



Public Housing and Community Development Business Plan

Fiscal Years: 2018 and 2019

(10/1/2017 through 9/30/2019)

Approved by:

Handwritten signature of Michael Liu in cursive script.

Michael Liu, Department Director

Handwritten signature of Maurice L. Kemp in cursive script.

Maurice L. Kemp, Deputy Mayor

2/12/18
Date

Date

Plan Date: January 2, 2018

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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, workforce 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+ households. 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 program. 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) State Housing Initiatives Partnership (SHIP) funds for affordable housing development, Community Development Block Grant (CDBG) and Home Investment Partnership Program (HOME). The Department also provides administrative support to the Affordable Housing Advisory Board (AHAB) and the Affordable Housing Trust Fund Board (AHTFB).

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)



Departmental Business Plan and Outlook

Department Name: Public Housing and Community Development
FY2017-18 & FY2018-19

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 to the Administration division, including Human Resources, and Procurement sections.
- 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

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.



Departmental Business Plan and Outlook

Department Name: Public Housing and Community Development
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- 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 Information Technology Department (ITD).
- Provides employee training and development.

Public Housing

This division is responsible for managing all County-owned public housing units.

- Provides a summary of PHA contracts
- Provides property management and maintenance services for public housing developments, including vacancy reduction in consultation with the Director's office, manages leasing, rent collection, development, and eviction.
- Manages applications, maintains the waiting lists, and manages the transfer waiting list for project-based programs through its Applicant Leasing Center.
- 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 plans and manages development projects on public housing sites and other County-owned sites and manages the infill housing program.

- 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.
- Reviews project financing, development plans, architectural/engineering plans and administers construction.
- Manages acquisitions, demolition and/or disposition process and obtains HUD approvals.
- Administers various federal grants including HOPE VI and Replacement Housing Factor (RHF) funds.
- Reviews/negotiates ground leases, master development agreements, regulatory and operating agreements and other mixed-finance agreements.
- Works with developers to obtain federal, state, and municipal approvals.
- Manages conversion of existing public housing units to comply with Uniform Federal Accessibility Standards (UFAS) in accordance with the Voluntary Compliance Agreement (VCA).
- Manages the County's Infill Housing Program.

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.
- Monitors the construction and compliance of new and rehabilitated housing development projects, manages non-public affordable developments, and manages disposition activities for County-owned properties in the department's control.
- Administers and monitors Community Development Block Grant (CDBG), Documentary Stamp Surtax (Surtax), State Housing Initiative Partnership (SHIP), Emergency Solutions Grant (ESG), Neighborhood Stabilization Program (NSP), and Home Investment Partnership Program (HOME) affordable housing programs.
- Provides 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.
- Reviews construction loan applications and draw requests for disbursement of funds for affordable housing developments.



Departmental Business Plan and Outlook

Department Name: Public Housing and Community Development
FY2017-18 & FY2018-19

- 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 and neighborhood planning support, including citizen participation through Community Advisory Committees, for federal funding programs.
- Provides staff support to advisory boards including the Affordable Housing Advisory Board (AHAB) and the Affordable Housing Trust Fund Board (AHTFB).



Table of Organization

FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR			
<ul style="list-style-type: none"> 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, and 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 			
<u>FY 16-17</u> 14		<u>FY 17-18</u> 13	
ASSET MANAGEMENT		HOUSING AND COMMUNITY DEVELOPMENT	
<ul style="list-style-type: none"> 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 for 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 a 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 		<ul style="list-style-type: none"> 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; oversees 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 	
<u>FY 16-17</u> 279	<u>FY 17-18</u> 275	<u>FY 16-17</u> 29	<u>FY 17-18</u> 29
FINANCE AND ADMINISTRATION		DEVELOPMENT	
<ul style="list-style-type: none"> 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 Act requirements; provides direct oversight of the Helen M. Sawyer Plaza Assisted Living Facility (ALF) 		<ul style="list-style-type: none"> 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 approvals; manages various federal grants; reviews project financing, redevelopment plans and 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 	
<u>FY 16-17</u> 68	<u>FY 17-18</u> 68	<u>FY 16-17</u> 10	<u>FY 17-18</u> 11
SECTION 8 HOUSING CHOICE VOUCHER			
<ul style="list-style-type: none"> 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, Single Room Occupancy, HUD Veterans Affairs Supportive Housing vouchers and project-based vouchers; conducts housing quality standards (HQS) inspections for all special programs; determines eligibility and selection for Section 8 rental assistance programs 			
<u>FY 16-17</u> 24		<u>FY 17-18</u> 24	

