



Public Housing and Community Development Business Plan

Fiscal Years: 2017 and 2018
(10/1/2016 through 9/30/2018)

Approved by:

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3/2/17

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Plan Date: February 28, 2017

Delivering Excellence Every Day



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DEPARTMENT OVERVIEW

Department Mission

The Public Housing and Community Development Department (PHCD) administers federal funding for all of the County's housing and community development programs including public housing, rental housing, affordable housing, rehabilitation and revitalization. These programs have been developed to provide decent, safe, sanitary, and affordable housing and to promote viable urban communities and sustainable living environments, principally for extremely low-income to moderate-income families and individuals.

PHCD is one of many departments and agencies that are part of the *Health and Human Services* strategic area and *Economic Development* strategic area and falls under the Housing and Social Services Committee (HSSC) as identified by the Miami-Dade Board of County Commissioners.

PHCD oversees over 8,400 units of public housing and provides Section 8 subsidies for 18,900+ clients. The Department provides supportive services to improve the quality of life and general environment of public housing residents, including assisted living facility (ALF) services for elderly residents and the Family Self-Sufficiency Program for tenants in the Section 8 Housing Choice Voucher and Public Housing programs. The performance of PHCD's federally-subsidized programs is monitored through the U.S. Department of Housing and Urban Development's (HUD) Public Housing Assessment System (PHAS) and the Section 8 Management Assessment Program (SEMAP).

PHCD provides assistance and programs that expand economic opportunity and community development. Additionally, PHCD is the County department primarily responsible for developing and financing affordable housing, to include oversight of the Documentary Stamp Surtax (Surtax) and the State Housing Initiatives Partnership (SHIP) funds for affordable housing development.

PHCD administers the following federal, state, and county programs:

Federal Programs

- Conventional Public Housing
- Neighborhood Stabilization Program (NSP)
- Section 8 Housing Choice Voucher Program
- Section 8 New Construction
- Community Development Block Grant (CDBG)
- CDBG Disaster Recovery Program (CDBG-DR)
- Home Investment Partnership Program (HOME)

State Programs

- Documentary Stamp Surtax Program (Surtax)
- State Housing Initiative Partnership (SHIP)

County Programs

- Affordable and Mixed Income Properties
- First-Time Homebuyer Mortgage Assistance
- Infill Housing Initiative Program
- Single Family Rehabilitation Loan Program



DIVISIONAL RESPONSIBILITIES

Office of the Director

- Provides direction, communication, and coordination of federal and local housing and community development programs to assist extremely low- to moderate-income families and the elderly and disabled
- Provides management supervision for agency divisions and offices including the Applicant Leasing Center
- Interacts with public and private stakeholders to ensure attainment of PHCD's goals and objectives
- Oversees compliance functions with emphasis on Public Housing Plan, Section 8 Housing Choice Voucher Administrative Plan, Public Housing Assessment System (PHAS), and Consolidated Plan.

Finance and Administration

This division provides administrative, technical, and financial 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
- Process homeownership loan applications
- Provides underwriting, and closing services for affordable housing development, rehabilitation, construction, and homebuyer mortgage assistance loans
- Provides loan servicing to a loan portfolio of over 6,000 loans for affordable housing development, rehabilitation, construction and homebuyer mortgage assistance
- Provides administrative support including human resources; safety operations; emergency management operations; procurement; technical services; employee development; Provides direct oversight of the Helen M. Sawyer Plaza Assisted Living Facility (ALF)
- Monitors contract and subcontract activity; monitors Davis Bacon requirements
- Provides information technical support to the department as per a Memorandum of Understanding (MOU) with ITD
- Provides employee training and development



Asset Management

This division manages and is responsible for maintaining all County-owned public housing units.

- Provides a summary of PHA contracts
- Provides property management and maintenance services for public housing developments, including occupancy, leasing, rent collection, eviction, vacancy reduction, and policy review and development
- Provides rehabilitation of public housing units and prepares units for occupancy
- Provides maintenance support services to all public housing units
- Manages applications, maintains the waiting lists, and manages the transfer waiting list for project-based programs through its Applicant Leasing Center
- Advocates and assists residents with attaining self-sufficiency through strategic partnerships with public and private service providers
- Conducts annual inspections of all Public Housing units

Section 8

This division administers the Moderate Rehabilitation, Housing Choice Voucher, Project Based Voucher, HUD VASH Voucher, and Moderate Rehabilitation Single Room Occupancy programs.

