

# FY 2020 - 21 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.

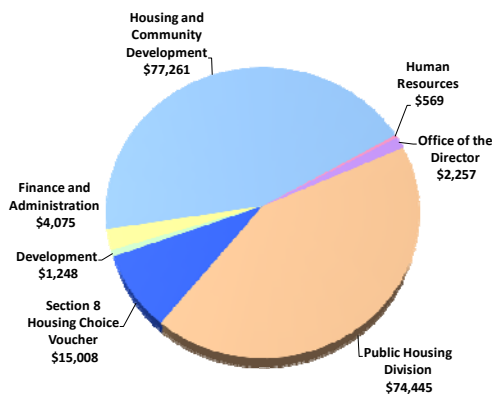
As part of the Health and Society and the Economic Development strategic areas, PHCD oversees approximately 9,448 units of public housing, of which approximately 1,767 are also tax credit units and 800 are mixed-income units. As part of its mission, PHCD also provides monthly subsidies to approximately 17,000 households in various Section 8 housing programs and owns 1,382 affordable housing multi-family rental units. PHCD also monitors and oversees the financial and physical performance of this portfolio through the Public Housing Assessment System (PHAS) and the Section Eight Management Assessment Program (SEMAP). These tools provide both the County as well as HUD with information regarding the financial health, physical condition and management of the PHCD portfolio.

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.

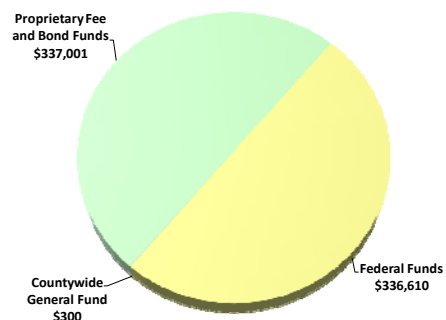
PHCD’s stakeholders are the residents of Miami-Dade County, with incomes ranging from extremely low to moderate, inclusive of those who are part of the County’s workforce. PHCD works closely with its resident boards, private landlords, affordable housing developers, for-profit and not-for-profit organizations 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 2020-21 Adopted Operating Budget

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



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



# FY 2020 - 21 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 19-20</u></td> <td style="text-align: center;"><u>FY 20-21</u></td> </tr> <tr> <td style="text-align: center;">18</td> <td style="text-align: center;">18</td> </tr> </table>	<u>FY 19-20</u>	<u>FY 20-21</u>	18	18
<u>FY 19-20</u>	<u>FY 20-21</u>				
18	18				
	<p><b>PUBLIC HOUSING DIVISION</b></p> <p>Responsible for the oversight of all 9,448 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 19-20</u></td> <td style="text-align: center;"><u>FY 20-21</u></td> </tr> <tr> <td style="text-align: center;">272</td> <td style="text-align: center;">272</td> </tr> </table>	<u>FY 19-20</u>	<u>FY 20-21</u>	272	272
<u>FY 19-20</u>	<u>FY 20-21</u>				
272	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 19-20</u></td> <td style="text-align: center;"><u>FY 20-21</u></td> </tr> <tr> <td style="text-align: center;">24</td> <td style="text-align: center;">23</td> </tr> </table>	<u>FY 19-20</u>	<u>FY 20-21</u>	24	23
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24	23				
	<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 19-20</u></td> <td style="text-align: center;"><u>FY 20-21</u></td> </tr> <tr> <td style="text-align: center;">12</td> <td style="text-align: center;">12</td> </tr> </table>	<u>FY 19-20</u>	<u>FY 20-21</u>	12	12
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12	12				
	<p><b>HUMAN RESOURCES</b></p> <p>Provides department-wide human resources support</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 19-20</u></td> <td style="text-align: center;"><u>FY 20-21</u></td> </tr> <tr> <td style="text-align: center;">0</td> <td style="text-align: center;">5</td> </tr> </table>	<u>FY 19-20</u>	<u>FY 20-21</u>	0	5
<u>FY 19-20</u>	<u>FY 20-21</u>				
0	5				
	<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 19-20</u></td> <td style="text-align: center;"><u>FY 20-21</u></td> </tr> <tr> <td style="text-align: center;">65</td> <td style="text-align: center;">61</td> </tr> </table>	<u>FY 19-20</u>	<u>FY 20-21</u>	65	61
<u>FY 19-20</u>	<u>FY 20-21</u>				
65	61				
	<p><b>HOUSING AND COMMUNITY DEVELOPMENT</b></p> <p>Responsible for administering federal and state funded programs such as CDBG, HOME, ESG, Surtax, SHIP and for promoting economic development at the local level</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 19-20</u></td> <td style="text-align: center;"><u>FY 20-21</u></td> </tr> <tr> <td style="text-align: center;">29</td> <td style="text-align: center;">29</td> </tr> </table>	<u>FY 19-20</u>	<u>FY 20-21</u>	29	29
<u>FY 19-20</u>	<u>FY 20-21</u>				
29	29				