• The FY 2017-18 total number of full-time equivalent positions is 428



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>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 primarily through CDBG • Increase stock of affordable housing • Maximize the effectiveness of the Homeownership Program



Departmental Business Plan and Outlook

**Department Name: Public Housing and Community Development
FY2017-18 & FY2018-19**

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

PHCD's internal clientele are various County departments, advisory boards, and Trusts, including Community Action and Human Services Department (CAHSD); Parks, Recreation and Open Spaces (PROS); Department of Transportation and Public Works (DTPW); Regulatory and Economic Resources (RER); Affordable Housing Advisory Board (AHAB); Affordable Housing Trust Fund Board (AHTFB); Miami-Dade Economic Advocacy Trust (MDEAT); Homeless Trust; Housing Finance Authority (HFA); and South Florida Workforce Investment Board (SFWIB). 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 2015-16, PHCD was successful in moving out of substandard and achieved a "standard" designation based on the PHAS score. PHCD maintained its "standard" designation for FY 2016-17.

PHCD continues to review and restructure the Public Housing division, implementing operational adjustments in order to obtain additional efficiencies in managing the 8,400+ units of County-owned housing, and successful remediation efforts associated with Hurricane Irma.

Additional adjustments continue to be identified and implemented as may be necessary to address operational concerns. However, the uncertainty of the federal budget, appropriation levels, and impact of tax reform could affect Public Housing.

Community Development

Federal funding remains a concern due to financial obligations due to HUD on 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 gradual decreases, and it is still marked with peaks and valleys throughout the year. SHIP is potentially another source that will assist the County in efforts to continue to fund affordable housing projects. In addition, the uncertainty of the federal budget, appropriation levels, and impact of tax reform could also affect Community Development.

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 November 2, 2018.
- 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.



Departmental Business Plan and Outlook

**Department Name: Public Housing and Community Development
FY2017-18 & FY2018-19**

- Address and resolve the following compliance issues:
 - Compliance with HUD's Public Housing Assessment System (PHAS) by end of FY 2017
 - Payback of CDBG Obligations
- Continue with housing development activities focused on Liberty Square, Liberty City, Lincoln Gardens and the Senior Campus.
- Create additional affordable senior housing at Three Round Towers A, Martin Fine Villas, Elizabeth Virrick I, Elizabeth Virrick II, Senator Villas, and Smathers Plaza sites.
- Create additional affordable housing at Modello Homes and Medvin 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 FY2018 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.
- Continue to explore opportunities with developers and non-profit entities to improve and increase housing for families and individuals on PHCD's waiting list.
- Continue to cultivate and foster collaborative relationships with police departments whose jurisdictions include public housing sites.
- Continue to increase and facilitate capacity for the Overall Tenant Advisory Council (OTAC) and resident councils, implement resident enrichment activities with achieving self-sufficiency and access to available social services and Section 3 program opportunities.
- Continue to work with CAHSD to help rehabilitate owner-occupied homes as part of the Single Family Rehabilitation Program.
- Continue the process to 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.
- Continue the process to 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 staff support and advocacy for County advisory boards including the Affordable Housing Advisory Board (AHAB) and the Affordable Housing Trust Fund Board (AHTFB) development of an efficient and successful revolving loan trust to ensure future affordable housing development.



Departmental Business Plan and Outlook

Department Name: Public Housing and Community Development
FY2017-18 & FY2018-19

- Continue with housing development activities focused on Liberty Square, Liberty City, Lincoln Gardens, and the Senior Campus.
- Create additional affordable senior housing at Three Round Towers, Martin Fine Villas, Elizabeth Virrick I, Elizabeth Virrick II, Senator Villas, and Smathers Plaza sites.
- Create additional affordable housing at Modello Homes and Medvin sites.

