

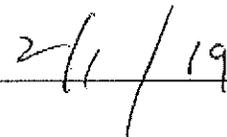


# Public Housing and Community Development Business Plan

**Fiscal Years: 2019 and 2020**  
(10/1/2018 through 9/30/2020)

Approved by:

  
\_\_\_\_\_  
Michael Liu, Department Director

  
\_\_\_\_\_  
Date

  
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Maurice L. Kemp, Deputy Mayor

  
\_\_\_\_\_  
Date

Plan Date: February 1, 2019

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## DEPARTMENT OVERVIEW

### Department Mission

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 Human Services and the Economic Development strategic areas, PHCD oversees approximately 9,300 units of public housing, of which 1,767 are tax credit units; 829 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- to moderate-income persons as well 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 non-profit organizations and other County departments to achieve the mission of providing quality, affordable housing opportunities and economic independence opportunities to extremely-low and moderate-income residents of Miami-Dade County.

PHCD administers or plans to administer the following federal, state, and county programs:

### Federal Programs

- Conventional Public Housing
- Neighborhood Stabilization Program (NSP)
- Section 8 Housing Choice Voucher (HCV) Program
- Section 8 New Construction
- Community Development Block Grant (CDBG)
- CDBG Disaster Recovery Program (CDBG-DR)
- Home Investment Partnership Program (HOME)
- Rental Assistance Demonstration (RAD) Program
- Emergency Solutions Grant



### State Programs

- Documentary Stamp Surtax Program (Surtax)
- State Housing Initiative Partnership (SHIP)

### County Programs

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

## **DIVISIONAL RESPONSIBILITIES**

### Office of the Director

- 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;
- Provides management supervision for agency divisions and offices, including safety operations, emergency management operations, and procurement;
- Provides direction for fraud and criminal investigations; compliance, reasonable accommodations according to the American with Disabilities Act and the HUD Voluntary Compliance Agreement for residents with disabilities;
- Monitors HUD's Public Housing Assessment System (PHAS); and
- Interacts with public and private stakeholders to ensure attainment of PHCD's goals and objectives.

### Public Housing

- This division is 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; and
- Provides direct oversight of the Applicant Leasing Center.





## Departmental Business Plan and Outlook

Department Name: Public Housing and Community Development  
FY2018-19 & FY2019-20

### Development

- This division plans and manages development projects on public housing sites and other County-owned sites and manages the infill housing program;
- 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;
- Reviews project financing, development plans, architectural/engineering plans and administers construction for 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); and
- Manages the County's Infill Housing Program.

### Housing and Community Development

- 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 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;



**Departmental Business Plan and Outlook**

**Department Name: Public Housing and Community Development**

**FY2018-19 & FY2019-20**

- 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 Request for Applications (RFAs) and Request for Proposals (RFPs);
- Administers community planning functions and neighborhood planning support, including citizen participation through Community Advisory Committees, for federal funding programs; and
- Provides staff support to the following advisory boards, the Affordable Housing Advisory Board (AHAB) and the Affordable Housing Trust Fund Board (AHTFB).



Departmental Business Plan and Outlook  
 Department Name: Public Housing and Community Development  
 FY2018-19 & FY2019-20

Table of Organization

**PUBLIC HOUSING AND COMMUNITY DEVELOPMENT**

**OFFICE OF THE DIRECTOR**

- 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; provides management supervision for agency divisions and offices; provides direction for fraud and criminal investigations, compliance, reasonable accommodations according to the American with Disabilities Act, HUD Voluntary Compliance Agreement for residents with disabilities; monitors HUD's PHAS; interacts with public and private stakeholders to ensure attainment of PHCD's goals and objectives

FY 18-19 13	FY 19-20 14
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**PUBLIC HOUSING DIVISION**

- Responsible for oversight of all 8,700 County public housing units; provides on-going rehabilitation of public housing vacant units for prospective residents, and rehabilitation of vacant units for residents with Reasonable Accommodations needs; provides maintenance support services to all public housing units as needed; provides maintenance services; 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 applicants; 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 18-19 275	FY 19-20 275
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**HOUSING AND COMMUNITY DEVELOPMENT**

- Administers federal and state funded programs including CDBG, HOME, ESG, Surtax, and SHIP; 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, provides architectural/engineering and construction contract administration, and oversight of construction and rehabilitation field work, ensures compliance with all program requirements; prepares the Five-Year Consolidated Plan, Annual Action Plan, and Consolidated Annual Performance Evaluation Report (CAPER); administers community planning functions, including citizen participation through Community Advisory Committees

FY 18-19 29	FY 19-20 29
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**FINANCE AND ADMINISTRATION**

- Provides support services including budgeting, accounting, financial reporting, accounts payable, and revenue management; 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 underwriting, closing services and loan servicing to a loan portfolio of over 7,000 loans for affordable housing development, rehabilitation, construction, and homebuyer mortgage assistance loans.