The FY 2020-21 total number of full-time equivalent positions is 428

## FY 2020 - 21 Adopted Budget and Multi-Year Capital Plan

### DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director administers affordable and public housing as well as Community Development Block Grant (CDBG) and HOME 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) and Section 8 Management Assessment Program (SEMAP)
- 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Average occupancy rate	HS2-3	HW-1	OC	↑	96%	94%	95%	94%	94%
Average monthly number of families renting*	HS2-3	HW-1	OP	↔	8,472	6,985	7,154	6,932	6,932
Public Housing Assessment System (PHAS) point score**	HS2-3	HW-1	OC	↑	Pending issuance of score	Pending issuance of score	75	75	75

\* FY 2018-19 Actual reflects a lower base number of public housing units due to units that transitioned 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 and FY 2018-19 scores have not been issued by HUD

## FY 2020 - 21 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, Mainstream 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 Program 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of available annual budget authority used to lease in the Section 8 HCV program*	HS2-3	HW-1	OC	↑	100%	96%	95%	98%	98%
Section Eight Management Assessment Program (SEMAP) score**	HS2-3	HW-1	OC	↑	135 / 93%	145 / 100%	135 / 93%	145 / 100%	131 / 90%

\* 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 2020-21 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 are rated High Performers; revised FY 2018-19 final overall score submitted to HUD is 145 points with overall High Performer rating

### DIVISION COMMENTS

- For the fiscal year ending September 30, 2019, the preliminary score of 145 points for Section 8 met the requirements for the SEMAP High Performer designation; this score translates to 100 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 2020 adopted federal budget reductions on the Section 8 programs
- The FY 2020-21 Adopted Budget includes the transfer of one position to the Human Resources Division as part of the Department’s reorganization efforts

## FY 2020 - 21 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: DEVELOPMENT**

The Development Division (DD) plans and manages development projects on public housing sites and other County-owned sites and manages the infill housing program. DD is also involved in managing development of affordable housing in partnership with various non-profit entities such as schools and religious organizations.

- 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
- Plans and implements the HUD Rental Assistance Demonstration (RAD) Program for redevelopment of existing public housing
- Manages acquisitions, demolition and/or disposition process of existing properties held in the PHCD portfolio and obtains HUD approvals
- 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)
- Manages the County's Infill Housing Program
- Forms new partnerships with private sector non-profit organizations to increase the supply of affordable housing in Miami-Dade County

### **DIVISION COMMENTS**

- In FY 2020-21, the Development Division, with HUD and Board approval, will continue the implementation of the Rental Assistance Demonstration (RAD) program
- In FY 2020-21, the Infill Housing Program will continue to be administered by one Chief Real Estate Officer position and one PHCD Facilities & Development Contracts Coordinator to be reimbursed from the Countywide General Fund (\$304,000)
- In FY 2020-21, the Division will continue the planning and administration of the redevelopment program, including Liberty Square, Senior Campus, Culmer Place, Culmer Gardens, Rainbow Village, Gwen Cherry 23, Three Round Towers, Smathers Phase II, Modello, Lincoln Gardens, Arthur Mays, Naranja and South Miami Gardens development projects

### **DIVISION: HUMAN RESOURCES**

The Human Resources Division provides department-wide human resources support.

- Provides department-wide human resources support
- Performs department-wide review of job descriptions and functions to ensure they accurately reflect duties and skill sets that have evolved in the delivery of services
- Provides employee training and development opportunities to further develop skills that will allow for growth and development of the PHCD workforce and better serve the public

### **DIVISION COMMENTS**

- As part of the Department's reorganization efforts, the FY 2020-21 Adopted Budget includes the transfer of one position from the Section 8 Housing Choice Voucher Division and four positions from the Finance and Administration Division

## FY 2020 - 21 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 6,122 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 public housing assisted living facility
- Provides information technical support to the Department as per a Memorandum of Understanding (MOU) with the Information Technology Department (ITD)
- Provides employee training and development

