



Public Housing and Community Development Business Plan

Fiscal Years: 2020 and 2021
(10/1/2019 through 9/30/2021)


Approved by:



Michael Liu, Department Director

2/4/2020

Date



Maurice Kemp, Deputy Mayor

2/5/2020

Date

Plan Date: February 4, 2020

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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 Society and the Economic Development strategic areas, PHCD oversees approximately 9,448 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



Departmental Business Plan and Outlook

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- 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
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Finance and Administration

- 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;
- Process 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 6,122 loans for affordable housing development, rehabilitation, construction and homebuyer mortgage assistance.
- Provides administrative support including human resources, technical services, employee development;
- Provides direct oversight of the Helen M. Sawyer Plaza Assisted Living Facility (ALF);
- Provides information technical support to the department as per a Memorandum of Understanding (MOU) with the Information Technology Department (ITD); and
- Provides employee training and development.

Section 8

- Administers the Moderate Rehabilitation, Housing Choice Voucher, Project Based Voucher (PBV), HUD VASH Voucher, and Moderate Rehabilitation Single Room Occupancy programs;
- Provides rental assistance to low-income families and elderly, disabled and homeless participants seeking affordable, decent, safe, and sanitary housing;
- Provides direct oversight of the Housing Choice Voucher Program contractor;
 - Conducts Housing Quality Standards (HQS) inspections at least annually for all special programs; and
 - Determines eligibility for admissions and processing applications for all Section 8 rental assistance programs, with the exception of the Section 8 New Construction program.

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;



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- 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;
- 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



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- Provides staff support to the following advisory boards, the Affordable Housing Advisory Board (AHAB) and the Affordable Housing Trust Fund Board (AHTFB).

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.

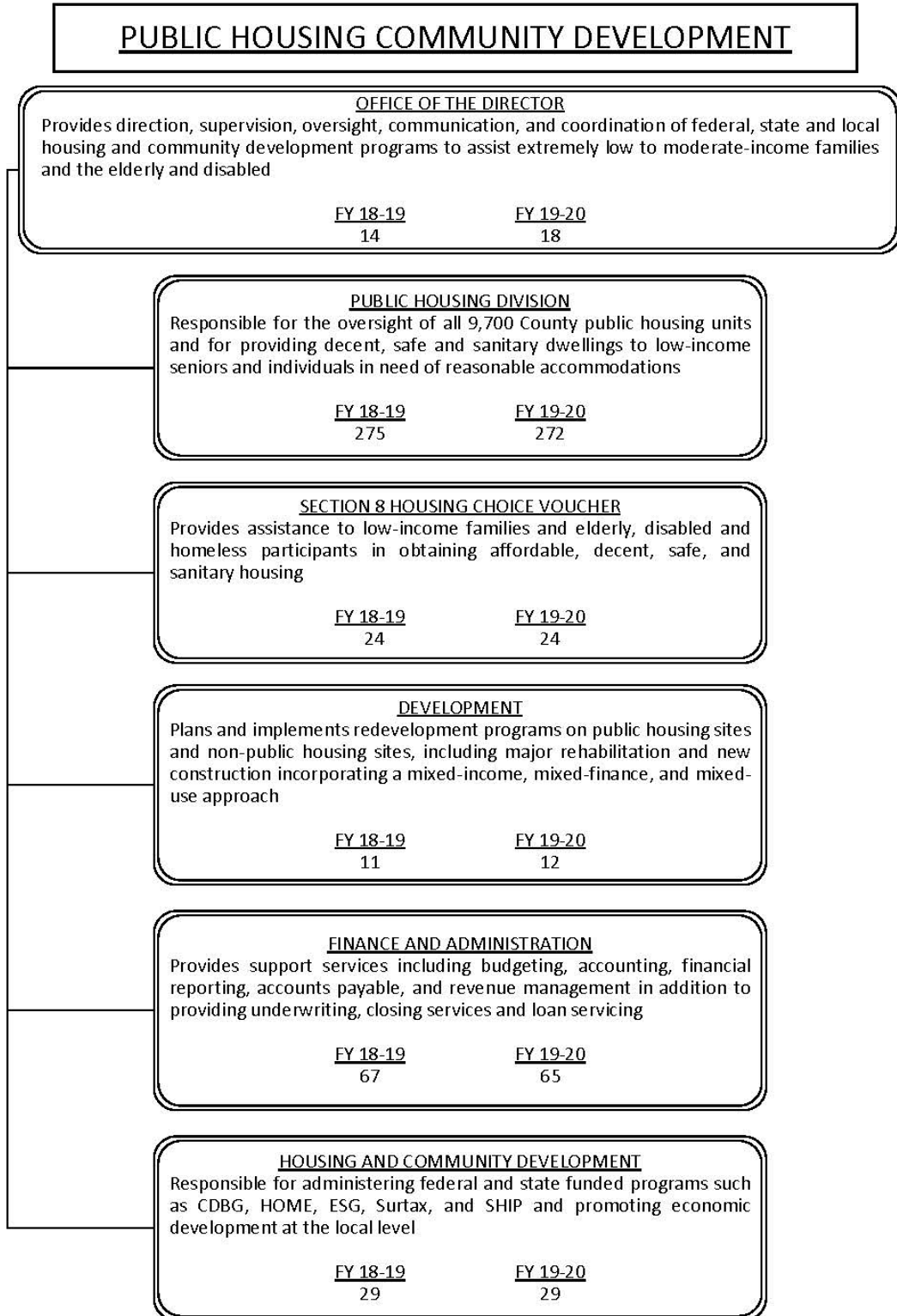
PHCD also works closely with residents, and resident councils, at public housing developments, as well as with private landlords, and affordable housing developers to identify and achieve measurable housing objectives. Customer feedback is collected through community meetings and workshops with resident councils and other public housing residents, Section 8 clients and landlords, 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.



