



# Public Housing and Community Development Business Plan

**Fiscal Years: 2023 and 2024**  
(10/1/2022 through 9/30/2024)

Approved by:

A blue ink signature of Michael Liu, written in a cursive style, positioned above a horizontal line.

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*2/9/2023*

**Plan Date: February 9, 2023**

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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, Housing Choice Voucher (HCV), 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 6,942 units of public housing, of which 732 are mixed finance units. Additionally, PHCD has converted 1,449 former Public Housing units as part of the Rental Assistance Demonstration (RAD) Program. PHCD has 20,551 vouchers under lease through various Section 8 housing programs that assist 45,354 residents with monthly subsidies for housing. Additionally, PHCD owns 1,405 affordable housing multi-family rental units. Through the Emergency Rental Assistance Program (ERAP), PHCD has awarded \$146,455,958.27 in direct assistance to approximately 22,076 households in Miami Dade County since 2020. 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, inclusive of those who are part of the County's workforce. PHCD works closely with its resident boards, private landlords, affordable housing developers, for-profit and not-for-profit organizations, the Affordable Housing Advisory Board, and other County departments to achieve the mission of providing quality, affordable housing opportunities and economic independence opportunities to extremely low to moderate-income residents of Miami-Dade County.



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)
- CDBG Mitigation Program (CDBG-MIT)
- Home Investment Partnership Program (HOME)
- Rental Assistance Demonstration (RAD) Program
- Emergency Solutions Grant (ESG)
- Public Housing Operating Subsidy
- Emergency Rental Assistance (ERAP)

**Emergency Covid Programs**

- Community Development Block Grant Cares (CDBG-CV)
- Emergency Solutions Grant Cares (ESG-CV)
- HOME Investment Partnership American Rescue Plan (HOME ARP)
- Florida Department of Economic Opportunity (FDEO) CDBG CARES
- American Rescue Plan

**State Programs**

- Documentary Stamp Surtax Program (Surtax)
- State Housing Initiative Partnership (SHIP)
- Florida Department of Environmental Protection (FDEP)

**County Programs**

- Infill Housing Program
- Workforce Housing incentive Program (WHIP)
- Housing Choice Voucher Landlord Incentive Program
- Naturally Occurring Affordable Housing Program (NOAH-Grant)
- Development Inflation Adjustment Fund (DIAF)
- Expanded Emergency Rental Assistance Program

**Department Programs**

- Affordable and Mixed-Income Properties
- First-Time Homebuyer Mortgage Assistance
- Down Payment Assistance Program
- Single Family Rehabilitation Loan Program
- Homeownership Development Loan Program



- Emergency Rental Assistance Program
- Condo Owner Unit Special Assessment Loan Program

## **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 15,00 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 of all County-owned public housing units
- Provides on-going rehabilitation of public housing vacant units for prospective residents, emergency transfer residents, and rehabilitation of vacant units for residents with reasonable accommodation need
- Provides maintenance support services to all public housing units as needed
- Manages the capital asset inventory
- Provides leasing, rent collection, evictions, policy reviews and relocation for future

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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, inclusive of repair work needed to remain in compliance with local 30-year building recertification processes
- Provides direct oversight of the Applicant Leasing Center
- Coordinates and manages the use of Capital Fund, Program awards, and Operating Fund program, and Operating Fund program awards from HUD
- Ensures compliance with US Department of Housing and Urban Development regulations related to physical condition of residential units as well as continued eligibility of residents in the public housing program
- Plans to continue efforts in coordinating with the Development Division to ensure that the Public Housing Portfolio converts to RAD in a timely and effective manner.
- Coordinate with the Development Division in maintenance, relocation and tracking residents for the right to return after the redevelopment of each property is completed

### **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 5,030 loans for affordable housing development, rehabilitation, construction and homebuyer mortgage assistance
- Provides direct oversight of the Helen M. Sawyer Plaza public housing assisted living facility



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- 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, Mainstream Vouchers and Moderate Rehabilitation Single Room Occupancy.

