



Public Housing and Community Development Business Plan

Fiscal Years: 2022 and 2023

(10/1/2021 through 9/30/2023)

Approved by:

A handwritten signature in black ink, appearing to read "Michael Liu", written over a horizontal line.

Michael Liu
Executive Director

A handwritten signature in blue ink, appearing to read "Morris Copeland", written over a horizontal line.

Morris Copeland
Chief Community Services Officer

2/9/2022

Plan Date: February 9, 2022

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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 strategic areas, PHCD oversees approximately 7,891 units of public housing. Additionally, PHCD has 1,439 Rental Assistance Demonstration (RAD) units. PHCD provides monthly subsidies for approximately 19,000 households in various Section 8 housing programs and owns 1,382 affordable housing multi-family rental units. PHCD also monitors and oversees the financial and physical performance of this portfolio through the Public Housing Assessment System (PHAS) and the Section Eight Management Assessment Program (SEMAP). These tools provide both the County as well as HUD with information regarding the financial health, physical condition and management of the PHCD portfolio.

By administering federal and state funded programs, PHCD promotes economic opportunities and community development with the goal of creating and retaining jobs for low- 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

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- 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
- Emergency Solutions Grant (ESG)

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
- Emergency Rental Assistance – Funded through the Federal Consolidated Appropriations Act of 2021 and the American Rescue Plan Act

DIVISIONAL RESPONSIBILITIES

Office of the Director

The Office of the Director administers affordable and public housing as well as Community Development Block Grant (CDBG) and HOME programs for the County.

- Provides direction, communication and coordination of federal and local housing and community development programs to assist extremely low to moderate-income families and the elderly and disabled
- Audits operations to ensure compliance with HUD and departmental regulations
- Provides direction for fraud and criminal investigations, compliance and reasonable accommodations according to the Americans with Disabilities Act and the HUD Voluntary Compliance Agreement for residents with disabilities
- Provides management supervision for agency work units including safety, operations, emergency management operations and procurement
- Monitors HUD's Public Housing Assessment System (PHAS) and Section 8 Management Assessment Program (SEMAP)
- Interacts with the Mayor, Board of County Commissioners (BCC), residents, community groups and other public and private entities to ensure attainment of PHCD's goals and objectives
- Work with community partners to monitor and develop affordable housing opportunities as the County moves toward achieving its Thrive305 goal of 15,000 units.

Public Housing

The Public Housing Division oversees and manages the public housing portfolio within the County. The Division is responsible for property management services and assisting public housing residents with attaining self-sufficiency through strategic partnerships with both public and private service providers.

- Responsible for oversight and operations of all County-owned public housing units
- Coordinates the on-going process of making public housing vacant units ready for prospective residents and upgrades vacant units for residents with reasonable accommodation needs.
- Provides maintenance services to all public housing units as needed
- Manages the capital asset inventory
- Provides relocation leasing, rent collection, evictions, policy reviews and future developments
- Manages applications, conducts interviews, and determines eligibility of prospective tenants for public housing; assigns units and maintains waiting list of current applications
- Plans and manages the design and construction of all capital improvement

projects for existing public housing developments

- Coordinates and manages the use of Capital Fund, Program awards, and Operating Fund program awards from HUD.

Finance and Administration

The Finance and Administration Division provides financial and administrative support services to the Department and ensures that federal and County requirements are met.

- Provides support services including budgeting, accounting, financial reporting, accounts payable and revenue management
- Oversees systems of financial internal controls to ensure sustainability of program compliance and to ensure that the financial statements are presented in accordance with Generally Accepted Accounting Principles (GAAP) and all other federal requirements
- Implements various enhancements and process improvement initiatives to provide accurate and timely financial data
- Administers electronic payment system for tenants and direct debit program
- Provides affordable housing and community development underwriting
- Processes homeownership loan applications
- Provides underwriting and closing services for affordable housing development, rehabilitation, construction and homebuyer mortgage assistance loans
- Provides loan servicing to a loan portfolio of over 5,476 loans for affordable housing development, rehabilitation, construction and homebuyer mortgage assistance
- Provides information technology support to the Department as per a Memorandum of Understanding (MOU) with the Information Technology Department (ITD)

Section 8

The Section 8 Housing Choice Voucher Division administers the following special programs: Moderate Rehabilitation, Housing Choice Voucher (HCV), Project Based Voucher (PBV), HUD-Veterans Affairs Supportive Housing (HUD-VASH) Vouchers, Emergency Housing Vouchers, Foster Youth to Independence Vouchers, Mainstream Vouchers and Moderate Rehabilitation Single Room Occupancy.