Table of Organization



Strategic Alignment Summary

In preparation for the transition of the existing Active Strategy Enterprise (ASE) Scorecard to the new Strategic Management System (SMS) that will launch FY2020 Q2, PHCD realigned its departmental objectives to the County’s new strategic plan.

- HS2-3: Create, maintain and preserve affordable housing
- ED1-1: Promote and support a diverse mix of industries vital to a growing economy
- ED3-1: Foster stable homeownership throughout Miami-Dade County
- HS2-1: Provide the necessary support services for vulnerable residents and special populations

Alignment of Selected Scorecard Measures to Resilience

<i>Scorecard Measures</i>	<i>Resilience Driver</i>
Number of affordable housing units constructed and/or rehabilitated annually in Miami-Dade County	HW1
<i>Resilience Drivers:</i> LS1: Promote Leadership and Effective Management LS2: Empower a Broad Range of Stakeholders LS3: Foster Long-Term and Integrated Planning HW1: Meets Basic Needs HW2: Supports Livelihoods and Employment HW3: Ensures Public Health Services ES1: Promote Cohesive and Engaged Communities ES2: Ensure Social Stability, Security, and Justice ES3: Foster Economic Prosperity IE1: Provide and Enhances Protective Natural and Man-Made Assets IE2: Ensure Continuity of Critical Services IE3: Provide Reliable Communication and Mobility	



Departmental Business Plan and Outlook

Department Name: Public Housing and Community Development
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KEY ISSUES

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.

Section 8 Housing Choice Voucher

Need to maintain our high performer status under SEMAP (Section 8 Management Assessment Program).



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PRIORITY INITIATIVES

PHCD priorities are to redevelop all of our public housing stock with 21st century technologies and use HUD's Rental Assistance Demonstration (RAD) Program; search for available land for housing development; and find new sources of financing for developing affordable housing.

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 timeliness ratio by November 2, 2020.
- 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.
- Remain in compliance with HUD's Public Housing Assessment System (PHAS). The Department achieved compliance in FY 2018 and await results for 2019.
- Make final re-payment of CDBG obligations to HUD by end of FY 2020
- 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, Smathers Plaza, Rainbow Village, Gwen Cherry 23, Culmer Place and Culmer Gardens, and the Senior Campus 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 Wheatley public housing site as a future project.
- Redevelop existing public housing by utilizing the Rental Assistance Demonstration (RAD) Program.
- Engage a consultant to assist PHCD to evaluate Community Development assets, both vacant lands and existing buildings to determine the best use, including, but not limited to, development of rental housing units and/or homeownership housing units, property sales and/or land conveyance.