FY 18-19 68	FY 19-20 67
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**DEVELOPMENT**

- Plans and implements redevelopment program on public housing sites and non-public housing sites, including major rehabilitation and new construction to include a mixed-income, mixed-finance and mixed-use approach; manages acquisitions, demolition and dispositions, and obtains HUD's approvals; manages various federal grants; reviews project financing, redevelopment plans, architectural/engineering contract documents and administers construction; negotiates ground leases, master development agreements, regulatory and operating agreements and other mixed-finance agreements; administers the County's Infill Housing Program

FY 18-19 11	FY 19-20 11
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**SECTION 8 HOUSING CHOICE VOUCHER**

- Provides assistance to low-income families and elderly, disabled and homeless participants in obtaining affordable, decent, safe, and sanitary housing; administers special programs, including Moderate Rehabilitation, and Single Room Occupancy, HUD-Veterans Affairs Supportive Housing vouchers and project-based vouchers; conducts housing quality standards (HQS) inspections for all special programs; determines the eligibility and selection of Section 8 rental assistance programs

FY 18-19 24	FY 19-20 24
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• The FY 2019-20 total number of full-time equivalent positions is 428.



**Strategic Alignment Summary**

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

Department Strategic Objectives	Department Measure	Division
<b>County Strategic Plan Objective HH3-3 Create, maintain and preserve affordable housing</b>		
Comply with Housing and Urban Development (HUD) Regulations	PHAS point score	Public Housing
Maintain an acceptable level of vacant public housing units	Average occupancy rate	Public Housing
	Average monthly number of families renting	
Maximize the effective use of Housing Choice Vouchers	Percentage of available annual budget authority used to lease in the Section 8 HCV Program	Section 8
Maintain compliance with Housing and Urban Development (HUD) regulations	Section Eight Management Assessment (SEMAP) score	Section 8
	Percentage of CDBG projects completed on time	Housing and Community Development
Improve compliance and quality assurance procedures	Percentage of invoices paid on time	Finance
	Number of open HOME projects monitored twice a year	Housing and Community Development
Maximize the effectiveness of the Surtax program	Percent of Surtax loan in repayment	Finance
Monitor contract activity	Percentage of vendor contracts reviewed for compliance	Director's Office
<b>County Strategic Plan Objective ED1-1: Reduce income disparity by increasing per capita income</b>		
Maximize the effectiveness of the Homeownership Program	Percentage of homeownership loans closed within 60 days	Finance
Improve access to economic opportunities for low- to moderate-income individuals	Number of jobs created or retained	Housing and Community Development



## Departmental Business Plan and Outlook

Department Name: Public Housing and Community Development  
FY2018-19 & FY2019-20

### Our Customer

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

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

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

PHCD's internal clientele are various County departments, advisory boards, and trusts, including Community Action and Human Services Department (CAHSD); Parks, Recreation and Open Spaces (PROS); Department of Transportation and Public Works (DTPW); Regulatory and Economic Resources (RER); Affordable Housing Advisory Board (AHAB); Affordable Housing Trust Fund Board (AHTFB); Miami-Dade Economic Advocacy Trust (MDEAT); Homeless Trust; Housing Finance Authority (HFA); and South Florida Workforce Investment Board (SFWIB). Together, PHCD is able to leverage various county resources to achieve measurable results in the community, such as weatherization and rehabilitation of owner-occupied homes, infrastructure projects including sidewalks, roadways, streets, sewers, and park improvements as well as employment and entrepreneurial opportunities through the Section 3 program to help residents achieve self-sufficiency.



## KEY ISSUES

### Public Housing

The current business environment for PHCD's public housing program is dynamic. PHCD secures the majority of its funding through the federal government and a small portion is generated from tenant rents. For six years, PHCD had been designated *substandard* by HUD based on the agency's overall low Public Housing Assessment (PHAS) scores. A *substandard* designation could have negative implications for PHCD in its ability to compete for additional funding opportunities and manage itself as an arm of the County. Targeted efforts have been initiated to improve the agency's overall performance and designation.

For FY 2016-17, PHCD sustained a *standard* designation based on the PHAS score. PHCD received a waiver from HUD due to Hurricane Irma, for Fiscal Year 2017-2018.

For FY 2015-16, PHCD was successful in moving out of *substandard* status and achieved a *standard* designation based on the PHAS score. PHCD maintained its *standard* designation for the past two Fiscal Years (FY 2016-17 & FY 2017-18).

