



Department of Housing and Community Development (HCD) Business Plan

Fiscal Years: 2025 and 2026*
(10/1/2024 through 9/30/2026)

A blue ink signature of Nathan Kogon, consisting of several sharp, upward-pointing strokes.

Nathan Kogon, AICP
Interim Department Director

Date

7/1/25

Approved by:

A blue ink signature of Jimmy Morales, featuring a large, stylized loop and several horizontal strokes.

Jimmy Morales
Chief Operating Officer

Date

7/14/25

Plan Date: October 1, 2024 to September 30, 2026

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DEPARTMENT OVERVIEW

Department Vision and Mission

To empower the residents of Miami-Dade County by preserving, producing, and providing equitable housing opportunities while improving the quality of life through housing and services opportunities for residents in our thriving community.

Housing and Community Development's (HCD's) vision is to become the gold standard and benchmark for housing agencies across the nation by optimizing resources to augment results with the changing environment to deliver much-needed housing relief through structure, innovation, metrics, and results.

Department Description

The **Office of the Director (DIR)** provides guidance on the administration of housing initiatives under the purview of the County Mayor and the Board of County Commissioners (BCC). This DIR provides direction and administration over federal, state, and local housing initiatives that assist residents whose income ranges up to 140% of the area median income (AMI), with preferences for specialized demographic populations. The DIR oversees the strategic planning process for HCD and sets its long-term goals, key performance indicators, and objectives.

Under the DIR, the Monitoring and Compliance Unit (MCU) is responsible for monitoring developments annually for programmatic and project-related compliance as per the Rental Regulatory Agreement (RRA) and funding source requirements. The Compliance Unit conducts performance monitoring reviews of operations to ensure compliance with all federal, state, and local regulations including those related to the Americans with Disabilities Act (ADA), the Davis-Bacon Act, and Section 3 of the Housing and Development Act of 1968. The Compliance area is staffed with nine (9) employees.

The Resident Services Unit, also under the DIR, is responsible for the overall public-facing services to the residents participating in HCD housing programs. The Resident Services Coordinators are responsible for offering residents on-site support and coordinating access to various resources, encouraging community involvement, that includes the opportunity to achieve economic mobility. The coordinators work with various agencies and public housing staff to ensure residents' needs are met and that they have access to various social services, including educational opportunities and financial literacy training programs.

The DIR also oversees the Communications and the Policy and Strategic Operations units.

Public Housing/Section 8 Housing Choice Voucher Pillar (PH/S8)

Public Housing Division (PH)

It is located within the Housing Programs Pillar and oversees, administers, and manages a portfolio of over 6,000 federally subsidized public housing units within the County. In addition to overseeing the daily operations of these properties, PH manages multiple critical functions, including administering waiting lists, tenant leasing, and site management and maintenance. The PH Division is comprised of 170 employees, which is structured into several specialized units that work together to provide comprehensive services to residents and to maintain housing quality standards.

The PH units include the Applicant Leasing Center (ALC), Site Management, Maintenance, Trades, Facilities, Mixed Finance Liaison, Capital Fund Program (CFP), and Procurement. PH

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is responsible for property management services and maintaining the buildings through capital investments, preventative maintenance, and routine maintenance. PH also supports the residents by referrals to social service agencies, bringing in support services like food distribution, prepared meals, and activities. PH ALC manages the Public Housing Waitlist including accepting applications, conducting interviews and informal reviews, and determining eligibility of prospective tenants. PH coordinates with other HCD Divisions for maintenance and relocation, and to track residents for their right to return after the redevelopment of each property is completed.

Section 8 Housing Choice Voucher Division (S8 HCV)

Is also housed within the Housing Programs Pillar, is responsible for the administration of federal rental assistance programs which include Section 8 Moderate Rehabilitation, Housing Choice Voucher (HCV), Project Based Voucher (PBV), HUD-Veterans Affairs Supportive Housing (HUD-VASH) Vouchers, Emergency Housing Voucher (EHV), Special Purpose Voucher (SPV), Mainstream Vouchers, and Section 8 Moderate Rehabilitation, Single Room Occupancy (SRO).

The S8 HCV also monitors the activities of the Section 8 Contractor, who is responsible for performing the day-to-day operations of the HCV Program and special purpose vouchers. There are 22 full-time employees that make up the Division. S8 HCV's goal is to provide rental assistance to low-income families, and elderly, disabled, and homeless individuals. Housing Quality Standard (HQS) inspections are conducted at least once a year seeking to guarantee not only affordable but decent, safe, and sanitary housing.

Production and Development Pillar (PDP)

It is comprised of: Planning, Strategies, and Land Management, Development Implementation, and Community Development. It 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; plans and manages development projects on public housing sites and other County-owned sites; and manages the Infill housing program. The PDP is also involved in the management and development of affordable housing as the developer and in partnership with various non-profit entities such as schools and religious organizations.

Development Division (DEV), located in the Production and Development Pillar (PDP), is responsible for coordinating, planning, and managing the development and redevelopment of multifamily and elderly rental housing projects on public housing sites and on other County-owned sites using mixed-income, mixed-finance, mixed-use approaches, when applicable. Additionally, DEV manages the Infill Housing Initiative Program established under Miami-Dade County Implementing Order No: 3-44 in which housing units are constructed in partnership with private developers to provide homeownership opportunities for income-qualified households.