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

Development

This division manages public housing development and infill housing programs.

- Plans and implements public housing development program using a mixed-income, mixed-finance, mixed-use development approach (as applicable) at public housing sites and other County sites
- Monitors planning, design and construction of development projects.
- Manages acquisitions, demolition and/or disposition process and obtains HUD approvals
- Manages various federal grants including HOPE VI and Replacement Housing Factor (RHF) funds
- Manages the County's Infill Housing Program



- Manages conversion of existing public housing units to comply with Uniform Federal Accessibility Standards (UFAS) in accordance with Voluntary Compliance Agreement (VCA)
- Works with developers to obtain federal, state, and municipal approvals

Housing and Community Development

This 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
- Identifies and constructs new housing development projects, manages mixed-use development acquisition, and manages disposition activities for County-owned properties
- Administers and monitors CDBG, Surtax, SHIP, ESG, NSP, and HOME affordable housing programs
- Provides architectural/engineering and construction contract administration, and oversight of construction and rehabilitation field work
- Ensures compliance with all program requirements for grants processed with federal, state, and local requirements to include CDBG, HOME, ESG, Surtax, NSP, and SHIP
- Processes construction loan applications, and disburses funds for affordable housing developments
- Prepares the CDBG Five-Year Consolidated Plan and Annual Action Plan, and Consolidated Annual Performance Evaluation Report (CAPER)
- Develops and implements annual competitive award process and subsequent recapture/reallocation of funding for CDBG, HOME, ESG, NSP, Surtax and SHIP programs
- Provides technical assistance to potential applicants and the community related to the release of all Request for Applications (RFAs) and Request for Proposals (RFPs)
- Administers community planning functions, including citizen participation through Community Advisory Committees
- Provides neighborhood planning support for all programs
- Provides staff support to advisory boards including the Affordable Housing Advisory Board (AHAB) and the Affordable Housing Trust Fund Board (AHTFB)



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Table of Organization

PUBLIC HOUSING AND COMMUNITY DEVELOPMENT

OFFICE OF THE DIRECTOR

- Provides direction, communication, and coordination of federal and local housing and community development programs to assist extremely low-to moderate-income families and the elderly and disabled; provides management supervision for agency divisions and offices; provides direction for fraud and criminal investigations, compliance, reasonable accommodations according to the American with Disabilities Act, HUD Voluntary Compliance Agreement for residents with disabilities; monitors HUD's PHAS; interacts with public and private stakeholders to ensure attainment of PHCD's goals and objectives

FY 15-16
7

FY 16-17
14

ASSET MANAGEMENT

- Provides on-going rehabilitation of public housing vacant units for prospective residents, and rehabilitation of vacant units for residents with Reasonable Accommodations needs; provides maintenance support services to all public housing units as needed; provides property management and maintenance services of over 8,400 units encompassed in 105 Public Housing Developments; manages the capital asset inventory; provides relocation leasing, rent collection, evictions, policy reviews, and future developments; manages applications for Public Housing; interviews prospective residents; determines eligibility, assigns units and maintains waiting list of current applicants; plans and manages the design and construction of all capital improvement projects for existing public housing developments; provides direct oversight of the Applicant Leasing Center

FY 15-16
271

FY 16-17
279

HOUSING AND COMMUNITY DEVELOPMENT

- Administers federal and state funded programs including CDBG, HOME, ESG, NSP, Surtax, and SHIP; promotes economic development with the goal of creating and retaining jobs for low to moderate-income persons; identifies and constructs new housing development projects, manages mixed-use development acquisition, provides architectural/engineering and construction contract administration, and oversight of construction and rehabilitation field work, ensures compliance with all program requirements; prepares the Five-Year Consolidated Plan, Annual Action Plan, and Consolidated Annual Performance Evaluation Report (CAPER); administers community planning functions, including citizen participation through Community Advisory Committees

FY 15-16
27

FY 16-17
29

ADMINISTRATION*

- Provides administrative support including human resources, safety operations, emergency management operations, procurement, employee training and development, contract and subcontract activity, and Davis Bacon requirements; provides direct oversight of the Helen M. Sawyer Plaza Assisted Living Facility (ALF)