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.



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- Increase the development of homeownership units by using a dual-track approach: 1) make funding available to developers through a competitive Surtax Request for Applications process for development of homeownership units; and 2) implement a homeownership guaranteed mortgage program.
- Launch an open and rolling applications process for the preservation and rehabilitation of Naturally-Occurring Affordable Housing (NOAH)
- Focus on strategies to address the preservation of affordable housing, both subsidized and non-subsidized.
- 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.
- Work with the selected developers on the Quail Roost, Okeechobee (Metro Grande), and Frankie Shannon Rolle building - TOD.
- 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, and Smathers Plaza sites.
- Create additional affordable housing at Modello Homes and Medvin sites.

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:

- Work with HUD and private sector partners to implement our RAD portfolio conversion of 6,426 public housing units.
- 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.



Departmental Business Plan and Outlook

Department Name: Public Housing and Community Development
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- 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.
- 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.



Business Plan Report - Public Housing and Community Development

Scorecard	Description	
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

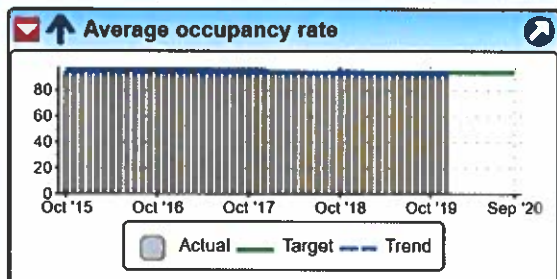
1.0 Customer

Objective	Description	
Maintain a 94% occupancy rate in Public Housing (HS2-3)		Liu, Michael; Public Housing Development

Grandparent Objectives	Description	
HS2: Self-sufficient and healthy population		Miami-Dade

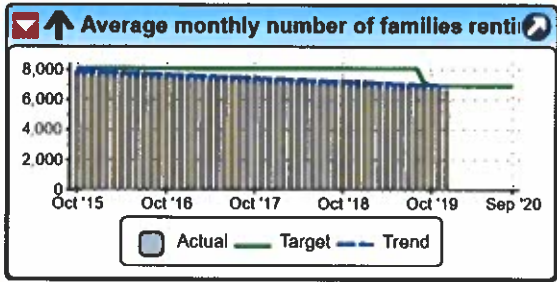
Parent Objectives	Description	
HS2-3: Create, maintain and preserve affordable housing		Miami-Dade

Measures Linked to Objective	Period	Actual	Target	Variance	
Average occupancy rate <input checked="" type="checkbox"/>	Dec '19	91%	94%	-3%	Cintron Vega



Business Plan Report - Public Housing and Community Development

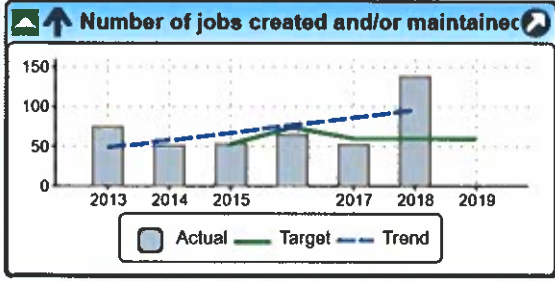
Average monthly number of families renting Dec '19 6,627 6,932 -305 Cintron Vega