Community Development Division (CD)

Develops and implements the annual competitive award process for the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME Investment Partnerships Program (HOME), Documentary Stamp Surtax, and State Housing Initiatives Program (SHIP). CD administers the funding for awarded projects, including those funded with CDBG, ESG, Neighborhood Stabilization Program (NSP), Development Inflation Adjustment Fund (DIAF), Affordable and Workforce Housing Trust Fund, Naturally Occurring Affordable Housing (NOAH), and Housing Development Action Grant.

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The Community Development Unit under the Production and Development Pillar 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.

The Asset Management Division (AM) is responsible for overseeing the HCD real estate portfolio of 21 mixed-income multifamily housing developments, commercial license agreements, commercial property leases, and vacant land investment assets; and is designated as the Receiver for the Miami Beach Community Development Corporation's (MBCDC) troubled assets portfolio. Two separate State of Florida grant programs related to housing mitigation planning and resilience efforts are administered by AM. Currently, AM operates with one (1) full-time staff person serving in the capacities of Asset Manager and one (1) Resilience Manager (which is contract-based).

Program Excellence Pillar (PE)

This pillar is responsible for Services designed to support all divisions within HCD such as strategic technology, procurement, human resources, and operational support services, including fleet management, driver messenger services, and other key administrative functions are managed under the Program Excellence Pillar to ensure seamless and efficient operations department-wide. Central to its mission, the Center of Excellence is dedicated to fostering a culture of continuous improvement through Key Performance Indicator (KPI) management and performance measurement, continuous learning, and the transparent sharing of information. By embedding these principles into daily operations, innovation, and operational excellence is integrated throughout HCD. Program Excellence is the liaison to the Information Technology Department (ITD) to ensure that information technology support is provided to HCD as per a Memorandum of Understanding (MOU).

Human Resources Division (HR) is under the Program Excellence Pillar and provides department-wide human resources support to ensure full compliance with federal, state, and county laws, regulations, policies, and procedures while upholding the highest ethical and professional standards. HR performs reviews of job descriptions and functions to ensure they accurately reflect duties and skill sets. HR also streamlines workflows to improve processes and leverages technology to expand data analytics to increase efficiencies in tracking and maintaining HR metrics. Additionally, HR provides strategic guidance and advice to operating divisions in areas such as staffing, organizational structure, labor, performance management, customer service, and professional development. HR provides employee training and development opportunities to further develop skills that will allow for the growth and development of the HCD workforce and better serve the public.

Also, under the Program Excellence Pillar, the **Procurement Unit** is responsible for the acquisition of goods and services, including but not limited to professional services such as architecture, engineering, design-build, miscellaneous construction, unsolicited proposals, and Public-Private Partnerships (P3s) for HCD.

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Finance and Administration Division Pillar (F&A)

Provides financial and administrative support services to HCD and ensures that federal, state, and local financial requirements are met. F&A's largest unit is the Accounting Unit, which is responsible for accounts payable, accounts receivable, grant accounting, financial statements, and fiscal controls. The F&A Budget and Planning Unit manages the budgeting, reporting, and financial planning operations for HCD.

F&A includes the Loan Processing and Servicing unit which processes and services homeownership loans to assist low-to-moderate-income households with down payment assistance, second mortgages for purchasing a home, home rehabilitation, and condo special assessments. The Loan Processing and Servicing Unit also oversees loan underwriting and closing services for affordable housing development, rehabilitation, and construction.

Office of Strategic Initiatives and Planning Pillar (OSIP)

Is responsible for departmental strategies, overseeing the development of HUD Public Housing Agency plans, including the Consolidated Plan, the HCD Business Plan required by the Miami-Dade County Office of Management and Budget (OMB), and the creation of training resources for HCD University. As part of the development of the HCD Business Plan, OSIP assists with setting long-term goals, key performance indicators, and objectives.

The **Planning Reporting and Community Outreach Unit**, which is in the Office of Strategic Initiatives and Planning; the **Community Development Unit** located under the Production and Development Pillar; and the **Asset Management Unit** which is within the Housing Programs Pillar. The Planning Unit prepares the County's Five-Year Consolidated Plan and Annual Action Plan to allocate federal funding, in addition to the Consolidated Annual Performance Evaluation Report (CAPER), and the County's Local Housing Assistance Plan (LHAP). Additionally, the Planning Unit manages the competitive solicitation process for the purpose of promoting affordable housing development, economic development, historic preservation, housing rehabilitation, water/sewer connections, public facilities and capital improvements, and public services.

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Table of Organization

TABLE OF ORGANIZATION

	<p><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</p> <p><u>FY 23-24</u> <u>FY 24-25</u> 17 38</p>
	<p><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</p> <p><u>FY 23-24</u> <u>FY 24-25</u> 278 256</p>
	<p><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</p> <p><u>FY 23-24</u> <u>FY 24-25</u> 22 22</p>
	<p><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</p> <p><u>FY 23-24</u> <u>FY 24-25</u> 20 24</p>
	<p><u>HUMAN RESOURCES</u> Provides department-wide human resources support</p> <p><u>FY 23-24</u> <u>FY 24-25</u> 6 8</p>
	<p><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</p> <p><u>FY 23-24</u> <u>FY 24-25</u> 60 66</p>
	<p><u>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</p> <p><u>FY 23-24</u> <u>FY 24-25</u> 30 30</p>

The FY 2024-25 total number of full-time equivalent positions is 433.75

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Our Customers

HCD serves the residents of Miami-Dade County, with an emphasis on extremely low-to-moderate-income individuals, families, persons with disabilities, and elderly individuals. Low-income families who rely on HCD for affordable, stable housing and responsive services that support their safety, well-being, and long-term stability and housing applicants in need of affordable housing depend on a clear, fair, and efficient application process and timely communication about available units, the status of their grant/loan, or waiting list status.