PHCD continues to review and restructure the Public Housing division, implementing operational adjustments in order to obtain additional efficiencies in managing the 10,665 units of County-owned housing. The Department has also continued in its successful efforts of remediating property damages within the portfolio associated with Hurricane Irma.

Additional adjustments continue to be identified and will be implemented as may be necessary to address operational concerns. However, given the ongoing uncertainty associated with the federal budget, Congressional appropriation levels, and the impact of recently enacted national tax reforms, funding levels for Public Housing may experience a negative effect.

### Community Development

Federal funding remains a concern due to the financial obligations to HUD on CDBG. As a result, the Department's economic development activities may be hampered by any reductions in funding. There is a drive to urge Congress to increase, or restore, funding levels so that the County can maintain its community development efforts.

Our local resource, Surtax funding, has seen some gradual decreases, and it is still marked with peaks and valleys throughout the year. SHIP is potentially another source that will assist the County in efforts to continue to fund affordable housing projects. In addition, the uncertainty of the federal budget, appropriation levels, and impact of tax reform could also affect Community Development.



## PRIORITY INITIATIVES

### Major priorities of the department include:

- Enforce project deadlines in a more aggressive fashion for projects funded with CDBG and HOME funds and compliance with federal regulations.
- Ensure that PHCD meets HUD's 1.5 CDBG spending ratio by November 2, 2019.
- PHCD Continue to implement PHCD's planned operational adjustments to mitigate funding adjustments and maximize its resources to improve service delivery in all of its programs, including maintaining the PHAS designation of standard; and maintaining the SEMAP performance rating of high performer.
- Maximize 2018 disaster funding received from HUD to assist new voucher holders from the 2008 tenant-based Section 8 Housing Choice Voucher waiting list.
- Solicit and select a vendor to administer the day-to-day operations of the HCV program for the next five years.
- Remain in compliance with HUD's Public Housing Assessment System (PHAS). The Department achieved compliance in FY 2017.
- Continue making re-payment of CDBG obligations to HUD as well as address and resolve the following compliance issues: compliance with HUD's Public Housing Assessment System (PHAS) by end of FY 2017; and payback of CDBG Obligations
- Continue with housing development activities focused on Liberty Square, Liberty City, Lincoln Gardens, Culmer Place, Culmer Gardens, Rainbow Village, Gwen Cherry 23C, and the Senior Campus.
- Create additional affordable senior housing at Three Round Towers A, Martin Fine Villas, Elizabeth Virrick I, Elizabeth Virrick II, Senator Villas, and Smathers Plaza sites.
- Create additional affordable housing at Modello Homes and Medvin sites. Continue collaboration with the Miami-Dade County School Board to redevelop the Medvin public housing site (to include a school and housing units) and Phyllis Wheatly public housing site as a future project.
- Redevelop existing public housing by utilizing the Rental Assistance Demonstration (RAD) Program.

### **During this fiscal year, the department specifically plans to:**

- Continue to explore opportunities for enhancing and improving the County's Workforce Housing Program.
- Expand homeownership opportunities through program modifications and countywide marketing campaign.
- Solicit for applications and allocate FY2019 Request for Allocation (RFA) funding for CDBG, HOME, ESG, SHIP and Surtax.
- Focus on strategies to address the preservation of affordable housing, both subsidized and non-subsidized.



## Departmental Business Plan and Outlook

Department Name: Public Housing and Community Development  
FY2018-19 & FY2019-20

- Maximize the use of Capital Fund Program allocations by taking advantage of HUD's Capital Fund Financing Program which allows borrowing of private capital to fund developments and on-going modernization activities.
- Continue to explore opportunities with developers and non-profit entities to improve and increase housing for families and individuals on PHCD's waiting list.
- Continue to cultivate and foster collaborative relationships with police departments whose jurisdictions include public housing sites.
- Continue to increase and facilitate capacity for the Overall Tenant Advisory Council (OTAC) and resident councils, implement resident enrichment activities with achieving self-sufficiency and access to available social services and Section 3 program opportunities.
- Continue to work with the community to help rehabilitate owner-occupied homes as part of the Single Family Rehabilitation Program, including expanding the program to focus on seniors needing substantial rehabilitation.
- Work with the selected developer to revitalize the property acquired in the Quail Roost area of West Perrine and potential housing and commercial components that will be added to the Transit Hub.
- Work with the selected developer to revitalize and develop a mixed-use housing and commercial transit-oriented development of the Okeechobee Transit site in Hialeah.
- Continue staff support and advocacy for County advisory boards including the Affordable Housing Advisory Board (AHAB) and the Affordable Housing Trust Fund Board (AHTFB) for the development of an efficient and successful revolving loan trust to ensure future affordable housing development.
- Continue with housing development activities focused on Liberty Square, Liberty City, Lincoln Gardens, Culmer Place, Culmer Gardens, Rainbow Village, Gwen Cherry 23C, and the Senior Campus.
- Create additional affordable senior housing at Three Round Towers, Martin Fine Villas, Elizabeth Virrick I, Elizabeth Virrick II, Senator Villas, and Smathers Plaza sites.
- Create additional affordable housing at Modello Homes and Medvin sites.