FY 15-16
37

FY 16-17
0*

DEVELOPMENT

- Plans and implements redevelopment program on public housing sites, including major rehabilitation and new construction to include a mixed-income, mixed-finance and mixed-use approach; manages acquisitions, demolition and dispositions, and obtains HUD's approvals; manages various federal grants; reviews project financing, redevelopment plans, architectural/engineering contract documents and administers construction; negotiates ground leases, master development agreements, regulatory and operating agreements and other mixed-finance agreements; administers the County's Infill Housing Program

FY 15-16
10

FY 16-17
10

FINANCE AND ADMINISTRATION

- Provides support services including budgeting, accounting, financial reporting, accounts payable, and revenue management; 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 underwriting, closing services and loan servicing to a loan portfolio of over 7,000 loans for affordable housing development, rehabilitation, construction, and homebuyer mortgage assistance loans; provides administrative support including human resources, safety operations, emergency management operations, procurement, employee training and development, contract and subcontract activity, and Davis Bacon requirements; provides direct oversight of the Helen M. Sawyer Plaza Assisted Living Facility (ALF)

FY 15-16
46

FY 16-17
68

SECTION 8 HOUSING CHOICE VOUCHER

- Provides assistance to low-income families and elderly, disabled and homeless participants in obtaining affordable, decent, safe, and sanitary housing; administers special programs, including Moderate Rehabilitation, and Single Room Occupancy, HUD-Veterans Affairs Supportive Housing vouchers and project-based vouchers; conducts housing quality standards (HQS) inspections for all special programs; determines the eligibility and selection of Section 8 rental assistance programs

FY 15-16
25

FY 16-17
24

• The FY 2016-17 total number of full-time equivalent positions is 432
 *In FY 2015-16 the Administration Division was merged into the Finance and Administration Division; the Compliance unit within the former Administration Division was transferred to the Office of the Director



Strategic Alignment Summary

PHCD's efforts align with the following Miami-Dade County Strategic Plan Goals as identified in the Health and Human Services (HHS) and Economic Development (ED) categories.

Strategic Plan Objectives	Department Objectives
<i>HH3-3 Create, maintain and preserve affordable housing</i>	<ul style="list-style-type: none"> • Maintain Public Housing units in decent, safe, and sanitary condition • Maintain an acceptable level of vacant Public Housing units • Maximize the effective use of Housing Choice Vouchers • Maximize the effective use of existing public housing units • Monitor contract and subcontract activity • Improve compliance with Housing and Urban Development (HUD) regulations • Provide affordable housing for low- to moderate-income individuals • Foster a suitable living environment for low to moderate income individuals • Improve compliance and quality assurance procedures • Maximize the effectiveness of the Surtax program • Maximize efficient use of resources
<i>HH3-4 Increase the self-sufficiency of vulnerable residents/special populations</i>	<ul style="list-style-type: none"> • Maximize the effective use of federal self-sufficiency funds for Section 8 Housing Choice Voucher Program
<i>ED1-1 Reduce income disparity by increasing per capita income</i>	<ul style="list-style-type: none"> • Improve access to economic opportunities for low- to moderate-income individuals • Increase stock of affordable housing • Maximize the effectiveness of the Homeownership Program

Our Customer

PHCD offers federally-subsidized rental housing programs that provide decent, safe, sanitary and affordable housing to eligible residents in both private and public housing markets; assisting low- and moderate-income working families and individuals with home ownership and other self-sufficiency opportunities; expanding, preserving and stabilizing the inventory of affordable housing for renters and home buyers throughout Miami-Dade County.

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



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resident councils and other public housing residents, Section 8 clients and landlords, Community Advisory Committees (CACs), and other entities in the affordable housing development community.

PHCD stakeholders are the residents of Miami-Dade County, primarily extremely-low to moderate-income individuals, families, and the elderly. PHCD works closely with its resident boards, private landlords, affordable housing developers, for-profit and non-profit organizations, housing developers, and County departments. A primary partner is the United States Department of Housing and Urban Development (HUD), which provides the Public Housing, Capital Grants, Section 8, HOPE VI, Community Development Block Grant (CDBG), HOME Investment Partnership Program (HOME), Emergency Solutions Grant (ESG), and Neighborhood Stabilization Program (NSP) funding.

