

# FY 2021 - 22 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.

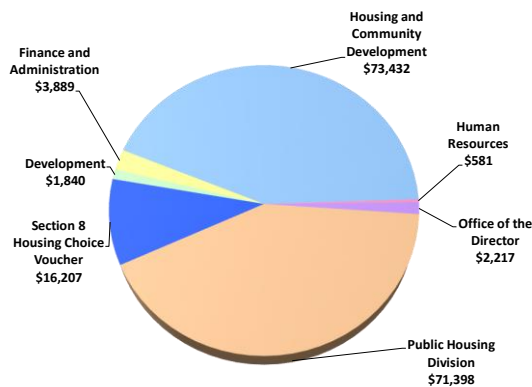
As part of the Health and Society and the Economic Development strategic areas, PHCD oversees approximately 7,891 units of public housing, of which 755 are mixed finance units. Additionally, PHCD has converted 1,439 former Public Housing units as part of Rental Assistance Demonstration (RAD). PHCD provides monthly subsidies for approximately 17,500 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.

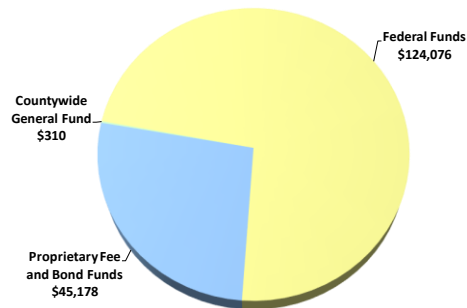
PHCD’s stakeholders are the residents of Miami-Dade County, with incomes ranging from extremely low to moderate, inclusive of those who are part of the County’s workforce. PHCD works closely with its resident boards, private landlords, affordable housing developers, for-profit and not-for-profit organizations 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 2021-22 Adopted Operating Budget

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



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



# FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION

	<p><b>OFFICE OF THE DIRECTOR</b> 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 20-21</u> 18</td> <td style="text-align: center;"><u>FY 21-22</u> 17</td> </tr> </table>	<u>FY 20-21</u> 18	<u>FY 21-22</u> 17
<u>FY 20-21</u> 18	<u>FY 21-22</u> 17		
	<p><b>PUBLIC HOUSING DIVISION</b> 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 20-21</u> 272</td> <td style="text-align: center;"><u>FY 21-22</u> 268</td> </tr> </table>	<u>FY 20-21</u> 272	<u>FY 21-22</u> 268
<u>FY 20-21</u> 272	<u>FY 21-22</u> 268		
	<p><b>SECTION 8 HOUSING CHOICE VOUCHER</b> 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 20-21</u> 23</td> <td style="text-align: center;"><u>FY 21-22</u> 23</td> </tr> </table>	<u>FY 20-21</u> 23	<u>FY 21-22</u> 23
<u>FY 20-21</u> 23	<u>FY 21-22</u> 23		
	<p><b>DEVELOPMENT</b> 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 20-21</u> 12</td> <td style="text-align: center;"><u>FY 21-22</u> 15</td> </tr> </table>	<u>FY 20-21</u> 12	<u>FY 21-22</u> 15
<u>FY 20-21</u> 12	<u>FY 21-22</u> 15		
	<p><b>HUMAN RESOURCES</b> Provides department-wide human resources support</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 20-21</u> 5</td> <td style="text-align: center;"><u>FY 21-22</u> 5</td> </tr> </table>	<u>FY 20-21</u> 5	<u>FY 21-22</u> 5
<u>FY 20-21</u> 5	<u>FY 21-22</u> 5		
	<p><b>FINANCE AND ADMINISTRATION</b> 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 20-21</u> 61</td> <td style="text-align: center;"><u>FY 21-22</u> 59</td> </tr> </table>	<u>FY 20-21</u> 61	<u>FY 21-22</u> 59
<u>FY 20-21</u> 61	<u>FY 21-22</u> 59		
	<p><b>HOUSING AND COMMUNITY DEVELOPMENT</b> Responsible for administering federal and state funded programs such as CDBG, HOME, ESG, Surtax, and 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 20-21</u> 29</td> <td style="text-align: center;"><u>FY 21-22</u> 30</td> </tr> </table>	<u>FY 20-21</u> 29	<u>FY 21-22</u> 30
<u>FY 20-21</u> 29	<u>FY 21-22</u> 30		