HCD works closely with its rental housing tenants, households interested in residential loan services, private landlords, subject matter expert consultants, affordable and workforce housing developers, for-profit and non-profit organizations, and County departments. While HCD's pillars and divisions have overlapping customers, their function in each relationship may be different.

HCD interacts with government and regulatory bodies to ensure compliance with federal regulations and support for funding, policy initiatives, and reporting requirements. HCD's primary funding partners include the United States Department of Housing and Urban Development (HUD), which funds the Public Housing, Capital Grants, Section 8 HCV, CDBG, HOME, and ESG programs. HCD also has established partnerships with the Florida Housing Finance Corporation (FHFC), Florida Department of Environmental Protection (FDEP), and Florida Department of Commerce. County and Departmental Senior Leadership, including Elected Officials, provides strategic insights and accurate data to guide policy decisions and resource allocation for maximum impact on low-income families. The Miami-Dade County Housing Finance Agency (HFA) augments the funding issued by HCD for the development of affordable and workforce housing.

HCD activities require interdisciplinary coordination within the department. This is evidenced by compliance and monitoring services extending to various programs, strategy development and execution, affordable housing development, spending and implementation, planning, and performance excellence. HCD also relies on other County departments to support programming including the Department of Regulatory and Economic Resources (RER), the Homeless Trust, Office of Housing Advocacy (OHA), Management and Budget, Community Action and Human Services Department (CAHSD), Parks, Recreation and Open Spaces (PROS), Department of Transportation and Public Works (DTPW), and Miami-Dade Economic Advocacy Trust (MDEAT).

Procurement is key to sustaining the HCD community's site operations by building relationships with vendors selected through the procurement process. Vendors provide essential materials and services for property maintenance, capital improvements, and repairs, ensuring homes remain safe and livable for families. This may include property management firms, landscaping companies, maintenance and trades teams, and other external partners, who provide services related to the upkeep of HCD communities and vacant sites. Clear communication and timely resources allow HCD to address repair needs and maintain safe, livable conditions in housing units. HCD relies on these customers to coordinate and ensure materials and services are available for property upkeep and necessary improvements.

Central to HCD's mission, the Department engages with Resident Advisory Boards (RABs) and Resident Councils, Community Advisory Committees (CACs), advocates, applicants/subrecipients, Miami-Dade County Advisory Boards, and community-based organizations to augment citizen participation efforts. HCD's relationship with community partners, such as local organizations and service providers, helps to connect residents to additional resources, such as job training, childcare, or healthcare services, to help improve their quality of life. The Affordable Housing Advisory Board's (AHAB) partnership helps to inform HCD on affordable housing incentive strategies and comply with the state statutes.

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Customer feedback is collected through surveys, opportunities to submit comments, community meetings and workshops with CACs, formal opportunities to be heard and comment on plans, and engagement with other entities in the affordable housing development community. To ensure services meet the needs of its customers, the division actively gathers feedback through quarterly training sessions, software training and testing sessions, and customer feedback surveys. This input guides the division's efforts to enhance processes, address concerns, and deliver exceptional service to all its stakeholders.

HCD will work 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 and solicit feedback. 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. HCD monitors the number of customers who contact the Section 8 Tenant Portal and the responsiveness rate.

Strategic Alignment

HCD activities support the following goals and featured objectives in the Miami-Dade County Strategic Plan. Additionally, HCD is an actively participating Department working toward achieving the Mayor's Key Deliverables. HCD's affordable homeownership and rental programs contribute to building ***An Economy that Works for All*** and through green building requirements, housing units developed with public funds must adhere to building requirements outlined either the funding source or local development code, adhering to the County's **Risk Reduction and Resilience** efforts. The Department aims to provide housing-related resources and resident services to increase ***Healthy and Safe Communities***. Through planning and funding awards, HCD contributes to the ***Investment of Infrastructure*** across Miami-Dade County, providing federal, state, and local dollars for public facilities and capital improvements (PFCI). To ensure HCD continues to be responsible stewards of public funds, the Department is implementing grants management platforms to ensure accuracy across planning and fund disbursement, promoting ***Fiscal Responsibility and Efficiency***.

HS2-3* Create, preserve, and maintain Affordable Housing (AH) to support vulnerable residents and workforce needs.*

HCD is responsible for the preservation and management of our housing portfolio, working with the development community through incentivizing AH development, and providing gap financing that is affordable and available to lower-income households, specialized demographic populations, and the Miami-Dade County workforce. In accordance with funder requirements, there are specific threshold requirements for applicant eligibility. HCD works with AMI levels up to the workforce housing a maximum of 140% AMI.

Associated Scorecard Measures:

- Percentage of CDBG projects completed
- Percentage of HOME projects completed
- Public Housing Assessment System (PHAS) point score
- Tenants accounts receivable score
- Number of affordable housing units constructed or rehabilitated
- Number of new constructed infill units
- Number of open Surtax projects monitored
- Average monthly number of families renting
- Average occupancy rate
- Percentage of revenues due from serviced loans collected
- Percentage of Surtax loans in repayment

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- HS2-1 Provide the necessary support services for vulnerable residents and special populations.