## Departmental Business Plan and Outlook

Department Name: Public Housing and Community Development  
FY2018-19 & FY2019-20

### FUTURE OUTLOOK

Consistent with the agency's adopted PHA Plan for FY2017-18, in which the Department is required to submit to HUD annually, are the following goals and objectives:

- Assess and adjust to reductions in CDBG and HOME funding to include impacts on staffing levels, program delivery and generating program income. Continue to close out activities successfully to minimize liabilities to the County.
- Reduce public housing vacancies, improving unit turnaround, improving lease enforcement and reaching a 95 percent occupancy level.
- Acquire, rehabilitate or build units or developments by continuing to evaluate funding opportunities that may become available to create additional housing.
- Work with various community and other Public Housing Agencies partners to collaborate on the Consolidated Planning process, including the Assessment of Fair Housing, following guidelines that continue to evolve from HUD.
- Build new units and/or renovate existing public housing units utilizing the Capital Fund Program funds or any other funds which may become available.
- Seek new partnerships with both public and private entities to enhance social and economic services to all residents in assisted housing, and identify supportive services to increase independence for elderly and/or families challenged with disabilities.
- Continue to engage and strengthen partnerships with lending institutions to expand the opportunity of homeownership for low- and moderate-income families and individuals.
- Work with HUD, pursuant to Board Resolution No. R-1240-18, regarding PHCD's application to HUD that requests consideration of the use of RAD for 6,426 public housing units.



# Business Plan Report - Public Housing and Community Development

Scorecard	Description	Owners
Public Housing and Community Development	<p>The Public Housing and Community Development Department (PHCD) administers federal funding for all of the County's housing and community development programs, including public housing, rental housing, affordable housing, rehabilitation and revitalization. These programs have been developed to provide decent and sanitary affordable housing opportunities to the income groups defined by the U.S. Department of Housing and Urban Development (HUD) as extremely low, very low, low income families and individuals.</p> <p>PHCD's primary federal subsidized housing programs are the Public Housing Program and the Section 8 Housing Choice Voucher Program. The performance of these programs are monitored by HUD.</p> <p>PHCD provides assistance and programs that expand economic opportunity and community development, including affordable housing development, economic development, historical preservation, housing rehabilitation, capital improvements to public facilities and public services. These programs are funded by the Community Development Block Grant (CDBG), Documentary Stamp Surtax Program (Surtax), State Housing Initiatives Partnership Program (SHIP), and Home Investment Partnership Program (HOME).</p> <p>PHCD is one of many departments and agencies that are part of the Health and Human Services strategic area and Economic Development strategic areas and falls under the Housing, Social Services and Economic Development Committee as identified by the Miami-Dade Board of County Commissioners.</p>	Liu, Michael

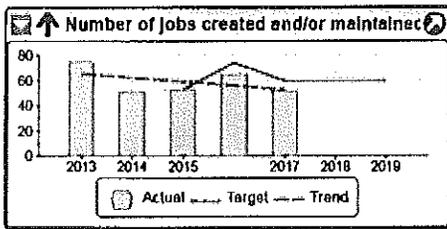
## 1.0 Customer

Objective	Description	Owners			
Maintain an acceptable level of vacant public housing units (HH3-3)		Liu, Michael, Coleman, Crystal (PHCD); Public Housing and Community Development			
Grandparent Objectives	Description	Owners			
HH3 Self-sufficient population		Miami-Dade County			
Parent Objectives	Description	Owners			
HH3-3 Create, maintain and preserve affordable housing		Miami-Dade County			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of vacant units made ready for occupancy within one month	Dec '18	38	60	-22	Coleman, Crystal (PHCD)
Average occupancy rate	Dec '18	94%	94%	0%	Coleman, Crystal (PHCD)
Average monthly number of families renting	Dec '18	7,257	6,000	-833	Coleman, Crystal (PHCD)
Average number of vacancies	Dec '18	211	250	39	Coleman, Crystal (PHCD)

