



Public Housing and Community Development Business Plan

Fiscal Years: 2015 and 2016
(10/1/2014 through 9/30/2016)

Approved by:

Handwritten signature of Michael Liu in black ink.

Michael Liu, Department Director

Handwritten signature of Russell Benford in blue ink.

Russell Benford, Deputy Mayor

February 18, 2015

Delivering Excellence Every Day



TABLE OF CONTENTS

DEPARTMENT OVERVIEW	Page 2
Departmental Mission	Page 2
Table of Organization	Page 4
Strategic Alignment Summary	Page 8
Our Customers	Page 8
KEY ISSUES	Page 9
PRIORITY INITIATIVES	Page 9
FUTURE OUTLOOK	Page 11
ATTACHMENT 1	
BUSINESS PLAN REPORT	



DEPARTMENT OVERVIEW

Department Mission

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.

PHCD is one of many departments and agencies that are part of the *Health and Human Services* strategic area and *Economic Development* strategic area and falls under the Economic Prosperity Committee as identified by the Miami-Dade Board of County Commissioners in January 2015.

PHCD oversees over 9,000 units of public housing and provides Section 8 subsidies for 18,900+ clients. 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 the Section 8 Housing Choice Voucher and Public Housing programs. The performance of PHCD's federally-subsidized programs is monitored through the U.S. Department of Housing and Urban Development's (HUD) Public Housing Assessment System (PHAS) and the Section 8 Management Assessment Program (SEMAP).

The Economic Prosperity Committee

The EPC "develops policies to address the income inequality gap, community healthcare needs, employment opportunities and affordable housing. Additionally, the EPC will also work with other social service support agencies and the non-for-profit sector to help ensure a coordinated system of services for the County's citizens." The overall goal will be to develop prosperity policies and programs that will lift up residents, increasing their participation in the economic success of our local economy, by improving access to public and private initiatives whose purpose is to promote greater prosperity for all.

PHCD provides assistance and programs that expand economic opportunity and community development. Additionally, PHCD is the County department primarily responsible for developing and financing affordable housing, to include oversight of the Documentary Stamp Surtax (Surtax) and the State Housing Initiatives Partnership (SHIP) funds for affordable housing development.

PHCD administers the following federal, state, and County programs:

Federal:

- Conventional Public Housing
- Neighborhood Stabilization Program (NSP)
- Section 8 Housing Choice Voucher
- Section 8 Moderate Rehabilitation
- Section 8 Shelter Plus Care
- Section 8 Single Room Occupancy



Departmental Business Plan and Outlook
Department Name: Public Housing and Community Development
FY2014-15 & FY2015-16

- Section 8 Substantial and New Construction
- Veteran Assisted Supportive Housing (VASH)
- Community Development Block Grant (CDBG)
- CDBG Disaster Recovery Program (CDBG-DR)
- Home Investment Partnership Grant (HOME)
- Emergency Solutions Grant (ESG)

State-Funded

- Documentary Stamp Surtax (Surtax)
- State Housing Initiatives Partnership (SHIP)

County Programs

- Single Family Rehabilitation Loan Program
- First-Time Homeownership Mortgage Assistance
- Infill Housing Program
- Affordable and Mixed-Income Properties



Divisional responsibilities

Administration – *This division audits operations for compliance with HUD and departmental regulations and provides administrative and technical support to the department.*

- Monitors U.S. HUD regulations and measures
- Conducts fraud and criminal investigations
- Coordinates yearly submission of required Public Housing Agency (PHA) Plan; Public Housing Admissions and Continued Occupancy Plan; and Section 8 Administrative Plan through Resident Councils and obtain the Board of County Commissioners (BCC) approval
- Provides administrative support including human resources; safety operations; emergency management operations; procurement; technical services; fraud investigations; compliance; employee development; reasonable accommodations according to the American with Disabilities Act; and HUD Voluntary Compliance Agreement for residents with disabilities
- Monitors HUD's Public Housing Assessment System (PHAS)
- Provides direct oversight of the Helen M. Sawyer Plaza Assisted Living Facility (ALF)
- Monitors contract and subcontract activity; monitors Davis Bacon requirements
- Provides information technical support to the department
- Provides employee training and development
- Monitors private developers under the Public Housing program for compliance with special needs provisions and reasonable accommodation requests.