Through HCD-funded activities, eligible Miami-Dade County residents can access public services aimed at increasing access to community-based support and opportunities for seniors, youth, persons with disabilities, and underserved populations. HCD is responsible for the administration of HUD Housing Choice Voucher (HCV) Special Purpose Vouchers allocations that include Mainstream, Non-Elderly Disabled (NED), Family Unification Program (FUP), and HUD- Veteran Affairs Supportive Housing (HUD-VASH). These vouchers sometimes require a referral from a community-based organization that specializes in services that are provided throughout the tenure of their program. The Family Self-Sufficiency Program (FSS), which is available to HCV participants, provides case management services to help residents achieve educational and/or career goals and, many achieve homeownership upon graduating from the five-year program.

Associated Scorecard Measures:

- Section Eight Management Assessment Program (SEMAP) score
- Percentage of available annual budget authority used to lease in the Section 8 HCV program

- ED1-1* Promote and support a diverse mix of current and emerging industries vital to a growing economy.*

HCD's Community Development Division deploys federal funding to support expansion of existing businesses in exchange for job creation through the Special Economic Development (SPED) program, dedicates funding for Business Incubator programming, and utilizes community development financial institutions (CDFIs) to provide loans and technical assistance to create jobs for low- and moderate-income individuals. Through federal programming, Minority and Women Owned Business Enterprises (MBE/WBE), the Davis Bacon Act/Section 3 initiatives, HCD supports the advancement of economic development activities in current and emerging industries.

Associated Scorecard Measures

- Number of jobs created or retained

- ED3-1 Foster stable homeownership to promote personal and economic security.

Downpayment assistance, second mortgages, and condominium special assessment programs provided by HCD support low- and moderate-income residents to obtain homeownership in a market where they are otherwise excluded. HCD also provides access to funding for homeowner rehabilitation programs.

Associated Scorecard Measures

- Percentage of homeownership loans closed within 60 days

Objectives marked with an asterisk () are especially related to mayoral priorities and are referred to as "Featured Objectives."

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Recent Accomplishments

Improve Technology

- The Loan Servicing Unit has initiated the loan servicing data migration process from the current Legacy Classic System into Emphasys. This migration has involved conducting testing, configuration, implementation, custom development, interfaces, and training to provide HCD with a new comprehensive Loan Servicing System. The final implementation is anticipated for January 2026.
- The Program Excellence Pillar, in coordination with the Office of Strategic Initiatives and Planning Pillar, has executed a contract for the Neighborly software platform to bring community development grants management up to date.

Strategic Deployment & Leveraging of Funding

- The Planning, Reporting, and Community Outreach Unit developed the 2024 HUD Annual Action Plan, which incorporates projects awarded CDBG, HOME, and ESG funding through a competitive Request for Applications (RFA) process. This Unit further evidenced its 2024 accomplishments through the completion and submission of the HUD Consolidated Annual Performance and Evaluation Report (CAPER).
- The Community Development Portfolio Management Unit processed more than \$100 million in federal, state, and local gap funding to support the development of affordable housing and economic development activities.

Increase Affordable Housing Availability

- The Development & Implementation Unit secured a second Choice Neighborhood Implementation (CNI) Grant of \$80.5 million, developed two homeownership units completed under a pilot program, created a GIS land management viewer, and established a qualified construction pool intended to expedite development.
- In total, HCD has surpassed 4,100 units of created and preserved mixed-income housing between 2020-2024.
- The Public Housing Division opened the waiting list for public housing and received over 87,000 applications submitted, of which 7,500 will be selected for placement on the waitlist.
- The Section 8/Housing Choice Voucher Division lottery resulted in over 132,000 applications, of which 5,000 applicants were placed on the waitlist using a randomized selection methodology.
- Increased the number of Section 8 Project-Based units under HCD's portfolio by adding 289 additional affordable housing units to the rental market.

Implement HUD Policy Changes

- The Public Housing Division successfully trained all division staff on the new National Standards for the Physical Inspection of Real Estate (NSPIRE) standards, as mandated by HUD. This ensures we are fully prepared for the updated REAC inspections, improving the quality and compliance of HCD properties.

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Capacity Building

- In response to increasing demands in the Public Housing Division and to better support operations, 20 new staff members were hired. This expansion strengthens the workforce, enabling the division to deliver more efficient services and enhance resident support.
- The Asset Management Unit has recently hired a Resilience Manager, increasing staff capacity to two employees.
- The Compliance Unit hired staff to focus on contractor compliance with federal labor laws.

Develop Strategies & Adopt Formal Standards of Excellence Practices

- The Public Housing Division achieved a 96% Occupancy Rate across public housing sites, demonstrating our effective property management and ability to quickly lease units to eligible families, minimizing vacancies and ensuring housing stability for our residents.
- Achieved a high performer rating of 90% on HUD's Section 8 Management Assessment Program (SEMAP).
- The Compliance Unit drafted a departmental ethics policy for personnel desiring to participate in HCD housing programs.
- Completed HOME Fundamental training, to better understand HOME program guidelines required for monitoring HOME projects.
- Resident Services Coordinators completed 850 Door-to-Door Resident Assessments across 11 sites to gather direct feedback and better understand the needs of residents.
- In 2024, Resident Services:
 - Participated in Jacob's Shoes Give Away across 6 public housing sites, reaching 500 residents.
 - Donated 2,500 books across 11 public housing sites in the Books Give Away Event.
 - Provided food to 2,300 residents through Feeding South Florida Food Box Give Away
 - Engaged 350 residents by participating in two Community Resource Fair events (Lincoln Gardens and Liberty Square)

KEY ISSUES

Departmental Capacity & Standards of Excellence

The HCD Department is in the process of executing a full departmental reorganization, which streamlines pillars in accordance with function. This has led to the establishment of a hierarchical reporting structure to more directly oversee programming and ensure compliance with regulatory requirements. Demonstrated by the 132 vacancies out of the 432 HCD budgeted positions, the County's extended hiring process is long and inhibits the ability to quickly hire and train staff to address the needs of the Department.