FUTURE OUTLOOK

Consistent with the agency's adopted PHA Plan for FY2016-17, 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.
- Work with various Entitlement Communities and other Public Housing Agencies to collaborate on the Consolidated Planning process, including the Assessment of Fair Housing, following guidelines that continue to evolve from HUD.
- 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 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.



Business Plan Report - Public Housing and Community Development

Scorecard

Description

Owners

Public Housing and Community Development

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, affordable housing, rehabilitation and revitalization. These programs have been developed to provide decent and sanitary affordable housing opportunities to the income groups defined by the U.S. Department of Housing and Urban Development (HUD) as extremely low, very low, low income families and individuals.

Lu, Michael

PHCD's primary federal subsidized housing programs are the Public Housing Program and the Section 8 Housing Choice Voucher Program. The performance of these programs are monitored by HUD.

PHCD provides assistance and programs that expand economic opportunity and community development, including affordable housing development, economic development, historical preservation, housing rehabilitation, capital improvements to public facilities and public services. These programs are funded by the Community Development Block Grant (CDBG), Documentary Stamp Surtax Program (Surtax), State Housing Initiatives Partnership Program (SHIP), and Home Investment Partnership Program (HOME).

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

1.0 Customer

Objective

Description

Owners

Maintain an acceptable level of vacant public housing units

Lu, Michael; Ortiz-Petit, Ignacio; Coleman, Crystal (PHCD); Public Housing and Community Development

Grandparent Objectives

Description

Owners

HH3 Self-sufficient population

Miami-Dade County

Parent Objectives

Description

Owners

HH3-3 Create, maintain and preserve affordable housing

Miami-Dade County

Measures Linked to Objective

Actual

Owners

Number of vacant units made ready for occupancy within one month

Dec '17

70

36

-34

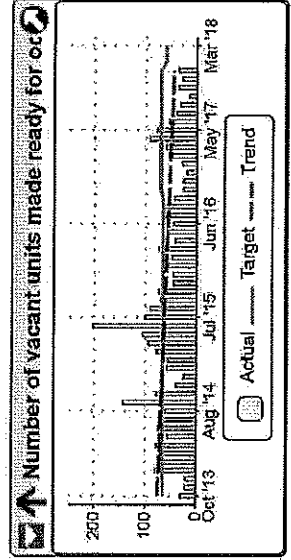
Ortiz-Petit, Ignacio; Coleman, Crystal (PHCD); Silva, Marta B. (PHCD)

Date

VR Comment

1/5/2018 Same comment as in prior month

Silva, Marta B. (PHCD)



Average occupancy rate

Dec '17

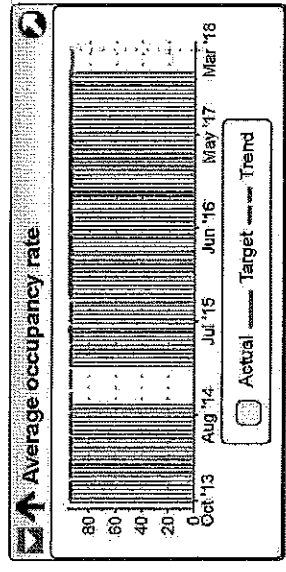
98%

-2%

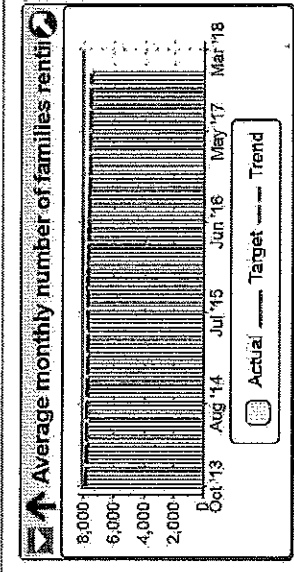
Silva, Marta B. (PHCD); Ortiz-Petit, Ignacio

