Memorandum

MIAMI-DADE COUNTY

Date: March 5, 2015

To: Honorable Chairman Jean Monestime
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: PHCD's Section 8 Housing Choice Voucher Reports for January 2015

This report is in response to a request made at the June 21, 2011 Board of County Commissioners (Board) meeting by Commissioner Rebeca Sosa for a monthly report on Public Housing and Community Development's (PHCD) Housing Choice Voucher (HCV) Program.

On May 20, 2014, the Board approved Resolution No. R-467-14 authorizing the County to execute agreements with Nan McKay and Associates, Inc. (NMA) and CVR Associates, Inc. for consultant services related to the oversight and management for the County's HCV Program.

The attached NMA monthly report covers metrics in the following areas:

- Leasing and Utilization
- Housing Assistance Payment (HAP) expenditures
- Attrition
- Monthly Change in Units Leased
- Change of Dwelling
- End of Participation
- Section 8 Management Assessment Program (SEMAP)
- Public and Indian Housing Information Center (PIC) reporting rate
- HCV Household Demographics
- Customer Service
- Annual Re-Examinations
- Family Self Sufficiency and Homeownership
- Number of HCV Owners
- New Vouchers Issued

The CVR Inspection report includes the following metrics:

- Housing Quality Standards (HQS) Enforcement of Life Threatening Violations as well as Enforcement of Failed Inspections
- Annual Inspections
- Quality Control Inspections
- Inspections Workload and Pass Rate

If additional information if required, please contact PHCD Director Michael Liu at 786-469-4106.

Attachments

c: Robert A. Cuevas, Jr., County Attorney
Russell Benford, Deputy Mayor
Michael Liu, Director, PHCD
Charles Anderson, Commission Auditor

MIAMI-DADE COUNTY: PUBLIC HOUSING & COMMUNITY DEVELOPMENT

Housing Choice Voucher Program Monthly Management Executive Summary Report – January 2015

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SECTION 1: EXECUTIVE SUMMARY

Nan McKay and Associates (NMA) held the 1st quarter owner education workshop on January 28, 2015 which was attended by 37 current Miami-Dade Housing Choice Voucher (MDHCV) program owners. The meeting covered the MDHCV Change of Dwelling and Change of Ownership process and a presentation evictions, security deposits and side payments by Legal Services of Greater Miami.

MDHCV office walk-in visits and call center call volume (pg. 13) increased with owners and tenants attempting to get clarification on the Change of Dwelling process and Interim recertification rent adjustment timeframes.

SECTION 2: LEASING AND UTILIZATION

Leasing Status	Aug-14	Sept - 14	Oct-14	Nov-14	Dec-14	Jan-15
A.) Total HCV Allocated	15,253	15,253	15,253	15,287	15,287	15,287
B.) Total HCV Administered	14,071	14,024	14,133	14,083	14,018	14,052
C.) Outgoing Payable Portables	450	463	430	359	256	293
D.) Total Clients Active Searching	-	88	71	73	82	83
E.) Active Participants	14,521	14,818	14,697	14,594	14,429	14,428
F.) Voucher Utilization (%)	95.2%	94.98%	95.89%	94.47%	92.71%	94.4%
G.) Incoming Billable Portables	0	0	0	4	3	7
H.) Total HCV Leased	14,521	14,487	14,563	14,442	14,173	14,156

A. *Total Housing Choice Voucher (HCV) Allocated = All HCV programs included (includes HUD VASH voucher Allocation)*
B. *Total HCV Administered = Participants in a unit but not including (Outgoing Payable Ports- units leased in other jurisdictions)*
C. *Outgoing Payable Portables = Participants with an active Outgoing Portable Payable Voucher Issuance types*
D. *Total Active Clients Searching = Current HCV participants who have moved from their current unit and have not leased at time of Annual*
E. *Active Participants = Total HCV Administered + Total Clients Searching - Outgoing Non-payable Ports*
F. *Voucher Utilization (%) = Vouchers under HAP contract as of 1st of the month, including $0 HAP; Unit Months Leased (UML)*
G. *Incoming Billable Portables = Port In vouchers PCHD bills to other Housing Authority – PHCD had previously absorbed all incoming vouchers; but will begin billing new incoming vouchers that submit paperwork after September 2014.*
H. *Total HCV Leased = Housing Assistance Payments (HAP) for all participants leased as of last day of month (Only includes clients who are currently leased up, including Outgoing Payable Portables)*