Additionally, HCD performs a broad scope of complex work, and the expertise and competencies needed for the vacant roles can be challenging to find qualified individuals in a pool of candidates sourced through the Human Resources application platform. Challenges with limited task-specific knowledge and absence of ownership limit the ability to increase capacity. Over the last year, HCD has developed a framework for onboarding training, resources for training and technical assistance for some roles, and linkage to other professional development opportunities within the affordable housing and/or community development landscape. Unfortunately, HCD's efforts to create HCD University have been delayed due to staffing capacity. Capacity building also includes ensuring that staff are trained and knowledgeable

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about their disciplines, to promote continuous quality improvement and learning. To obtain formal training on federal programs, HCD will need to contract with third-party vendors and understands that the length of time to procure consultants who are subject matter experts in specific disciplines is prohibitive to an expedited training schedule. In the interim, HCD is going to finalize and implement internal strategies and execute a department-wide onboarding process, which has been delayed due to disproportionate workloads resulting from staffing shortages and competing priorities.

Historically, there has been a lack of standardization and access to professional development activities. Lack of uniform policies that dictate transparent, clear, and concise communication regarding internal and external customers. Staff selected to travel and attend training is inconsistent. Technical support from vendors is limited, resulting in limited staff knowledge. The reality is, that affordable housing is the priority need in Miami-Dade County and the demand for housing and services will continue to grow, but HCD must ensure that it is staffed with the necessary workforce to maintain service delivery, address consumer needs, and develop new housing units. The Human Resources Division has been able to hire new staff, but the volume of vacancies to be addressed across the Department exceeds the staff capacity.

Lack of New Technology, Office Space, and Resources

Comprised of specialized functions, HCD's staff require access to technology that can support individualized needs and unique responsibilities. These specialized platforms, provided by third-party vendors, should provide technical support and ensure compliance with security standards and/or regulatory requirements. However, vendors do not always provide the support needed, creating issues of capacity among HCD staff. Software must adapt to comply with HUD regulations and HCD is continuing to await guidance and final deadlines from HUD for the implementation of the Housing Opportunity through Modernization Act of 2016 (HOTMA).

HCD utilizes a paper-based accounts payable process, which causes vendor payment delays and interruptions. Lacking uniform access to data and reporting is prohibitive to ensuring integrity and consistency in analysis and reporting. The electronic filing system, "H Drive" is outdated and lacks consistent file naming, saved location, and duplicate information.

Since the beginning of 2024, HCD has been working to procure a project management database that interfaces with sub-recipients and other HCD Divisions/Units and tracks expenditures of federal, state, and local funds in real-time. Due to procurement requirements, the length of time to finalize the process and begin implementation has continued to be extended. Exacerbating challenges with lack of office space, file retention, and disposition continues to be a challenge that affects the availability of HCD workspaces and HCD needs to transition to a paperless electronic system to promote a data-driven environment, which includes digitizing files that need to be retained along with new documents.

Staff have initiated updates to the HCD website; however, lack of staff capacity and County requirements have extended the timeframe to complete the revisions. The Asset Management lacks the resources to build a sustainable Asset Management platform to ensure bookkeeping and compliance.

Affordable Housing Availability

Miami-Dade County continues to experience a shortage of affordable housing available to low-income and cost-burdened residents across Miami-Dade County. There is a deficit of new landlords to provide housing options to participants in tenant-based rental assistance programs and work is needed to ensure retention for existing landlords. There is not ample funding for HCD's public housing stock, which is aging and requires modernization. To address years of deferred maintenance and capital needs, public housing requires substantial public and private financial contributions due to limited cash flow and

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federal regulations. HCD needs to diversify funding resources for rental assistance programs from federal, state, and local sources. The high demand for affordable housing options is illustrated by the number of residents who submitted applications for both the Public Housing and Section 8 HCV waitlists.

PRIORITY INITIATIVES

Capacity Building

Estimated Timeframe to Completion: Q4 2026

- Analyze the current organizational structure to develop a plan to identify improvements to implement a departmental reorganization to organize HCD in accordance with the new: Q4 2026
 - There are an additional 21 budgeted positions under the Office of Director that will be analyzed under the reorganization.
- Resolve staffing shortages that affect production, implementation, management, and operations of new and existing projects and programs.
 - Conduct an analysis of vacant positions to actively pursue hiring qualified candidates to fill the 132 vacant positions across the department.
 - Attract and hire new staff with the skills, experience, and competencies needed to advance HCD initiatives, lead teams, comply with regulations, and complete complex assignments.
 - Request overages for staff in DROP and staff with 30 years or more of service.
- Establish training protocol and staff resources for training and professional development.
 - Create HCD University, a training academy to best meet HCD's needs, improve performance, and empower employees to deliver quality customer-focused solutions and service while providing for the growth and development of the workforce.
 - Select Learning Management System platform – Q1 2026
 - Implementation – Q4 2026
 - Procure a subject matter expert consulting firm to provide training on federal programs.
 - Develop training plans reflective of individual pillar and division needs.
 - Develop training programs tailored to address the needs of both internal and external stakeholders within HCD. This initiative will foster accountability by enhancing knowledge across all areas of HCD.
 - Develop finance and budget-focused training programs for managerial staff within HCD to enhance accountability by improving their understanding of budgeting and financial processes.
- Continue the redesign of the workspace of the 14th and 16th floors, and the file disposition to increase space for new hire workstations and create drop-in workspaces for those who primarily work in the field: Q4 2026

