



Public Housing and Community Development Business Plan

Fiscal Years: 2021 and 2022

(10/1/2020 through 9/30/2022)

Approved by:

Handwritten signature of Michael Liu in blue ink.

Michael Liu, Director
Public Housing & Community Development

Handwritten signature of Morris Copeland in blue ink.

Morris Copeland
Chief Community Services Officer

Handwritten date "2/2/21" in blue ink.

Date

2/16/2021

Date

Plan Date: February 2, 2021

TABLE OF CONTENTS

DEPARTMENT OVERVIEW	Page 2
Departmental Mission	
Our Customer	
Table of Organization	
Strategic Alignment Summary	
Alignment of Selected Scorecard Measures to Resilience	
KEY ISSUES	Page 9
PRIORITY INITIATIVES	Page 10
FUTURE OUTLOOK	Page 12
ATTACHMENT 1	Page 14
BUSINESS PLAN REPORT	



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 and 829 are mixed-income units. PHCD provides monthly subsidies for approximately 17,000 households in various Section 8 housing programs. PHCD also 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 and 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
- Various special COVID-19 Housing Assistance Programs
- 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

Department Name: Public Housing and Community Development
FY2020-21 & FY2021-22

- 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 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; ensures compliance and 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;
- Provides direct oversight of the Applicant Leasing Center; and
- Provides resident services support to resident councils and develops relationships with agencies for support services.



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 over 6,000 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 Housing Choice Voucher, Project Based Voucher (PBV), and HUD VASH Voucher 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 Section 8 rental assistance programs.

Development

- Plans and manages development projects on public housing sites and other County-owned sites;
- 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;



Departmental Business Plan and Outlook

Department Name: Public Housing and Community Development
FY2020-21 & FY2021-22

- 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; 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 oversight of construction and rehabilitation field work;
- Ensures compliance with all program requirements for grants processed with certain federal, state, and local funds requirements, such as CDBG, HOME, ESG, Surtax, NSP, and SHIP;
- Reviews construction loan applications and draw requests for disbursement of funds for affordable housing developments with funds from the aforementioned sources;
- 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 regional public outreach, for CDBG and HOME programs; and
- Provides staff support to the following advisory boards, the Affordable Housing Advisory Board (AHAB) and the Affordable Housing Trust Fund Board (AHTFB). Note: these Boards make decisions and set policies independent of PHCD.



Our Customer

PHCD primarily 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.

On a very modest scale, due to limited funding, PHCD also assists in providing non-housing community development resources that support, among others, small business, social services, and remedial and job training educational programs.

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), and Emergency Solutions Grant (ESG).

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).



Departmental Business Plan and Outlook

Department Name: Public Housing and Community Development
FY2020-21 & FY2021-22

Table of Organization

	<div><div>OFFICE OF THE DIRECTOR 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</div><div><div><u>FY 19-20</u> 18</div><div><u>FY 20-21</u> 18</div></div></div>
	<div><div>PUBLIC HOUSING DIVISION Responsible for the oversight of all 9,448 County public housing units and for providing decent, safe and sanitary dwellings to low-income seniors and individuals in need of reasonable accommodations</div><div><div><u>FY 19-20</u> 272</div><div><u>FY 20-21</u> 272</div></div></div>
	<div><div>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</div><div><div><u>FY 19-20</u> 24</div><div><u>FY 20-21</u> 23</div></div></div>
	<div><div>DEVELOPMENT 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</div><div><div><u>FY 19-20</u> 12</div><div><u>FY 20-21</u> 12</div></div></div>
	<div><div>HUMAN RESOURCES Provides department-wide human resources support</div><div><div><u>FY 19-20</u> 0</div><div><u>FY 20-21</u> 5</div></div></div>
	<div><div>FINANCE AND ADMINISTRATION Provides support services including budgeting, accounting, financial reporting, accounts payable, and revenue management in addition to providing underwriting, closing services and loan servicing</div><div><div><u>FY 19-20</u> 65</div><div><u>FY 20-21</u> 61</div></div></div>
	<div><div>HOUSING AND COMMUNITY DEVELOPMENT Responsible for administering federal and state funded programs such as CDBG, HOME, ESG, Surtax, SHIP and for promoting economic development at the local level</div><div><div><u>FY 19-20</u> 29</div><div><u>FY 20-21</u> 29</div></div></div>

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



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	



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.

PHCD maintained its *standard* designation for the past two Fiscal Years (FY 2016-17 & FY 2017-18).

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. (Note: 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 2015-16, PHCD was successful in moving out of *substandard* status and achieved a *standard* designation based on the PHAS score.

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.