Asset Management – *This division manages and is responsible for maintaining all County-owned public housing units.*

- Provides a summary of PHA contracts and monitors federal Section 3
- Provides property management and maintenance services for public housing developments, including occupancy, leasing, rent collection, eviction, vacancy reduction, and policy review and development
- Provides rehabilitation of public housing units and prepares units for occupancy
- Provides maintenance support services to all public housing units
- Manages applications, maintains the waiting lists, and manages the transfer waiting list for project-based programs through its Applicant Leasing Center
- Advocates and assists residents with attaining self-sufficiency through strategic partnerships with public and private service providers



Contract Administration – *This division administers the Moderate Rehabilitation, Shelter Plus Care, Housing Choice Voucher, Section 8 New Construction, and Moderate Rehabilitation Single Room Occupancy programs*

- 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, Shelter Plus Care, and Single Room Occupancy, HUD Vash Vouchers and project-based vouchers
- Oversees the management of five market-rate properties (623 units) and nine Section 8 New Construction properties (536 units) owned by Miami-Dade County
- Oversees the Housing Choice Voucher contract activities
- Conducts housing quality standards (HQS) inspections at least annually for all special programs
- Determines the eligibility and selection of all Section 8 rental assistance programs, except for Section 8 New Construction

Facilities and Development – *This division manages public housing capital improvements, development and infill housing programs*

- Plans and implements capital improvements to existing public housing facilities (over 9,000 units agency-wide)
- Plans and implements public housing development programs (including "Liberty Square Rising") with a mixed-income, mixed-finance, mixed-use development approach to projects (as applicable) at public housing sites
- Manages acquisitions, demolition and/or disposition process and obtains HUD approvals
- Manages various grants including the Capital Fund Program (CFP), HOPE VI and Replacement Housing Factor (RHF) funds, including obligation and expenditures
- Manages the County's Infill Housing Program
- Manages conversion of existing public housing units to comply with Uniform Federal Accessibility Standards (UFAS) in accordance with Voluntary Compliance Agreement (VCA)
- Monitors Davis Bacon Requirements

Finance and Accounting – *This division provides financial support services to the department and ensures that Federal and County requirements are met*

- Provides support services including budgeting, accounting, financial reporting, accounts payable, and revenue management
- Oversees systems of financial internal controls to ensure sustainability of program compliance and to ensure that the financial statements are presented in



accordance with Generally Accepted Accounting Principles (GAAP) and all other federal requirements

- 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 affordable housing and community development underwriting
- Provides underwriting, and closing services for affordable housing development, rehabilitation, construction, and homebuyer mortgage assistance loans
- Provides loan servicing to a loan portfolio of over 6,000 loans for affordable housing development, rehabilitation, construction and homebuyer mortgage assistance

Housing and Community Development – *This 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
- Processes construction loan applications, and disburses funds for affordable housing developments
- Process homeownership loan applications
- Prepares the CDBG Five-Year Consolidated Plan and Annual Action Plan, and Consolidated Annual Performance Evaluation Report (CAPER)
- Develops and implements annual competitive award process and subsequent recapture/reallocation of funding for CDBG, HOME, ESG, NSP, Surtax and SHIP programs
- Administers community planning functions, including citizen participation through Community Advisory Committees
- Provides neighborhood planning support for all programs



Strategic Alignment Summary

PHCD's efforts align with the following Miami-Dade County Strategic Plan Goals as identified in the Health and Human Services (HHS) and Economic Development (ED) categories.

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

- Maximizing the effective use of existing Public Housing units
- Maintaining Public Housing units in decent, safe, and sanitary condition
- Maintaining an acceptable level of vacant Public Housing units
- Maximizing the effective use of Housing Choice Vouchers
- Maximizing the effective use of Special Program resources
- Monitoring contract and subcontract activity
- Developing and implementing compliance and quality assurance policies and procedures
- Providing affordable housing for low- to moderate-income individuals
- Fostering a suitable living environment for low- to moderate-income residents
- Minimizing instances of fraud and abuse in housing programs

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

- Improving access to economic opportunities for low- to moderate income individuals
- Increasing stock of affordable housing

Our Customers

PHCD offers federally-subsidized rental housing programs that provide decent, safe, sanitary and affordable housing to eligible residents in both private and public housing markets; assisting low- and moderate-income working families and individuals with home ownership and other self-sufficiency opportunities; expanding, preserving and stabilizing the inventory of affordable housing for renters and home buyers throughout Miami-Dade County.

PHCD works closely with residents and resident councils at public housing developments, private landlords, and affordable housing developers to identify and achieve measurable objectives. Customer feedback is collected through community meetings and workshops with resident councils and other public housing residents, Section 8 clients and landlords, Community Advisory Committees (CACs), and other entities in the affordable housing development community.

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



PHCD's internal clientele are various County departments, including Community Action and Human Services, Parks, Recreation and Open Spaces Department, Public Works and Waste Management, and South Florida Workforce Investment Board. Together, PHCD is able to leverage various county resources to achieve measurable results in the community, such as weatherization and rehabilitation of owner-occupied homes, infrastructure projects including sidewalks, roadways, streets, sewers, and park improvements as well as employment and entrepreneurial opportunities through the Section 3 program to help residents achieve self-sufficiency.

KEY ISSUES

Public Housing – The current business environment for PHCD's public housing program is dynamic. PHCD secures the majority of its funding through the federal government and a small portion is generated from tenant rents. For the last five (5) years, PHCD has been designated "substandard" by HUD based on the agency's overall low Public Housing Assessment (PHAS) scores. A substandard designation could have negative implications for PHCD in its ability to compete for additional funding opportunities and manage itself as an arm of the County. Targeted efforts have been initiated to improve the agency's overall performance and designation. Additionally, PHCD has recently restructured its Asset Management division, implementing operational adjustments in order to obtain additional efficiencies in managing the 9,200 units of County-owned housing. Additional adjustments continue to be identified and implemented as may be necessary to address operational concerns.