Improve Technology

Estimated Timeframe to Completion: Q4 2025

- Implement a loan servicing system to provide a computerized interface between Loan Servicing Unit and Elite.
 - Live implementation – January 2026
- Digitize the Accounts Payable process
- Identify and obtain an Asset Management software platform
- Develop an action plan to operate in a paperless environment
- Implement digital tools for resource management, service tracking, and communication with residents and stakeholders.

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- Live implementation of Neighborly grants management software.
 - Live Implementation Goal – Q2 2025
- Conduct an inventory of equipment to assess the staff's technological needs.
 - Estimated Timeframe of Completion - Q4 2026
- Implement a document management system for HCD to improve workflow efficiency, provide cost savings, enhanced accessibility, improved security, space optimization, and business continuity.
 - Live Implementation Goal - Q1 2026

Increase Affordable Housing Availability

Estimated Timeframe to Completion: Q4 2026

- Establish a development instrumentality/affiliate for affordable housing development.
- Develop a streamlined process for HCD to lead the development process.
- Improve landlord/owner experience by having dedicated landlord liaisons and workshops for landlords.
- Complete construction of 399 rental units under the RAD program.
- Develop a new strategy to expand the number of procurement proposers for the redevelopment of public housing sites.

Strategic Deployment and Leveraging of Funding

Estimated Timeframe to Completion: Q4 2026

- Establish new solicitation processes for the deployment of Housing, Community, and Economic Development.
 - Q4 2026
- Create a separate gap financing application process for development projects selected for funding by the Florida Housing Finance Corporation (FHFC).
 - Q4 2026
- Support already awarded redevelopment projects with additional funding resources and revenues to service high-interest-rate debt.

Implement HUD Policy Changes

Estimated Timeframe to Completion: Q4 2025

- Update and adopt the Public Housing Admissions and Continued Occupancy Policies (ACOP) and HCV Administrative Plans to reflect HOTMA mandatory and discretionary policies before their HOTMA and NSPIRE compliance dates, including public notification and review if applicable.
 - Streamline processes for the PHA Plan, Administrative Plan, ACOP, and CFP Plan by Q3 2025
- Train all project managers, assistant project managers, eligibility workers, and housing specialists on HOTMA before compliance date.

Develop Strategies and Adopt Formal Standards of Excellence Practices

Estimated Timeframe to Completion: 2025-2026

- Establish the HCD Community Engagement and Resident Relocation Support Team to oversee resident relocation of public housing redevelopment projects.
 - Develop programming for resident council leadership engagement, education programs, legal support, and enhanced community engagement efforts to prepare for, during, and after completion of the public housing redevelopment process.
- Develop and implement formal customer satisfaction methodology, survey, and process.
 - Increase the frequency of customer satisfaction surveys, community meetings, and workshops with public housing and Section 8 residents, resident councils, and other community stakeholders.
- Establish a monitoring plan for affordable and workforce housing projects.
- Develop programs to connect residents with employment, education, and healthcare resources.
- Establish and formalize policies, procedures, and performance metrics for each functional area of HCD.
- Develop workflows and documented processes for action items within each pillar.
- Complete the HCD website modernization.

FUTURE OUTLOOK

Capacity Building

While HCD intended to expedite training and process development over the last year, the lack of adequate staffing delayed these initiatives. Although addressing the 132 vacant budgeted positions was and continues to be an immediate priority initiative, it will take years to resolve this staffing deficiency due to HR capacity and constraining County processes. The antiquated hiring process is a barrier to quickly resolving capacity-building issues, as it can take an extended period of time to onboard a new employee. Similarly, when HCD requires either a consultant or temporary employee to fill the gap and assist with urgent activities, the process is equally as long and complex as hiring a permanent employee. This is creating a bottleneck resulting in unsustainable workloads for existing employees, further impacting performance and progress. Simultaneously, HCD must actively succession plan for the retirement of the 30 staff in DROP and an additional 37 staff who are employed 30 or more years in the Florida Retirement System (FRS). These employees carry irreplaceable institutional knowledge that will be lost upon their retirement if not preserved. HCD intends to hire staff prior to their retirement, allowing for the training of new staff and the preservation of institutional knowledge.

Existing and new HCD employees must have access to training, technical assistance, and professional development opportunities that support their individualized function and continuous quality improvement. HCD is in the process of selecting a learning management system as the platform for HCD University, where course completion and training compliance can be managed. Simultaneously, the conceptual development of a curriculum aimed at increasing the capacity of novice developers, nonprofit organizations, and other partners is in process, which will be complemented by a quarterly learning cohort to introduce potential applicants to County departments with a stake in the development process. Internal training will be developed as a separate phase while HCD contracts subject matter expert consulting firms to train staff on federal programs and regulations. However, due to the length of time of the procurement process, it is anticipated that securing this type of third-party training for federal grant programs will take an extended period due to the complex and time-intensive procurement process, further complicated by Small Business Department (SBD) requirements and the lack of a prequalified vendor in the pool that specializes in this specific subject matter expertise.