Business Plan Report - Public Housing and Community Development

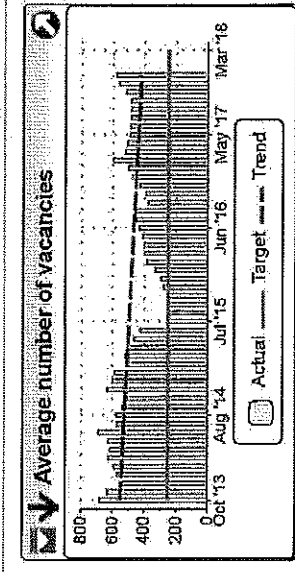
Date: 1/5/2018
 VR Comment: Same comment as in prior month
 Author: Silva, Marta B. (PHCD)



Average monthly number of families renting: 7,396
 Date: Dec '17
 Author: Silva, Marta B. (PHCD)



Average number of vacancies: 579
 Date: Dec '17
 Author: Silva, Marta B. (PHCD)



Business Plan Report - Public Housing and Community Development

Objective Owners

Maximize the effective use of existing public housing units

Liu, Michael

Grandparent Objectives

Owners

HH3 Self-sufficient population

Miami-Dade County

Parent Objectives

Owners

HH3-3 Create, maintain and preserve affordable housing

Miami-Dade County

Initiatives Linked to Objective
Liberty Square Rising

Owners
Cibrán, Jorge (PHCD);
Rodríguez, José (PHCD)

Est. Start 7/16/2016 **Est. End** 9/30/2021
As Of 4/18/2017 **Type** **Status** In Progress
% 27.25 %

Objective

Improve access to economic opportunities for low- to moderate-income individuals.

Liu, Michael

Grandparent Objectives

Owners

ED1 A stable and diversified economic base that maximizes inclusion of higher paying jobs in sustainable growth industries

Miami-Dade County

HH3 Self-sufficient population

Miami-Dade County

Parent Objectives

Owners

ED1-1 Reduce income disparity by increasing per capita income

Miami-Dade County

HH3-4 Increase the self sufficiency of vulnerable residents/special populations

Miami-Dade County

Measures Linked to Objective

Owners

Number of jobs created and/or maintained

Actual 43 **Target** 60 **Variance** -17

Brown, Clarence; Flano, Theresa (PHCD)

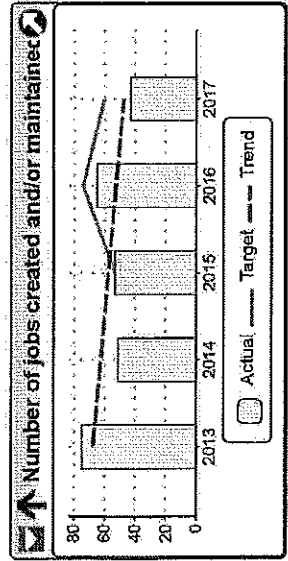
Date

Author

1/25/2018 Flano, Theresa (PHCD)

VR Comment

There was no RFA in FY 2017, so not as many Special Economic Development Activities were funded in FY 2017.