Objective	Description	
Maximize the effective use of existing public housing units (HS2-3)		Liu, Michael
Grandparent Objectives	Description	
HS2: Self-sufficient and healthy population		Miami-Dade
Parent Objectives	Description	
HS2-3: Create, maintain and preserve affordable housing		Miami-Dade
Objective	Description	
Improve access to economic opportunities for low- to moderate-income individuals (ED1-1, HS2-1)		Liu, Michael
Grandparent Objectives	Description	
ED1: An environment that promotes a growing, resilient and diversified economy		Miami-Dade
HS2: Self-sufficient and healthy population		Miami-Dade
Parent Objectives	Description	
ED1-1: Promote and support a diverse mix of industries vital to a growing economy		Miami-Dade
HS2-1: Provide the necessary support services for vulnerable residents and special populations		Miami-Dade

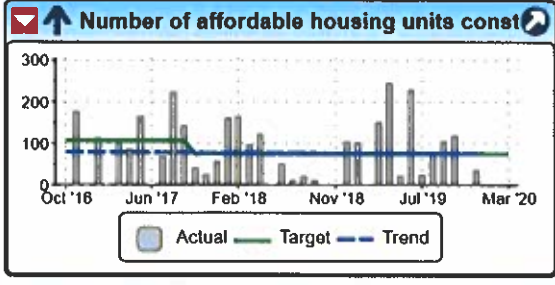
Business Plan Report - Public Housing and Community Development

Measures Linked to Objective	Period	Actual	Target	Variance
Number of jobs created and/or maintained	2018	138	60	78 Brown, Clara



Objective	Description
Increase stock of affordable housing (HS2-1, HS2-3, ED3-1)	Liu, Michael
Grandparent Objectives	Description
ED3: Revitalized Communities	Miami-Dade
HS2: Self-sufficient and healthy population	Miami-Dade
Parent Objectives	Description
ED3-1: Foster stable homeownership throughout Miami-Dade County	Miami-Dade
HS2-1: Provide the necessary support services for vulnerable residents and special populations	Miami-Dade
HS2-3: Create, maintain and preserve affordable housing	Miami-Dade

Measures Linked to Objective	Period	Actual	Target	Variance
Number of affordable housing units constructed and/or rehabilitated	Dec '19	34	75	-41 Brown, Clara



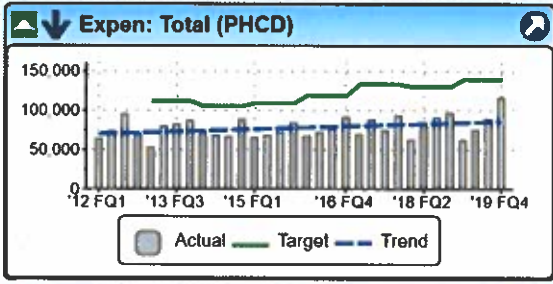
Business Plan Report - Public Housing and Community Development

Objective	Description					
Maximize the effective use of Housing Choice Vouchers (HS2-1, ED3-1)						Liu, Michael;
Grandparent Objectives	Description					
ED3: Revitalized Communities						Miami-Dade
HS2: Self-sufficient and healthy population						Miami-Dade
Parent Objectives	Description					
ED3-1: Foster stable homeownership throughout Miami-Dade County						Miami-Dade
HS2-1: Provide the necessary support services for vulnerable residents and special populations						Miami-Dade
Measures Linked to Objective		Period	Actual	Target	Variance	
Percentage of available housing assistance funding used to lease in the Section 8 HCV program		'19 FQ4	101%	n/a	n/a	Coleman, Cr

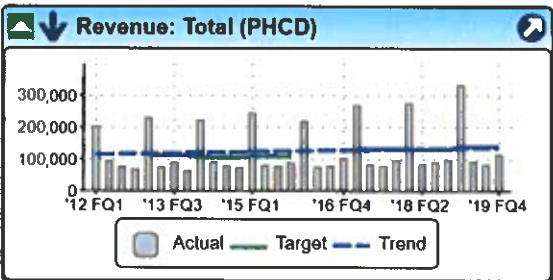
2.0 Financial

Objective	Description					
Meet Budget Targets (PHCD)						Liu, Michael;
Grandparent Objectives	Description					
GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs						Miami-Dade
Parent Objectives	Description					
Meet Budget Targets (All Miami-Dade County)	This is the parent objectives to all departmental "Meet Budget Targets" objective. This is the child 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, Jennif
Measures Linked to Objective		Period	Actual	Target	Variance	
Expen: Total (PHCD)		'19 FQ4	\$116,264K	\$139,969K	\$23,705K	Liu, Michael;

