Memorandum

MIAMI-DADE COUNTY

Date:	May 13, 2009
To:	Honorable Chairman Dennis C. Moss and Members, Board of County Commissioners
From:	George M. Burgess County Manager
Subject:	Monthly Report on the Miami-Dade Public Housing Agency – May 2009

HCD
Agenda Item No. 7(B)

The following report to the Housing and Community Development (HCD) Committee serves as the May 2009 monthly update on Miami-Dade Public Housing Agency (MDPHA) operations and programmatic activities underway.

The report is updated to reflect changes from what was presented at last month's HCD Committee agenda for each of the objectives/goals in the Memorandum of Understanding (MOU) between the US Department of Housing and Urban Development (US HUD) and County. The updates are provided in the following areas: 1) governance, 2) agency organization and staffing, 3) MDHPA Development, 4) Finance, 5) Program Management – Housing Choice Voucher, 6) Program Management – Other Section 8 Programs, 7) Program Management – Public Housing, and 8) Program Compliance.

Information regarding the HOPE VI budget and security and public safety issues at various public housing sites was requested by HCD Committee members last month. That information will be provided in a supplemental report.

FOR

Cynthia W. Curry
Senior Advisor to the County Manager

MDPHA Action Plan

Part of Memorandum of Understanding (MOU) between the County of Miami-Dade, Miami-Dade Public Housing Agency and the U.S. Department of Housing and Urban Development

April Report 2009 (DRAFT)

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Objective/Goal	Tasks		Target Accomplishment Date	Actual Accomplishment Date	Lead Staff	Comments/ Accomplishments
AREA: GOVERNANCE						
Improve coordination of Miami-Dade County's Housing Agency operations and Housing Initiatives among County Departments	**1) Create an interagency working group to include members from all County agencies involved with the MDPHA's operations and/or affordable housing**		**6/30/2009**	**4/21/09**	County: MDPHA Exec. Director, George Burgess, County agency directors	**GSA, OCI, OSBM, Finance, DPM, and OCED have been requested to designate departmental reps for this working group.**
	2) Host quarterly meetings with working group	2a	7/31/2009		County: MDPHA Exec. Director, George Burgess, County agency directors	
		2b	10/31/2009			
		2c	01/31/2010			
	3) Change the name of the Agency to MDPHA (Miami-Dade Public Housing Agency)		**6/30/2009**	**4/1/09**	County: MDPHA Exec. Director, George Burgess, MDC Board of Commissioners	**MDPHA staff informed on 2-2-09; ETSD notified re Outlook; GIC updated County portal and agency website 3/6/2009.**
Improve oversight and monitoring of MDPHA by the Board	4) The Chair may establish a separate BCC Housing Committee pursuant to the BCC Rules of Procedure		3/31/2009	1/14/2009	County: MDPHA Exec. Director, George Burgess, MDC Board of Commissioners	New committee structure to begin 2/9/2009 with MDPHA part of the Housing and Community Development committee
	5) Provide Board training to all Committee members. * for initial training and then for the duration of the MOU		**4/30/2009***		HUD Oversight Team	**To be coordinated with HCDC Chair and CEO's office. MDPHA's CFO can advise on the Central Office Cost Center (COCC) concept; local HUD office to provide board training.**
Ensure Cooperative Agreements are in place and include clearly defined baselines for the delivery of services	6) Develop Cooperative Agreements, interlocal agreements, interdepartmental agreements and/or Memoranda of Understanding between the County and		09/3020/09		County: MDPHA Exec. Director, George Burgess, Terrence Smith, Alex Ballina, MDC Commissioners, other	