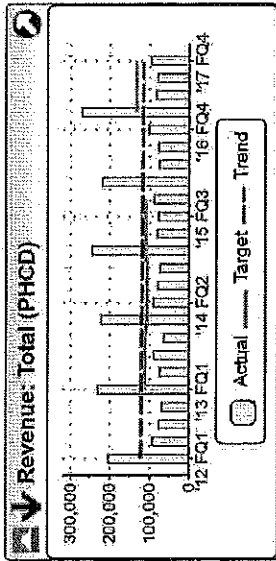


Business Plan Report - Public Housing and Community Development

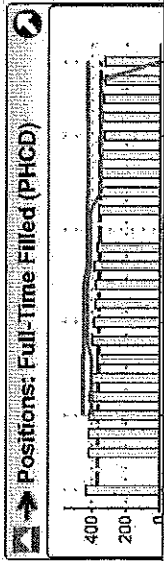
Objective	Description	Owners																
Increase stock of affordable housing		Liu, Michael																
Grandparent Objectives																		
HH2 Basic needs of vulnerable Miami-Dade County residents are met		Miami-Dade County																
Parent Objectives																		
HH2-1 End homelessness		Miami-Dade County																
HH2-2 Stabilize home occupancy		Miami-Dade County																
Initiatives Linked to Objective																		
Develop the Okeechobee Transit-Oriented Development	<table border="1"> <thead> <tr> <th>As Of</th> <th>Type</th> <th>Est End</th> <th>Est Start</th> <th>7/9/2017</th> <th>%</th> <th>Status</th> <th>Owners</th> </tr> </thead> <tbody> <tr> <td>7/9/2017</td> <td></td> <td>12/31/2020</td> <td>12/9/2016</td> <td></td> <td>29.55%</td> <td>In Progress</td> <td>Fiano, Theresa (PHCD); Brown, Clarence</td> </tr> </tbody> </table>	As Of	Type	Est End	Est Start	7/9/2017	%	Status	Owners	7/9/2017		12/31/2020	12/9/2016		29.55%	In Progress	Fiano, Theresa (PHCD); Brown, Clarence	
As Of	Type	Est End	Est Start	7/9/2017	%	Status	Owners											
7/9/2017		12/31/2020	12/9/2016		29.55%	In Progress	Fiano, Theresa (PHCD); Brown, Clarence											
Measures Linked to Objective																		
Number of affordable housing units constructed and/or rehabilitated	<table border="1"> <thead> <tr> <th>Actual</th> <th>Target</th> <th>Variance</th> <th>Owners</th> </tr> </thead> <tbody> <tr> <td>74</td> <td>107</td> <td>-33</td> <td>McCall, James A. (PHCD); Ingram, Cordelia (PHCD); Fiano, Theresa (PHCD)</td> </tr> </tbody> </table>	Actual	Target	Variance	Owners	74	107	-33	McCall, James A. (PHCD); Ingram, Cordelia (PHCD); Fiano, Theresa (PHCD)									
Actual	Target	Variance	Owners															
74	107	-33	McCall, James A. (PHCD); Ingram, Cordelia (PHCD); Fiano, Theresa (PHCD)															
Date	12/20/2017	Author	Fiano, Theresa (PHCD)															
VR Comment	Delays in construction and/or permitting have delayed developers obtaining their Certificates of Occupancy																	
Objective																		
Maximize the effective use of Housing Choice Vouchers		Liu, Michael; Coleman, Crystal (PHCD); Giraldo, Adriana (PHCD)																
Grandparent Objectives																		
HH2 Basic needs of vulnerable Miami-Dade County residents are met		Miami-Dade County																
HH3 Self-sufficient population		Miami-Dade County																
Parent Objectives																		
HH2-1 End homelessness		Miami-Dade County																
HH2-2 Stabilize home occupancy		Miami-Dade County																
HH3-4 Increase the self-sufficiency of vulnerable residents/special populations		Miami-Dade County																
Measures Linked to Objective																		

Business Plan Report - Public Housing and Community Development

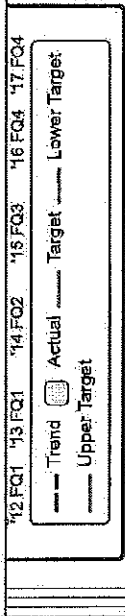
Account	Period	Actual	Target	Variance	Owners
Expenditure: Other Operating (PHCD)	'17 FQ4	\$17,273K	\$15,231K	\$2,042K	Liu, Michael
Expenditure: Charges for County Services (PHCD)	'17 FQ4	\$5,638K	\$1,422K	\$4,417K	Liu, Michael
Expenditure: Debt Service (PHCD)	'17 FQ4	\$1,822K	\$818K	\$1,004K	Liu, Michael
Expenditure: Depreciation, Amortization, Depletion (PHCD)	'17 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Expenditure: Distribution of Funds in Trust (PHCD)	'17 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Expenditure: Grants to Outside Organizations (PHCD)	'17 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Expenditure: Intra-departmental Transfers (PHCD)	'17 FQ4	\$9,583K	\$2,411K	\$6,172K	Liu, Michael
Expenditure: Transfers Out (PHCD)	'17 FQ4	\$40,742K	\$39,577K	\$1,165K	Liu, Michael
Expenditure: Reserves (PHCD)	'17 FQ4	\$0K	\$57,159K	\$-57,159K	Liu, Michael
Expenditure: Capital (PHCD)	'17 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Revenue: Total (PHCD)	'17 FQ4	\$96,276K	\$153,774K	\$37,498K	Farr, Gerald; Rogois, April (PHCD); Liu, Michael