- Provides rental assistance to low-income families and elderly, disabled and homeless participants seeking affordable, decent, safe and sanitary housing
- Oversees the activities of the Housing Choice Voucher Program contractor
- Conducts Housing Quality Standards (HQS) inspections at least annually for all special programs
- Determines eligibility for admissions and processes applications for all Section 8 rental assistance programs, except for the Section 8 New Construction program

### **Development**

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

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



### **Community Development**

The 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
- Administers and monitors Community Development Block Grant (CDBG), CDBG CARES Act (CDBG-CV), Documentary Stamp Surtax (Surtax), State Housing Initiative Partnership (SHIP), Emergency Solutions Grant (ESG), ESG CARES Act (ESG-CV), Neighborhood Stabilization Program (NSP), Home Investment Partnerships Program (HOME) and Home Investment Partnerships American Rescue Plan (HOME ARP) 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 to include CDBG, CDBG-CV, HOME, HOME ARP, ESG, ESG-CV, Surtax, NSP and SHIP during the different compliance periods
- Monitors all PHCD funded, General Obligation Bond (GOB) and workforce housing multifamily projects for 30 years to ensure housing remains affordable
- 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

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- Provides staff support to the Affordable Housing Advisory Board (AHAB), the Affordable Housing Trust Fund Board (AHTFB) and the Model City Advisory Committee (MCAC)
- Administers the Special Economic Development (SPED) program which provides forgivable loans to for profit businesses; reviews applications, conducts underwriting analysis, coordinates loan closing, administers project and ensures job creation
- Administers the Naturally Occurring Affordable Housing (NOAH) loan program, review applications, provides underwriting analysis, obtain Board of County Commission approval, coordinates loan closing, administers rehabilitation and ensures units remain affordable
- Supports the Mayor's Peace and Prosperity Plan with the goal of community revitalization through the administration of economic development and housing activities
- Supports the Mayor's HOMES Plan through the administration of the Development Inflation Adjustment Fund (DIAF) and through the oversight of the NOAH grant program
- Administers state funded grants for the assessment, rehabilitation and hardening of County-owned multifamily buildings and facilities
- Develops affordable housing (twin homes) on county owned vacant parcels and complete the development of affordable housing multifamily projects that have been deeded to the County

### **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**

PUBLIC HOUSING AND COMMUNITY DEVELOPMENT			
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			
FY 21-22 17		FY 22-23 16	
PUBLIC HOUSING DIVISION		SECTION 8 HOUSING CHOICE VOUCHER	
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		Provides assistance to low-income families and elderly, disabled and homeless participants in obtaining affordable, decent, safe, and sanitary housing. Oversees the activities of the Housing Choice Voucher Program contract vendor Nan McKay and Associates with 150 employees	
FY 21-22 268		FY 22-23 279	
DEVELOPMENT		HUMAN RESOURCES	
Plans and implements redevelopment programs on public housing sites and non-public housing sites, including major rehabilitation and new construction to include a mixed-income, mixed finance, and mixed-use approach		Provides department-wide human resources support	
FY 21-22 15		FY 22-23 18	
FINANCE AND ADMINISTRATION		HOUSING AND COMMUNITY DEVELOPMENT	
Provides support services including budgeting, accounting, financial reporting, accounts payable, and revenue management in addition to providing underwriting, closing services and loan servicing		Responsible for administering federal and state funded programs such as CDBG, HOME, ESG, Surax and SHIP and promoting economic development at the local level	
FY 21-22 59		FY 22-23 60	
FY 21-22 30		FY 22-23 30	
The FY 2022-23 total number of full-time equivalent positions is 433.75 FTEs.			



**Our Customer**

PHCD offers (1) Federally subsidized rental housing programs that provide decent, 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. (2) Financing for affordable housing through various sources (e.g., Surtax, SHIP, HOME, Etc.)

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 funding for the Public Housing, Capital Grants, Section 8, Community Development Block Grant (CDBG), HOME Investment Partnership Program (HOME), and Emergency Solutions Grant (ESG) programs.

PHCD's internal clientele are various County departments, advisory board(s), 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, 4E, and Thrive305 Summary**

PHCD has revamped its mission and strategic planning to align with the goals and objectives of the Mayor's 4E's and Thrive305 plan.