PHCD's internal clientele are various County departments 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); Miami-Dade Economic Advocacy Trust (MDEAT), Homeless Trust, Housing Finance Authority (HFA), and South Florida Workforce Investment Board (SFWIB). Together, PHCD is able to leverage various county resources to achieve measurable results in the community, such as weatherization and rehabilitation of owner-occupied homes, infrastructure projects including sidewalks, roadways, streets, sewers, and park improvements as well as employment and entrepreneurial opportunities through the Section 3 program to help residents achieve self-sufficiency.

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. For six (6) years, PHCD had been designated "substandard" by HUD based on the agency's overall low Public Housing Assessment (PHAS) scores. A substandard designation could have negative implications for PHCD in its ability to compete for additional funding opportunities and manage itself as an arm of the County. Targeted efforts have been initiated to improve the agency's overall performance and designation. For FY 2014-15, PHCD was successful in moving out of substandard and achieved a "standard" designation based on the PHAS score. It is projected that PHCD will maintain the "standard" designation for FY 2015-16. PHCD continues to review and restructure the Asset Management division, implementing operational adjustments in order to obtain additional efficiencies in managing the 8,400+ units of County-owned housing. Additional adjustments continue to be identified and implemented as may be necessary to address operational concerns.

Community Development – Federal funding remains a concern due to financial obligations due to HUD on HOME and CDBG. Our economic development activities may be hampered by reductions in funding. There is a push 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 increases but 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.



PRIORITY INITIATIVES

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 ratio by October 15, 2017.
- PHCD continues to implement 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.
 - Address and resolve the following compliance issues:
 - Compliance with HUD's Public Housing Assessment System (PHAS) by end of FY 2017
 - Payback of CDBG/HOME Obligations
- Continue with housing development activities focused on Liberty Square, Liberty City, and the Senior Campus
- Create additional affordable senior housing at Three Round Towers, Elizabeth Virrick I, Elizabeth Virrick II, and Senator Villas sites.

During this fiscal year, the department specifically plans to:

- Continue to explore opportunities for enhancing and improving the County's Workforce Housing Program
- Solicit for applications and allocate FY2017 Request for Allocation (RFA) funding for CDBG, HOME, ESG, SHIP and Surtax.
- Maximize the use of Capital Fund Program allocations by taking advantage of HUD's Capital Fund Financing Program which allows borrowing of private capital to fund developments and on-going modernization activities.
- Collaborate with the Homeless Trust to rehabilitate 25 units in order to implement a pilot program for homeless persons to secure long-term public housing; and create a Memorandum of Understanding (MOU) for homeless set-aside units in the County-owned affordable housing
- 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 identify and implement measures to better address the service needs of residents in public housing, with a priority focus on the elderly.
- Improve access to and usage of on-site community space by residents by adjusting staff's work schedules.
- Continue to cultivate and foster collaborative relationships with police departments whose jurisdictions include public housing sites.
- Continue to implement resident enrichment activities and continue to provide support to resident councils with achieving self-sufficiency and access to available social services and Section 3 program opportunities



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- Continue to work with CAHSD to help rehabilitate owner-occupied homes as part of the Single Family Rehabilitation Program.
- Solicit for a developer to revitalize the property acquired in the Quail Roost area of West Perrine; and potential housing and commercial components that will be added to the Transit Hub.
- Solicit for a developer to revitalize and develop a mixed-use housing and commercial transit-oriented development of the Okeechobee Transit site in Hialeah.
- Continue to focus on homeownership opportunities for public housing residents.
- Continue staff support and advocacy for County advisory boards including the AHAB and AHTFB development of an efficient and successful revolving loan trust to ensure future affordable housing development.
- Create additional affordable senior housing at Elizabeth Virrick I, Elizabeth Virrick II, and Senator Villas sites.