SECTION 3: HOUSING ASSISTANCE PAYMENT EXPENDITURES

HAP/UAP	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15
A. Housing Assistance Payments (HAP) Expenditures ($m)	$11,296,533	$11,503,903	$11,295,423	$11,203,796	$11,108,722	$11,101,312
B. Utility Allowance Payments (UAP) Expenditures ($k)	$145,178	$151,004	$150,881	$152,766	$147,838	$149,799
C. Total HAP/UAP Expenditures ($m)	$11,441,711	$11,654,907	$11,446,304	$11,356,562	$11,256,560	$11,251,111
D. Authorized HAP/UAP ($m)	$11,064,918	$11,064,648	$11,064,068	$11,064,068	$11,064,068	$11,064,068
E. HAP Utilization (%)	103.41%	105.33%	103.50%	102.60%	101.7%	101.7%
F. Average HAP including outgoing portables($)	$787.94	$804.50	$785.99	$786.36	$794.23	$773.78

A. HAP Expenditures ($m) = Total dollar amount of HAP paid during the reporting month (expressed in millions)

B. UAP Expenditures ($m) = Total dollar amount of UAP paid during the reporting month (expressed in thousands)

C. Total HAP/UAP Expenditures ($m) = Total dollar amount of HAP/UAP paid during the reporting month (expressed in millions)

D. Authorized HAP/UAP ($m) = The maximum amount of funds available for payment to PHCD for each HAP contract

E. HAP Utilization (%) = Total HAP/UAP Expenditures divided by Authorized HAP/UAP; expressed as a percentage (August number did not include UAP which affected the utilization percentage)

F. Average HAP($) = Average HAP paid for all units including portability (based on Total HAP/UAP expenditures made in the month/ not adjusted)

SECTION 4: ATTRITION OF ACTIVE PARTICIPANTS

Change in Active Participants	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15
A. Total Active Participants	14,521	14,818	14,697	14,594	14,429	14,428
B. Terminations	46	43	67	54	268*	49
C. Attrition	0.31%	0.29%	0.46%	0.37%	0.45%	0.34%

A. Total Active Participants = Total Number of Participants excluding Outgoing Non Payable Portables

B. Terminations= Number of participants with a program exit effective in the reporting month

**All of the households which were ported-out (temporarily living in another jurisdiction) with Broward County Housing Authority have been permanently transferred to Broward Housing Authority resulting in the increase in terminations.*

SECTION 5: MONTHLY CHANGE IN UNITS LEASED

Change in Units Leased	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15
A. Leased Units at Beginning of the Month	N/A	14,521	14,487	14,563	14,521	14,173
B. New Admissions Completed in Month	13	5	46	12	3	6
C. End of Participations/Terminations (EOP) Reversals	34	5	0	0	0	7
D. Participant Did Not Occupy Unit in Prior Month	245	0	0	0	0	0
E. Participant Searching (moved out of unit last month but still searching)	0	38	71	73	82	83
F. Port-Ins Absorbed by PHCD	7	20	18	18	7	2
G. EOPs Completed in the Month	46	43	67	54	65	49
H. Port-Outs Absorbed by Receiving PHA	0	3	31	79	203*	2
I. Other Changes	0	20	105	50	186	122
J. Total Changes in Units Leased	35	-34	+76	-126	-172	*2
K. Current Month Leased Units (add A+B+C-D+E-F-G)	14,521	14,487	14,563	14,442	14,173	14,156

A. Leased Units at Beginning of the Month = Total number of units under contract as of 1st of the month
B. New Admissions Effective in Month = New participants lease in reporting month
C. EOP Reversals = Number of participants where end of participation was reversed
D. COD where tenant did not occupy a unit in prior month
E. Participants Searching = Number of participants who are out of a unit and searching and newly not in leased unit this month
F. Port-Ins Absorbed by PHCD
G. EOPs Effective in Month or Prior = End of Participations with completion dates in the reporting month
H. Port-Outs Absorbed by Receiving PHA = In the reporting month; *All of the households which were ported-out (temporarily living in another jurisdiction) with Broward County Housing Authority have been permanently transferred to Broward Housing Authority resulting in the increase in terminations.
I. Other changes
J. Total Changes in Units Leased = Net change in units leased between prior and reporting month
K. Current Month Units Leased = Total number of units under contract as of the end of the month

