

As Of <= 12/31/2024

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, 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. PHCD's primary federally 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).

Owner: Ballina, Alex (PHCD)

Department: Department of Housing and Community Development

Perspective Name	Objective Name	Measure Name	Last Period Updated		Actual	Target	Actual FYTD	FYTD Goal	
Customer	Maintain an acceptable average for occupancy rate in Public Housing	Average occupancy rate	Dec '24	🔴	91%	96%	92%	96%	🔴
		Average monthly number of families renting	Dec '24	🔴	3,830	3,849	3,849	3,849	🟢
	Improve access to economic opportunities for low- to moderate-income individuals	Number of jobs created or retained	2024	🟡	94	35			
	Increase stock of affordable housing	Number of affordable housing units constructed or rehabilitated	Dec '24	🟢	0	0	225	0	🟢
	Maximize the effective use of Housing Choice Vouchers	Percentage of available annual budget authority used to lease in the Section 8 HCV program	'24 FQ3	🟢	100%	98%	99%	98%	🟢
Financial	Meet Budget Targets (PHCD)	Expen: Total (PHCD)	'25 FQ1	🟢	\$157,612K	\$283,168K	\$157,612K	\$283,168K	🟢
		Revenue: Total (PHCD)	'25 FQ1	🔴	\$691,201K	\$283,168K	\$691,201K	\$283,168K	🔴
		Positions: Full-Time Filled (PHCD)	'25 FQ1	🔴	302	444	n/a	n/a	
	Maximize efficient use of resources	Percentage of revenues due from serviced loans collected	Dec '24	🔴	27%	65%	30%	65%	🔴
	Maximize the effectiveness of the Homeownership program	Percentage of homeownership loans closed within 60 days	Dec '24	🔴	12%	75%	26%	75%	🔴
Internal	Improve compliance with Housing and Urban Development's Community and Development (CPD) regulations	Public Housing Assessment System (PHAS) point score	2025 FY		No Data	75	n/a	75	
		Percentage of HOME projects completed	2024	🟡	31%	35%			
		Percentage of CDBG projects completed	2024	🔴	37%	60%			
		Tenants accounts receivable score	2023 FY		No Data	4	n/a	n/a	
		Percentage of homeownership loans closed within 60 days	Dec '24	🔴	12%	75%	26%	75%	🔴
	Improve compliance and quality assurance procedures per Housing and Urban Development (HUD) regulations	Number of open HOME projects monitored	Q4 '24	🔴	0	5	0	5	🔴
		Percentage of lease enforcement cases received, investigated, and resolved due to suspicion of fraud or abuse	'24 FQ4	🔴	98%	99%	90%	99%	🔴
		Number of open CDBG projects monitored	Q4 '24	🔴	4	15	4	15	🔴
		Section Eight Management Assessment Program (SEMAP) score	'25 FQ1	🟢	93	93	93	93	🟢
	Maintain high performer status for the Section 8 Program	Percentage of surtax loans in repayment	2023 FY	🟢	50%	50%	50%	50%	🟢
		Number of open Surtax projects monitored	2023 FY	🔴	80	100	80	100	🔴

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Key:  Initiative

 - Featured Objective

* - This measure has been annualized to match the fiscal year-to-date total for this report. This year-to-date measure is configured based on the calendar year.

Initiatives for Scorecard

Initiative	As Of	Status	Budget	Timing	Owners
Modernize the PHCD website.	7/10/2024	In Progress			Salinas, Christina (PHCD)
Develop new strategy for the RAD prequalification pool to expand the number of procurement proposers for the redevelopment of public housing sites.	7/10/2024	In Progress			Rodriguez, Sandy (PHCD)
Develop a temporary housing solution to ensure that public housing residents are relocated in accordance with both the URA and County relocation policies.	7/10/2024	In Progress			Rodriguez, Sandy (PHCD)
Conduct an inventory of equipment to assess staff's technology needs.	7/10/2024	In Progress			Salinas, Christina (PHCD)
Establish new solicitation processes for the deployment of Housing, Community, and Economic Development.	7/10/2024	In Progress			Rodriguez, Sandy (PHCD)
Deploy a new loan servicing system	7/10/2024	In Progress			Salinas, Christina (PHCD)
Develop and implement formal customer satisfaction methodology, survey, and process.	7/10/2024	In Progress			Rodriguez, Sandy (PHCD)
Establish and formalize policies, procedures, and performance metrics for each functional area of PHCD	7/10/2024	In Progress			Rodriguez, Sandy (PHCD)
Implement training for all project managers, assistant project managers, eligibility workers, and housing specialists on HOTMA and INSPIRE prior to compliance date.	7/10/2024	In Progress			Rodriguez, Sandy (PHCD)
Contract with a subject matter expert consulting firm to provide formalized CDBG, HOME, and ESG training for Housing and Community Development and Finance staff.	7/10/2024	In Progress			Salinas, Christina (PHCD)
Implement a reorganization to define a division of duties and establish order and structure to each division within the department.	7/10/2024	In Progress			Salinas, Christina (PHCD)
Resolve staffing shortages that affect production, implementation, management, and operations of new and existing projects and programs.	7/10/2024	In Progress			Salinas, Christina (PHCD)
Hire staff for PHCD's Office of Strategic Land Use and Management Planning, Development.	7/10/2024	In Progress			Salinas, Christina (PHCD)
Form a PHCD legal entity for affordable housing development/redevelopment.	7/10/2024	Not Started			Salinas, Christina (PHCD)
Upgrade Emphasys Elite to its most recent version	7/10/2024	In Progress			Salinas, Christina (PHCD)
Implement a software solution for development and implementation of a grants and project management database	7/10/2024	In Progress			Salinas, Christina (PHCD)

Initiative	As Of	Status	Budget	Timing	Owners
for Community Development Division programs.					
Create separate gap financing application process for development projects selected for funding by Florida Housing Finance Corporation	7/10/2024	In Progress			Rodríguez, Sandy (PHCD)
Support already awarded redevelopment projects with additional funding resources and revenues to service high interest rate debt.	7/10/2024	In Progress			Rodríguez, Sandy (PHCD)
Update and adopt Public Housing Admissions and Continued Occupancy Policies (ACOP) and HCV Administrative Plans to reflect HOTMA mandatory and discretionary policies	7/10/2024	In Progress			Rodríguez, Sandy (PHCD)
Implement a document management system for PHCD	7/10/2024	In Progress			Salinas, Christina (PHCD)

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