FUTURE OUTLOOK

Consistent with the agency's adopted PHA Plan for FY2015-2016, which the department is required to submit to HUD annually, are the following goals and objectives:

- Assess and adjust to reductions in CDBG and HOME funding to include impacts on staffing levels, program delivery and generating program income. Continue to close out activities successfully to minimize liabilities to the County.
- 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.
- Build new units and/or renovate existing public housing units utilizing the Capital Fund Program funds or any other funds which may become available.
- Seek additional Section 8 funding and continue to increase assisted housing choices through housing opportunities such as project-based voucher properties, homeownership, and portability options.
- 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 promote self-sufficiency, through homeownership, employment opportunities and asset development of families and individuals in assisted housing; monitoring contractors and subcontractors for compliance with Section 3 mandates.
- Continue to engage and strengthen partnerships with lending institutions to expand the opportunity of homeownership for low- and moderate-income families and individuals.



PHCD Strategic Plan: Objectives & Measures

During FY2015-16, the department conducted an overhaul of its scorecard. As part of the annual business plan review, additional changes will be made to the scorecard as noted below:

Strategic Plan Objectives	Department Objectives	Performance Measures	Responsible Division
HH3-3: Create, maintain and preserve affordable housing	<i>Improve compliance and quality assurance procedures</i>	Percentage of lease enforcement cases investigated	Office of the Director (Compliance Section)
Strategic Plan Objectives	Department Objectives	Performance Measures	Responsible Division
HH3-3: Create, maintain and preserve affordable housing	<i>Monitor contract and subcontract activity</i>	Percentage of vendor contracts reviewed for compliance	Administration
Strategic Plan objectives	Department Objectives	Performance Measures	Responsible Division
HH3-3: <i>Improve compliance and quality assurance procedures</i>	<i>Maintain an acceptable level of vacant Public Housing units</i>	Average occupancy rate	Asset Management
		Average number of vacancies	Asset Management
		Average monthly number of families renting	Asset Management
	<i>Improve compliance with Housing and Urban Development (HUD) regulations</i>	Percentage of vacant units made ready for occupancy within 1 month	Asset Management
		Standard performer or higher designation on REAC score	Asset Management
		Standard performer or higher designation on PHAS score	Asset Management
Strategic Plan objectives	Department Objectives	Performance Measures	Responsible Division
HH3-3: Create, maintain and preserve affordable housing	<i>Improve compliance with Housing and Urban Development (HUD) regulations</i>	Tenant Accounts Receivable score	Finance
	<i>Improve compliance and quality assurance procedures</i>	Percentage of invoices paid on time	Finance
	<i>Maximize the effectiveness of the Surtax program</i>	Percentage of Surtax loans in repayment	Finance
	<i>Maximize efficient use of resources</i>	Percentage of revenues from serviced loans	Finance
ED1-1: Reduce income disparity by increasing per capita income	<i>Maximize the effectiveness of the Homeownership program</i>	Percentage of homeownership loans closed within 30 days	Finance

PHCD Strategic Plan: Objectives & Measures

Strategic Plan objectives	Department Objectives	Performance Measures	Responsible Division
HH3-3: Create, maintain and preserve affordable housing	<i>Maximize the effective use of existing public housing units</i>	Completion of Liberty City Rising redevelopment (Initiative)	Development
Strategic Plan objectives	Department Objectives	Performance Measures	Responsible Division
HH3-3: Create, maintain and preserve affordable housing	<i>Maximize the effective use of Housing Choice Vouchers</i>	Percentage of available units leased in the Section 8 HCV program	Section 8
	<i>Maintain High Performer Status</i>	Section Eight Management Assessment Program (SEMAP) score	Section 8
	<i>Maximize Efficient Use of Resources</i>	Percentage of Annual Funding Allocation Expended	Section 8
Strategic Plan objectives	Department Objectives	Performance Measures	Responsible Division
HH3-3: Create, maintain and preserve affordable housing	<i>Improve compliance with Housing and Urban Development (HUD) regulations</i>	Percentage of CDBG projects completed on time	Community Development
		Percentage of HOME projects completed on time	Community Development
	<i>Improve compliance and quality assurance procedures</i>	Number of CDBG projects monitored bi-annually	Community Development
		Number of HOME projects monitored annually	Community Development
		Number of Surtax projects monitored annually	Community Development
	ED1-1: Reduce income disparity by increasing per capita income	<i>Improve access to economic opportunities for low to moderate income individuals</i>	Number of jobs created or retained
<i>Increase stock of affordable housing</i>		Number of affordable housing units constructed or rehabilitated	Community Development
		Develop the Okeechobee transit-oriented site (Initiative)	Community Development