**Business Plan Report - Public Housing and Community Development**

<b>Objective</b>							<b>Description</b>	<b>Owners</b>
Maximize the effective use of existing public housing units (HH3-3)								Liu, Michael
<b>Grandparent Objectives</b>							<b>Description</b>	<b>Owners</b>
HH3 Self-sufficient population								Miami-Dade County
<b>Parent Objectives</b>							<b>Description</b>	<b>Owners</b>
HH3-3 Create, maintain and preserve affordable housing								Miami-Dade County
<b>Initiatives Linked to Objective</b>	<b>Est. Start</b>	<b>Est. End</b>	<b>Type</b>	<b>As Of</b>	<b>%</b>	<b>Status</b>	<b>Owners</b>	
Liberty Square Rising - Phase 1	7/18/2016	8/30/2021		5/25/2018	78.5 %	In Progress	Cibran, Jorge (PHCD)	
<b>All Tasks</b>	<b>Est. Start</b>	<b>Est. End</b>	<b>Type</b>	<b>As Of</b>	<b>%</b>	<b>Status</b>	<b>Owners</b>	
Transfer of residents	12/15/2016	8/30/2017		10/4/2017	100%	Complete	Cibran, Jorge (PHCD)	
SHPO approval	12/15/2016	1/17/2017		2/10/2017	100%	Complete	Cibran, Jorge (PHCD)	
Disposition approval	3/15/2017	4/11/2017		4/17/2017	100%	Complete	Cibran, Jorge (PHCD)	
Mixed-finance package approval	4/3/2017	5/15/2017		1/3/2018	100%	Complete	Cibran, Jorge (PHCD)	
Financial closing	5/18/2017	8/28/2017		1/3/2018	100%	Complete	Cibran, Jorge (PHCD)	
Demolition	8/27/2017	8/15/2017		1/3/2018	100%	Complete	Cibran, Jorge (PHCD)	
Construction	12/18/2017	4/30/2019		5/25/2018	12%	In Progress	Cibran, Jorge (PHCD)	
Move-in	10/1/2018	12/31/2018		3/28/2017	0%	Not Started	Cibran, Jorge (PHCD)	

<b>Objective</b>							<b>Description</b>	<b>Owners</b>
Improve access to economic opportunities for low- to moderate-income individuals								Liu, Michael
<b>Grandparent Objectives</b>							<b>Description</b>	<b>Owners</b>
ED1 A stable and diversified economic base that maximizes inclusion of higher paying jobs in sustainable growth industries								Miami-Dade County
HH3 Self-sufficient population								Miami-Dade County
<b>Parent Objectives</b>							<b>Description</b>	<b>Owners</b>
ED1-1 Reduce income disparity by increasing per capita income								Miami-Dade County
HH3-4 increase the self-sufficiency of vulnerable residents/special populations								Miami-Dade County
<b>Measures Linked to Objective</b>	<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>Variance</b>	<b>Owners</b>			
Number of jobs created and/or maintained	2017	52	60	-8	Brown, Clarence			
<b>Date</b>	<b>VR Comment</b>						<b>Author</b>	
1/25/2018	There was no RFA in FY 2017, so not as many Special Economic Development Activities were funded in FY 2017.						Fiano, Theresa (PHCD)	



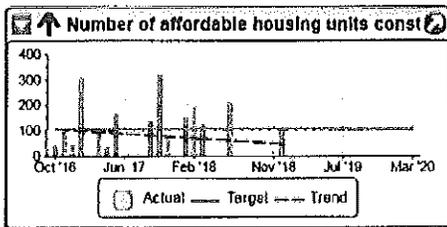
<b>Objective</b>							<b>Description</b>	<b>Owners</b>
Increase stock of affordable housing (HH2-1, HH2-2, HH3-3)								Liu, Michael
<b>Grandparent Objectives</b>							<b>Description</b>	<b>Owners</b>
HH2 Basic needs of vulnerable Miami-Dade County residents are met								Miami-Dade County
HH3 Self-sufficient population								Miami-Dade County
<b>Parent Objectives</b>							<b>Description</b>	<b>Owners</b>
HH2-1 End homelessness								Miami-Dade County
HH2-2 Stabilize home occupancy								Miami-Dade County
HH3-3 Create, maintain and preserve affordable housing								Miami-Dade County

