

# FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

## Public Housing and Community Development

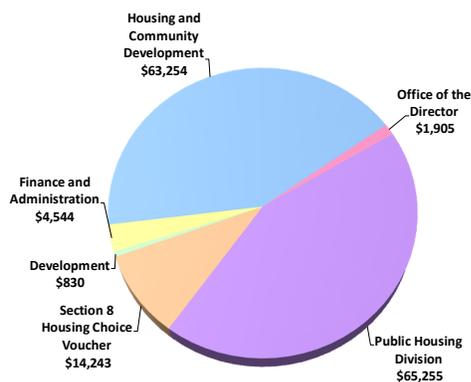
The Department of Public Housing and Community Development (PHCD) administers funding for the County’s housing and community development programs including public housing, subsidized private rental housing, affordable housing, rehabilitation and revitalization. These programs provide decent, safe, sanitary and affordable housing and promote viable urban communities and sustainable living environments, principally for extremely low-income to moderate-income families and individuals. PHCD’s annual new funding comes primarily from 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) and Emergency Solutions Grant (ESG). Additionally, PHCD administers State of Florida Documentary Stamp Surtax (Surtax) and State Housing Initiatives Partnership (SHIP) funds to develop and finance affordable housing.

As part of the Health and Society and the Economic Development strategic areas, PHCD oversees approximately 9,300 units of public housing, of which 1,767 are tax credit units and 829 are mixed-income units, and provides monthly subsidies for approximately 17,000 households in various Section 8 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-income to moderate-income persons, as well as providing oversight on the construction of new affordable and workforce housing development projects while managing mixed-use development acquisition projects.

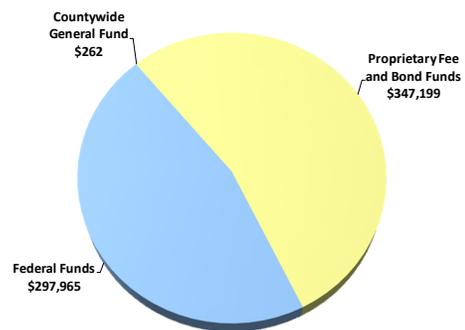
PHCD’s stakeholders are the residents of Miami-Dade County, with incomes ranging from extremely low to moderate, inclusive of those who are part of the County’s workforce. PHCD works closely with its resident boards, private landlords, affordable housing developers, for-profit and not-for-profit organizations and other County departments to achieve the mission of providing quality, affordable housing opportunities and economic independence opportunities to extremely low to moderate-income residents of Miami-Dade County.

## FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



# FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION

	<p><b>OFFICE OF THE DIRECTOR</b></p> <p>Provides direction, supervision, oversight, communication and coordination of federal, state and local housing and community development programs to assist extremely low to moderate-income families and the elderly and disabled</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 18-19</u></td> <td style="text-align: center;"><u>FY 19-20</u></td> </tr> <tr> <td style="text-align: center;">14</td> <td style="text-align: center;">18</td> </tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	14	18
<u>FY 18-19</u>	<u>FY 19-20</u>				
14	18				
	<p><b>PUBLIC HOUSING DIVISION</b></p> <p>Responsible for the oversight of all 9,700 County public housing units and for providing decent, safe and sanitary dwellings to low-income seniors and individuals in need of reasonable accommodations</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 18-19</u></td> <td style="text-align: center;"><u>FY 19-20</u></td> </tr> <tr> <td style="text-align: center;">275</td> <td style="text-align: center;">272</td> </tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	275	272
<u>FY 18-19</u>	<u>FY 19-20</u>				
275	272				
	<p><b>SECTION 8 HOUSING CHOICE VOUCHER</b></p> <p>Provides assistance to low-income families and elderly, disabled and homeless participants in obtaining affordable, decent, safe and sanitary housing</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 18-19</u></td> <td style="text-align: center;"><u>FY 19-20</u></td> </tr> <tr> <td style="text-align: center;">24</td> <td style="text-align: center;">24</td> </tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	24	24
<u>FY 18-19</u>	<u>FY 19-20</u>				
24	24				
	<p><b>DEVELOPMENT</b></p> <p>Plans and implements redevelopment programs on public housing sites and non-public housing sites, including major rehabilitation and new construction incorporating a mixed-income, mixed-finance and mixed-use approach</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 18-19</u></td> <td style="text-align: center;"><u>FY 19-20</u></td> </tr> <tr> <td style="text-align: center;">11</td> <td style="text-align: center;">12</td> </tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	11	12
<u>FY 18-19</u>	<u>FY 19-20</u>				
11	12				
	<p><b>FINANCE AND ADMINISTRATION</b></p> <p>Provides support services including budgeting, accounting, financial reporting, accounts payable and revenue management in addition to providing underwriting, closing services and loan servicing</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 18-19</u></td> <td style="text-align: center;"><u>FY 19-20</u></td> </tr> <tr> <td style="text-align: center;">67</td> <td style="text-align: center;">65</td> </tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	67	65
<u>FY 18-19</u>	<u>FY 19-20</u>				
67	65				
	<p><b>HOUSING AND COMMUNITY DEVELOPMENT</b></p> <p>Responsible for administering federal and state funded programs such as CDBG, HOME, ESG, Surtax and SHIP and promoting economic development at the local level</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 18-19</u></td> <td style="text-align: center;"><u>FY 19-20</u></td> </tr> <tr> <td style="text-align: center;">29</td> <td style="text-align: center;">29</td> </tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	29	29
<u>FY 18-19</u>	<u>FY 19-20</u>				
29	29				

The FY 2019-20 total number of full-time equivalent positions is 428 FTEs.

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director administers affordable and public housing programs for the County.

- 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
- Audits operations to ensure compliance with HUD and departmental regulations
- Provides direction for fraud and criminal investigations, compliance and reasonable accommodations according to the American with Disabilities Act and the HUD Voluntary Compliance Agreement for residents with disabilities
- Provides management supervision for agency divisions and offices including safety, operations, emergency management operations and procurement
- Monitors HUD's Public Housing Assessment System (PHAS)
- Interacts with the Mayor, Board of County Commissioners (BCC), residents, community groups and other public and private entities to ensure attainment of PHCD's goals and objectives

### DIVISION: PUBLIC HOUSING DIVISION

The Public Housing Division oversees and manages the public housing portfolio within the County. The Division is responsible for property management services and assisting public housing residents with attaining self-sufficiency through strategic partnerships with both public and private service providers.

- Responsible for oversight of all County-owned public housing units
- Provides on-going rehabilitation of public housing vacant units for prospective residents and rehabilitation of vacant units for residents with reasonable accommodation needs
- Provides maintenance support services to all public housing units as needed
- 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 waiting list of current applications
- 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

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Average occupancy rate	HS2-3	HW-1	OC	↑	94%	96%	96%	94%	95%
Average monthly number of families renting*	HS2-3	HW-1	OP	↔	7,586	8,472	7,591	6,985	7,154
Public Housing Assessment System (PHAS) point score**	HS2-3	HW-1	OC	↑	Received Waiver/No Score	Pending issuance of score	74	74	75

\* FY 2018-19 Actual reflects a lower base number of public housing units due to units that will transition into mixed finance redevelopment

\*\* The Department's goal is to achieve a Standard Performer or higher designation as measured by the PHAS score; the PHAS point score represents a computation based on HUD criteria that measures the efficiency of a public housing agency's management; scores of 90 points or above result in a high performer designation; scores below 90 but above 60 are designated as a standard performer; FY 2017-18 score has not been issued by HUD and FY 2018-19 Actual is a preliminary score pending HUD certification