- Provides rental assistance to low-income families and elderly, disabled and homeless participants seeking affordable, decent, safe and sanitary housing
- Oversees the activities of the Housing Choice Voucher Program contractor (Nan McKay)
- Conducts Housing Quality Standards (HQS) inspections at least annually for all special programs

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- Determines eligibility for admissions and processes applications for all Section 8 rental assistance programs, except for the Section 8 New Construction program

Development

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

- Plans and implements public housing development projects on public housing sites and other County sites using a mixed-income, mixed-finance, mixed-use approach (as applicable) including major rehabilitation and new construction projects
- Plans and implements the HUD Rental Assistance Demonstration (RAD) Program for redevelopment of existing public housing
- Manages the County's Infill Housing Program
- Administers various federal grants including HOPE VI and Replacement Housing Factor (RHF) funds
- Reviews and negotiates ground leases, master development agreements, regulatory and operating agreements and other mixed-finance agreements
- Works with developers to obtain federal, state and municipal approvals
- Manages conversion of existing public housing units to comply with Uniform Federal Accessibility Standards (UFAS)

Housing and Community Development

The Housing and Community Development Division administers and monitors federal and state funded programs to promote affordable housing development, economic development, historical preservation, housing rehabilitation, capital improvements to public facilities and public services.

- Promotes economic development with the goal of creating and retaining jobs for low to moderate-income persons
- Monitors the construction and compliance of new and rehabilitated housing development projects, manages development projects, manages non-public housing, affordable, and workforce housing developments and manages disposition activities for County-owned properties under the department's control
- Administers and monitors Community Development Block Grant (CDBG), CDBG Coronavirus Aid Relief and Economic Security (CARES Act) (CDBG-CV), Documentary Stamp Surtax (Surtax), State Housing Initiative Partnership (SHIP), Emergency Solutions Grant (ESG), ESG CARES Act (ESG-CV), Neighborhood

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Stabilization Program (NSP) and Home Investment Partnership Program (HOME) affordable housing programs as well as the COVID-19 specific allocations associated with CDBG, ESG and HOME

- Provides architectural/engineering and construction contract administration, as well as the oversight of construction and rehabilitation field work
- Ensures compliance with all program requirements for grants processed with federal, state, and local funds requirements to include CDBG, CDBG-CV, HOME, ESG, ESG-CV, Surtax, NSP and SHIP during the different compliance periods
- Reviews construction loan applications and draw requests for disbursement of funds for affordable housing developments
- Prepares the County's Five-Year Consolidated Plan and Annual Action Plan, as well as the Consolidated Annual Performance Evaluation Report (CAPER) for all federal funds
- Develops and implements annual competitive award process and subsequent recapture/reallocation of funding for CDBG, CDBG-CV, HOME, ESG, ESG-CV, NSP, Surtax and SHIP programs
- Provides technical assistance to potential applicants and the community related to the release of all Requests for Applications (RFAs) and Requests for Proposals (RFPs)
- Manages County-owned assets that are non-public housing and are available as affordable housing both with and without subsidies attached
- Administers community planning functions and neighborhood planning support, including citizen participation through various community meetings for federal funding programs
- Provides staff support to the Affordable Housing Advisory Board (AHAB) and the Affordable Housing Trust Fund Board (AHTFB)
- Processes all special economic development applications, conducts underwriting analysis and coordinates loan closing
- Reviews naturally occurring affordable housing applications, provides underwriting analysis and coordinates loan closing