Child Measures	Period	Actual	Target	Variance	Owners
Revenue: Carryover (PHCD)	'17 FQ4	\$0K	\$50,681K	\$-50,681K	Liu, Michael
Revenue: General Fund (PHCD)	'17 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Revenue: Proprietary (PHCD)	'17 FQ4	\$29,864K	\$19,497K	\$10,367K	Liu, Michael
Revenue: Federal (PHCD)	'17 FQ4	\$57,021K	\$81,185K	\$-4,164K	Liu, Michael
Revenue: State (PHCD)	'17 FQ4	\$0K	\$0K	\$0K	Liu, Michael
Revenue: Interagency/Intra-departmental (PHCD)	'17 FQ4	\$9,391K	\$2,411K	\$6,980K	Liu, Michael
Positions: Full-Time Filled (PHCD)	'17 FQ4	328	424	-96	Rogois, April (PHCD); Farr, Gerald; Liu, Michael



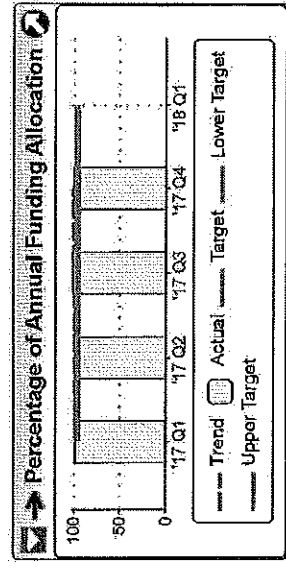
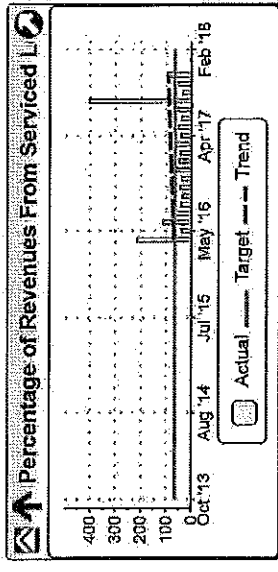
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Objective
 Maximize efficient use of resources.

Measures Linked to Objective **Period** **Actual** **Target** **Variance** **Owners**

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage of Revenues From Serviced Loans	Nov '17	93%	65%	28%	Sanchez, Edgar L. (PHCD); Rodriguez, Sandy (PHCD)
Percentage of Annual Funding Allocation Expended for Section 8 Housing Choice Voucher Program	'17 Q4	101	n/a (95-98)	n/a	Giraldo, Adriana (PHCD); Coleman, Crystal (PHCD)



Objective
 Maximize the effectiveness of the Homeownership program

Measures Linked to Objective **Period** **Actual** **Target** **Variance** **Owners**

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage of Homeownership Loans closed within 60 days	Nov '17	0%	20%	-20%	Rogers, April (PHCD); Sanchez, Edgar L. (PHCD); Farr, Gerald

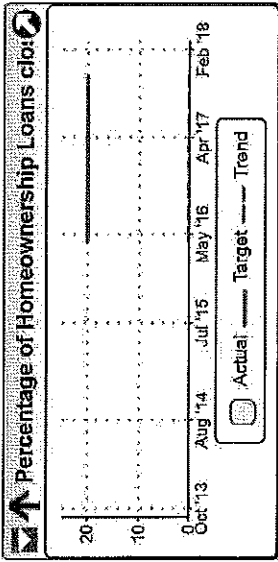
Date **VR Commitment** **Author**

12/8/2017 A lean, six sigma process review was conducted to improve performance in this area. It was acknowledged at the time, that the target of loans closed within 60 days was not realistic. It was acknowledged at the time, that the target of loans closed within 60 days was not realistic. It was acknowledged at the time, that the target of loans closed within 60 days was not realistic.

2/2/2018 3:11:14 PM Sanchez, Edgar L. (PHCD)

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within 30 days was extremely aggressive given level of staffing and other factors. The Department is currently reviewing the need to revise the metric to achieve a more reasonable target for loans closed within 60 days.