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Advancing Technology

HCD has made some gains over the last year but continues to function on antiquated systems and out-of-date processes. The Department must continue to plan and execute strategies to modernize legacy technology solutions with the goal of upgrading and replacing outdated systems across the department to enhance efficiency, streamline operations, and support data-driven decision-making. The F&A Pillar is invested in digitizing processes to expedite payments faster to vendors and avoid service interruptions that affect residents. The Asset Management will require investment in a technology solution to operate the HCD real estate portfolio. HCD has been working toward executing a contract with Neighborly, a grants management software. HCD University will require a learning management software system to develop modern training, track attendance, and provide certifications of completion for participants. Staff require adequate training for any new software platform, and many would benefit from training on existing, commonly used software. HCD must seek paperless alternatives to better utilize limited workspace and improve performance. The Department will continue to update existing technologies and incorporate new systems to boost efficiency, improve accuracy, and reduce the administrative burden.

Increasing the Affordable Housing Stock

HCD is tasked with the preservation of existing affordable housing and the development of new affordable housing units. The Strategic Land Use Land Development Pillar is focused on increasing the number of affordable homeowner units and creating a preservation strategy for the long-term sustainability of the public housing portfolio. Miami-Dade County has limited buildable land available, and HCD is evaluating all potential sites for affordable housing development. The redevelopment of Public Housing units using the RAD conversion process relies on private developers, who themselves rely on external lenders and public funding sources. The Department is actively pursuing becoming an affordable housing developer.

Standards of Excellence

Developing comprehensive standardized processes, policies, and performance metrics for each pillar, division, and unit is essential for HCD to ensure clear instructions, consistency, and accountability which will drive continuous improvement and support the achievement of departmental goals. This will include workflow development with support from OMB's training team and access to Vizio. While working within the required systems, HCD recognizes the extended time needed to complete hiring and procurement processes and intends

As part of our future outlook, to better align our department with current goals and demands, we are undergoing a strategic restructuring aimed at enhancing both effectiveness and efficiency in our operations. The restructuring involves streamlining workflows, realigning team responsibilities, and integrating more cross-functional collaboration to reduce bottlenecks and improve decision-making speed.

Key changes include:

1. **Revised Team Structure:** We are reassigning roles to ensure that the right skills are paired with the right tasks, optimizing performance and fostering greater accountability.
2. **Centralized Communication:** By consolidating communication channels, we aim to minimize misunderstandings and ensure that all team members are on the same page, leading to quicker response times and smoother operations.
3. **Leveraging Technology:** Implementing more advanced tools and technologies will automate routine tasks and free up time for strategic, high-priority activities.

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4. **Increased Collaboration:** With a focus on cross-departmental collaboration, we will enhance the flow of information and reduce redundancies, allowing us to tackle projects with greater speed and precision.

These changes are designed to create a more agile and efficient department, ultimately helping us meet our goals faster while providing better service and support for the organization.

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BUSINESS PLAN REPORT (ATTACHMENT 1)

Business Plan Report

Scorecard: Housing and Community Development

As Of: 07/02/2025

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2024-25 Annualized Target	FY2025-26 Annualized Target
Customer	Maintain an acceptable average for occupancy rate in Public Housing	HS2: Self-sufficient and healthy population	HS2-3: Create, preserve and maintain affordable housing to support residents and address workforce needs ★	HUD occupancy rate	May '25	📌	91%	95%	95%	96%
				Average monthly number of families renting	May '25	📌	3,762	6,200	6,200	4,000
	Improve access to economic opportunities for low- to moderate-income individuals	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 or retained	2024	📈	94	35	35*	35*
				Number of jobs created or retained	2024	📈	94	35	35*	35*
	Increase stock of affordable housing	ED3: Revitalized Communities	ED3-1: Foster stable homeownership to promote personal and economic security ★	Number of affordable housing units constructed or rehabilitated	Jan '25	📌	149	200	1,600	1,600
				Number of affordable housing units constructed or rehabilitated	Jan '25	📌	149	200	1,600	1,600
				Number of affordable housing units constructed or rehabilitated	Jan '25	📌	149	200	1,600	1,600
	Maximize the effective use of Housing Choice Vouchers	ED3: Revitalized Communities	ED3-1: Foster stable homeownership to promote personal and economic security	Percentage of available annual budget authority used to lease in the Section 8 HCV program	'24 FQ3	📈	100%	98%	98%	98%
				Housing Choice Voucher Utilization Rate	May '25	📌	96%	98%	98%	98%
		HS2: Self-sufficient and healthy population	HS2-1: Provide the necessary support services to residents in need	Percentage of available annual budget authority used to lease in the Section 8 HCV program	'24 FQ3	📈	100%	98%	98%	98%
				Housing Choice Voucher Utilization Rate	May '25	📌	96%	98%	98%	98%
Financial	Meet Budget Targets (PHCD)			Expenses: Total (PHCD)	'25 FQ2	📈	\$164,327K	\$283,168K	\$1,132,672K	n/a
				Revenue: Total (PHCD)	'25 FQ2	📈	\$125,088K	\$283,168K	\$1,132,672K	n/a
				Positions: Full-Time Filled (PHCD)	'25 FQ2	📌	320	444	n/a	n/a
	Maximize efficient use of resources	HS2: Self-sufficient and healthy population	HS2-3: Create, preserve and maintain affordable housing to support residents and address workforce needs ★	Percentage of revenues due from serviced loans collected	Jan '25	📌	36%	65%	65%	65%
	Maximize the effectiveness of the Homeownership program	ED3: Revitalized Communities	ED3-1: Foster stable homeownership to promote personal and economic security	Percentage of homeownership loans closed within 60 days	Jan '25	📌	23%	75%	75%	75%
				Number of Condo Special Assessment Loans Closed	May '25	📈	91	70	350	840
		HS2: Self-sufficient and healthy population		Public Housing Assessment System (PHAS) point score	2025 FY		No Data	75	75	75
Internal				Percentage of HOME projects completed	2024	📈	31%	35%	40%*	40%*