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	other local governments and between MDPHA and other County departments, where necessary			localities and governing body	
	7) Review existing Cooperative Agreements and make amendments as necessary	09/30/2009		HUD Oversight Team	
Ensure Deeds of Trust for all properties exist and are accurate	8) Review existing deeds and take necessary action to modify as appropriate; create deeds where none exist	09/30/2009		County: MDPHA Exec. Director, County Attorney's Office	
	9) All deeds are recorded	12/31/2009		HUD Oversight Team and County	
Increase performance, capacity and efficiency of MDPHA	10) Provide technical assistance to MDPHA	Duration of the MOU		HUD Oversight Team and the County	
AREA: AGENCY ORGANIZATION AND STAFFING					
Relocate MDHPA Central Office staff into one location	11) Lease the space	12/31/2008	12/1/2008	County: MDPHA Exec. Director, Mari Saydal-Hamilton, Jose Rivero, Wendi Norris (GSA), Andrew Kremer (ETSD), MDC Commissioners	GSA has identified office space at Overtown Transit Village, 701 NW 1st Court. Lease not required as space is a County facility. Update: 16th and 8th floors confirmed.
	12) Complete Build Out	05/3120/09			**As of 4/24/09 the final project plan is being finalized; expected move date to be completed by end of July.**
	13) Complete Move	06/31/2009			
Ensure continuity and preservation of trained agency staff, including senior management	14) Obtain HUD concurrence for hiring and terminating Senior Executive Management staff	Duration of MOU		County: MDPHA Exec. Director, Mari Saydal-Hamilton, George Burgess, Angela Maher	
	15) Identify key positions that Miami-Dade	12/31/2008	1/20/09		1/20/09 Final list sent to A.

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	will exempt from bumping at MDPHA			HUD Oversight Team	Maher
Ensure integrity of PHA "core business" functions	16) Obtain HUD concurrence for any addition of non-HUD funded programs to be administered by MDPHA	Duration of MOU		County: MDPHA Exec. Director, George Burgess, HR at MDPHA, HR at MDC, and MDC Commissioners HUD Oversight Team	
	17) Review organizational structure and staffing levels	1/31/2009	1/14/09		Note: Draft Table of Organization as per email to OSBM
	18) Establish a table of organization that complies with HUD's Asset Based Management Model and the Operating Fund Final Rule	3/31/2009	3/31/2009		**Table of Organization revised and presented at Resource Allocation Meeting on 4.2.09**
	19) Hire positions depicted in the Table of Organization	9/30/2009			
Increase performance, capacity and efficiency at MDPHA	20) Provide technical assistance to MDPHA	Duration of MOU		HUD Oversight Team and County	
AREA: MDPHA DEVELOPMENT					
Continue progress to ensure the development objectives for the Scott Carver HOPE VI initiatives are met	21) Execute the Master Development Agreement with the selected developer	01/31/2009	12/30/2008	County: MDPHA Exec. Director, Jose Rodriguez, George Burgess, MDC Board of Commissioners	BCC approved (R-1417-08) on 12/16/08 McCormack Baron Salazar, Inc. as the master developer
	22) Consult with local stakeholders, including the former residents of Scott Carver Homes, throughout the remainder of the development process	Duration of MOU		MDPHA, selected developer	MBS held charrette in Jan '09; meeting re creation of a Steering Committee held 2/13/09
	23) Complete a new concept plan	**03/31/2009**	**4/3/2009**	**MDPHA, selected developer**	**MBS contract deliverable date is 4/2/2009.**
	24) Execute appropriate documents, including phase closing documents, etc. as appropriate	Duration of MOU		MDPHA, George Burgess, selected developer, HUD	

