

# Scorecard - Public Housing and Community Development

Information									
Name:	Public Housing and Community Development								
Description:	<p>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 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.</p> <p>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.</p> <p>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).</p> <p>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, Social Services and Economic Development Committee as identified by the Miami-Dade Board of County Commissioners.</p>								
Domain:	PHCD								
Owners:	Liu, Michael								
Details									
	As Of	Actual	Business Plan Goal	FYTD Actual	FYTD Goal	Owners			
▼ 1.0 Customer						1.0 Customer			
▼ Maintain a 94% occupancy rate in Public Housing (HS2-3)						Liu, Michael; Cintron Vega, Joaquin; Public Housing and Community Development			
Average occupancy rate	Jun '19	93%	94%	95%	94%	Cintron Vega, Joaquin			
Average monthly number of families renting	Jun '19	7,079	8,090	7,220	8,090	Cintron Vega, Joaquin			
Maximize the effective use of existing public housing units (HS2-3)						Liu, Michael			
▼ Improve access to economic opportunities for low- to moderate-income individuals (ED1-1, HS2-1)						Liu, Michael			
Number of jobs created and/or maintained	2018	138	60	n/a	n/a	Brown, Clarence			
▼ Increase stock of affordable housing (HS2-1, HS2-3, ED3-1)						Liu, Michael			
Number of affordable housing units constructed and/or rehabilitated	Jun '19	228	75	849	675	Brown, Clarence			
▼ Maximize the effective use of Housing Choice Vouchers (HS2-1, ED3-1)						Liu, Michael; Coleman, Crystal (PHCD)			
Percentage of available housing assistance funding used to lease in the Section 8 HCV program	'19 FQ3	101%	n/a	99%	n/a	Coleman, Crystal (PHCD)			
▼ 2.0 Financial						2.0 Financial			
▼ Meet Budget Targets (PHCD)						Liu, Michael; Graham, James (PHCD)			
Expen: Total (PHCD)	'19 FQ3	\$89,336K	\$139,970K	\$226,802K	\$419,909K	Liu, Michael; Graham, James			
Revenue: Total (PHCD)	'19 FQ3	\$83,172K	\$139,970K	\$507,165K	\$419,909K	Graham, James; Liu, Michael			
Positions: Full-Time Filled (PHCD)	'19 FQ3	301	n/a	n/a	n/a	Liu, Michael; Graham, James (PHCD)			
▼ Maximize efficient use of resources						Liu, Michael; Graham, James (PHCD)			
Percentage of Revenues From Serviced Loans	Jun '19	108%	65%	73%	65%	Graham, James (PHCD)			
▼ Maximize the effectiveness of the Homeownership program						Liu, Michael; Rogers, April (PHCD); Farr, Gerald			
Percentage of Homeownership Loans closed within 60 days	Jun '19	33%	20%	45%	20%	Graham, James (PHCD)			
▼ 3.0 Internal						3.0 Internal			
▼ Improve compliance Housing and Urban Development's Community and Development (CPD) regulations						Liu, Michael; Graham, James (PHCD)			
Percentage of HOME projects completed	2018	9	n/a	n/a	n/a	Brown, Clarence			
Percentage of CDBG projects completed	2018	31	n/a	n/a	n/a	Brown, Clarence			
Tenant Accounts Receivable Score	2018 FY	2	4	n/a	n/a	Graham, James			
Standard performer or higher designation on PHAS score	2019 FY	n/a	75	n/a	n/a	Cintron Vega, Joaquin			
▼ Improve compliance and quality assurance procedures per Housing and Urban Development (HUD) regulations						Liu, Michael; Brown, Clarence			
Number of open CDBG projects monitored	'19 Q2	11	20	n/a	n/a	Brown, Clarence			
Reduce vendor complaints to two percent of total invoices paid	n/a	n/a	n/a	n/a	n/a	Graham, James (PHCD)			
Percentage of lease enforcement cases received, investigated, and resolved due to suspicion of fraud or abuse	'18 FQ1	100%	100%	100%	100%	Capote, Lizette (PHCD)			
Number of open HOME projects monitored	'19 Q2	10	8	n/a	n/a	Brown, Clarence			
Monitor contract activity						Liu, Michael; Coleman, Crystal (PHCD)			
▼ Maintain High Performer Status for the Section 8 Program						Coleman, Crystal (PHCD)			
Section Eight Management Assessment Program (SEMAP) score	'19 FQ3	100	93 (80 - 105)	100	93 (80 - 105)	Coleman, Crystal (PHCD)			