The FY 2021-22 total number of full-time equivalent positions is 425

## FY 2021 - 22 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 Americans with Disabilities Act and the HUD Voluntary Compliance Agreement for residents with disabilities
- Provides management supervision for agency work units 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 COMMENTS**

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers one PHCD Technician position from the Office of the Director to the Housing and Community Development Division

### **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, conducts interviews, and determines eligibility of prospective tenants for public housing; 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

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

Key Department Measures, Strategic Objectives, and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 21-22
					Actual	Actual	Budget	Projection	Target
Average occupancy rate*	HS2-3	HW-1	OC	↑	94%	90%	94%	91%	91%
Average monthly number of families renting	HS2-3	HW-1	OP	↔	6,985	6,448	6,932	6,089	5,660
Public Housing Assessment System (PHAS) point score**	HS2-3	HW-1	OC	↑	Pending issuance of score	Exempt by HUD	75	Pending	75

\*Average occupancy rates reflect lower base number of public housing units due to units that transitioned into mixed finance redevelopment or the Rental Assistance Demonstration (RAD) Program

\*\* 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 2018-19 and FY 2019-20 scores have not been issued by HUD due to the impacts of a hurricane and COVID-19; HUD expects to score FY 2020-21

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers one PHCD Capital Improvements Facilities Manager and two Maintenance Repairer positions to the Development Division, and transfers the PHCD Assisted Living Facility Administrator position and the PHCD Assistant Assisted Living Facility Administrator from the Finance and Administration Division to the Public Housing Division
- *The FY 2021-22 Adopted Budget eliminates three vacant PHCD Asset Project Manager positions due to Department's reorganization efforts associated with the operational efficiency initiatives*
- Despite past modest increases in overall allocations nationally for public housing, increases to allocations to PHCD were nominal in recent years; going forward, regardless of the final allocation number received for federal fiscal year (FFY) 2022, the federal budget 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
- The FY 2021-22 Adopted Budget includes \$1.257 million in funding for the Helen Sawyer Assisted Living Facility from the Miami-Dade Rescue Plan
- 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

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

Key Department Measures, Strategic Objectives, and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 21-22
					Actual	Actual	Budget	Projection	Target
Percentage of available annual budget authority used to lease in the Section 8 HCV program*	HS2-1	HW-1	OC	↑	96%	94.26%	98%	98%	98%
Section Eight Management Assessment Program (SEMAP) score**	HS2-1	HW-1	OC	↑	145 / 100%	Pending	131/90%	131/90%	131/90%

\*Maximum utilization of vouchers is driven by funding made available to PHCD by HUD on an annual basis

\*\* 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; FY 2019-20 preliminary overall score submitted to HUD for review is 145 points with overall High Performer rating

### DIVISION COMMENTS

- ☛ For the fiscal year ending September 30, 2020, 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

### **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 the County's Infill Housing Program
- Administers various federal grants including HOPE VI and Replacement Housing Factor (RHF) funds
- Reviews and 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

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers and reclassifies three positions from the Public Housing Division to the Development Division: two Maintenance Repairer positions were transferred and reclassified to Development Project Managers and one PHCD Capital Improvements Facilities Manager position was transferred and reclassified to a PHCD Assistant RAD Manager
- ☛ In FY 2021-22, the Development Division, with HUD and Board approval, will continue the implementation of the Rental Assistance Demonstration (RAD) program
- ☛ In FY 2021-22, 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 (\$310,000)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

- In FY 2021-22, the Division will continue the planning and administration of the public housing redevelopment program, including Liberty Square, Senior Campus, Culmer Place, Culmer Gardens, Rainbow Village, Gwen Cherry 23, Modello, Lincoln Gardens, Arthur Mays, Naranja, Homestead Gardens, Perrine Gardens, Perrine Villas, Heritage Village 1 and 2, Moody Gardens, Moody Village, Palm Courts, Palm Towers, Opa-Locka Elderly, Venetian Gardens, Palmetto Gardens, Jose Marti Plaza, Little Havana Homes, Falk Turnkey, Grove Homes, Stirrup Plaza Family, Annie Coleman 14, Annie Coleman 16 and South Miami Gardens development projects

### DIVISION: HUMAN RESOURCES

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

- Oversees personnel and various support services functions
- 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: 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 5,476 loans for affordable housing development, rehabilitation, construction and homebuyer mortgage assistance
- Provides direct oversight of the Helen M. Sawyer Plaza public housing assisted living facility
- Provides information technology support to the Department as per a Memorandum of Understanding (MOU) with the Information Technology Department (ITD)