This environment underscores the necessity to implement RAD for which PHCD received approval in 2018 and 2019 from the Board of County Commissioners, the Mayor, and HUD to convert 6,426 public housing units. This amounts to essentially all of the non-redeveloped public housing units in PHCD's portfolio at the time of the application and approval from HUD.

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).

Development

Continue with the conversion of Public Housing units into the Rental Assistance Demonstration (RAD) Program.

PRIORITY INITIATIVES

PHCD priorities are to redevelop all of our public housing stock with 21st century technologies using HUD's Rental Assistance Demonstration (RAD) and Mixed Finance Programs; 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 CY 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 at various other sites by utilizing the Rental Assistance Demonstration (RAD) Program as we execute the RAD portfolio conversion plan approved by HUD in 2019.



Departmental Business Plan and Outlook

Department Name: Public Housing and Community Development
FY2020-21 & FY2021-22

- 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.
- Implement the Senior Rental Assistance Program (Monestime)
- Continue to implement the three Hazard Mitigation Grant Program projects at Edison Plaza, Biscayne Plaza, and Palm Court.
- Continue to administer the Infill Housing Initiative Program in accordance with the governing legislation.

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.
- Develop the First Time Homeowner Guaranteed Loan Program to assist low and moderate-income households in owning a primary residence in by providing up to 90% loan note guarantees to approved lenders.
- Implement the Surtax Homebuyer Loan Program as per Miami-Dade County Ordinance 15-127.
- 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.



Departmental Business Plan and Outlook

Department Name: Public Housing and Community Development
FY2020-21 & FY2021-22

- 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.
- Begin redevelopment efforts at, among other sites, Arthur Mays Villas, Naranja, Homestead Gardens, Jose Marti, Little Havana, Perrine Gardens, Perrine Villas, and South Miami Gardens.
- Complete 10 units of new construction workforce housing at the Brickell School site and the historic renovation of 4 units of public housing at Scott/Carver Homes.
- Continue to provide oversight for the following Covid-19 related programs: Small Business Assistance Forgivable Loan Program; Emergency Rental Assistance Program; Small Nonprofit Forgivable Loan Program; Residential Landlord Financial Assistance Program; and Mortgage & Rental Assistance for Active Duty Military & Veterans.

FUTURE OUTLOOK

Consistent with the agency's adopted PHA Plan for FY 2020-2021, 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 continue implementing our RAD portfolio conversion of 6,426 public housing units.
- Update Infill Program regulations and procedures to expand options and create efficiencies for developers seeking to develop affordable housing units.
- Assess and adjust to potential 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.
- After successful relocation of tenants from Annie Coleman 14 and Harry Cain, which were found to be a danger to the health and safety of the residents, PHCD will be assessing redeveloping and repositioning opportunities.
- Explore potential repositioning of Helen Sawyer ALF.



Departmental Business Plan and Outlook

Department Name: Public Housing and Community Development
FY2020-21 & FY2021-22

- Work with various community and other Public Housing Agencies partners to collaborate on the Consolidated Planning process, including the analysis to impediments to fair housing choice, 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.