Business Plan Report - Public Housing and Community Development

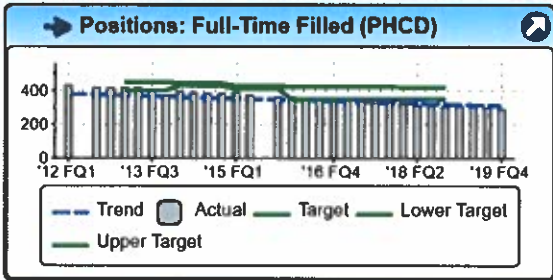


Child Measures		Period	Actual	Target	Variance	
Expenditure: Personnel Costs (PHCD)	▲	'19 FQ4	\$8,622K	\$10,892K	\$-2,270K	Liu, Michael
Expenditure: Court Costs (PHCD)	▼	'19 FQ4	\$113K	\$32K	\$81K	Liu, Michael
Expenditure: Contractual Services (PHCD)	▼	'19 FQ4	\$14,499K	\$7,506K	\$6,993K	Liu, Michael
Expenditure: Other Operating (PHCD)	▼	'19 FQ4	\$33,995K	\$18,655K	\$15,340K	Liu, Michael
Expenditure: Charges for County Services (PHCD)	▼	'19 FQ4	\$8,687K	\$1,850K	\$6,837K	Liu, Michael
Expenditure: Debt Service (PHCD)	▼	'19 FQ4	\$3,076K	\$853K	\$2,223K	Liu, Michael
Expenditure: Depreciation, Amortization, Depletion (PHCD)	▲	'19 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Expenditure: Distribution of Funds in Trust (PHCD)	▲	'19 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Expenditure: Grants to Outside Organizations (PHCD)	▲	'19 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Expenditure: Intradepartmental Transfers (PHCD)	▲	'19 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Expenditure: Transfers Out (PHCD)	▼	'19 FQ4	\$47,272K	\$41,700K	\$5,572K	Liu, Michael
Expenditure: Reserves (PHCD)	▲	'19 FQ4	\$0K	\$58,481K	\$-58,481K	Liu, Michael
Expenditure: Capital (PHCD)	▲	'19 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Revenue: Total (PHCD)	▲	'19 FQ4	\$112,795K	\$139,969K	\$27,174K	Graham, Jan



Business Plan Report - Public Housing and Community Development

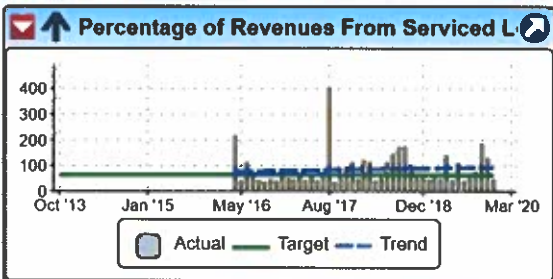
Child Measures		Period	Actual	Target	Variance	
Revenue: Carryover (PHCD)	▲	'19 FQ4	\$0K	\$56,740K	\$-56,740K	Liu, Michael
Revenue: General Fund (PHCD)	▼	'19 FQ4	\$215K	\$53K	\$162K	Liu, Michael
Revenue: Proprietary (PHCD)	▼	'19 FQ4	\$26,677K	\$17,793K	\$8,884K	Liu, Michael
Revenue: Federal (PHCD)	▼	'19 FQ4	\$85,903K	\$65,383K	\$20,520K	Liu, Michael
Revenue: State (PHCD)	▲	'19 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Revenue: Interagency/Intradepartmental (PHCD)	▲	'19 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Positions: Full-Time Filled (PHCD)		'19 FQ4	291	n/a	n/a	Liu, Michael;



Objective	Description
Maximize efficient use of resources	Liu, Michael;

Measures Linked to Objective	Period	Actual	Target	Variance	
Percentage of Revenues From Serviced Loans	Dec '19	47%	65%	-18%	Graham, Jan