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▼ Maximize the effectiveness of the Surtax program				Brown, Clarence; Liu, Michael		Maximize the effectiveness of the Surtax program
Number of open Surtax projects monitored twice a year	2017 FY	23	23	23	23	Number of open Surtax projects monitored twice a year
Percent of Surtax loans in repayment	2019 FY	64%	50%	64%	50%	Percent of Surtax loans in repayment
4.0 Learning and Growth				Graham, James (PHCD)		4.0 Learning and Growth

### Linked Objects

▼ Child Scorecards			
Name		Owners	
Housing		Liu, Michael; Salinas-Cotter, Christina (MDPR)	
▼ Parent Scorecards			
Name		Owners	
Health and Society Strategic Area Scorecard		Miami-Dade County	
▼ ActiveViews			
▼ Initiatives			
▼ Objectives			
Name		Owners	
Maintain a 94% occupancy rate in Public Housing (HS2-3)		Liu, Michael; Cintron Vega, Joaquin; Public Housing and Community Development	
Maximize the effective use of existing public housing units (HS2-3)		Liu, Michael	
Improve access to economic opportunities for low- to moderate-income individuals (ED1-1, HS2-1)		Liu, Michael	
Increase stock of affordable housing (HS2-1, HS2-3, ED3-1)		Liu, Michael	
Maximize the effective use of Housing Choice Vouchers (HS2-1, ED3-1)		Liu, Michael; Coleman, Crystal (PHCD)	
Meet Budget Targets (PHCD)		Liu, Michael; Graham, James (PHCD)	
Maximize efficient use of resources		Liu, Michael; Graham, James (PHCD)	
Maximize the effectiveness of the Homeownership program		Liu, Michael; Rogers, April (PHCD); Farr, Gerald	
Improve compliance Housing and Urban Development's Community and Development (CPD) regulations		Liu, Michael; Graham, James (PHCD)	
Improve compliance and quality assurance procedures per Housing and Urban Development (HUD) regulations		Liu, Michael; Brown, Clarence	
Monitor contract activity		Liu, Michael; Rajkumar-Futch, Indira (PHCD)	
Maintain High Performer Status for the Section 8 Program		Coleman, Crystal (PHCD)	
Maximize the effectiveness of the Surtax program		Brown, Clarence; Liu, Michael	
▼ Program Groups			
▼ Stoplight Charts			
▼ Tasks			

### Commentary

Action Items				
	Due Date ▲	Status ▲	Action	Owners
Comments				
Date ▼	Author	Comment		
Attachments & Links				
▼ External Links				
▼ Attachments				






### Measures

As Of: <M/d/yyyy>		15	Sum. Lvl.: Base	Comparator: Default							
			Name	Description	Comparator Name	Sum. Lvl.	Period	Actual	Target	Variance	Owners
	VR		Average monthly number of families renting	Refers to the number of public housing units occupied by the head of household. (Excludes tax credit properties)	Goal - Default	Base	Dec '19	6,627	6,932	-305	Cintron Vega, Joaquin
	VR		Average occupancy rate	Measures the public housing agency's performance in keeping available units occupied as measured in the Public Housing Assessment System (PHAS), a performance tool established by HUD. Department's target is 96% and the industry benchmark is 97%. (Excludes the tax credit properties)	Goal - Default	Base	Dec '19	91%	94%	-3%	Cintron Vega, Joaquin
			Expen: Total (PHCD)	Total expenditures in \$1,000s (from roll-up of Personnel, Other Operating, and Capital)	Goal - Default	Base	'19 FQ4	\$116,264K	\$139,969K	\$23,705K	Liu, Michael, Graham, James
	VR		Number of affordable housing units constructed and/or rehabilitated	The target for this measure for many years was an annual target. The total number of housing units developed and/or rehabilitated every year is dependent upon available funding, favorable credit underwriting results, and the number of proposals that PHCD ultimately awards. The annual target is...	Goal - Default	Base	Dec '19	34	75	-41	Brown, Clarence