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

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Tenants Accounts Receivable score*	HS2-3	ES-3	OC	↑	2.35	2.29	2.5	2.5	2.5
Percentage of revenues from serviced loans**	HS2-3	ES-3	OC	↑	N/A	64%	65%	65%	65%
Percent of Surtax loans in repayment***	HS2-3	ES-3	OP	↔	67%	64%	75%	50%	65%
Percentage of homeownership loans closed within 60 days****	ED3-1	HW-1	OC	↑	25%	40%	40%	35%	40%

\*Measures the amount in resident accounts receivable compared to resident revenue (i.e. rent paid); the maximum point value assigned is 5 points

\*\* Measures the percentage of collected revenues that are due from homeownership and multi-family loans

\*\*\* 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; FY 2018-19 Actual was revised due to final adjusted results

### **DIVISION COMMENTS**

- The FY 2020-21 Adopted Budget includes the transfer of four positions to the Human Resources Division as part of the Department's reorganization efforts

## FY 2020 - 21 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
- Monitors the construction and compliance of new and rehabilitated housing development projects, manages development projects, manages non-public affordable developments and manages disposition activities for County-owned properties under the Department's control
- Administers and monitors Community Development Block Grant (CDBG), Documentary Stamp Surtax (Surtax), State Housing Initiative Partnership (SHIP), Emergency Solutions Grant (ESG), Neighborhood Stabilization Program (NSP) and Home Investment Partnership Program (HOME) affordable housing programs
- Provides architectural/engineering and construction contract administration, as well as the oversight of construction and rehabilitation field work
- Ensures compliance with all program requirements for grants processed with federal, state, and local funds requirements to include CDBG, HOME, ESG, Surtax, NSP and SHIP
- Reviews construction loan applications and draw requests for disbursement of funds for affordable housing developments
- Prepares the County's Five-Year Consolidated Plan and Annual Action Plan, as well as the Consolidated Annual Performance Evaluation Report (CAPER) for all federal funds
- Develops and implements annual competitive award process and subsequent recapture/reallocation of funding for CDBG, HOME, ESG, NSP, Surtax and SHIP programs
- Provides technical assistance to potential applicants and the community related to the release of all Requests for Applications (RFAs) and Requests for Proposals (RFPs)
- Administers community planning functions and neighborhood planning support, including citizen participation through Community Advisory Committees, for federal funding programs
- Provides staff support to the Affordable Housing Advisory Board (AHAB) and the Affordable Housing Trust Fund Board (AHTFB)

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

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of CDBG projects completed on time*	HS2-3	HW-1	EF	↑	65%	66%	70%	70%	70%
Number of open HOME projects monitored twice a year	HS2-3	HW-1	OP	↔	21	35	45	38	38
Number of jobs created or retained**	ED1-1	HW-2	OC	↑	42	71	65	70	70
Number of affordable housing units constructed or rehabilitated***	HS2-3	HW-1	OP	↔	995	872	1,500	1,600	1,600

\* Timely completion of projects helps the Department maintain a ratio of unexpended funds not higher than 1.5 times the annual CDBG allocation

\*\* 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

\*\*\* Figures reflect only those affordable housing units where PHCD funding was provided or units resulting from a County public housing redevelopment project

### **DIVISION COMMENTS**

- The FY 2020-21 Surtax revenue is budgeted at \$24 million; the FY 2020-21 Surtax carryover of \$203.259 million allocates \$153.259 million to on-going projects and \$50 million to a new First-Time Homebuyers' Guaranteed Loan Program to incentivize homeownership; total funding budgeted for affordable housing, including Surtax, is \$257.774 million

## FY 2020 - 21 Adopted Budget and Multi-Year Capital Plan

- For FY 2020-21 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) 2021 CDBG Entitlement is budgeted at \$9.381 million; the CY 2021 HOME entitlement is budgeted at \$4.436 million; the CY 2021 Emergency Solutions Grant (ESG) entitlement is budgeted at \$1.05 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
- During FY 2020-21 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 2020-21 Adopted Budget and Multi-Year Capital Plan includes \$967,000 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 2020-21, the Department will continue the redevelopment of Liberty Square Rising, a public/private redevelopment initiative that 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; during FY 2019-20 Liberty Square Phase One delivered the redevelopment's first 102 units; the 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 \$46 million is funded from County and federal sources; the estimated annual operating impact will begin in FY 2020-21 when the development is 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 2020-21 PHCD is projected to expend \$7.366 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 2020-21 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 2020-21, 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

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	38	30	345	30	87
Fuel	267	232	283	232	270
Overtime	1,944	458	1,643	458	527
Rent	1,359	1,359	1,400	1,359	1,200
Security Services	2,845	4,109	2,259	4,109	3,834
Temporary Services	3,934	2,961	3,523	2,961	3,168
Travel and Registration	34	60	33	60	39
Utilities	11,181	10,310	10,419	10,310	11,522