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	25) Address the environmental issues identified in Sector II and develop a plan that includes potential funding sources for remediation	06/30/2009		MDPHA Exec. Director, George Burgess, other County departments (DERM, DHS, OCED, etc.)	**MDPHA has identified potential sources of funding including Federal Stimulus money or additional capital fund dollars geared toward these types of projects.**
Identify and implement other development initiatives to increase affordable housing	**26) Obtain approval from the BCC for General Obligation Bond (GOB) funding revisions**	~~03/31/2009~~ **Per HUD, revise to 6/30/09**		MDPHA Exec. Director, Alex Ballina, George Burgess, other County departments	**Elizabeth Virrick II – MDPHA is proceeding with procurement and forwarded the scope of work, as requested, to DPM on 5/1/09.** **Lincoln Gardens – MDPHA provided additional information requested by HUD for demo/disposition and are awaiting a response from HUD/SAC; also requested their assistance in expediting their review.** **Victory Homes – MDPHA continuing to work on documentation required to have clear title of land (quit claim deed, etc.). The demo/disposition application is under HUD/SAC review. Phase 1 environmental will need to be done.** **General – Staff from MDPHA and OCI are working**

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					together to finalize the GOB resolution relative to various project deletions and changes. **Note: submission to HCDC now expected in June.**
	27) Obtain final approval from HUD for any necessary dispo/demo applications	**04/30/2009**		HUD: Special Applications Center	**MDPHA submitted online applications for Victory and Lincoln Gardens 3/18/09; awaiting HUD approval. Note: HUD approved Elizabeth Virrick application 7/25/06.**
	28) Solicit developers for identified GOB sites	06/30/2009		MDPHA Exec. Director, Alex Ballina, George Burgess, other County departments	
	29) Select developers and proceed with projects	09/30/2009			
Increase performance, capacity and efficiency at MDPHA	30) Provide technical assistance to MDPHA	Duration of MOU		HUD Oversight Team and the County	
AREA: FINANCE					
Increase efficiency and timeliness of Section 8 landlord payments	**31) Require direct deposit for all Section 8 landlords on a phased basis**	01/31/2010		County: MDPHA Exec. Director, Craig Clay	**Currently 35% of Section 8 landlords on direct deposit. Direct deposit notices were mailed to all landlords not yet participating in direct deposit in the 5/1/09 check run. In July, landlords will be mailed a letter stating the requirement to move to direct deposit. This letter is**

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					contingent upon the implementation of a technology improvement that will allow landlords to access payment information via the Internet.
Implement internal controls to ensure sustainability of program compliance	**32) Implement business process review recommendations recommended by Deloite & Touche**	09/30/2009 (50%) 09/30/2010 (50%)		County: MDPHA Exec. Director, Craig Clay	**Direct deposit for accounts payable vendors was implemented Feb 2009. To date, 94 vendors have signed up, representing approx 27% of the vendors contacted.** **The number of customers on direct debit (automatic deduction of rent amount due from bank account) increased from 289 to over 1,000. This number continues to grow and the goal is to have 2,000 residents on direct debit by 12/31/2009.MDPHA's Finance to create & update an Excel spreadsheet that identifies completed tasks in the following areas: revenue, expenditure, payroll & personnel, fixed assets, financial close reporting (FCRP), and technology**
	33) Complete Internal Control Checklists	Duration of			MDPHA's Finance to create &

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	included in the Financial Policies and Procedures Guide	MOU			update an Excel spreadsheet identifying completed tasks
Perform routine accounting functions	34) Consider options for assistance from a third party for interim performance of functions (contractor, County Finance, etc.)	01/31/2009	1/31/2009	County: MDPHA Exec. Director, Craig Clay, George Burgess, other County Departments (DPM, Finance, Budget, etc.)	MDPHA will not consider requesting help from other County departments. It is in the best interest of the Agency to move forward with our planned reorganization.
	35) Identify staffing insufficiencies and hire where appropriate	06/30/2009			**MDPHA is exploring with Human Resources the possibility of continuing with staff adjustments as per the MOU.**
	36) Train new and existing personnel	Duration of MOU		HUD Oversight Team	
Meet HUD Requirements under FASS by completing timely and accurate reconciliation of bank accounts and determining cash position immediately	**37) Establish separate bank accounts to include at a minimum:** • **General Operating Account** • **Section 8 Housing Choice Voucher** • **Section 8 Administrative Fee** • **Other Section 8 Programs** • **Public Housing** • **FSS Section 8** • **FSS Public Housing** • **Security Deposits**	~~02/28/2009~~ **HUD accepted revised date of 4/30/2009**		County: MDPHA Exec. Director, Craig Clay, MDC Finance Dept	**MDPHA is requesting an extension to 10/30/2009. The Agency cannot establish new bank accounts until the negative cash situation is resolved in the Central Office Cost Center (COCC) and Section 8 HCV Administration.**
	38) Complete necessary modifications to Standard Operating Procedures previously completed by Deloitte to ensure applicability and consistency based on current practices	09/30/2009		County: MDPHA Exec. Director, Craig Clay	