** Increase in processing change of dwellings resulting in more families leasing up in a new unit.*

SECTION 6: CHANGE OF DWELLING ACTIVITY

Change Of Dwelling Activity	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15
A. COD Requests Received	222	305	383	283	334	252
B. Vouchers Issued	213	286	281	261	188	188
C. RFTAs Received	167	173	178	182	185	158
D. New Contracts	101	120	83	124	61	*258
E. Outgoing Portability Vouchers Issued	5	15	67	42	3	14

A. COD Requests Received= Number of Change of Dwelling requests received in the reporting month
B. Vouchers Issued= Number of Vouchers issued in the reporting month
C. Request for Tenancy Approvals (RFTA) Received=Number of received in the reporting month
D. New Contracts= Number of new HAP contracts executed (change of dwelling only)
E. Outgoing Portability Vouchers Issued = *Number of participants with a COD to another jurisdiction*

New Admission Activity	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15
A. New Admission Vouchers Issued	-	12	15	5	26	0
B. New Admission Vouchers Received	-	-	1	1	0	10
C. New Contracts Completed	-	-	14	12	3	6

A. New Admission Vouchers Issued = Number of New Admission Vouchers Issued during the reporting month
B. New Admission Vouchers Received = Number of New Admission Vouchers received in the reporting month
C. New Contracts Completed =Number of New HAP Signings for New Admissions during the reporting month

**Increase in number change of dwellings results in an increase HAP contracts executed*

SECTION 7: END OF PARTICIPATIONS

	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15
A. Terminations Effective in Month	10	26	11	10	74	49
B. Terminations Completed in Month	46	43	67	54	268*	91
C. Terminations Reversed in Month	34	5	0	0	0	7

A. EOP's Effective in Month= End of Participation effective in the reporting month

B. EOP's Processed in Month= End of Participation processed in the reporting month

C. EOP's Reversed in Month= End of Participation reversed in the reporting month

**All of the households which were ported-out (temporarily living in another jurisdiction) with Broward County Housing Authority has been permanently transferred to Broward Housing Authority resulting in the increase in terminations.*

SECTION 8: SECTION 8 MANAGEMENT ASSESSMENT PROGRAM

INDICATOR	Maximum Points	Possible Points	PHCD Projected Points FY 2014
#1 Waiting List	15	15, 0	15
#2 Rent Reasonableness	20	20, 15, 0	20
#3 Adjusted Income	20	20, 15, 0	15
#4 Utility Allowance Schedule	5	5, 0	5
#5 Quality Control Inspections	5	5, 0	5
#6 HQS Enforcement	10	10, 0	10
#7 Expanding Housing Opportunities	5	5, 0	5
#8 Payment Standards	5	5, 0	5
#9 Annual Re-examinations	10	10, 5, 0	10
#10 Correct Tenant Rent	5	5, 0	5
#11 Pre-contract HQS Inspections	5	5, 0	5
#12 Annual HQS Inspections	10	10, 5, 0	10
#13 Lease- Up	20	20, 15, 0	20
#14 FSS	10	10, 8, 5, 3, 0	10
Total Points			**145**
De-concentration Bonus	5	5, 0	**0**
Score	100%	100% - 0%	**96%**
Rating - High Performer: 90% - 100% Standard Performer: 60% - 89% Troubled: 0% - 59%	**High**		**High Performer**

SECTION 9: PUBLIC & INDIAN HOUSING INFORMATION CENTER (PIC)

Public & Indian Housing Information Center (PIC) Data	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15
A. Submitted in PIC	14,144	14,148	14,153	14,098	14,028	13,924
B. Missing/Outdated in PIC	252	118	229	58	6	*120
C. Voucher Management System (VMS) Required in PIC	13,892	14,030	13,924	14,156	14,034	14,044
D. PIC Reporting Rate	101.81%	100.84%	101.64%	99.59%	99.96%	99.15%