Community Development – Federal funding remains a concern due to financial obligations due to HUD on HOME and CDBG. Our economic development activities may be hampered by reductions in funding. There is a push to urge Congress to increase or restore funding levels so that the County can maintain its community development efforts. Our local resource, Surtax funding, has seen some increases but it is still marked with peaks and valleys throughout the year. SHIP is potentially another source that will assist the County in efforts to continue to fund affordable housing projects.

PRIORITY INITIATIVES

PHCD continues to implement operational adjustments to mitigate funding adjustments and maximize its resources to improve service delivery in all of its programs, including improving the SEMAP performance rating from standard to high performer.

Major priorities of the department include:

- Reinstating loan terms for our various lending programs (Surtax, SHIP) for development projects that will ensure a legal responsibility on the part of the borrower to repay the loan with interest, which will in turn preserve the sustainability of these funding sources.
- Enforce project deadlines in a more aggressive fashion for projects funded with CDBG and HOME funds.



Departmental Business Plan and Outlook
Department Name: Public Housing and Community Development
FY2014-15 & FY2015-16

- Address and resolve the following compliance issues:
 - Compliance with HUD's Public Housing Assessment System (PHAS) by end of FY 2015
 - Increase the agency's Section Eight Management Assessment Program (SEMAP) score to be within the 80s
 - Payback of CDBG/HOME Obligations
- Initiating development activities focused on Liberty Square and Liberty City.
- Complete plans for at least two senior developments under a new model.
- Create additional affordable senior housing at the Smathers Plaza and Three Round Towers sites.

During this fiscal year, the department specifically plans to:

- Review of the department's Infill Housing Programs, including review of impediments and updating guidelines.
- Utilize the \$3.5 million emergency grant from HUD's Capital Fund Emergencies and Natural Disasters fund to provide urgent repairs for two elderly public housing communities that will include replacing of spalling concrete, stucco, window replacement, and painting.
- Solicit for applications and allocate FY2015 Request for Allocation (RFA) funding for CDBG, HOME, ESG, SHIP and Surtax.
- Maximize the use of Capital Fund Program allocations by taking advantage of HUD's Capital Fund Financing Program which allows borrowing of private capital to fund developments and on-going modernization activities.
- Collaborate with the Homeless Trust to rehabilitate 25 units in order to implement a pilot program for homeless persons to secure long-term public housing.
- Continue to explore opportunities with developers and non-profit entities to improve and increase housing for families and individuals on PHCD's waiting list.
- Continue to identify and implement measures to better address the service needs of residents in public housing, with a priority focus on the elderly.
- Improve access to and usage of on-site community space by residents by adjusting staff's work schedules.
- Improve on-site security at all sites, with a priority focus on senior housing facilities and those sites with reports of frequent police activity.
- Continue to cultivate and foster collaborative relationships with police departments whose jurisdictions include public housing sites.
- Continue to implement resident enrichment activities and continue to provide support to resident councils with achieving self-sufficiency and access to available social services and Section 3 program opportunities



Departmental Business Plan and Outlook

Department Name: Public Housing and Community Development
FY2014-15 & FY2015-16

- Continue to work with Community Action and Human Services Department to help rehabilitate owner-occupied homes as part of the Single Family Rehabilitation Program.
- Solicit for a developer to revitalize the property acquired in the Quail Roost area of West Perrine; and potential housing and commercial components that will be added to the Transit Hub.
- Continue to focus on homeownership opportunities for public housing residents, including lease-to-own initiative at Heritage Village as well as other affordable options.

FUTURE OUTLOOK

Consistent with the agency's adopted PHA Plan for FY2014-2015, which the department is required to submit to HUD annually, are the following goals and objectives:

- Assess and adjust to reductions in CDBG and HOME funding to include impacts on staffing levels, program delivery and generating program income. Continue to close out activities successfully to minimize liabilities to the County.
- Reduce public housing vacancies, improving unit turnaround, improving lease enforcement and reaching a 95 percent occupancy level.
- Acquire, rehabilitate or build units or developments by continuing to evaluate funding opportunities that may become available to create additional housing.
- Renovate/modernize existing public housing units utilizing the Capital Fund Program funds or any other funds which may become available.
- Seek additional Section 8 funding and continue to increase assisted housing choices through housing opportunities such as project-based voucher properties, homeownership, and portability options.
- Seek new partnerships with both public and private entities to enhance social and economic services to all residents in assisted housing, and identify supportive services to increase independence for elderly and/or families challenged with disabilities.
- Continue to promote self-sufficiency, through homeownership, employment opportunities and asset development of families and individuals in assisted housing; monitoring contractors and subcontractors for compliance with Section 3 mandates.
- Continue to engage and strengthen partnerships with lending institutions to expand the opportunity of homeownership for low- and moderate-income families and individuals.