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	Number of jobs created and/or maintained	Measures economic development (ED) activities in low-income neighborhoods to create jobs for a minimum of one year. For every \$35,000 awarded, one job must be created or the funding is recaptured. ED projects have two-year contracts and entities are required to submit quarterly progress reports to PHCD.	Goal - Default	Base	2018	138	60	78	Brown, Clarence
 VR	Number of open CDBG projects monitored		Goal - Default	Base	'19 Q3	15	20	-5	Brown, Clarence
	Number of open HOME projects monitored	PHCD only has 22 open HOME projects.	Goal - Default	Base	'19 Q3	11	8	3	Brown, Clarence
 VR	Number of open Surtax projects monitored twice a year	Data gathered by DLAD database and construction and project managers assigned to specific housing development projects.	Goal - Default	Base	2017 FY	23	23	0	Brown, Clarence
	Percent of Surtax loans in repayment	Information gather from Classic EOM Report Plan Rate Trial Balance.	Goal - Default	Base	2019 FY	64%	50%	14%	Graham, James (PHCD)
	Percentage of available housing assistance funding used to lease in the Section 8 HCV program	The percentage is based on the amount of vouchers that funding can support divided by the number of units on the U.S. HUD ACC (Annual Contributions Contract). HUD expects that a minimum of 95% of the funds be expended or 95% of the maximum allowed families be assisted.	Goal - Default	Base	'19 FQ4	101%	n/a	n/a	Coleman, Crystal (PHCD)
	Percentage of CDBG projects completed		Goal - Default	Base	2018	31	n/a	n/a	Brown, Clarence
	Percentage of HOME projects completed		Goal - Default	Base	2018	9	n/a	n/a	Brown, Clarence
	Percentage of Homeownership Loans closed within 60 days	Information obtained from Loan Closing Report. Targets were defined through a Lean Six Sigma process improvement review and an acceptable time frame for loan processing was derived.	Goal - Default	Base	Dec '19	34%	20%	14%	Graham, James (PHCD)
	Percentage of lease enforcement cases received, investigated, and resolved due to suspicion of fraud or abuse	100 percent of all complaints received are reviewed. Staff maintains an investigation log listing all fraud complaints from the public or staff.	Goal - Default	Base	'18 FQ1	100%	100%	0%	Capote, Lizette (PHCD)
 VR	Percentage of Revenues From Serviced Loans	Information gathered from the Classic EOM Reports Collection Summary and Plan Rate Trial Balance. Total loan portfolio = \$753,988,696.14.	Goal - Default	Base	Dec '19	47%	65%	-18%	Graham, James (PHCD)
	Positions: Full-Time Filled (PHCD)	The "actual" reflects the number of full-time positions that are filled; the "goal" reflects the number of full-time budgeted positions.	Goal - Default	Base	'19 FQ4	291	n/a	n/a	Liu, Michael, Graham, James (PHCD)
	Reduce vendor complaints to two percent of total invoices paid		Goal - Default	n/a	n/a	n/a	n/a	n/a	Graham, James (PHCD)
	Revenue: Total (PHCD)		Goal - Default	Base	'19 FQ4	\$112,795K	\$139,969K	\$27,174K	Graham, James; Liu, Michael
	Section Eight Management Assessment Program (SEMAP) score	PHCD seeks standard performer or higher designation on its SEMAP score. HUD requires 60% (85 points) to be standard and 90% (130 points) to be a high performer. PHCD conducts a self-assessment score annually at the end of fiscal year as required by HUD, and HUD then reviews and confirms the results of...	Goal - Default	Base	'19 FQ4	100	93 (80 - 105)	-7	Coleman, Crystal (PHCD)
VR	Standard performer or higher designation on PHAS score	This measure refers to the score and designation status assigned by HUD's Real Estate Assessment Center (REAC) based on four indicators of measurement: financial condition, physical condition, management operations, and capital fund. The PHAS is a performance tool established by HUD, and the...	Goal - Default	Base	2019 FY	n/a	75	n/a	Cintron Vega, Joaquin
	Tenant Accounts Receivable Score	Data source equals the official PHAS score received from HUD. The actuals are acquired by obtaining financial information for account receivables and tenant rent revenue. This score rates the success of the PHA with tenant rent collection. The highest score possible is 5.	Goal - Default	Base	2018 FY	2	4	-2	Graham, James