

Memorandum



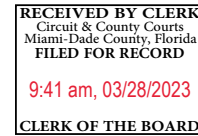
Agenda Item No. 2(B)(1)
April 4, 2023

Date: March 27, 2023

To: Honorable Chairman Oliver G. Gilbert, III
and Members, Board of County Commissioners

From: Daniella Levine Cava
Mayor

Subject: Mayoral Appointment – Director of the Public Housing and Community Development
Department



Pursuant to the authority vested in me under Section 2.02(C) of the Miami-Dade County Home Rule Charter, I hereby appoint Alex R. Ballina to the position of Director of the Public Housing and Community Development Department (PHCD), effective April 17, 2023.

Alex has more than 20 years of experience in successfully developing affordable housing and administering multifamily properties across the public and private sectors. Throughout his career, he has administered over \$1.5 billion in assets and managed programs for over 25,000 multi-family units and 50,000 residents throughout the United States. He has significant experience working directly with U.S. Department of Housing and Urban Development (HUD), leading and executing projects within all HUD public housing and community development programs, as well as experience in administering Section 8 Housing Choice Voucher programs. In his work as a developer, he innovated new construction processes to expedite project development times and led strategies to build affordable housing developments with limited subsidies, lowering County costs.

Alex has held numerous executive positions, including serving as the former Director of Asset Management for PHCD and leadership roles with the City of Miami Beach Housing & Community Development Department and Prudential Real Estate Services. In addition, he has served on various boards and committees throughout his career; he currently sits on the Miami-Dade County Affordable Housing Trust Fund Board and Naranja Lakes CRA Board and is Chairman of the Workforce Housing Group for the Builders Association of South Florida.

Alex holds a bachelor's degree from Florida International University, along with several housing certifications. His resume is attached for your reference.

It is Alex's unique blend of public and private sector experience – combined with deep knowledge of the PHCD public housing portfolio from his time with the department as well as HUD programs and projects – that makes him an ideal candidate for this vital role. Working closely with our hardworking, dedicated PHCD staff, I know he will lead the department to even greater success expanding access to quality housing that people can afford.

Please join me in welcoming Alex back to Miami-Dade County, and in thanking Clarence Brown for his service as Interim PHCD Director and welcoming him to his new role as Deputy Director within the department.

Attachment

- c: Geri Bonzon-Keenan, County Attorney
- Gerald Sanchez, First Assistant County Attorney
- Jess McCarty, Executive Assistant County Attorney
- Office of the Mayor Senior Staff
- Department Directors
- Jennifer Moon, Chief, Office of Policy and Budgetary Affairs
- Yinka Majekodunmi, Commission Auditor
- Basia Pruna, Director, Clerk of the Board
- Eugene Love, Agenda Coordinator

ALEX R. BALLINA

Leadership & Execution • Strategy Development • Innovation • Business Process Improvement

KEY LEADERSHIP ROLES

- U.S HUD Receivership Team(s)
 - Miami Dade County PHCD - Director Public Housing & Asset Management
 - City of Miami Beach– CDBG, HOME & Economic Development
 - RESIA – AHS Residential- Executive Management Team- Development, Construction, Finance
 - Builders Association of South Florida (BASF) Executive Board and incoming President
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EXECUTIVE PROFILE

Accomplished and results-driven, high-energy operations executive with over 25 years of experience in the administration of U.S HUD Housing and Community Development programs. Accountable for driving efficiency, sound regulatory compliance and building solid operational processes.

A proven leader of people who maximizes performance of employees by providing an empowering work environment which inspires initiative, enhances pride, and spurs superior effort and organizational loyalty and success.

AREAS OF EXPERTISE

- | | |
|---|---|
| •U.S. HUD Asset Management & Public Housing | •(FDS)U.S. HUD Financial Data Schedule |
| •(CDBG)Community Development Block Grant | •(SEMAP) Section Eight Assessment Program |
| •(LIHTC) Low Income Housing Tax Credit | •(UPCS)Uniform Physical Condition Standards |
| •HOME Investment Partnership Program | •(SHIP) State Housing Initiatives Partnership |
| •(PHAS)Public Housing Assessment System | •(ESG) Emergency Solutions Grant Program |
| •(CFP)U.S. HUD Capital Fund Program | •(REAC)HUD Real Estate Assessment Center |
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CORE COMPETENCIES

Highly skilled in leading and executing complex and multi-disciplinary initiatives within all U.S. HUD public housing and community development programs. Responsible for all aspects of operations consisting of strategic planning, economic feasibility, sound business practices, innovation implementation, administration, management, development, and establishing financial controls.