**Business Plan Report - Public Housing and Community Development**

Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	%	Status	Owners
Develop the Okeechobee Transit-Oriented Development	12/9/2016	12/31/2020		7/3/2017	29.55%	In Progress	Brown, Clarence
<b>All Tasks</b>	<b>Est. Start</b>	<b>Est. End</b>	<b>Type</b>	<b>As Of</b>	<b>%</b>	<b>Status</b>	<b>Owners</b>
Request to Estab Evaluation/Selection Comm	2/17/2017	2/17/2017		4/7/2017	100%	Complete	Brown, Clarence
Review of Development Plan at 50% Completion	n/a	n/a		1/25/2018	1%	In Progress	Brown, Clarence
Evaluation/Selection Comm Kick-off Mtg	3/8/2017	3/8/2017		4/7/2017	100%	Complete	Brown, Clarence
Completion of Development Plan	n/a	n/a		n/a	n/a		Brown, Clarence
Infrastructure & Building Plans 50% Completion	n/a	n/a		n/a	n/a		Brown, Clarence
Notice to Developers for Oral Presentations	4/20/2017	4/20/2017		7/3/2017	100%	Complete	Brown, Clarence
Evaluation/Selection Comm Mtg w/Tech Advisors	4/5/2017	4/19/2017		7/3/2017	100%	Complete	Brown, Clarence
Final Plat Recorded	n/a	n/a		n/a	n/a		Brown, Clarence
Infrastructure Plans 100% Complete	n/a	n/a		n/a	n/a		Brown, Clarence
Complete Review of Applications	4/19/2017	4/19/2019		7/3/2017	100%	Complete	Brown, Clarence
Infrastructure Construction Start	n/a	n/a		n/a	n/a		Brown, Clarence
Oral Presentations/Final Scoring Meeting	5/1/2017	5/1/2019		7/3/2017	100%	Complete	Brown, Clarence
Final Evaluations	7/25/2017	8/3/2017		2/1/2019	100%	Complete	Brown, Clarence
Building Construction Plans 100% Complete	n/a	n/a		n/a	n/a		Brown, Clarence
Building Construction Start	n/a	n/a		n/a	n/a		Brown, Clarence
Negotiations Completed	7/17/2018	9/13/2019		2/1/2019	100%	Complete	Brown, Clarence
Full Underwriting Review	n/a	n/a		2/1/2019	100%	Complete	Brown, Clarence
Infrastructure Construction Completion	n/a	n/a		n/a	n/a		Brown, Clarence
Building Construction Completion	n/a	n/a		n/a	n/a		Brown, Clarence
Award Recommendation	9/13/2018	10/23/2019		2/1/2019	100%	Complete	Brown, Clarence
BCC Approval	9/13/2018	10/23/2018		2/1/2019	100%	Complete	Brown, Clarence

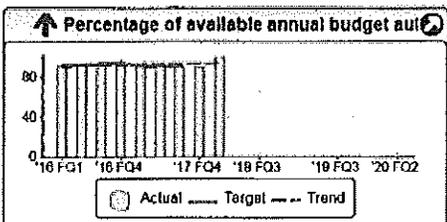
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of affordable housing units constructed and/or rehabilitated	Dec '18	104	107	-3	Brown, Clarence

Date	VR Comment	Author
1/8/2019	We received the Certificates of Occupancy in January. Variance is only 3 units	Fiano, Theresa (PHCD)



Objective	Description	Owners
Maximize the effective use of Housing Choice Vouchers (HH2-1, HH2-2, HH3-4)		Liu, Michael
<b>Grandparent Objectives</b>	<b>Description</b>	<b>Owners</b>
HH2 Basic needs of vulnerable Miami-Dade County residents are met		Miami-Dade County
HH3 Self-sufficient population		Miami-Dade County
<b>Parent Objectives</b>	<b>Description</b>	<b>Owners</b>
HH2-1 End homelessness		Miami-Dade County
HH2-2 Stabilize home occupancy		Miami-Dade County
HH3-4 Increase the self sufficiency of vulnerable residents/special populations		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage of available annual budget authority used to lease in the Section 8 HCV program	'18 FQ1	100%	n/a	n/a	Coleman, Crystal (PHCD)

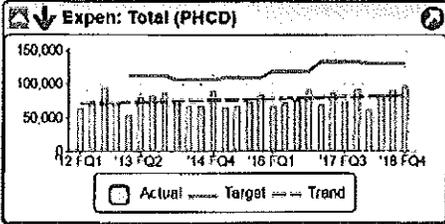


**Business Plan Report - Public Housing and Community Development**

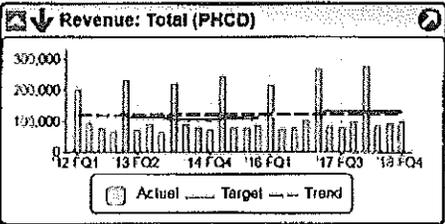
**2.0 Financial**

Objective	Description	Owners
Meet Budget Targets (PHCD)		Liu, Michael, Graham, James (PHCD)
Grandparent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County
Parent Objectives	Description	Owners
Meet Budget Targets (All Miami-Dade County)	This is the parent objectives to all departmental "Meet Budget Targets" objective. This is the chief objective to the County's Strategic Plan Objective, "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs."	Moon, Jennifer (OMB)