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

Measures	SO	RD	Type	Good	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 21-22
					Actual	Actual	Budget	Projection	Target
Tenants Accounts Receivable score*	HS2-3	HW-1	OC	↑	2.29	Exempt	2.5	2.5	2.5
Percentage of revenues due from serviced loans collected**	HS2-3	ES-3	OC	↑	64%	118%	65%	65%	65%
Percentage of Surtax loans in repayment***	HS2-3	ES-3	OP	↔	64%	65%	65%	65%	65%
Percentage of homeownership loans closed within 60 days	ED3-1	HW-1	OC	↑	40%	38%	40%	40%	40%

\*Score reflects 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 during the fiscal year that are actually collected; there was a significant number of construction loans that were paid-off during Fiscal Year 2019-20 which increased this percentage

\*\*\* 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

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers a PHCD Assisted Living Facility Administrator position and a PHCD Assistant Assisted Living Facility Administrator to the Public Housing Division

### **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), CDBG CARES Act (CDBG-CV), Documentary Stamp Surtax (Surtax), State Housing Initiative Partnership (SHIP), Emergency Solutions Grant (ESG), ESG CARES Act (ESG-CV), Neighborhood Stabilization Program (NSP) and Home Investment Partnership Program (HOME) affordable housing programs as well as the COVID-19 specific allocations associated with CDBG, ESG and HOME
- Oversees Miami-Dade County's federally funded Emergency Rental Assistance Program to assist landlords and renters affected by the economic stressors due to and during the COVID-19 pandemic
- 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, CDBG-CV, HOME, ESG, ESG-CV, Surtax, NSP and SHIP during the different compliance periods
- 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, CDBG-CV, HOME, ESG, ESG-CV, 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)
- Manages County-owned assets that are non-public housing and are available as affordable housing both with and without subsidies attached
- Administers community planning functions and neighborhood planning support, including citizen participation through various community meetings for federal funding programs
- Provides staff support to the Affordable Housing Advisory Board (AHAB) and the Affordable Housing Trust Fund Board (AHTFB)
- Processes all special economic development applications, conducts underwriting analysis and coordinates loan closing
- Reviews naturally occurring affordable housing applications, provides underwriting analysis and coordinates loan closing

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

Key Department Measures, Strategic Objectives, and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 21-22
					Actual	Actual	Budget	Projection	Target
Percentage of CDBG projects completed *	HS2-3	HW-1	EF	↑	66%	48%	70%	70%	70%
Percentage of HOME projects completed	HS2-3	HW-1	EF	↑	27%	25%	25%	25%	25%
Number of jobs created or retained**	ED1-1	HW-2	OC	↑	71	62	70	72	70
Number of affordable housing units constructed or rehabilitated***	HS2-3	HW-1	OP	↔	872	1,704	1,600	1,700	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 149 jobs is \$5 million; jobs will be created over a two-year time period

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

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers one PHCD Technician from the Office of the Director to the Housing and Community Development Division
- The Department is embarking on several initiatives to address affordable homeownership, including the Building on County Land project (\$9 million); additionally, the Department is supporting a adopted ordinance to create a standard methodology for the establishment of a maximum sales price in the homeownership program which would expand options for buyers
- The FY 2021-22 Adopted Budget includes funding for the County's Safety NET Program, a summer and year-round afterschool initiative operated by the Greater Miami Service Corps, funded by CDBG CARES Act funds and approved through the Annual Action Plan (\$573,646); the FY 2021-22 also includes funding for a summer jobs program for at-risk youth through CareerSource South Florida, funded by CDBG-CARES Act funds and approved through the Annual Action Plan (\$175,000)
- PHCD will be funding \$13.8 million in activities for the Peace and Prosperity Plan from CDBG-Regular funds and CDBG CARES Act related funding
- The FY 2021-22 Surtax revenue is budgeted at \$30 million; the FY 2021-22 Surtax carryover of \$195.855 million is allocated as follows: \$136.710 million to on-going multi-family rental projects and \$50 million for Homeownership Programs; total funding budgeted for affordable housing, including Surtax is \$260.282 million
- PHCD, along with community partners, will continue to monitor and develop affordable housing opportunities as the County progresses toward achieving its Thrive 305 goal of 15,000 units
- During FY 2021-22 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



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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### **CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS**