Excellent understanding of U.S. HUD programs. Comprehensive experience in Public Housing, Section 8 Housing Choice Voucher programs and Community Development administration. Diligent resolution of complex issues; including but not limited to, Intergovernmental Affairs, Public Policies and Procedures. Excellent public speaking and listening skills that encourage trust in dealing with staff, the community, and other colleagues and elected officials.

EDUCATION & HOUSING CERTIFICATIONS

- Florida International University - BA in Liberal Studies
 - U.S. HUD: UPCS, PHAS, FASS, REAC and Fair Housing
 - U.S. HUD Asset Management for Executives, Nan McKay
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RELEVANT CAREER EXPERIENCE

Director of Asset Management & Government Affairs

2015-Present

RESIA, formerly known as AHS Residential

Florida-Georgia-Texas

Executive Board Member– lead organizational strategy and development execution with the purpose of delivering exceptional multi-family rental communities to the workforce while bringing a positive impact to the communities we serve.

RESIA is among the top 25 largest builders in United States by volume (NMHC). Since our inception in 2012, RESIA has delivered attainable housing throughout Florida, Texas, and Georgia with a development pipeline of over 30 communities and over 20,000 units with over 6500 apartments delivered.

Key Responsibilities include:

- Developing and implementing the organizations overall strategy and vision.
- Building and maintaining relationships with the community, government officials and stakeholders.
- Key Member of the RESIA executive management team.
- Acquisition, development, and management of the real estate portfolio.
- Critical analysis of market trends and identifying opportunities for growth and investment.
- Ensuring compliance with legal, regulatory, and financial requirements.
- Monitor financial performance and managing budget and finances in excess of 1B.
- Building and maintaining the brand and reputation within the industry.
- Innovative methodology to build affordable/workforce housing without any fiscal subsidies.

Housing and Community Development

2013- 2015

City of Miami Beach

Responsible for the planning, implementation, coordination, and supervision of CDBG, HOME Program, SHIP and U.S. HUD Capital Project programs for the City of Miami Beach. Direct oversight in the development of housing programs and services offered by the City.

- Coordinate with employees, City officials, and the public in the compilation, analysis, and preparation of technical and statistical data.
- Departmental liaison for City committees, Mayor, City Manager and Commissioners.
- Oversight of Capital Project performance and with CDBG sub-recipients to ensure timely expenditure of funds and prepare necessary reports and information required for regulatory compliance.
- Additional duties include resolving issues and concerns raised by citizens; coordinate effective delivery of a complete range of services at the neighborhood level and establish cooperative.

Miami Dade County Public Housing and Community Development Agency (PHCD)

Provided complete oversight of comprehensive operations management for U.S. HUD Public Housing; including but not limited to property management, leasing, land development, budget, maintenance, modernization, property re-development, community services and administration.

PHCD is one of the most comprehensive in the nation; comprised of almost 10,000 public and other assisted housing units and provides for Section 8 subsidized payments for 14,000 families including specialized housing and elderly housing programs for 30,000 residents throughout Miami Dade County.

Responsible for establishing and maintaining appropriate policies and procedures necessary to implement the PHCD Asset Management programs and functions to effectively ensure that Federal, State and City/County regulations and performance goals were met. The duties of the position required insight and courtesy in contact with federal, government officials, consultants, government agencies, residents, and the public.

- Responsible for nearly 10,000 public and other assisted housing units, community centers, 169 employees, 28 project managers.
- Coordination, assessment, prioritization and oversight of assets and management of the annual operating budget under the guidelines provided by the United States Department of Housing and Urban Development (U.S. HUD) and administered by the Board of County Commissioners for Miami Dade County and County Mayor.
- Increased list of available units by 10% utilizing unique JOC contract.
- Improved living conditions of residents and exceeded REAC inspection results (2-year exemption).
- Implemented innovative programs such as the PHCD Basketball Summer Camps, Asset management restructure and creation of inventory system.
- Increased Community engagement by consistent interaction and feedback.
- Improved financial sustainability and use of ARRA funds to do comprehensive rehabilitation and capital needs improvements to Public Housing.