	830	0	0	0	0	2,119
Total:	19,755	18,644	17,891	13,264	8,908	0	0	0	78,462
Expenditures									
Strategic Area: HH									
Housing for Elderly and Families	1,300	1,452	2,501	830	0	0	0	0	6,083
New Affordable Housing Units	8,604	10,600	10,600	8,600	7,896	0	0	0	46,300
Procurement Improvements	4,834	3,186	3,849	2,849	1,000	0	0	0	15,718
Public Housing Improvements	4,796	3,627	941	985	12	0	0	0	10,361
Total:	19,534	18,865	17,891	13,264	8,908	0	0	0	78,462

FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes \$970,000 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 2017-18, the Department will continue the redevelopment of Liberty Square, 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; this project is focused on transforming neighborhoods into viable, energy efficient, mixed-income, and sustainable neighborhoods with access to well-functioning services, high quality public schools and education programs, early learning programs and services, public transportation, and jobs; the development contract amount is \$307.216 million of which \$32.3 million is funded from the Building Better Communities General Obligation Bond Program proceeds, \$8 million from the Capital Funds Financing Program, \$6 million from Documentary Stamp Surtax funds, and \$260.916 million from other miscellaneous sources; the estimated annual operating impact to the Department will begin in FY 2020-21 in the amount of \$100,000
- In FY 2017-18, PHCD is projected to expend \$4.882 million in federal Capital Fund Program (CFP) dollars to address long-term infrastructure needs in various public housing developments to include elevators, roofs, windows, fire alarm systems, and Uniform Federal Accessibility Standards (UFAS) compliance; it is important to note that the FY 2017-18 proposed federal budget may include reductions that could significantly impact the Department's ability to address infrastructure needs at various public housing sites; as a result of the infrastructure improvements, there is no fiscal impact to the Department's operating budget at this time; however, when applicable, the Department will install energy efficient equipment that in the long-term will provide some operational savings
- In FY 2017-18, 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

FUNDED CAPITAL PROJECTS

(dollars in thousands)

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	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Funds Program (CFP) - 714	1,130	200	0	0	0	0	0	0	1,330
Capital Funds Program (CFP) - 715	806	324	0	0	0	0	0	0	1,130
Capital Funds Program (CFP) - 716	681	490	326	300	0	0	0	0	1,797
Capital Funds Program (CFP) - 717	0	647	490	660	0	0	0	0	1,797
TOTAL REVENUES:	2,617	1,661	816	960	0	0	0	0	6,054
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Planning and Design	2,617	1,661	816	960	0	0	0	0	6,054
TOTAL EXPENDITURES:	2,617	1,661	816	960	0	0	0	0	6,054

FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

HOPE VI - SCOTT HOMES HISTORICAL BUILDING

PROJECT #: 200000243

DESCRIPTION: Modernize the one remaining historical designated building in the Scott Homes development
 LOCATION: 7163 NW 22 Ave District Located: 3
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Hope VI Grant	0	1,710	100	0	0	0	0	0	1,810
TOTAL REVENUES:	0	1,710	100	0	0	0	0	0	1,810
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	0	1,661	100	0	0	0	0	0	1,761
Planning and Design	0	49	0	0	0	0	0	0	49
TOTAL EXPENDITURES:	0	1,710	100	0	0	0	0	0	1,810

LIBERTY SQUARE AND LINCOLN GARDENS

PROJECT #: 200000108

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	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	5,004	7,000	7,000	7,000	6,296	0	0	0	32,300
Capital Funds Financing Program	1,600	1,600	1,600	1,600	1,600	0	0	0	8,000
Documentary Stamp Surtax	2,000	2,000	2,000	0	0	0	0	0	6,000
TOTAL REVENUES:	8,604	10,600	10,600	8,600	7,896	0	0	0	46,300
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	8,054	10,110	10,600	8,600	7,896	0	0	0	45,260
Planning and Design	550	490	0	0	0	0	0	0	1,040
TOTAL EXPENDITURES:	8,604	10,600	10,600	8,600	7,896	0	0	0	46,300

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

NON-DWELLING STRUCTURAL IMPROVEMENTS (CAPITAL FUND PROGRAM (CFP))

PROJECT #: 803240

DESCRIPTION: Repair and maintain non-dwelling structures to include community building spaces and administration buildings in various public housing developments
 LOCATION: Countywide District Located: Countywide
 Various Public Housing Regions District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Funds Program (CFP) - 715	40	10	0	0	0	0	0	0	50
Capital Funds Program (CFP) - 716	13	12	12	13	0	0	0	0	50
Capital Funds Program (CFP) - 717	0	13	13	12	12	0	0	0	50
TOTAL REVENUES:	53	35	25	25	12	0	0	0	150
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	53	35	25	25	12	0	0	0	150
TOTAL EXPENDITURES:	53	35	25	25	12	0	0	0	150

FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

PUBLIC 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	District Located: Countywide	
Various Public Housing Regions	District(s) Served: Countywide	

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	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	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	1,495	221	0	0	0	0	0	0	1,716
Furniture Fixtures and Equipment	579	0	0	0	0	0	0	0	579
Project Administration	52	0	0	0	0	0	0	0	52
TOTAL EXPENDITURES:	2,126	221	0	0	0	0	0	0	2,347

REPLACEMENT HOUSING FACTORS (RHF)

PROJECT #: 2000000412

DESCRIPTION: Provide funding for future new public housing developments

LOCATION: Various Sites	District Located: Countywide	
Various Sites	District(s) Served: Countywide	

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Replacement Housing Factor (RHF)	0	0	1,289	830	0	0	0	0	2,119
TOTAL REVENUES:	0	0	1,289	830	0	0	0	0	2,119
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	0	0	1,160	747	0	0	0	0	1,907
Planning and Design	0	0	129	83	0	0	0	0	212
TOTAL EXPENDITURES:	0	0	1,289	830	0	0	0	0	2,119

SENATOR VILLAS - DISTRICT 10 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 2000000582

DESCRIPTION: Design and construct a 23-unit elderly housing building and associated parking

LOCATION: SW 40 St between SW 89 Ave and SW 89 Ct	District Located: 10	
Unincorporated Miami-Dade County	District(s) Served: Countywide	

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	1,000	1,000	1,000	0	0	0	0	0	3,000
Comm. Dev. Block Grant	100	132	100	0	0	0	0	0	332
Federal Health & Human Services	200	320	112	0	0	0	0	0	632
TOTAL REVENUES:	1,300	1,452	1,212	0	0	0	0	0	3,964
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	946	1,319	1,147	0	0	0	0	0	3,412
Planning and Design	150	40	6	0	0	0	0	0	196
Project Administration	204	93	59	0	0	0	0	0	356
TOTAL EXPENDITURES:	1,300	1,452	1,212	0	0	0	0	0	3,964

FY 2017 - 18 Adopted 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	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Funds Program (CFP) - 715	4,432	1,000	200	0	0	0	0	0	5,632
Capital Funds Program (CFP) - 716	394	1,500	2,149	1,000	0	0	0	0	5,043
Capital Funds Program (CFP) - 717	8	686	1,500	1,849	1,000	0	0	0	5,043
TOTAL REVENUES:	4,834	3,186	3,849	2,849	1,000	0	0	0	15,718
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	4,834	3,186	3,849	2,849	1,000	0	0	0	15,718
TOTAL EXPENDITURES:	4,834	3,186	3,849	2,849	1,000	0	0	0	15,718

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
PUBLIC HOUSING - REPAIRS, MODERNIZATION, AND EQUIPMENT	Various Sites	327,056
	UNFUNDED TOTAL	327,056