Date	VR Comment	
1/7/2020	We based our 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 County 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, Ed



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Objective	Description					
Maximize the effectiveness of the Homeownership program	Liu, Michael; Farr, Gerald					
Measures Linked to Objective	Period	Actual	Target	Variance		
Percentage of Homeownership Loans closed within 60 days	Dec '19	34%	20%	14%	Graham, Jan	

Percentage of Homeownership Loans closed

Month	Actual	Target
Oct '15	0	20
Aug '16	0	20
Jul '17	0	20
Jun '18	10	20
May '19	20	20
Mar '20	34	20

3.0 Internal

Objective	Description					
Improve compliance Housing and Urban Development's Community and Development (CPD) regulations	Liu, Michael;					
Measures Linked to Objective	Period	Actual	Target	Variance		
Percentage of HOME projects completed	2018	9	n/a	n/a	Brown, Clare	

Percentage of HOME projects completed

Year	Actual	Target
2015	0	40
2016	40	40
2017	10	40
2018	9	40
2019	0	40
2020	0	40

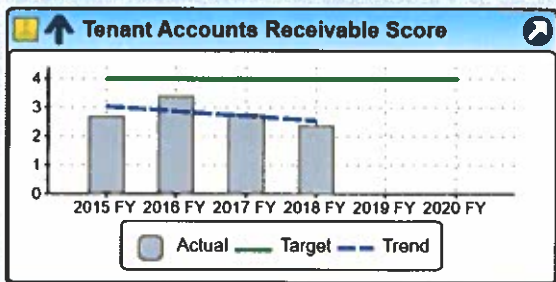
Percentage of CDBG projects completed	2018	31	n/a	n/a	Brown, Clare	
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Percentage of CDBG projects completed

Year	Actual	Target
2015	50	60
2016	45	60
2017	60	60
2018	31	60
2019	0	60
2020	0	60

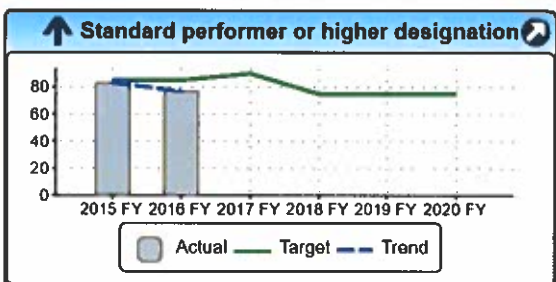
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Tenant Accounts Receivable Score 2018 FY 2 4 -2 Graham, Jan



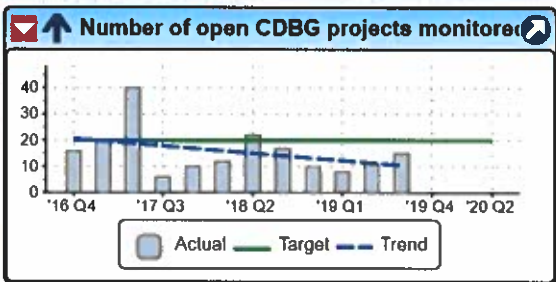
Standard performer or higher designation on PHAS score 2019 FY n/a 75 n/a Cintron Vega

Date	VR Comment	
11/21/2019	Anticipated PHAS score May 2020	Silva, Marta



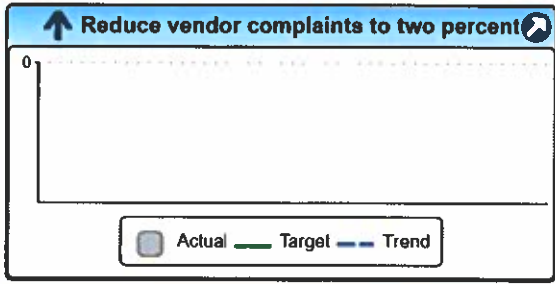
Objective	Description	
Improve compliance and quality assurance procedures per Housing and Urban Development (HUD) regulations		Liu, Michael