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Increased performance, capacity and efficiency at MDPHA	39) Provide technical assistance to MDPHA	Duration of MOU		HUD Oversight Team and County	
AREA: PROGRAM MANAGEMENT – HOUSING CHOICE VOUCHER					
Improve regulatory compliance, performance and administrative fee funding of the Section 8 Housing Choice Voucher Program	40) Achieve at least 95 percent quarterly utilization of Housing Assistance Payment (HAP) funding (not to exceed MDPHA's unit cap) based on Annual Budget Authority (ABA) or Unit Months Available (UMA). Current utilization based on funding is 80%	9/30/2009 then duration of MOU		County: MDPHA Exec. Director, MDPHA Contract Administration staff Selected Contractor	
	41) Achieve a Public and Indian Housing Information Center (PIC) monthly reporting rate of at least 95 percent or other minimum required by HUD. Current PIC reporting rate as of 10/31/08 is 71%	1/31/2010 then duration of MOU		MDPHA and the selected contractor	
	42) Achieve at least an annual Standard Performance rating of 60 percent or greater from HUD under the Section 8 Management Assessment System (SEMAP).	9/30/2010 then duration of MOU		MDPHA and the selected contractor	
Improve efficiency, reporting, analysis, and accountability of the Section 8 Housing Choice Voucher Program	**43) Coordinate MDPHA and Section 8 Contractor information technology efforts to fully utilize capability of existing Elite system and its modules**	9/30/2009		MDPHA's Technical Services division and selected contractor	**Requested quote from ETSD on 4/8/09 for Metro-E broadband line on behalf of Quadel technical staff in Miami to alleviate observed Elite issues at their remote location.**
Ensure proper and effective administration of the Section 8 Housing Choice Voucher Program	44) Provide strict oversight of the Section 8 Contractor by requiring compliance with deliverables, meetings and report schedules as specified in the Contract's Scope of Services, assessing their	Duration of MOU		MDPHA, Board of County Commissioners, Mayor or Mayor's designee	2/24/2009 -- Staff is reviewing and finalizing the reporting format for Quadel.

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	performance in accordance with the Contract's Performance Standards, and swiftly addressing any and all Contractor's performance deficiencies in accordance with the contract			HUD Oversight Team	
	45) Develop Contract tracking and administration tools by which to assess Contractor performance	3/31/2009	**Per HUD, correct date is 2/24/2009, not ~~3/31/2009~~**		Tracking documents completed; additional supporting documents submitted in March 2009
Increase performance, capacity and efficiency at MDPHA	46) Provide technical assistance to MDPHA	Duration of MOU		HUD Oversight Team and County	
AREA: PROGRAM MANAGEMENT – OTHER SECTION 8 PROGRAMS					
Improve regulatory compliance, performance, and administrative fee funding of the Section 8 Moderate Rehabilitation (Mod Rehab), Single Room Occupancy (SRO), and Shelter Plus Care (SPC) Programs	47) Achieve at least 95 percent quarterly lease up rate in each program	6/30/2009 then duration of MOU		County: MDPHA Exec. Director and MDPHA's Section 8 Contract Administration staff	
	48) Achieve a Public and Indian Housing Information Center (PIC) monthly reporting rate of at least 95 percent or other minimum required by HUD for the Mod Rehab and SRO programs	6/30/2009 then duration of MOU			
Ensure proper and effective administration of the Section 8 Mod Rehab, SRO, and SPC Programs	49) Develop program tracking and administration tools by which to assess staff and program performance	3/31/2009	3/31/2009	County: MDPHA Exec. Director and MDPHA's Section 8 Contract Administration staff	Tracking and Admin. Tools completed
	50) Assess program performance and make a recommendation to the County for exercising the additional contracting option under the Section 8 Contract	6/30/2009			
	51) If program is contracted out, re-establish performance baseline and measures	9/30/2009			