- HS2-3: Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs
- ED3-1: Foster stable homeownership to promote personal economic security

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- ED3-2: Increase economic opportunity and access to information technology for disadvantaged and disinherited communities
- HS2-1: Provide the necessary support services for vulnerable residents and special populations

<b>Measure Name</b>	<b>4E (Environment, Equity, Economy, or Engagement)</b>	<b>Thrive 305 Priority or Action</b>
Number of affordable housing units constructed and or rehabilitated (HS2-3)	Equity	Action 3.1
Percentage of homeownership loans closed within 60 days (ED3-1)	Economy	Action 3.1
Number of jobs created and or retained (ED3-2) (HS2-1)	Economy	Action 9.2
Number of Public Housing Development undergoing RAD repositioning	Equity	Action 3.1

## **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 continues to review and restructure the Public Housing division, implementing operational adjustments in order to obtain additional efficiencies in managing the 6,942 units of County-owned housing.
- 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**

- Our local resource, Surtax funding, has seen some increases but is still marked with peaks and valleys throughout the year. SHIP 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 our public housing stock with 21st century technologies using HUD's Rental Assistance Demonstration (RAD) and Mixed Finance Programs; find new sources of financing for developing affordable housing; incentivize developers to explore ways to reduce construction costs and continue to expand collaboration with institutional landowners (e.g., religious organizations, school board, colleges, etc.) to develop affordable housing on their properties.

### **Major priorities of the department include:**

- Redevelop existing public housing at various sites by utilizing the Rental Assistance Demonstration (RAD) Program as we execute the RAD portfolio conversion plan approved by HUD in 2019.
- 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 Vt Street (North River Towers).
- 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 October 31, 2023.
- 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.
- PHCD remains in compliance with HUD's Public Housing Assessment System (PHAS) and has maintained a standard evaluation of providing decent, safe and sanitary housing since FY 2016. As of date of this publication, HUD's FY 2022 scores has not been released.



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- Continue with housing development activities focused on Liberty Square, Liberty City, Lincoln Gardens, Culmer Place, Culmer Gardens, Rainbow Village, Gwen Cherry 23C, and River Parc.
- Facilitate development of affordable senior housing at Three Round Towers, Smathers Plaza, Rainbow Village, Gwen Cherry 23, Culmer Place, Culmer Gardens, River Parc Campus, WellSpring, Sawyer's Walk, Lincoln Gardens Elderly Phase II, and Ludlam Trail Towers.
- Create additional affordable and workforce housing at Modello Homes and Gallery at West Brickell.
- Continue collaboration with Miami-Dade County School Board to develop the Southside Preparatory Academy/Schoolhouse Apartments and Phillis Wheatley as mixed-use school/housing project.
- Evaluate Community Development assets, both vacant land 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 two Hazard Mitigation Grant Program projects at Edison Plaza and Biscayne Plaza.

### **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.
- Continue 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 development funding available to developers 2) assist income eligible buyers with second mortgage program and up to \$35,000 down payment assistance program.
- Continue accepting 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 cultivate and foster collaborative relationships with police departments whose jurisdictions include public housing sites.
- Work with the selected developers on the Quail Roost, Metro Grande, Platform 3750 – transit-oriented development.
- Work with the selected developer to revitalize and develop a mixed-use housing

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and commercial transit-oriented development of the Okeechobee Transit site in Hialeah.

- Continue with housing development activities focused on Liberty Square, Liberty City, Lincoln Gardens, Culmer Place, Culmer Gardens, Rainbow Village, Gwen Cherry 23C and River Parc.
- 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 on 5 affordable housing developments.
- Increase landlord/owner and tenant awareness of responsibilities and program requirements within the HCV program, as well as, improve Section 8 HCV customer service.
- Continue to administer the Infill Housing Initiative Program in accordance with the governing legislation.

## **FUTURE OUTLOOK**

PHCD's goals and objectives:

- Work with HUD and private sector partners to continue implementing our RAD portfolio conversion of 6,426 public 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.
- Improving Public Housing unit turnaround for use and improving lease enforcement.
- Ensure continuation of tracking the 18,000 units identified in the Mayor's 2022 Building Block Summit; units which will be under construction or have closed by the end of 2023.
- Acquire, rehabilitate or build units or developments by continuing to evaluate funding opportunities that may become available to create additional housing.
- PHCD will be assessing and pursuing redevelopment opportunities of several Asset Management Projects in our current portfolio.
- PHCD will pursue the demolition of vacant and unsafe units at public housing sites for Annie Coleman 14 and 16.
- Explore potential repositioning of Helen Sawyer ALF to assure long term services to existing residents.