- In FY 2021-22, 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; in FY 2020-21 Liberty Square Phase Two delivered 204 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 estimated development cost is \$450 million of which \$46 million is funded from County and federal sources; in FY 2020-21, the development was turned over to a private management company that receives operating subsidies through PHCD; after the transfer of all phases takes place, the annual cost to PHCD to provide oversight of the private management company is estimated at \$100,000
  
- The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes \$26 million from the Affordable Housing Trust Fund to finance affordable and workforce housing projects inclusive of preservation and new construction; projects will include uses for both rental and homeownership; the department will consult with the Board to determine priorities
  
- In FY 2021-22, PHCD is projected to expend \$7.504 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 2021-22 federal budget will not provide enough funding to address infrastructure needs on 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 2021-22, 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
  
- The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes \$598,000 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

### **SELECTED ITEM HIGHLIGHTS AND DETAILS**

Line-Item Highlights	(dollars in thousands)				
	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Budget FY 21-22
Advertising	30	192	87	103	169
Fuel	232	166	270	477	278
Overtime	458	595	527	593	0
Rent	1,359	1,200	1,200	1,200	1,200
Security Services	4,109	4,647	3,834	3,447	4,727
Temporary Services	2,961	2,853	3,168	2,609	2,326
Travel and Registration	60	24	39	20	48
Utilities	10,310	4,647	11,522	10,337	10,899

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Adopted FY 21-22
<b>Revenue Summary</b>				
General Fund Countywide	216	0	300	310
Affordable Housing Trust Fund	0	0	12,343	21,152
Carryover - CD	7,801	7,801	11,659	8,057
Carryover - DRI/EZ/EH	12,900	12,900	1,308	1,824
Carryover - EDI/BEDI	1,391	1,391	405	262
Carryover CDBG	17,508	17,508	14,217	22,955
Carryover HOME	14,273	18,044	13,543	16,677
Carryover NSP	442	442	86	590
Carryover SHIP	10,752	10,752	11,092	11,433
Carryover Surtax	204,943	204,943	203,259	195,855
Documentary Stamp Surtax	36,889	29,295	24,000	30,000
Interest Income	8,420	350	4,244	3,038
Loan Repayments	15,887	31,634	10,262	14,548
Loans Servicing Fees	1,078	1,317	759	869
Miscellaneous Revenues	7,394	41,866	10,187	11,467
Rental Income	18,643	16,318	18,193	16,826
SHIP	1,437	1,906	1,444	1,437
CDBG	9,681	12,929	9,381	13,103
CDBG Program Income	183	6,500	180	3,500
Emergency Shelter Grant	2,341	1,025	1,050	1,127
Federal Funds	9,505	4,117	9,307	9,005
HOME	6,436	2,560	4,436	4,880
HOME Program Income	1,912	1,798	1,960	1,615
Housing Assistance Payments	178,585	214,938	228,124	240,721
NSP Program Income	692	224	690	166
Public Housing Subsidy	44,293	51,988	51,637	56,619
Section 8 Admin Fee	25,407	26,954	29,845	34,061
<b>Total Revenues</b>	<b>639,009</b>	<b>719,500</b>	<b>673,911</b>	<b>722,097</b>

### Operating Expenditures

#### Summary

Salary	24,542	21,634	30,284	30,060
Fringe Benefits	9,070	11,296	11,004	9,891
Court Costs	307	165	296	302
Contractual Services	36,515	44,208	38,809	43,537
Other Operating	76,363	66,705	83,836	72,748
Charges for County Services	11,147	12,643	10,634	13,026
<b>Total Operating Expenditures</b>	<b>157,944</b>	<b>156,651</b>	<b>174,863</b>	<b>169,564</b>

### Non-Operating Expenditures

#### Summary

Transfers	182,761	218,827	232,686	245,087
Distribution of Funds In Trust	0	0	0	0
Debt Service	3,258	0	3,037	2,353
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	2,885	0	263,325	305,093
<b>Total Non-Operating Expenditures</b>	<b>188,904</b>	<b>218,827</b>	<b>499,048</b>	<b>552,533</b>

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 20-21	Adopted FY 21-22	Budget FY 20-21	Adopted FY 21-22
<b>Strategic Area: Health and Society</b>				
Office of the Director	2,257	2,217	18	17
Public Housing Division	74,445	71,398	272	268
Section 8 Housing Choice Voucher	15,008	16,207	23	23
Development	1,248	1,840	12	15
Human Resources	569	581	5	5
Finance and Administration	4,075	3,889	61	59
<b>Strategic Area: Economic Development</b>				
Housing and Community Development	77,261	73,432	29	30
<b>Total Operating Expenditures</b>	<b>174,863</b>	<b>169,564</b>	<b>420</b>	<b>417</b>