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- Despite past modest increases in overall allocations nationally for public housing, increases to allocations to PHCD were nominal; going forward, regardless of the final allocation number received for federal fiscal year (FFY) 2020, the federal budget reductions currently proposed by the Administration in combination with PHCD's backlog of unmet capital and operational needs will not provide enough federal funding to allow PHCD to bridge the capital or operational budgetary gap for public housing
- PHCD continues to explore ways to effectively manage federal budgetary shortfalls through the use of HUD's Rental Assistance Demonstration (RAD) program; all funds that are obtained by PHCD through the RAD program are subject to HUD approval and availability of funding from both federal and private sector resources and, in past years, the RAD program maintained a hard limit on the number of units nationally that were eligible for redevelopment; Congress increased the number of units eligible for redevelopment that may qualify for funds under the program from 225,000 to 455,000; this increase in the eligible unit limit serves as the basis for the comprehensive redevelopment of all of HUD's public housing inventory

### **DIVISION: SECTION 8 HOUSING CHOICE VOUCHER**

The Section 8 Housing 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 rental assistance to low-income families and elderly, disabled and homeless participants seeking affordable, decent, safe and sanitary housing
- Oversees the activities of the Housing Choice Voucher contractor
- Conducts Housing Quality Standards (HQS) inspections at least annually for all special programs
- Determines eligibility for admissions and processes applications for all Section 8 rental assistance programs, except for the Section 8 New Construction program

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of available annual budget authority used to lease in the Section 8 HCV program*	HS2-3	HW-1	OC	↑	101%	100%	95%	96%	95%
Section Eight Management Assessment Program (SEMAP) score**	HS2-3	HW-1	OC	↑	135 / 93%	135 / 93%	140 / 97%	135 / 93%	135 / 93%

\* Maximum utilization of vouchers is driven by funding made available to PHCD by HUD on an annual basis; projected impacts of the proposed federal budget reductions have been factored into the FY 2019-20 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 (out of a maximum of 145 obtainable points) translate into a percentage of the total points that may be obtained; scores of at least 90 percent shall be rated high performers; FY 2018-19 Actual is a preliminary score pending HUD certification

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### DIVISION COMMENTS

- For the fiscal year ending September 30, 2019, the preliminary score of 135 points for Section 8 met the requirements for the SEMAP High Performer designation; this score translates to 93 percent of the total 145 obtainable points; high performers have a score above 90 percent
- The Department continues to analyze the projected staffing and operational impacts of the FFY 2019 adopted federal budget reductions on the Section 8 programs

### **DIVISION: DEVELOPMENT**

The Development Division manages capital funding sources, including Building Better Communities General Obligation Bond for affordable housing projects.

- Plans and implements public housing development projects on public housing sites and other County sites using a mixed-income, mixed-finance, mixed-use approach (as applicable) including major rehabilitation and new construction projects
- Manages the County's Infill Housing Program
- Administers various federal grants including HOPE VI and Replacement Housing Factor (RHF) funds
- Reviews/negotiates ground leases, master development agreements, regulatory and operating agreements and other mixed-finance agreements
- Works with developers to obtain federal, state and municipal approvals
- Manages conversion of existing public housing units to comply with Uniform Federal Accessibility Standards (UFAS) in accordance with the Voluntary Compliance Agreement (VCA)

### DIVISION COMMENTS

- In FY 2019-20, the Development Division, with HUD and Board approval, will continue with the implementation of the Rental Assistance Demonstration (RAD) program
- In FY 2019-20, the Infill Housing Program will continue to be administered by one Construction Manager 2 position (CM2) and one Chief Real Estate Officer position (\$262,000) to be reimbursed from the Countywide General Fund
- In FY 2019-20, the Division will continue the planning and administration of the redevelopment program, including Liberty Square, Lincoln Gardens, Senator Villas and various other sites including the Senior Campus, Culmer Place, Culmer Gardens, Rainbow Village, Gwen Cherry 23, Three Round Towers, Elizabeth Virrick I, Elizabeth Virrick II, Smathers Phase I and Modello development projects