A. Submitted in PIC=Number of 50058's submitted to the PIC for current month; as reported in PIC

B. Missing/Outdated in PIC= Number of 50058's missing from PIC for current month; as reported in PIC

C. VMS Required in PIC= VMS Units Leased minus port outs plus port in.

D. PIC Reporting Rate=Rate of reporting to PIC by PHCD; as reported in PIC

**Indicates the number of errors resulting in 50058's being rejected in PIC*

SECTION 10: DEMOGRAPHICS BY HEAD OF HOUSEHOLD

Demographic Profile*	Sept-14	Oct - 14	Nov - 14	Dec - 14	Jan - 15
Elderly/Non-Elderly					
Age 62 and over	4,983	4,946	4,935	5,078	5,038
Under Age 62	9,835	9,751	9,659	9,351	9,314
TOTAL	**14,818**	**14,697**	**14,594**	**14,429**	**14,352**
Disabled					
Disabled and 62 and over	3,851	3,823	3,804	3,856	3,852
Disabled and Under Age 62	2,364	2,345	2,342	2,117	2,207
TOTAL	**6,215**	**6,168**	**6,146**	**5,973**	**6,059**
Race					
White	6,632	6,580	6,576	6,533	6,495
Black	8,157	8,088	7,989	7,869	7,831
Others	29	29	29	27	26
TOTAL	**14,818**	**14,697**	**14,594**	**14,429**	**14,352**
Ethnicity					
Hispanic	6,892	6,838	6,826	6,781	6,752
Non-Hispanic	7,926	7,859	7,768	7,648	7,600
TOTAL	**14,818**	**14,697**	**14,594**	**14,429**	**14,352**
Voucher Breakdown*					
0 Bedroom	48	28	26	4	4
1 Bedroom	4,860	3,688	3,966	5,240	5,218
2 Bedroom	4,477	4,751	4,617	4,157	4,131
3 Bedroom	4,242	4,621	4,488	3,792	3,773
4 Bedroom	1,051	1,420	1,310	1,029	1,021
5 Bedroom	123	174	172	178	179
6+ Bedroom	17	15	15	29	26
TOTAL	**14,818**	**14,697**	**14,594**	**14,429**	**14,352**

** December numbers have significant differences due to using voucher issuance which is a better indicator of the level of assistance the families are receiving.*

SECTION 11: CUSTOMER SERVICE

Client Office Visits	Sept-14	Oct-14	Nov-14	Dec-14	Jan-15
Appointments	559	777	1,015	1,354	806
Document Drop Off	1,037	778	2,004	2,314	1,110
Other Briefing Attendance	0	0	0	224	188
Landlord Quarterly Meeting Attendance	0	54	0	0	36
Walk-ins *(See Specialist)	2,796	3,174	112	168	1,532
Total	4,392	4,783	3,131	4,060	3,448
Call Center Tracking	**Sept-14**	**Oct-14**	**Nov-14**	**Dec-14**	**Jan-15**
Calls Answered:	13,659	13,934	11,343	12,870	14,357
Avg Speed of Answer (sec):	18	18	16	25	26
Avg Handle Time (minutes):	3.1	3.1	2.8	2.7	2.5
Avg Call Wait Time (sec):	10.6	29.4	15.2	18.4	20.3
Avg Hold Time (sec):	0	0	0	0	0
Avg Talk Time (min):	3.0	2.6	2.6	2.4	2.1

**Walk Ins-previous total included walk in's with appointments, walk in's without appointments, and document drop offs November reporting changed as well as the annual recertification process. Initially recertifications were conducted by mail and November changed to in-person interview appointments which decreased the walk in numbers and increased the document drop off numbers.*

SECTION 12: ANNUAL RE-EXAMINATIONS

Annual Reexaminations	Sept-14	Oct-14	Nov-14	Dec-14	Jan-15
A.) Due for the Month	1,381	1,411	1,451	1,213	1,023
B.) Processed	1,002	1,245	1,328	1,056	946
C.) Incomplete	379	166	132	157	41
D.) % Complete	72.56%	88.24%	91.52%	87.06%	92.21%*

A. Due for the Month =Total number of Annual Reexaminations Due in the reporting month.
B. Processed = Number of Annual Reexaminations processed during the reporting month.
C. Incomplete = Number of Annual Reexaminations remaining not completed during the reporting month (with ITT's issued).
*D. % Complete = Line B / Line A * 100*

**Reflects % completed without Intent to Terminate Notices (96% completed w/ ITT notices)*

SECTION 13: FAMILY SELF SUFFICIENCY (FSS) AND HOMEOWNERSHIP

Family Self-Sufficiency (FSS) is a HUD program that enables families assisted through the Housing Choice Voucher (HCV) program to increase their earned income and reduce their dependency on welfare assistance and rental subsidies. Some of the services coordinated through the program include: child care, transportation, education, job training, employment counseling, financial literacy, and homeownership counseling, among others. An interest-bearing escrow account is established by the PHCD for each participating family. Any increases in the family's rent as a result of increased earned income during the family's participation in the program result in a credit to the family's escrow account. Once a family successfully graduates from the program, they may access the escrow.