As Of <= 01/08/2021

Business Plan Report

Public Housing and Community Development

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	Resilience Driver	As of	VR Flag		Actual	Target	FY2020-21 Annualized Target	FY2021-22 Annualized Target
Customer	Maintain a 94% occupancy rate in Public Housing (HS2-3)	HS2: Self-sufficient and healthy population	HS2-3: Create, maintain and preserve affordable housing	Average occupancy rate	▬	HW-1: Meets Basic Needs	Nov '20		▬	90%	96%	n/a	n/a
				Average monthly number of families renting	▬	HW-1: Meets Basic Needs	Nov '20		▬	5,593	8,090	n/a	n/a
	Maximize the effective use of Housing Choice Vouchers (HS2-1, ED3-1)	HS2: Self-sufficient and healthy population	HS2-1: Provide the necessary support services for vulnerable residents and special populations	Percentage of available housing assistance funding used to lease in the Section 8 HCV program	▬	HW-1: Meets Basic Needs	'20 FQ3		▬	101%	98%	n/a	n/a
				Percentage of available housing assistance funding used to lease in the Section 8 HCV program	▬	HW-1: Meets Basic Needs	'20 FQ3		▬	101%	98%	n/a	n/a
	Increase stock of affordable housing (HS2-1, HS2-3, ED3-1)	HS2: Self-sufficient and healthy population	HS2-3: Create, maintain and preserve affordable housing	Number of affordable housing units constructed and/or rehabilitated	▬	HW-1: Meets Basic Needs	Sep '20		▬	182	1,284	n/a	n/a
				Number of affordable housing units constructed and/or rehabilitated	▬	HW-1: Meets Basic Needs	Sep '20		▬	182	1,284	n/a	n/a
		ED3: Revitalized Communities	ED3-1: Foster stable homeownership throughout Miami-Dade County	Number of affordable housing units constructed and/or rehabilitated	▬	HW-1: Meets Basic Needs	Sep '20		▬	182	1,284	n/a	n/a
	Improve access to economic opportunities for low- to moderate-income individuals (ED1-1, HS2-1)	ED1: An environment that promotes a growing, resilient and diversified economy	ED1-1: Promote and support a diverse mix of industries vital to a growing economy	Number of jobs created and/or maintained	▬	HW-2: Supports Livelihoods and Employment	2019		▬	62	60	n/a	n/a
				Number of jobs created and/or maintained	▬	HW-2: Supports Livelihoods and Employment	2019		▬	62	60	n/a	n/a
	Improve access to economic opportunities for low- to moderate-income individuals (ED1-1, HS2-1)	HS2: Self-sufficient and healthy population	HS2-1: Provide the necessary support services for vulnerable residents and special populations	Number of jobs created and/or maintained	▬	HW-2: Supports Livelihoods and Employment	2019		▬	62	60	n/a	n/a
				Number of jobs created and/or maintained	▬	HW-2: Supports Livelihoods and Employment	2019		▬	62	60	n/a	n/a
Financial	Meet Budget Targets (PHCD)			Expen: Total (PHCD)	▬	LS-1: Promote Leadership and Effective Management	2020 FY		▬	\$373,019K	\$645,426K	n/a	n/a
				Revenue: Total (PHCD)	▬	LS-1: Promote Leadership and Effective Management	'20 FH2		▬	\$209,857K	\$322,711K	n/a	n/a
							'20 FQ4		▬	\$116,355K	\$161,354K	n/a	n/a
							2020 FY		▬	\$669,655K	\$645,426K	n/a	n/a
				Positions: Full-Time Filled (PHCD)	▬	LS-1: Promote Leadership and Effective Management	'20 FH2		▬	\$213,826K	\$322,712K	n/a	n/a
							'20 FQ4		▬	\$114,943K	\$161,355K	n/a	n/a
	Maximize the effectiveness of the Homeownership program			Percentage of Homeownership Loans closed within 60 days	▬	HW-1: Meets Basic Needs	Oct '20			60%	n/a	n/a	n/a
	Maximize efficient use of resources			Percentage of Revenues From Serviced Loans	▬	ES-3: Foster Economic Prosperity	Nov '20		▬	185%	65%	n/a	n/a
	Maximize the effectiveness of the Surtax program			Percentage of Surtax loans in repayment	▬	ES-3: Foster Economic Prosperity	2019 FY		▬	64%	50%	n/a	n/a
				Number of open Surtax projects monitored twice a year	▬	HW-1: Meets Basic Needs	2019 FY			124	n/a	n/a	n/a
Internal	Improve compliance Housing and Urban Development's Community and Development (CPD) regulations			Standard performer or higher designation on PHAS score	▬	HW-1: Meets Basic Needs	2019 FY			n/a	75	75	75
				Percentage of HOME projects completed	▬	HW-1: Meets Basic Needs	2019		▬	27%	40%	n/a	n/a
				Percentage of CDBG projects completed	▬	HW-1: Meets Basic Needs	2019		▬	48%	60%	n/a	n/a
				Tenant Accounts Receivable Score	▬	HW-1: Meets Basic Needs	2018 FY		▬	2	4	n/a	n/a
	Improve compliance and quality assurance procedures per Housing and Urban Development (HUD) regulations			Number of open HOME projects monitored	▬	HW-1: Meets Basic Needs	Q3 '19		▬	11	8	n/a	n/a
				Percentage of lease enforcement cases received, investigated, and resolved due to suspicion of fraud or abuse	▬	HW-1: Meets Basic Needs	'20 FQ4			n/a	n/a	n/a	n/a
				Number of open CDBG projects monitored	▬	HW-1: Meets Basic Needs	Q3 '19		▬	15	20	n/a	n/a
	Maintain High Performer Status for the Section 8 Program			Section Eight Management Assessment Program (SEMAP) score	▬	HW-1: Meets Basic Needs	'20 FQ2			145	n/a	n/a	n/a
	Improve compliance and quality assurance procedures per Housing and Urban Development (HUD) regulations			Number of open HOME projects monitored	▬	HW-1: Meets Basic Needs	Q3 '19		▬	11	8	n/a	n/a
				Percentage of lease enforcement cases received, investigated, and resolved due to suspicion of fraud or abuse	▬	HW-1: Meets Basic Needs	'20 FQ4			n/a	n/a	n/a	n/a

Initiatives

There are no Objectives associated to the initiatives