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Expen: Total (PHCD)	'18 FQ4	\$99,510K	\$132,655K	\$34,138K	Liu, Michael, Graham, James



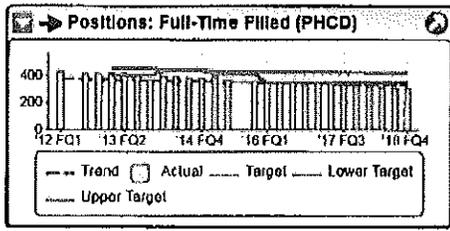
Child Measures	Period	Actual	Target	Variance	Owners
Expenditure: Personnel Costs (PHCD)	'18 FQ4	\$9,466K	\$10,601K	\$-1,135K	Liu, Michael
Expenditure: Court Costs (PHCD)	'18 FQ4	\$84K	\$13K	\$71K	Liu, Michael
Expenditure: Contractual Services (PHCD)	'18 FQ4	\$12,434K	\$7,502K	\$4,932K	Liu, Michael
Expenditure: Other Operating (PHCD)	'18 FQ4	\$25,878K	\$16,000K	\$9,878K	Liu, Michael
Expenditure: Charges for County Services (PHCD)	'18 FQ4	\$4,898K	\$1,832K	\$2,866K	Liu, Michael
Expenditure: Debt Service (PHCD)	'18 FQ4	\$2,884K	\$818K	\$1,866K	Liu, Michael
Expenditure: Depreciation, Amortization, Depletion (PHCD)	'18 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Expenditure: Distribution of Funds in Trust (PHCD)	'18 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Expenditure: Grants to Outside Organizations (PHCD)	'18 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Expenditure: Intradepartmental Transfers (PHCD)	'18 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Expenditure: Transfers Out (PHCD)	'18 FQ4	\$41,275K	\$38,934K	\$2,341K	Liu, Michael
Expenditure: Reserves (PHCD)	'18 FQ4	\$0K	\$54,865K	\$-54,865K	Liu, Michael
Expenditure: Capital (PHCD)	'18 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Revenue Total (PHCD)	'18 FQ4	\$68,354K	\$130,655K	\$32,301K	Graham, James, Liu, Michael



Child Measures	Period	Actual	Target	Variance	Owners
Revenue: Carryover (PHCD)	'18 FQ4	\$0K	\$9,438K	\$-9,438K	Liu, Michael
Revenue: General Fund (PHCD)	'18 FQ4	\$422K	\$0K	\$422K	Liu, Michael
Revenue: Proprietary (PHCD)	'18 FQ4	\$36,144K	\$19,380K	\$16,764K	Liu, Michael
Revenue: Federal (PHCD)	'18 FQ4	\$81,788K	\$60,857K	\$20,931K	Liu, Michael
Revenue: State (PHCD)	'18 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Revenue: Interagency/Intradepartmental (PHCD)	'18 FQ4	\$0K	\$0K	\$0K	Liu, Michael

**Business Plan Report - Public Housing and Community Development**

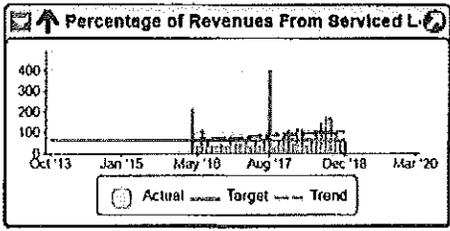
Positions Full-Time Filled (PHCD) '18 FQ4 308 420 (350-420) -114 Liu, Michael, Graham, James (PHCD)



Objective	Description	Owners
Maximize efficient use of resources		Liu, Michael, Graham, James (PHCD)

Measure Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage of Revenues From Serviced Loans	Dec '18	81%	85%	-4%	Graham, James (PHCD)

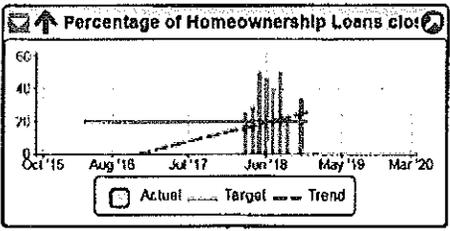
Date	VR Comment	Author
1/20/2019	We based our target on the loan collections. At the beginning of the analysis, we had a large number of developers paying-off the loans in order to take advantage of the pre-payment and re-loan structure permitted by Section 17-02 of the Miami-Dade Code of Ordinances. We have not seen a lot of activity as anticipated; therefore the actual percentage went down. We might have to revise the measure to exclude pay-offs from this calculation.	Sanchez, Edgar L. (PHCD)