Family Self-Sufficiency (FSS) Program	Sept-14	Oct-14	Nov-14	Dec-14	Jan-15
A.) Total FSS Families Enrolled	161	164	163	159	156
B.) FSS Families Graduated	1	1	0	2	2
C.) FSS Families with Escrow Balance	89	91	91	88	91
D.) % With Escrow Balance	56.28%	55.48%	55.83%	55.35%	58.00%
E.) Escrow Balance ($k)*	$227,216.77	$245,164.64	$268,066.63	$258,792.13	$269,101.02

A. Total FSS Families Enrolled =Number of Families enrolled in the FSS Program
B. FSS Families Graduated = Families Completing Contract of Participation
C. FSS Families with Escrow Balance = Those FSS Families that have and Escrow Balance
*D. % with Escrow Balance = Line C / Line A * 100*
E. Escrow Balance = Total Escrow Balance Accumulated at the end of the reporting month (September number corrected)

The Housing Choice Voucher Homeownership Program allows voucher participants who wish to become first-time homeowners to use their voucher subsidy to meet monthly homeownership expenses. There is separate income and work requirements for voucher participants who wish to apply to the Homeownership program. All participants must undergo homeownership counseling prior to receiving homeownership assistance. The program requires both an initial Housing Quality Standards inspection by a PHCD-selected inspector and an independent professional home inspection by an inspector selected by the family.

Homeownership Program	Sept-14	Oct-14	Nov-14	Dec-14	Jan-15
A.) Total Enrollees	179	179	179	179	179

A. Total Enrollees = Number of Clients under the HOP Increment.

SECTION 14: HCV OWNERS

OWNERS	Sept-14	Oct-14	Nov-14	Dec-14	Jan-15
Total Number of HAP Payee's (Owners) in Month	6,743	6,770	6,709	6,696	6,680

A. *Total Number of HAP Payees =Number of Payees listed on Post Validation report from SSRS*

CVR ASSOCIATES INC

PUBLIC HOUSING AND COMMUNITY DEVELOPMENT

MIAMI-DADE HOUSING CHOICE VOUCHER PROGRAM

INSPECTIONS MONTHLY MANAGEMENT REPORT

January 2015

FOUNDED on Experience | BUILT on Performance

CVR ASSOCIATES INC

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January 2015 CVR Accomplishments and Highlights

1. **Systems**

    a. CVR is currently developing enhancements to the Inspections Portal (miamidade.hcvinspect.com) to improve on-line interactions by including FAQ with descriptive photos, an Inspections Handbook and simplifying the distribution of information

2. **Inspections Operations**

    a. Scheduled and performed over 3,200 Annual, Initial, Quality Control and Complaint Inspections

3. **Customer Service**

    a. Resolved 329 customer service support tickets received through CVRs ticketing system (miamidade@hcvinspect.com) with an average response time of 42 minutes and total average duration (from open to close) of less than 10 hours

    b. Received and answered 2,938 calls through our inspections customer service call center

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Inspections Monthly Report – January 2015

1.1 HQS Enforcement of Life Threatening Violations

Table indicates current month, because required follow up is limited to 24 hours

Emergency Inspections & Results	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	YTD
First-Time Emergency Inspections	17	28	3	17	27	32	23	6	153
Unit Passed	6	8	2	2	7	16	9	5	55
Owner Responsibility: Abated	9	11	1	11	11	8	4	2	57
Tenant Responsibility: Notified Tenant of Intent to Term within 24 hrs	2	9	2	6	6	8	8	7	48
Joint Responsibility: Abated & Notified Tenant of Intent Term within 24 hrs	0	0	1	0	3	0	2	2	8
Unknown/Pending	0	0	0	0	0	0	0	0	0
Emergencies Addressed on Time	17	28	3	17	27	32	23	16	163
Percent Addressed on Time	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

1.2 HQS Enforcement of Fail Inspections

++ Table indicates previous month's data to verify required follow up actions occurred within a 30 day timeframe

HQS Fail Inspections*	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	YTD
Units Failing HQS Inspections	102	626	642	713	795	701	630	++	4,209
Corrected within 30 Days	65	473	541	554	660	592	511	++	3,396
Tenant Fail	N/A*	N/A*	12	18	14	16	14	++	74
Abated	33	97	80	141	120	93	69	++	633
Approved Extensions	0	0	0	0	0	0	0	++	0
Not Addressed On Time	4	56	9	0	1	0	1	++	71
Percent Addressed on Time	96.1%	91.1%	98.6%	100.0%	99.9%	100.0%	99.8%	N/A	97.9%