## FY 2020 - 21 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual	Actual	Budget	Adopted
	FY 17-18	FY 18-19	FY 19-20	FY 20-21
<b>Revenue Summary</b>				
General Fund Countywide	0	216	262	300
Affordable Housing Trust Fund	0	0	0	12,343
Carryover - CD	1,224	7,801	1,339	11,659
Carryover - DRI/EZ/EH	5,126	12,900	12,470	1,308
Carryover - EDI/BEDI	774	1,391	630	405
Carryover CDBG	26,716	17,508	27,073	14,217
Carryover HOME	16,572	14,273	15,984	13,543
Carryover NSP	209	442	488	86
Carryover SHIP	14,650	10,752	14,158	11,092
Carryover Surtax	141,184	204,943	194,271	203,259
Documentary Stamp Surtax	33,280	36,889	29,000	24,000
Interest Income	3,212	8,420	3,079	4,244
Loan Repayments	23,743	15,887	16,867	10,262
Loans Servicing Fees	1,411	1,078	1,668	759
Miscellaneous Revenues	15,079	7,394	10,832	10,187
Rental Income	18,565	18,643	17,903	18,193
SHIP	5,330	1,437	1,437	1,444
CDBG	11,031	9,681	10,858	9,381
CDBG Program Income	378	183	468	180
Emergency Shelter Grant	1,278	2,341	1,040	1,050
Federal Funds	7,676	9,505	5,190	9,307
HOME	4,411	6,436	4,436	4,436
HOME Program Income	2,637	1,912	1,437	1,960
Housing Assistance Payments	165,149	178,585	202,069	228,124
NSP Program Income	36	692	36	690
Public Housing Subsidy	56,065	44,293	48,660	51,637
Section 8 Admin Fee	17,556	25,407	23,771	29,845
<b>Total Revenues</b>	<b>573,292</b>	<b>639,009</b>	<b>645,426</b>	<b>673,911</b>

### Operating Expenditures

#### Summary

Salary	31,857	24,542	31,136	30,284
Fringe Benefits	9,901	9,070	11,635	11,004
Court Costs	288	307	177	296
Contractual Services	25,795	36,515	24,816	38,809
Other Operating	64,147	76,363	72,726	83,836
Charges for County Services	9,601	11,147	9,541	10,634
Grants to Outside Organizations	0	0	0	0
Capital	0	0	0	0
<b>Total Operating Expenditures</b>	<b>141,589</b>	<b>157,944</b>	<b>150,031</b>	<b>174,863</b>

### Non-Operating Expenditures

#### Summary

Transfers	167,245	182,761	204,595	232,686
Distribution of Funds In Trust	0	0	0	0
Debt Service	4,463	3,258	3,548	3,037
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	6,180	2,885	287,252	263,325
<b>Total Non-Operating Expenditures</b>	<b>177,888</b>	<b>188,904</b>	<b>495,395</b>	<b>499,048</b>

(dollars in thousands)	Total Funding		Total Positions	
	Budget	Adopted	Budget	Adopted
Expenditure By Program	FY 19-20	FY 20-21	FY 19-20	FY 20-21
<b>Strategic Area: Health and Society</b>				
Office of the Director	1,905	2,257	18	18
Public Housing Division	65,255	74,445	272	272
Section 8 Housing Choice Voucher	14,243	15,008	24	23
Development	830	1,248	12	12
Human Resources	0	569	0	5
Finance and Administration	4,544	4,075	65	61
<b>Strategic Area: Economic Development</b>				
Housing and Community Development	63,254	77,261	29	29
<b>Total Operating Expenditures</b>	<b>150,031</b>	<b>174,863</b>	<b>420</b>	<b>420</b>

## FY 2020 - 21 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
<b>Revenue</b>									
BBC GOB Financing	26,320	817	0	0	5,163	0	0	0	32,300
Capital Funds Financing Program	0	2,000	2,000	2,000	0	0	0	0	6,000
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	7,687	0	0	0	0	0	0	0	7,687
Capital Funds Program (CFP) - 717	7,424	0	0	0	0	0	0	0	7,424
Capital Funds Program (CFP) - 718	8,651	2,131	1,003	0	0	0	0	0	11,785
Capital Funds Program (CFP) - 719	4,082	2,910	3,015	1,759	0	0	0	0	11,766
Capital Funds Program (CFP) - 720	0	2,325	3,325	4,300	2,551	0	0	0	12,501
Documentary Stamp Surtax	1,600	3,400	1,000	0	0	0	0	0	6,000
Hope VI Grant	1,805	3,358	0	0	0	0	0	0	5,163
Replacement Housing Factor (RHF)	1,908	0	0	0	0	0	0	0	1,908
Total:	73,274	16,941	10,343	8,059	7,714	0	0	0	116,331
<b>Expenditures</b>									
<b>Strategic Area: HS</b>									
New Affordable Housing Units	31,328	8,780	3,000	2,000	5,163	0	0	0	50,271
Procurement Improvements	0	0	0	0	0	0	0	0	0
Public Housing Improvements	41,946	8,161	7,343	6,059	2,551	0	0	0	66,060
Total:	73,274	16,941	10,343	8,059	7,714	0	0	0	116,331