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Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2024-25 Annualized Target	FY2025-26 Annualized Target
	Improve compliance with Housing and Urban Development's Community and Development (CPD) regulations		HS2-3: Create, preserve and maintain affordable housing to support residents and address workforce needs ★	Percentage of CDBG projects completed	2024	🔴	37%	60%	60%*	60%*
				Tenants accounts receivable score	2023 FY		No Data	4	4	4
				Percentage of homeownership loans closed within 60 days	Jan '25	🔴	23%	75%	75%	75%
	Improve compliance and quality assurance procedures per Housing and Urban Development (HUD) regulations			Number of open HOME projects monitored	Q1 '25	🟢	8	5	20*	n/a
				Percentage of lease enforcement cases received, investigated, and resolved due to suspicion of fraud or abuse	'24 FQ4	🔴	98%	99%	99%	99%
				Number of open CDBG projects monitored	Q4 '24	🔴	4	15	45*	n/a
	Maintain high performer status for the Section 8 Program	HS2: Self-sufficient and healthy population	HS2-1: Provide the necessary support services to residents in need	Section Eight Management Assessment Program (SEMAP) score	'25 FQ1	🔴	93%	95%	95%	93%
	Maximize the effectiveness of the Surtax program	HS2: Self-sufficient and healthy population	HS2-3: Create, preserve and maintain affordable housing to support residents and address workforce needs ★	Percentage of surtax loans in repayment	2023 FY	🔴	50%	60%	50%	50%
				Number of open Surtax projects monitored	2023 FY	🔴	80	100	80	80

Initiatives for Scorecards

Initiative	As Of	Status	Owners
Modernize the HCD website.	07/10/2024	In Progress	Salinas, Christina (HCD)
Develop a temporary housing solution to ensure that public housing residents are relocated in accordance with both the URA and County relocation policies.	07/10/2024	In Progress	Rodriguez, Sandy (HCD)
Conduct an inventory of equipment to assess staff's technology needs.	07/10/2024	In Progress	Salinas, Christina (HCD)
Establish new solicitation processes for the deployment of Housing, Community, and Economic Development.	07/10/2024	In Progress	Rodriguez, Sandy (HCD)
Deploy a new loan servicing system	07/10/2024	In Progress	Salinas, Christina (HCD)
Develop and implement formal customer satisfaction methodology, survey, and process.	07/10/2024	In Progress	Rodriguez, Sandy (HCD)
Establish and formalize policies, procedures, and performance metrics for each functional area of HCD	07/10/2024	In Progress	Rodriguez, Sandy (HCD)
Implement training for all project managers, assistant project managers, eligibility workers, and housing specialists on HOTMA and INSPIRE prior to compliance date.	07/10/2024	In Progress	Rodriguez, Sandy (HCD)
Contract with a subject matter expert consulting firm to provide formalized CDBG, HOME, and ESG training for Housing and Community Development and Finance staff.	07/02/2025	In Progress	Salinas, Christina (HCD); Caballero, Alisa (HCD)
Implement a reorganization to define a division of duties and establish order and structure to each division within the department.	07/10/2024	In Progress	Salinas, Christina (HCD)
Resolve staffing shortages that affect production, implementation, management, and operations of new and existing projects and programs.	07/10/2024	In Progress	Salinas, Christina (HCD)
Hire staff for HCD's Office of Strategic Land Use and Management Planning, Development.	07/10/2024	In Progress	Salinas, Christina (HCD)
Form a HCD legal entity for affordable housing development/redevelopment.	07/10/2024	Not Started	Salinas, Christina (HCD)
Implement a software solution for development and implementation of a grants and project management database for Community Development Division programs.	07/02/2025	In Progress	Salinas, Christina (HCD); Caballero, Alisa (HCD)
Create separate gap financing application process for development projects selected for funding by Florida Housing Finance Corporation	07/10/2024	In Progress	Rodriguez, Sandy (HCD)
Support already awarded redevelopment projects with additional funding resources and revenues to service high interest rate debt.	07/10/2024	In Progress	Rodriguez, Sandy (HCD)
Update and adopt Public Housing Admissions and Continued Occupancy Policies (ACOP) and HCV Administrative Plans to reflect HOTMA mandatory and discretionary policies	07/10/2024	In Progress	Rodriguez, Sandy (HCD)
Implement a document management system for HCD	07/10/2024	In Progress	Salinas, Christina (HCD)
Establish the HCD Community Engagement and Resident Relocation Support Team to oversee resident relocation of public housing redevelopment projects.	07/10/2024	In Progress	Rodriguez, Sandy (HCD)
Establish HCD University an internal innovation academy to best meet HCD's needs, improve performance, and empower employees.	07/02/2025	In Progress	Salinas, Christina (HCD); Caballero, Alisa (HCD)