Human Resources

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

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

Table of Organization

<u>OFFICE OF THE DIRECTOR</u> 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		
	<u>FY 20-21</u> 18	<u>FY 21-22</u> 17
<u>PUBLIC HOUSING DIVISION</u> Responsible for the oversight of all 9,700 County public housing units and for providing decent, safe and sanitary dwellings to low income seniors and individuals in need of reasonable accommodations		
	<u>FY 20-21</u> 272	<u>FY 21-22</u> 268
<u>SECTION 8 HOUSING CHOICE VOUCHER</u> Provides assistance to low income families and elderly, disabled and homeless participants in obtaining affordable, decent, safe and sanitary housing		
	<u>FY 20-21</u> 23	<u>FY 21-22</u> 23
<u>DEVELOPMENT</u> 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		
	<u>FY 20-21</u> 12	<u>FY 21-22</u> 15
<u>HUMAN RESOURCES</u> Provides department wide human resources support		
	<u>FY 20-21</u> 5	<u>FY 21-22</u> 5
<u>FINANCE AND ADMINISTRATION</u> Provides support services including budgeting, accounting, financial reporting, accounts payable and revenue management in addition to providing underwriting, closing services and loan servicing		
	<u>FY 20-21</u> 61	<u>FY 21-22</u> 59
<u>HOUSING AND COMMUNITY DEVELOPMENT</u> Responsible for administering federal and state funded programs such as CDBG, HOME, ESG, Surtax, and SHIP and for promoting economic development at the local level		
	<u>FY 20-21</u> 29	<u>FY 21-22</u> 30

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

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 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).

Strategic Alignment Summary

In preparation for the Strategic Management System (SMS), PHCD has aligned its departmental objectives to achieve the Mayor's 4E's of fostering Equity, Economy, Environment and Engagement:

- 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

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 has maintained its standard designation (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 to obtain additional efficiencies in managing the 7,891 units of County-owned public 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 7, 2022.
- Continue to implement PHCD's planned operational adjustments to mitigate funding adjustments and maximize its resources to improve service delivery in all 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.
- Continue with housing development activities focused on Liberty Square, Liberty City, Lincoln Gardens, Culmer Place, Culmer Gardens, Rainbow Village, Gwen Cherry 23C, and the River Parc 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 River Parc Campus.
- Create additional affordable and work force housing at Modello Homes and Gallery at West Brickell.
- Continue collaboration with the Miami-Dade County School Board to develop the Medvin public housing site (to include the Southside Preparatory Academy and Phyllis Wheatley) public housing site as mixed-use school/housing 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.

- 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.
- Continue to implement the three FEMA 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.
- 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 Surtax Request for Applications process for development of homeownership units; and 2) implement a Surtax Down-Payment Finance Assistance Program.
- Continue to accept applications for the preservation and rehabilitation of Naturally Occurring Affordable Housing (NOAH), to include application review, underwriting and BCC approval for loan disbursement.
- 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, Metro Grande, Platform 3750 – TOD's.
- 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.

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- 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.
- Develop and sell homeownership affordable housing units on certain County-owned lands with Documentary Stamp Surtax Funds as a Pilot Program; the BCC having allocated \$8,000,000.00 for this purpose.
- Implement the Community Development Block Grant – Mitigation Grant program (CDBG-MIT) projects which includes conducting comprehensive resiliency and mitigation assessments 19 affordable housing developments.
- Implement the Lowenstein Grant – Gib-SUN Plaza project, a new solar-ready roof and solar PV system and battery storage at Gibson Plaza.
- Continue development efforts at, among other sites, Arthur Mays Villas, Naranja, Homestead Gardens, Jose Marti, Little Havana, Perrine Gardens, Perrine Villas, South Miami Gardens, and 395 NW 1st Street (North River Towers).

FUTURE OUTLOOK

Consistent with the agency's adopted PHA Plan for FY 2021-2022, 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.
- 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.

ATTACHMENT 1

BUSINESS PLAN REPORT

Refer to Attachment A-8 on the [business plan website](#) for instructions on printing the Business Plan Report.