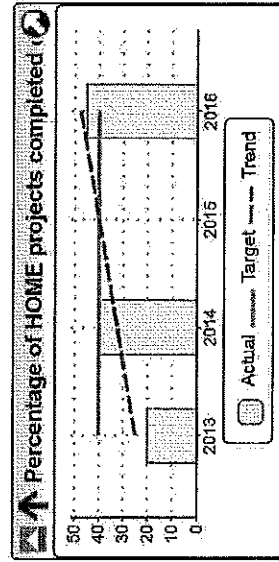
3.0 Internal

Objective

Improve compliance with Housing and Urban Development (HUD) regulations.

Measures Linked to Objective:

Percentage of HOME projects completed on time

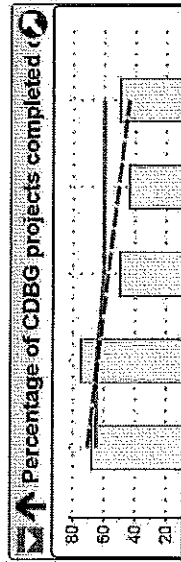


Percentage of CDBG projects completed on time

Date

1/25/2018

VR Comment: No FY 2017 RFA issued and extremely late notice of funding availability from HUD delayed contract execution significantly.



Description

Owners

Liu, Michael; Rogers, April (PHCD); Farr, Gerald

Period

2016

Actual

45

Target

40

Variance

5

Owners

McCall, James A (PHCD); Flano, Theresa (PHCD); Brown, Clarence; Ingram, Cordella (PHCD)

2017

50

60

-10

Brown, Clarence; McCall, James A (PHCD); Ingram, Cordella (PHCD); Flano, Theresa (PHCD)

Author

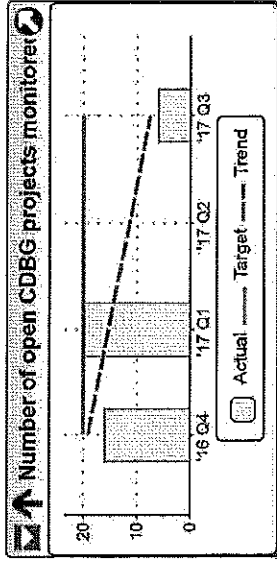
Flano, Theresa (PHCD)

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improve compliance and quality assurance procedures

Liu, Mienah; Rogers, April (PHCD);
Farr, Gerald; Brown, Clarence

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of open CDBG projects monitored twice a year	'17 Q3	6	20	-14	Fiano, Theresa (PHCD); Brown, Clarence; McCall, James A (PHCD); Ingram, Cordella (PHCD)
Date	VR Comment				
11/7/2017	Late release of CDBG award funds from US HUD contributed to late execution of contracts, which in turn, made monitoring of programs twice a year unfeasible.				



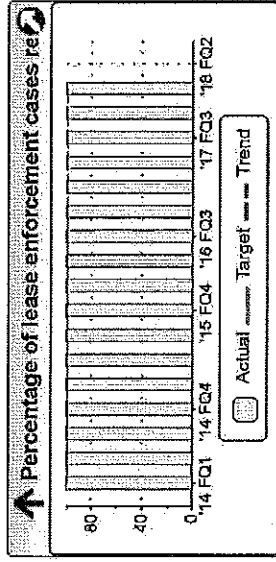
Percentage of lease enforcement cases received and investigated due to suspicion of fraud or abuse

'18 FQ1

100%

n/a

n/a Dana, Jacqueline (PHCD); Capote, Lizette; Contreras, Evelyn (PHCD)



Number of open HOME projects monitored twice a year

'17 Q3

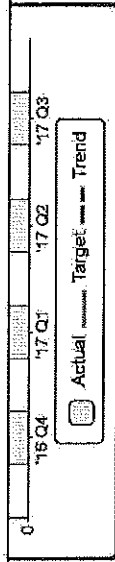
3

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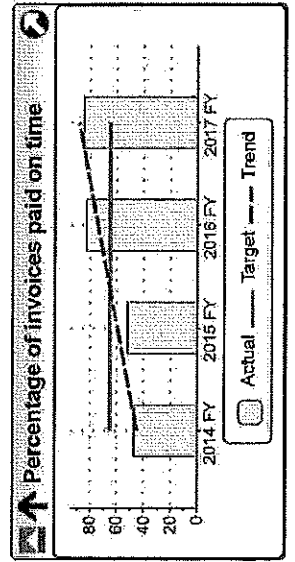
-5 Ingram, Cordella (PHCD); Fiano, Theresa (PHCD); Brown, Clarence; McCall, James A (PHCD)