## FY 2019 - 20 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 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
- Processes homeownership loan applications
- 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 7,000 loans for affordable housing development, rehabilitation, construction and homebuyer mortgage assistance
- Provides administrative support including human resources, technical services and employee development
- Provides direct oversight of the Helen M. Sawyer Plaza Assisted Living Facility (ALF)
- Reviews and approves Memorandum of Understanding (MOU) from the Information Technology Department (ITD), which provides information technology services to the department
- Provides employee training and development

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Financial Assessment of Public Housing Agencies (FASS) Score*	HS2-3	HW-1	OC	↑	Received Waiver/ No Score	25	25	25	25
Percentage of invoices paid on time	HS2-3	ES-3	OC	↑	85%	77%	86%	78%	86%
Percent of Surtax loans in repayment**	HS2-3	ES-3	OP	↔	80%	67%	75%	64%	75%
Percentage of vendor contracts reviewed for compliance***	HS2-3	ES-3	OC	↑	17%	20%	20%	20%	20%
Percentage of homeownership loans closed within 60 days****	ED3-1	HW-1	OC	↑	35%	25%	40%	75%	40%

\* The FASS Score is HUD's measure of whether the housing agency has sufficient financial resources and is managing those resources effectively to support the provision of decent, safe and sanitary housing in their public housing projects; the highest score achievable is 25; FY 2018-19 Actual is a preliminary score pending HUD certification

\*\* Surtax Loans that are not in repayment are still in the Deferred Compliance Period and as such, either repayment is not required or the repayment of the loan is based on the available cash flow of the property

\*\*\* Due to the large pool of vendor contracts, the measure focuses compliance efforts on potentially problematic contracts which generally comprise approximately 20 percent of the overall contracts

\*\*\*\* Measure was created in FY 2015-16 with a target of 30 days to close loans; during FY 2017-18, the Department revised the goal to 60 days to close loans, which resulted in scoring improvement based upon a more realistic target given the available level of staff resources

## FY 2019 - 20 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, NSP, ESG, SHIP and HOME affordable housing programs; ensures compliance with all program requirements for grants processed with federal, state and local funds
- Provides administration of architectural, engineering and construction contracts and oversight of construction and rehabilitation field work
- 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
- Oversees 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
- Provides staff support to two BCC-appointed boards, the Affordable Housing Advisory Board and the Affordable Housing Trust Fund Board

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of CDBG projects completed on time*	HS2-3	HW-1	EF	↑	62%	65%	70%	66%	70%
Number of open HOME projects monitored twice a year	HS2-3	HW-1	OP	↔	30	21	45	35	45
Number of jobs created or retained**	ED1-1	HW-2	OC	↑	52	42	70	71	65
Number of affordable housing units constructed or rehabilitated***	HS2-3	HW-1	OP	↔	1,218	995	1,500	872	1,500

\* Timely completion of projects helps the Department maintain a ratio of unexpended funds not higher than 1.5 times the annual CDBG allocation; FY 2018-19 Actual was impacted by the voluntary grant reduction

\*\* This is an economic development goal which utilizes CDBG funding; each \$35,000 grant should result in one job; the estimated cost to create 70 jobs is \$2.45 million dollars

\*\*\* Figures reflect only those affordable housing units where PHCD funding was provided or units resulting from a County public housing redevelopment project; FY 2018-19 Actual reflects lingering construction delays from Hurricane Irma as well as delays in approvals for credit underwriting

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### DIVISION COMMENTS

- The FY 2019-20 Documentary Stamp Surtax revenue is budgeted at \$29 million; the FY 2019-20 carryover of \$194.271 million is allocated to on-going projects; total funding budgeted for affordable housing, including Surtax, is \$259.286 million
- In FY 2019-20 the Division budgeted less revenue due to reductions of various funding sources such as CDBG, program income, HOME and loan servicing fees; the reductions will impact the grants and loans issued by the Department
- The calendar year (CY) 2020 CDBG Entitlement is budgeted at \$10.8 million; the CY 2020 HOME entitlement is budgeted at \$4.4 million; the CY 2020 Emergency Solutions Grant (ESG) entitlement is budgeted at \$1.04 million; 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 2020 Community Development Block Grant includes economic development, housing, public service and capital improvement activities and includes an allocation for administration of \$2.17 million; however, 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 2019-20 Adopted Budget, which will be the last year of the repayment schedule
- During CY 2020, 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