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FUTURE	TOTAL
<b>Revenue</b>									
Affordable Housing Trust	0	26,000	0	0	0	0	0	0	26,000
BBC GOB Financing	28,070	3,432	798	0	0	0	0	0	32,300
Capital Funds Financing Program	0	1,500	2,000	2,000	935	0	0	0	6,435
Capital Funds Program (CFP) - 717	7,424	0	0	0	0	0	0	0	7,424
Capital Funds Program (CFP) - 718	10,656	897	0	0	0	0	0	0	11,553
Capital Funds Program (CFP) - 719	4,740	3,338	1,873	962	0	0	0	0	10,912
Capital Funds Program (CFP) - 720	869	1,720	2,425	2,925	3,471	0	0	0	11,410
Capital Funds Program (CFP) - 721	0	589	3,107	3,132	3,132	0	0	0	9,959
Documentary Stamp Surtax	3,461	2,539	0	0	0	0	0	0	6,000
Hope VI Grant	1,599	3,372	0	0	0	0	0	0	4,971
Replacement Housing Factor (RHF)	391	0	0	0	0	0	0	0	391
Southeast Overtown Park West CRA	300	575	125	0	0	0	0	0	1,000
<b>Total:</b>	<b>57,510</b>	<b>43,962</b>	<b>10,327</b>	<b>9,018</b>	<b>7,538</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>128,356</b>
<b>Expenditures</b>									
<b>Strategic Area: HS</b>									
Housing for Elderly and Families	300	16,592	13,298	0	0	0	0	0	30,190
New Affordable Housing Units	33,273	7,792	2,000	2,000	935	0	0	0	46,000
Public Housing Improvements	23,938	7,203	7,404	7,018	6,603	0	0	0	52,166
<b>Total:</b>	<b>57,510</b>	<b>31,587</b>	<b>22,702</b>	<b>9,018</b>	<b>7,538</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>128,356</b>

### FUNDED CAPITAL PROGRAMS

(dollars in thousands)

#### **ARCHITECTURAL AND INSPECTION SERVICES (CAPITAL FUND PROGRAMS (CFP))**

**PROGRAM #: 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	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Capital Funds Program (CFP) - 717	1,494	0	0	0	0	0	0	0	1,494
Capital Funds Program (CFP) - 718	2,328	500	0	0	0	0	0	0	2,828
Capital Funds Program (CFP) - 719	298	600	600	600	0	0	0	0	2,098
Capital Funds Program (CFP) - 720	0	0	400	400	651	0	0	0	1,451
<b>TOTAL REVENUES:</b>	<b>4,120</b>	<b>1,100</b>	<b>1,000</b>	<b>1,000</b>	<b>651</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,871</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Planning and Design	4,120	1,100	1,000	1,000	651	0	0	0	7,871
<b>TOTAL EXPENDITURES:</b>	<b>4,120</b>	<b>1,100</b>	<b>1,000</b>	<b>1,000</b>	<b>651</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,871</b>

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### HOPE VI - SCOTT HOMES HISTORICAL BUILDING

**PROGRAM #:** 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	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Hope VI Grant	249	659	0	0	0	0	0	0	908
<b>TOTAL REVENUES:</b>	<b>249</b>	<b>659</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>908</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Construction	100	659	0	0	0	0	0	0	759
Planning and Design	149	0	0	0	0	0	0	0	149
<b>TOTAL EXPENDITURES:</b>	<b>249</b>	<b>659</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>908</b>

### LIBERTY SQUARE AND LINCOLN GARDENS

**PROGRAM #:** 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	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
BBC GOB Financing	28,070	1,040	0	0	0	0	0	0	29,110
Capital Funds Financing Program	0	1,500	2,000	2,000	935	0	0	0	6,435
Documentary Stamp Surtax	3,461	2,539	0	0	0	0	0	0	6,000
Hope VI Grant	1,350	2,713	0	0	0	0	0	0	4,063
Replacement Housing Factor (RHF)	391	0	0	0	0	0	0	0	391
<b>TOTAL REVENUES:</b>	<b>33,273</b>	<b>7,792</b>	<b>2,000</b>	<b>2,000</b>	<b>935</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>46,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Construction	32,855	7,292	2,000	2,000	536	0	0	0	44,682
Planning and Design	418	500	0	0	399	0	0	0	1,317
<b>TOTAL EXPENDITURES:</b>	<b>33,273</b>	<b>7,792</b>	<b>2,000</b>	<b>2,000</b>	<b>935</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>46,000</b>