Date	VR Comment	Author
11/7/2017	This measure needs to be changed as there are only 22 active HOME projects and all are monitored monthly.	Fiano, Theresa (PHCD)
Date	VR Comment	
	Number of open HOME projects monitored twice a year	
	15	
	10	
	5	

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Percentage of invoices paid on time 2017 FY 85% 65% 20% Rogers, April (PHCD); Farr, Gerald; Sanchez, Edgar L. (PHCD)



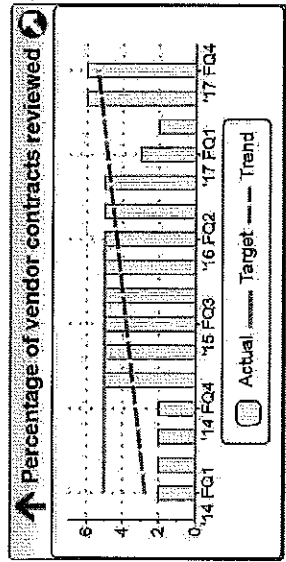
Objective
Monitor contract activity

Description

Owners
Dana, Jacqueline; Farr, Gerald; Rogers, April (PHCD)

Measures Linked to Objective
Percentage of vendor contracts reviewed for compliance

Period	Actual	Target	Variance	Owners
'17 FQ4	5%	n/a	n/a	Rogers, April (PHCD); Farr, Gerald; Rajkumar-Futch, Indira (PHCD); Caballero, Alisha L. (PHCD)



Objective
Maintain High Performer Status

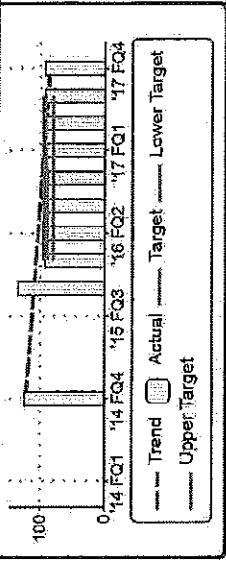
Description

Owners
Coleman, Crystal (PHCD); Giraldo, Adriana (PHCD)

Measures Linked to Objective
Section Eight Management Assessment Program (SEMAP) scores

Period	Actual	Target	Variance	Owners
'17 FQ4	93	n/a	n/a	Coleman, Crystal (PHCD); Giraldo, Adriana (PHCD)

Section Eight Management Assessment P



Objective

Maximize the effectiveness of the Surtax program

Description

Brown, Clarence; Fiano, Theresa (PHCD)

Measures Linked to Objective

Number of open Surtax projects monitored twice a year.

Owners: 0 McCall, James A (PHCD); Brown, Clarence; Ingram, Cordelia (PHCD); Fiano, Theresa (PHCD)

Variance: 23

Target: 23

Actual: 23

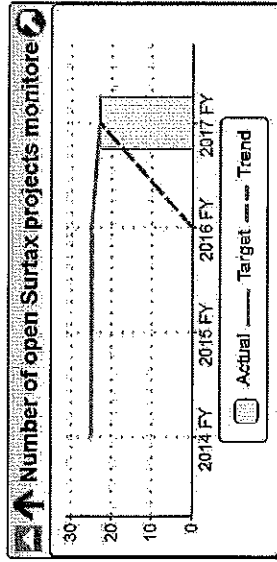
Period: 2017 FY

Date

12/22/2017

VR Comment

The target needs to be changed. We do not have 50 open Surtax projects.



Percent of Surtax loans in repayment

2017 FY

55%

50%

5% Rodriguez, Sandy (PHCD); Sanchez, Edgar L (PHCD)