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes \$974,000 of Documentary Surtax funds to pay the debt service related to the Scott Carver Development Phase 3; the Surtax funds will be transferred to the General Government Improvement Fund (GGIF) where the debt payment is budgeted
- In FY 2019-20, 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 Gardens 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 for residents; the development contract amount for the project is \$307.216 million of which \$52.272 million is funded from County and federal sources; the estimated annual operating impact will begin in FY 2020-21 when the development will be turned over to a private management company that will receive operating subsidies through PHCD; after this transfer takes place, the annual cost to PHCD to provide oversight of the private management company is estimated at \$100,000
- In FY 2019-20, PHCD is projected to expend \$7.842 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 2019-20 federal budget may include further 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 2019-20, the Department will continue working on its application to 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 CFFP funds to make debt service payments for either a bond or conventional bank loan transaction; 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
- In FY 2019-20 the Department will purchase 19 vehicles (\$568,000) to replace aging and leased fleet; over the next four years, the Department is planning to spend \$1.116 million to purchase 35 vehicles as part of its replacement plan; the County's fleet replacement plan is included under Non-Departmental project #2000000511

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	82	38	84	30	345
Fuel	191	267	197	232	283
Overtime	730	1,944	867	458	1,643
Rent	1,359	1,359	1,400	1,359	1,400
Security Services	2,111	2,845	2,174	4,109	2,259
Temporary Services	3,721	3,934	3,833	2,961	3,523
Travel and Registration	95	34	98	60	33
Utilities	11,057	11,181	11,389	10,310	10,419

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
General Fund Countywide	0	0	215	262
Carryover - CD	2,223	1,224	1,224	1,339
Carryover - DRI/EZ/EH	6,916	5,126	9,322	12,470
Carryover - EDI/BEDI	2,580	774	774	630
Carryover CDBG	9,123	26,716	29,354	27,073
Carryover HOME	18,930	16,572	16,249	15,984
Carryover NSP	988	209	1,079	488
Carryover SHIP	10,459	14,650	14,955	14,158
Carryover Surtax	138,585	141,184	154,000	194,271
Documentary Stamp Surtax	36,593	33,280	30,000	29,000
Interest Income	181	3,212	262	3,079
Loan Repayments	15,106	23,743	12,106	16,867
Loans Servicing Fees	136	1,411	1,877	1,668
Miscellaneous Revenues	6,529	15,079	7,268	10,832
Program Income	0	0	53	0
Rental Income	18,171	18,565	18,171	17,903
SHIP	7,439	5,330	1,437	1,437
CDBG	7,549	11,031	12,758	10,858
CDBG Program Income	555	378	625	468
Emergency Shelter Grant	101	1,278	1,040	1,040
Federal Funds	6,712	7,676	5,719	5,190
HOME	10,137	4,411	4,845	4,436
HOME Program Income	493	2,637	789	1,437
Housing Assistance Payments	172,036	165,149	166,800	202,069
NSP Program Income	174	36	174	36
Public Housing Subsidy	42,868	56,065	48,343	48,660
Section 8 Admin Fee	16,448	17,556	20,439	23,771
<b>Total Revenues</b>	<b>531,032</b>	<b>573,292</b>	<b>559,878</b>	<b>645,426</b>