** Not reported in June or July*

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1.3 Annual Inspections

Annuals	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	YTD
Total Scheduled	1,374	1,380	1,412	1,414	1,124	1,004	990	8,698
Moved/Terminated Before Inspection	68	67	73	84	71	58	62	483
Total Due	1,306	1,313	1,339	1,330	1,053	946	928	8,215
Inspections Completed On Time	1,286	1,292	1,306	1,325	1,045	943	925	8,122
Inspections not Completed On Time	20	21	33	8	8	3	3	96
Percent in Compliance	98.5%	98.4%	97.5%	99.6%	99.2%	99.7%	99.7%	98.9%

1.4 Quality Control Inspections

Quality Control of HQS Inspections	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	YTD
Total QC Inspections Completed	1	101	33	51	42	44	37	309
Total QC Inspections Passed	1	101	29	40	32	34	36	273
Percentage Inspector Pass Rate	100.0%	100.0%	87.9%	78.4%	88.1%	77.3%	97.3%	90%

** Reflects findings of previous inspector*

1.5 Requests for Pre-Contract Inspections

RFTA - Request for Inspection to First Attempt Inspection	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	YTD
Requests for Inspection	5	110	142	111	149	154	103	774
Average Days to First Inspection	6.2	8.8	5.0	5.0	3.0	6.6	5.8	5.8

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Inspections Monthly Report – January 2015

1.6 Inspections Workload & Pass Rate

Inspection Type & Result		Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-14
Total Attempted		**2,126**	**2,895**	**3,129**	**3,423**	**3,177**	**3,374**	**2,594**
No-Entry Fails		**174**	**133**	**149**	**153**	**130**	**174**	**121**
Completed	Annuals	1,355	1408	1663	1,830	1,812	1,599	1,298
	Annual Re-Inspects	149	786	836	1,004	807	1,028	708
	New/COD	181	187	181	150	151	240	179
	New/COD Re-Inspects	133	99	114	64	75	107	63
	Complaints	97	115	119	114	95	132	148
	Emergency	36	63	34	57	65	53	40
	Quality Control	1	101	33	51	42	41	37
Total Completed		**1,952**	**2,759**	**2,980**	**3,270**	**3,047**	**3,200**	**2,473**
Passed	Annuals	732	702	875	909	1,026	910	672
	Annual Re-Inspects	99	561	640	765	626	786	540
	New/COD	109	89	103	69	80	133	102
	New/COD Re-Inspects	87	68	78	46	55	89	46
	Complaints	33	29	42	45	33	39	67
	Emergency	9	10	2	9	17	13	12
	Quality Control	1	101	29	40	37	34	35
Total Passed		**1,070**	**1,560**	**1,769**	**1,883**	**1,874**	**2,004**	**1,474**
Failed	Annuals	623	706	788	921	786	689	626
	Annual Re-Inspects	50	225	196	239	181	242	168
	New/COD	72	98	78	81	71	107	77
	New/COD Re-Inspects	46	31	36	18	20	18	17
	Complaints	64	86	77	69	62	93	81
	Emergency	27	53	32	48	48	40	28
	Quality Control	0	0	4	11	5	10	2
Total Failed		**882**	**1,199**	**1,211**	**1,387**	**1,173**	**1,199**	**999**
% Passed	Annuals	54.0%	49.9%	52.6%	49.7%	56.6%	43.1%	48.2%
	Annual Re-Inspects	66.4%	71.4%	76.6%	76.2%	77.6%	76.5%	76.3%
	New/COD	60.2%	47.6%	56.9%	46.0%	53.0%	44.6%	43.0%
	New/COD Re-Inspects	65.4%	68.7%	68.4%	71.9%	73.3%	83.2%	73.0%
	Complaints	34.0%	25.2%	35.3%	39.5%	34.7%	29.5%	45.3%
	Emergency	25.0%	15.9%	5.9%	15.8%	26.2%	24.5%	30.0%
	Quality Control	100.0%	100.0%	87.9%	78.4%	88.1%	82.9%	94.6%
Total % Passed (of Completed)		**54.8%**	**56.5%**	**59.4%**	**57.6%**	**61.5%**	**62.6%**	**59.6%**
Total % Passed (of Attempted)		**50.3%**	**53.9%**	**56.5%**	**55.0%**	**59.0%**	**59.4%**	**56.8%**

FOUNDED on Experience | BUILT on Performance