### 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	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	1,797	0	0	0	0	0	0	0	1,797
Capital Funds Program (CFP) - 717	1,336	0	0	0	0	0	0	0	1,336
Capital Funds Program (CFP) - 718	1,422	660	486	0	0	0	0	0	2,568
Capital Funds Program (CFP) - 719	877	600	600	291	0	0	0	0	2,368
Capital Funds Program (CFP) - 720	0	300	300	300	468	0	0	0	1,368
<b>TOTAL REVENUES:</b>	<b>7,741</b>	<b>1,560</b>	<b>1,386</b>	<b>591</b>	<b>468</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,746</b>
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Planning and Design	7,741	1,560	1,386	591	468	0	0	0	11,746
<b>TOTAL EXPENDITURES:</b>	<b>7,741</b>	<b>1,560</b>	<b>1,386</b>	<b>591</b>	<b>468</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,746</b>

## FY 2020 - 21 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Hope VI Grant	305	795	0	0	0	0	0	0	1,100
<b>TOTAL REVENUES:</b>	<b>305</b>	<b>795</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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	150	745	0	0	0	0	0	0	895
Planning and Design	155	50	0	0	0	0	0	0	205
<b>TOTAL EXPENDITURES:</b>	<b>305</b>	<b>795</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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	26,320	817	0	0	5,163	0	0	0	32,300
Capital Funds Financing Program	0	2,000	2,000	2,000	0	0	0	0	6,000
Documentary Stamp Surtax	1,600	3,400	1,000	0	0	0	0	0	6,000
Hope VI Grant	1,500	2,563	0	0	0	0	0	0	4,063
Replacement Housing Factor (RHF)	1,908	0	0	0	0	0	0	0	1,908
<b>TOTAL REVENUES:</b>	<b>31,328</b>	<b>8,780</b>	<b>3,000</b>	<b>2,000</b>	<b>5,163</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,271</b>
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	31,328	8,780	3,000	1,960	5,163	0	0	0	50,231
Planning and Design	0	0	0	40	0	0	0	0	40
<b>TOTAL EXPENDITURES:</b>	<b>31,328</b>	<b>8,780</b>	<b>3,000</b>	<b>2,000</b>	<b>5,163</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,271</b>

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

### NON-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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Funds Program (CFP) - 715	50	0	0	0	0	0	0	0	50
Capital Funds Program (CFP) - 716	37	0	0	0	0	0	0	0	37
Capital Funds Program (CFP) - 717	64	0	0	0	0	0	0	0	64
Capital Funds Program (CFP) - 718	60	0	0	0	0	0	0	0	60
Capital Funds Program (CFP) - 719	5	10	15	20	0	0	0	0	50
Capital Funds Program (CFP) - 720	0	25	25	0	0	0	0	0	50
<b>TOTAL REVENUES:</b>	<b>216</b>	<b>35</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>311</b>
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	216	35	40	20	0	0	0	0	311
<b>TOTAL EXPENDITURES:</b>	<b>216</b>	<b>35</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>311</b>

## FY 2020 - 21 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	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	6,024	0	0	0	0	0	0	0	6,024
Capital Funds Program (CFP) - 718	7,169	1,471	517	0	0	0	0	0	9,157
Capital Funds Program (CFP) - 719	3,200	2,300	2,400	1,448	0	0	0	0	9,348
Capital Funds Program (CFP) - 720	0	2,000	3,000	4,000	2,083	0	0	0	11,083
<b>TOTAL REVENUES:</b>	<b>33,684</b>	<b>5,771</b>	<b>5,917</b>	<b>5,448</b>	<b>2,083</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>52,903</b>
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	33,684	5,771	5,917	5,448	2,083	0	0	0	52,903
<b>TOTAL EXPENDITURES:</b>	<b>33,684</b>	<b>5,771</b>	<b>5,917</b>	<b>5,448</b>	<b>2,083</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>52,903</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>