Measures Linked to Objective	Period	Actual	Target	Variance	
Number of open CDBG projects monitored	'19 Q3	15	20	-5	Brown, Clare

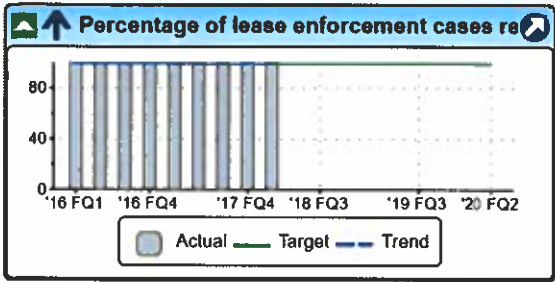


Reduce vendor complaints to two percent of total invoices paid n/a n/a n/a n/a Graham, Jan

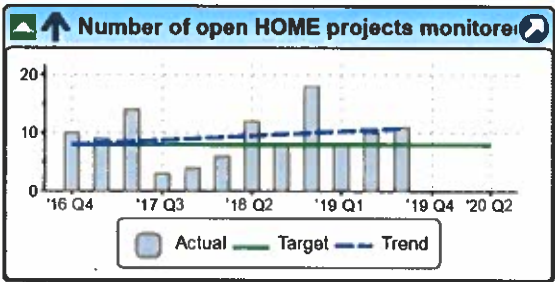
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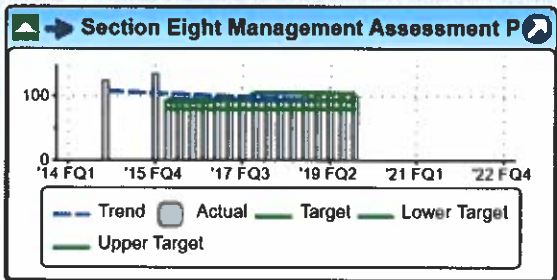
Percentage of lease enforcement cases received, investigated, and resolved due to suspicion of fraud or abuse ↑ '18 FQ1 100% 100% 0% Capote, Lize



Number of open HOME projects monitored ↑ '19 Q3 11 8 3 Brown, Clare

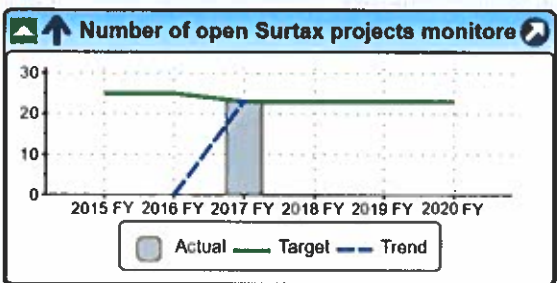


Objective	Description			
Monitor contract activity	Liu, Michael,			
Objective	Description			
Maintain High Performer Status for the Section 8 Program	Coleman, Cry			
Measures Linked to Objective	Period	Actual	Target	Variance
Section Eight Management Assessment Program (SEMAP) score ↑	'19 FQ4	100	93 (80 - 105)	-7 Coleman, Cr

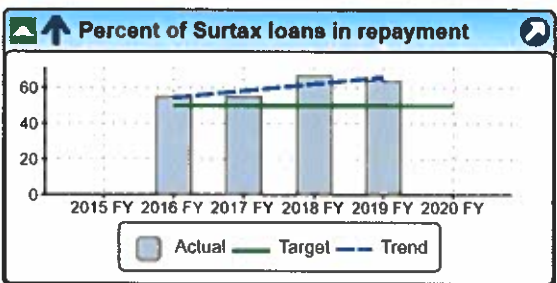


Objective	Description
Maximize the effectiveness of the Surtax program	Solicit applications for Surtax funding on a regular basis to fund activities to address high unmet needs in affordable housing. Brown, Clare

Measures Linked to Objective	Period	Actual	Target	Variance
Number of open Surtax projects monitored twice a year	2017 FY	23	23	0



Percent of Surtax loans in repayment	2019 FY	64%	50%	14%	Graham, Jan
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4.0 Learning and Growth