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Increase performance, capacity and efficiency at MDPHA	52) Provide technical assistance to MDPHA	Duration of MOU		HUD Oversight Team and County	
AREA: PROGRAM MANAGEMENT – PUBLIC HOUSING					
Operate Helen Sawyer Plaza without a deficit	53) Execute interim MOU with DHS	12/31/2008	2/20/2009	County: MDPHA Exec. Director, Phyllis Tynes-Saunders, Alex Ballina, Jennifer Glazer-Moon HUD Oversight Team	MDPHA was unsuccessful in entering into a MOU with DHS. As of 4/1/2009 MDPHA will manage the property.
	54) Solicit Service Providers to operate the ALF	3/31/2009	2/20/2009	Alex Ballina, Mari Saydal-Hamilton	On 3/4/2009 MDC's Dept of Human Services notified staff and residents that MDPHA's Public Housing division will resume management effective 4/1/2009 and confirmed that existing services will continue as per budgetary constraints.
	55) Select, negotiate and approve contractor	6/30/2009	2/20/2009		
	56) Explore options for financial sustainability including: • Supplemental funding from the County • Returning property to traditional public housing • Disposition of units • Project basing • Reducing the number of Assisted Living Units	6/30/2009		County: Craig Clay Donna Ayala (HUD)	1/16/2009 -- Initiated discussion with HUD HQTR regarding procedure to take units offline.
	57) Make final determination for the sustainability of Helen Sawyer Plaza	6/30/2009			
Reduce Long Term Vacancies by 500 units (725 units identified as	58) Continue use of Job Order Contracts put into place during HUD possession of	On-going		County: MDPHA Exec. Director, Alex Ballina,	Jan '09 – Weekly meetings among ALC, PH regional mgrs

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long term vacancies as of 11/30/2008)	MDHA to expedite turnaround of long term vacancies and work order execution by County staff				Jeannie Mendoza, MDPHA Procurement staff HUD Oversight Team	& director started to expedite eligibility process and move-in procedure. Streamlined, cohesive plan developed to expedite applicants from '08 waiting list. Vacancy report modified to better identify vacancies and match with applicants' family composition
	59) Complete turnaround of 125 units per quarter	59a	03/31/2009	3/31/2009		Asset Management has turned around 293 units. Additional information to be provided to HUD.
		59b	06/30/2009			
		59c	9/30/2009			
		59d	12/31/2009			
	60) Provide Technical Assistance to the Applicant Leasing Center to ensure families are identified for immediate occupancy of turned units		**3/31/2009**	**3/31/09 (per HUD)**		**Technical assistance provided by HUD and MDPHA's Compliance division.**
	61) Occupy long term vacant units when turnaround is complete	**61a**	**3/31/2009**	**3/31/2009**		**ALC had 2,475 scheduled appointments from Jan-April. Additional information to be provided to HUD.**
		61b	6/30/2009			
		61c	9/30/2009			
		61d	12/31/2009			
Develop a plan for Heritage Village and implementation	**62) Identify options for Heritage Village Turnkey III project and develop a plan for the units**		**3/31/2009**		**County: MDPHA Exec. Director, Karen Zelada**	As of 3/31/2009 the Section 32 draft Homeownership plan is 90% complete with scheduled submission to HUD in June.