### **Operating Expenditures**

#### **Summary**

Salary	26,231	31,857	31,395	31,136
Fringe Benefits	8,169	9,901	12,172	11,635
Court Costs	125	288	125	177
Contractual Services	18,769	25,795	30,024	24,816
Other Operating	88,488	64,147	74,623	72,726
Charges for County Services	7,000	9,601	7,401	9,541
Grants to Outside Organizations	0	0	0	0
Capital	0	0	0	0
<b>Total Operating Expenditures</b>	<b>148,782</b>	<b>141,589</b>	<b>155,740</b>	<b>150,031</b>

### **Non-Operating Expenditures**

#### **Summary**

Transfers	164,885	167,245	166,800	204,595
Distribution of Funds In Trust	0	0	0	0
Debt Service	3,189	4,463	3,414	3,548
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	214,176	6,180	233,924	287,252
<b>Total Non-Operating Expenditures</b>	<b>382,250</b>	<b>177,888</b>	<b>404,138</b>	<b>495,395</b>

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 18-19	Adopted FY 19-20	Budget FY 18-19	Adopted FY 19-20
<b>Strategic Area: Health and Society</b>				
Office of the Director	1,640	1,905	14	18
Public Housing Division	66,021	65,255	275	272
Section 8 Housing Choice Voucher	14,928	14,243	24	24
Development	1,164	830	11	12
Finance and Administration	4,679	4,544	67	65
<b>Strategic Area: Economic Development</b>				
Housing and Community Development	67,308	63,254	29	29
<b>Total Operating Expenditures</b>	<b>155,740</b>	<b>150,031</b>	<b>420</b>	<b>420</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
BBC GOB Financing	23,494	2,830	2,790	3,186	0	0	0	0	32,300
Capital Funds Financing Program	0	2,000	2,000	2,000	2,000	0	0	0	8,000
Capital Funds Program (CFP) - 714	6,512	0	0	0	0	0	0	0	6,512
Capital Funds Program (CFP) - 715	7,285	0	0	0	0	0	0	0	7,285
Capital Funds Program (CFP) - 716	7,370	317	13	0	0	0	0	0	7,700
Capital Funds Program (CFP) - 717	5,429	1,995	0	0	0	0	0	0	7,424
Capital Funds Program (CFP) - 718	1,373	3,448	4,141	2,013	0	0	0	0	10,975
Capital Funds Program (CFP) - 719	0	2,082	2,910	4,015	2,760	0	0	0	11,767
Documentary Stamp Surtax	0	2,000	2,000	2,000	0	0	0	0	6,000
Hope VI Grant	640	460	4,064	0	0	0	0	0	5,164
Replacement Housing Factor (RHF)	1,517	391	0	0	0	0	0	0	1,908
Total:	53,620	15,523	17,918	13,214	4,760	0	0	0	105,035
<b>Expenditures</b>									
<b>Strategic Area: HS</b>									
New Affordable Housing Units	25,011	7,221	10,854	7,186	2,000	0	0	0	52,272
Procurement Improvements	0	0	0	0	0	0	0	0	0
Public Housing Improvements	28,609	8,302	7,064	6,028	2,760	0	0	0	52,763
Total:	53,620	15,523	17,918	13,214	4,760	0	0	0	105,035

### 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	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Capital Funds Program (CFP) - 714	1,179	0	0	0	0	0	0	0	1,179
Capital Funds Program (CFP) - 715	1,130	0	0	0	0	0	0	0	1,130
Capital Funds Program (CFP) - 716	1,497	300	0	0	0	0	0	0	1,797
Capital Funds Program (CFP) - 717	1,250	86	0	0	0	0	0	0	1,336
Capital Funds Program (CFP) - 718	133	490	660	486	0	0	0	0	1,769
Capital Funds Program (CFP) - 719	0	877	600	600	291	0	0	0	2,368
<b>TOTAL REVENUES:</b>	<b>5,189</b>	<b>1,753</b>	<b>1,260</b>	<b>1,086</b>	<b>291</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,579</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Planning and Design	5,189	1,753	1,260	1,086	291	0	0	0	9,579
<b>TOTAL EXPENDITURES:</b>	<b>5,189</b>	<b>1,753</b>	<b>1,260</b>	<b>1,086</b>	<b>291</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,579</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### HOPE VI - SCOTT HOMES HISTORICAL BUILDING