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- Work with various community and other Public Housing Agencies partners to collaborate on the Consolidated Planning process.
- 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**



As Of <= 02/06/2023

## Business Plan Report

### Public Housing and Community Development

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag	Actual	Target	FY2022-23 Annualized Target	FY2023-24 Annualized Target
Customer	Maintain a 94% occupancy rate in Public Housing (HS2-3)	HS2: Self-sufficient and healthy population	HS2-3: Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs	Average occupancy rate	☐	Dec '22	☑	89%	94%	95%	94%
				Average monthly number of families renting	☐	Dec '22	☑	4,107	6,055	6,055	6,055
	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 current and emerging industries vital to a growing economy	Number of jobs created and/or retained	☐	2022	☑	18	60	n/a	n/a
				Number of jobs created and/or retained	☐	2022	☑	18	60	n/a	n/a
	Increase stock of affordable housing (HS2-1, HS2-3, ED3-1)	HS2: Self-sufficient and healthy population	HS2-3: Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs	Number of affordable housing units constructed and/or rehabilitated	☐	Dec '22	☑	138	1,284	6,552	4,800
				Number of affordable housing units constructed and/or rehabilitated	☐	Dec '22	☑	138	1,284	6,552	4,800
		ED3: Revitalized Communities	ED3-1: Foster stable homeownership to promote personal and economic security	Number of affordable housing units constructed and/or rehabilitated	☐	Dec '22	☑	138	1,284	6,552	4,800
				Number of affordable housing units constructed and/or rehabilitated	☐	Dec '22	☑	138	1,284	6,552	4,800
	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 annual budget authority used to lease in the Section 8 HCV program	☐	'23 FQ1	☑	99%	99%	99%	99%
				Percentage of available annual budget authority used to lease in the Section 8 HCV program	☐	'23 FQ1	☑	99%	99%	99%	99%
Financial	Meet Budget Targets (PHCD)			Expen: Total (PHCD)	☐	'23 FQ1	☑	\$112,751K	\$222,000K	\$888,000K	\$900,000K
				Revenue: Total (PHCD)	☐	'23 FQ1	☑	\$559,083K	\$222,000K	\$888,000K	\$900,000K
				Positions: Full-Time Filled (PHCD)	☐	'23 FQ1	☑	254	425	n/a	n/a
	Maximize efficient use of resources			Percentage of Revenues From Serviced Loans	☐	Dec '22	☑	88%	65%	65%	65%
	Maximize the effectiveness of the Homeownership program			Percentage of Homeownership Loans closed within 60 days	☐	Dec '22		56%	n/a	75%	75%
Internal	Improve compliance Housing and Urban Development's Community and Development (CPD) regulations			Standard performer or higher designation on PHAS score	☐	2018 FY	☑	81	75	75	75
				Percentage of HOME projects completed	☐	2022	☑	23%	40%	n/a	n/a
				Percentage of CDBG projects completed	☐	2022	☑	11%	60%	n/a	n/a
				Tenant Accounts Receivable Score	☐	2021 FY		No Data	4	4	4
	Improve compliance and quality assurance procedures per Housing and Urban Development (HUD) regulations			Percentage of lease enforcement cases received, investigated, and resolved due to suspicion of fraud or abuse	☐	'23 FQ1	☑	99%	100%	100%	n/a
	Maintain High Performer Status for the Section 8 Program			Section Eight Management Assessment Program (SEMAP) score	☐	'23 FQ1	☑	90	94	n/a	n/a
	Maximize the effectiveness of the Surtax program			Percentage of Surtax loans in repayment	☐	2022 FY	☑	52%	50%	50%	50%
				Number of open Surtax projects monitored	☐	2022 FY	☑	153	100	100	100

Key: ☐ - Initiative ☑ - Featured Objective

#### Initiatives

There are no Objectives associated to the Initiatives

Name contains any Public Housing and Community Development