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	63) Beginning implementing the plan	**4/30/2009**	**4/29/09**		**MDPHA provided draft plan to local HUD office on 4/29/09 for informal review and comment. HUD approved MDPHA's request to begin working with clients.**
Increase performance, capacity, and efficiency at MDPHA	64) Provide technical assistance to MDPHA	Duration of MOU		HUD Oversight Team and County	
AREA: PROGRAM COMPLIANCE					
Comply with Section 504 and ADA requirements	**65) Re-negotiate the Voluntary Compliance Agreement (VCA) with HUD**	6/30/2009		County: MDPHA Exec. Director, Mari Saydal-Hamilton HUD Oversight Team, HQ Office of Field Operations, HQ and Regional FHEO and the Miami Field Office	HUD team is addressing issue with local HUD office. VCA re-negotiation pending; MDPHA response to VCA monitoring review sent to HUD-FHEO-Reg Ofc 12/18/08, HUD FEO to respond 1st wk of Feb '09. **A technical assistance meeting was held with HUD on 3/26/09. HUD provided updated information on tolerances that would apply to UFAS units. MDPHA has developed three options for the 478 UFAS units which will be reviewed with HUD. This and other matters will be reviewed with HUD at the VCA re-negotiation meeting, which is pending.**

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	66) Comply with all corrective actions as outlined in the re-negotiated VCA	Duration of MOU based on VCA dates			
Close Management Decisions in HUD OIG Audits that were issued to MDHA while in HUD possession	67) Close remaining findings for Audit #2006-AT-1001 (Section 8)	1/31/2009	12/23/2008	County: MDPHA Exec. Director, Craig Clay, Mari Saydal-Hamilton, Alex Ballina HUD Oversight Team	Re-opened under audit #2008-AT-0801. MDPHA response sent 1/24/08 and requested closeout ltr from HUD OIG.
	68) Close remaining findings for Audit #2008-AT-0002 (CFPHOPE VI)	12/31/2009			5 of 7 audit findings closed on 8-22-2008 Note: 1A and 2A pending closure as of 2/24/2008
	69) Close remaining findings for Audit #2008-AT-0004 (CFP/HOPE VI)	12/31/2009			
Increase performance, capacity and efficiency at MDPHA	70) Provide technical assistance to MDPHA	Duration of MOU		HUD Oversight Team and County	

REPORT PERIOD	NUMBER OF TASKS WITH MONTHLY DEADLINES	NUMBER & PERCENTAGE OF TASKS COMPLETED DURING THE MONTH	TOTAL NUMBER & OVERALL PERCENTAGE OF TASKS COMPLETED	COMMENTS **(NOTE: TASKS LISTED AS "DURATION OF MOU" ARE NOT INCLUDED IN THE MONTHLY TOTALS, BUT WILL BE HIGHLIGHTED IN THE REPORT)**
January 2009	7	8	8	
February 2009	1	4	12	Note: One task with Jan deadline (#53) not completed; 2 tasks w/March deadlines (#45 & #54) and 1 tasks w/June (#55) completed
March 2009	11	3	15	Tasks #18, 49 and 60 completed
April 2009	3	4	19	April task completed #63; not completed: #5, #37; One task with March deadline completed, #23; two June deadlines completed, #1, #3; one March task completed, but not recorded as completed, #60. Requesting deadline extensions on tasks #5, #26, and #37.

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May 2009	1			
June 2009	15			
July 2009	1			
August 2009	0			
September 2009	12			
October 2009	1			
November 2009	0			
December 2009	5			
January 2010	3			
February 2010	0			
March 2010	0			
April 2010	0			
May 2010	0			
June 2010	0			
July 2010	0			
August 2010	0			
September 2010	2			
October 2010	0			
November 2010	0			
December 2010	0			
Total	62			

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