**PROJECT #:** 200000243

DESCRIPTION: Modernize the one remaining historically 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	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Hope VI Grant	640	460	0	0	0	0	0	0	1,100
<b>TOTAL REVENUES:</b>	<b>640</b>	<b>460</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,100</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	500	440	0	0	0	0	0	0	940
Planning and Design	90	20	0	0	0	0	0	0	110
Project Administration	50	0	0	0	0	0	0	0	50
<b>TOTAL EXPENDITURES:</b>	<b>640</b>	<b>460</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,100</b>

### 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	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	23,494	2,830	2,790	3,186	0	0	0	0	32,300
Capital Funds Financing Program	0	2,000	2,000	2,000	2,000	0	0	0	8,000
Documentary Stamp Surtax	0	2,000	2,000	2,000	0	0	0	0	6,000
Hope VI Grant	0	0	4,064	0	0	0	0	0	4,064
Replacement Housing Factor (RHF)	1,517	391	0	0	0	0	0	0	1,908
<b>TOTAL REVENUES:</b>	<b>25,011</b>	<b>7,221</b>	<b>10,854</b>	<b>7,186</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>52,272</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	22,322	6,938	10,575	7,027	1,960	0	0	0	48,822
Planning and Design	2,689	283	279	159	40	0	0	0	3,450
<b>TOTAL EXPENDITURES:</b>	<b>25,011</b>	<b>7,221</b>	<b>10,854</b>	<b>7,186</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>52,272</b>

Estimated Annual Operating Impact will begin in FY 2020-21 in the amount of \$100,000 and includes 0 FTE(s)

### N-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	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Capital Funds Program (CFP) - 715	50	0	0	0	0	0	0	0	50
Capital Funds Program (CFP) - 716	20	17	13	0	0	0	0	0	50
Capital Funds Program (CFP) - 717	64	0	0	0	0	0	0	0	64
Capital Funds Program (CFP) - 718	15	15	10	10	0	0	0	0	50
Capital Funds Program (CFP) - 719	0	5	10	15	20	0	0	0	50
<b>TOTAL REVENUES:</b>	<b>149</b>	<b>37</b>	<b>33</b>	<b>25</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>264</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	149	37	33	25	20	0	0	0	264
<b>TOTAL EXPENDITURES:</b>	<b>149</b>	<b>37</b>	<b>33</b>	<b>25</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>264</b>

## FY 2019 - 20 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	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Capital Funds Program (CFP) - 714	5,333	0	0	0	0	0	0	0	5,333
Capital Funds Program (CFP) - 715	6,105	0	0	0	0	0	0	0	6,105
Capital Funds Program (CFP) - 716	5,853	0	0	0	0	0	0	0	5,853
Capital Funds Program (CFP) - 717	4,115	1,909	0	0	0	0	0	0	6,024
Capital Funds Program (CFP) - 718	1,225	2,943	3,471	1,517	0	0	0	0	9,156
Capital Funds Program (CFP) - 719	0	1,200	2,300	3,400	2,449	0	0	0	9,349
<b>TOTAL REVENUES:</b>	<b>22,631</b>	<b>6,052</b>	<b>5,771</b>	<b>4,917</b>	<b>2,449</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>41,820</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	22,631	6,052	5,771	4,917	2,449	0	0	0	41,820
<b>TOTAL EXPENDITURES:</b>	<b>22,631</b>	<b>6,052</b>	<b>5,771</b>	<b>4,917</b>	<b>2,449</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>41,820</b>

**UNFUNDED CAPITAL PROJECTS**

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
PUBLIC HOUSING - REPAIRS, MODERNIZATION AND EQUIPMENT	Various Sites	420,000
<b>UNFUNDED TOTAL</b>		<b>420,000</b>