### NON-DWELLING STRUCTURAL IMPROVEMENTS (CAPITAL FUND PROGRAM (CFP))

**PROGRAM #:** 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	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Capital Funds Program (CFP) - 717	122	0	0	0	0	0	0	0	122
Capital Funds Program (CFP) - 718	68	10	0	0	0	0	0	0	78
Capital Funds Program (CFP) - 719	25	25	0	0	0	0	0	0	50
Capital Funds Program (CFP) - 720	0	0	25	25	0	0	0	0	50
Capital Funds Program (CFP) - 721	0	0	0	25	25	0	0	0	50
<b>TOTAL REVENUES:</b>	<b>215</b>	<b>35</b>	<b>25</b>	<b>50</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Construction	215	35	25	50	25	0	0	0	350
<b>TOTAL EXPENDITURES:</b>	<b>215</b>	<b>35</b>	<b>25</b>	<b>50</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>

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### REDEVELOPMENT OF CULMER PLACE AND CULMER GARDENS

**PROGRAM #: 505660**

DESCRIPTION: Redevelop Culmer Place and Culmer Gardens public housing units into a mixed-income, mixed-use development to include one-for-one replacement of existing public housing units

LOCATION: 800 NW 5 Ave and 554 NW 5 AVE      District Located: 3  
 City of Miami      District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
BBC GOB Financing	0	2,392	798	0	0	0	0	0	3,190
Southeast Overtown Park West CRA	0	375	125	0	0	0	0	0	500
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>2,767</b>	<b>923</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,690</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Construction	0	2,767	923	0	0	0	0	0	3,690
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>2,767</b>	<b>923</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,690</b>

### REDEVELOPMENT OF PUBLIC AND AFFORDABLE HOUSING

**PROGRAM #: 200002154**

DESCRIPTION: Finance affordable and workforce housing projects inclusive of preservation and new construction; projects will include uses for both rental and homeownership; funds will be utilized equitably among the 13 commission districts

LOCATION: Various Sites      District Located: Countywide  
 Various Sites      District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Affordable Housing Trust	0	26,000	0	0	0	0	0	0	26,000
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>26,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Construction	0	13,625	12,375	0	0	0	0	0	26,000
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>13,625</b>	<b>12,375</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,000</b>

### REDEVELOPMENT OF RAINBOW VILLAGE AND GWEN CHERRY 23

**PROGRAM #: 200001716**

DESCRIPTION: Redevelop Rainbow Village and Gwen Cherry 23 public housing units into a mixed-income, mixed-use development to include one-for-one replacement of existing public housing units

LOCATION: 2001 NW 4 CT      District Located: 3  
 City of Miami      District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Southeast Overtown Park West CRA	300	200	0	0	0	0	0	0	500
<b>TOTAL REVENUES:</b>	<b>300</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Construction	300	200	0	0	0	0	0	0	500
<b>TOTAL EXPENDITURES:</b>	<b>300</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>

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**SITE IMPROVEMENTS AND DWELLING STRUCTURES (CAPITAL FUND PROGRAMS (CFP))      PROGRAM #: 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	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Capital Funds Program (CFP) - 717	5,808	0	0	0	0	0	0	0	5,808
Capital Funds Program (CFP) - 718	8,260	387	0	0	0	0	0	0	8,647
Capital Funds Program (CFP) - 719	4,417	2,713	1,273	362	0	0	0	0	8,764
Capital Funds Program (CFP) - 720	869	1,720	2,000	2,500	2,820	0	0	0	9,909
Capital Funds Program (CFP) - 721	0	589	3,107	3,107	3,107	0	0	0	9,909
<b>TOTAL REVENUES:</b>	<b>19,354</b>	<b>5,409</b>	<b>6,379</b>	<b>5,968</b>	<b>5,927</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43,037</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Construction	19,354	5,409	6,379	5,968	5,927	0	0	0	43,037
<b>TOTAL EXPENDITURES:</b>	<b>19,354</b>	<b>5,409</b>	<b>6,379</b>	<b>5,968</b>	<b>5,927</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43,037</b>

**UNFUNDED CAPITAL PROJECTS**

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
PUBLIC HOUSING - PHYSICAL NEEDS ASSESSMENT	Various Sites	391,325
	<b>UNFUNDED TOTAL</b>	<b>391,325</b>