Objective	Description	Owners
Maximize the effectiveness of the Homeownership program		Liu, Michael, Rogers, April (PHCD), Farr, Gerald

Measure Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage of Homeownership Loans closed within 60 days	Dec '18	0%	20%	-20%	Graham, James (PHCD)

Date	VR Comment	Author
1/30/2019	A lean six sigma process was conducted to improve performance in this area. It was acknowledged at the time, that the target of loans closed within 30 days was extremely aggressive given level of staffing and other factors. The Department is currently reviewing the need to revise the metric to achieve a more reasonable target for loans closed within 60 days.	Sanchez, Edgar L. (PHCD)



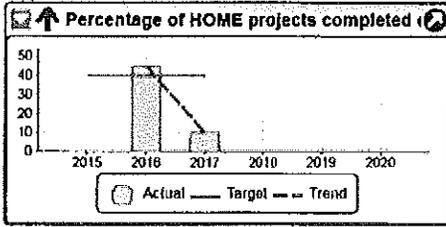
**3.0 Internal**

Objective	Description	Owners
Improve compliance with Housing and Urban Development (HUD) regulations		Liu, Michael, Graham, James (PHCD)

Measure Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage of HOME projects completed on time	2017	10	40	-30	Brown, Clarence

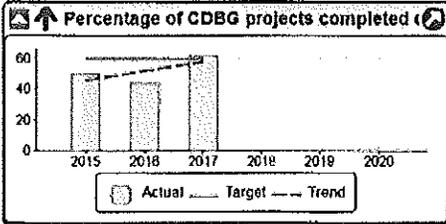
Date	VR Comment	Author
4/4/2018	HOME Projects can take from 2 to 4 years to complete. The targets may need to be adjusted downward.	Fiano, Theresa (PHCD)

**Business Plan Report - Public Housing and Community Development**

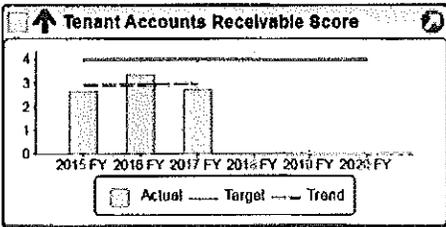


Percentage of CDBG projects completed on time 2017 62 60 2 Brown, Clarence

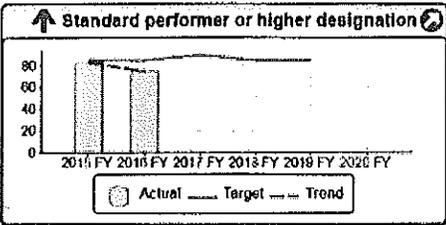
Date	VR Comment	Author
1/25/2018	No FY 2017 RFA issued and extremely late notice of funding availability from HUD delayed contract execution significantly	Fiano, Theresa (PHCD)



Tenant Accounts Receivable Score 2017 FY 3 4 -1 Graham, James

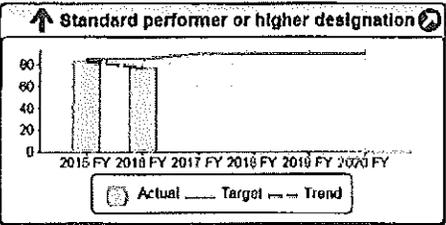


Standard performer or higher designation on REAC score 2018 FY n/a 65 n/a Coleman, Crystal (PHCD)



Standard performer or higher designation on PHAS score 2018 FY n/a 90 n/a Coleman, Crystal (PHCD)

Date	VR Comment	Author
12/19/2016	Anticipated PHAS score is May or June 2019	Silva, Maria B (PHCD)



# Business Plan Report - Public Housing and Community Development

Objective	Description	Owners			
Improve compliance and quality assurance procedures		Liu, Michael, Brown, Clarence			
<b>Measures Linked to Objective</b>	<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>Variance</b>	<b>Owners</b>
Number of open CDBG projects monitored twice a year	'18 Q1	12	20	-8	Brown, Clarence
Percentage of lease enforcement cases received and investigated due to suspicion of fraud or abuse	'18 FQ1	100%	100%	0%	Dana, Jacqueline (PHCD)
Number of open HOME projects monitored twice a year	'18 Q1	6	8	-2	Brown, Clarence
Percentage of invoices paid on time	2017 FY	85%	65%	20%	Graham, James

Objective	Description	Owners			
Monitor contract activity		Dana, Jacqueline; Farr, Gerald; Rogers, April (PHCD)			
<b>Measures Linked to Objective</b>	<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>Variance</b>	<b>Owners</b>
Percentage of vendor contracts reviewed for compliance	'19 FQ1	6%	5%	1%	Rajkumar-Futch, Indira (PHCD)