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: Kogon, Nathan (HCD)
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**	HUD occupancy rate	Sep '25	▼	94%	95%	92%	95%	▼
		Average monthly number of families renting	Sep '25	▼	4,422	6,200	3,962	6,200	▼
	Improve access to economic opportunities for low- to moderate-income individuals	Number of jobs created or retained	2024	⌂	94	50			
	Increase stock of affordable housing	Number of affordable housing units constructed or rehabilitated	Jan '25	▼	149	200	374	200	▲
	Maximize the effective use of Housing Choice Vouchers	Percentage of available annual budget authority used to lease in the Section 8 HCV program	'25 FQ3	▲	110%	98%	110%	98%	▲
		Housing Choice Voucher Utilization Rate	Jun '25	▼	96%	98%	96%	98%	▼
Financial	**Meet Budget Targets (HCD)**	Expenses: Total (HCD)	'25 FQ4	▲	$221,330K	$283,168K	$715,360K	$1,132,672K	▲
		Revenue: Total (HCD)	'25 FQ3	▲	$184,851K	$283,168K	$1,001,140K	$849,504K	▼
		Positions: Full-Time Filled (HCD)	'25 FQ4	▼	316	444	n/a	n/a	
	Maximize efficient use of resources	Percentage of revenues due from serviced loans collected	Aug '25	▲	72%	65%	41%	65%	▼
	Maximize the effectiveness of the Homeownership program	Percentage of homeownership loans closed within 60 days	Sep '25	▼	42%	75%	38%	75%	▼
		Number of Condo Special Assessment Loans Closed	Sep '25	▲	91	70	481	350	▲
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	Sep '25	▼	42%	75%	38%	75%	▼
	Improve compliance and quality assurance procedures per Housing and Urban Development (HUD) regulations	Number of open HOME projects monitored	Q1 '25	▲	8	5	8	10	▼
		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	▼
	Maintain high performer status for the Section 8 Program	Section Eight Management Assessment Program (SEMAP) score	'25 FQ1	▼	93%	95%	93%	95%	▼
	Maximize the effectiveness of the Surtax program	Percentage of surtax loans in repayment	2023 FY	▼	50%	60%	50%	50%	▲
		Number of open Surtax projects monitored	2023 FY	▼	80	100	80	100	▼

Edit Scorecard

Key: ◆ - Initiative   * - 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 HCD website.	7/10/2024	In Progress			Salinas, Christina (HCD)
Develop a temporary housing solution to ensure that public housing residents are relocated in accordance with both the URA and County relocation policies.	7/10/2024	In Progress			Rodriguez, Sandy (HCD)
Conduct an inventory of equipment to assess staff's technology needs.	7/10/2024	In Progress			Salinas, Christina (HCD)
Establish new solicitation processes for the deployment of Housing, Community, and Economic Development.	7/10/2024	In Progress			Rodriguez, Sandy (HCD)
Deploy a new loan servicing system	7/10/2024	In Progress			Salinas, Christina (HCD)
Develop and implement formal customer satisfaction methodology, survey, and process.	7/10/2024	In Progress			Rodriguez, Sandy (HCD)
Establish and formalize policies, procedures, and performance metrics for each functional area of HCD	7/10/2024	In Progress			Rodriguez, Sandy (HCD)
Implement training for all project managers, assistant project managers, eligibility workers, and housing specialists on HOTMA and INSPIRE prior to compliance date.	7/10/2024	In Progress			Rodriguez, Sandy (HCD)
Contract with a subject matter expert consulting firm to provide formalized CDBG, HOME, and ESG training for Housing and Community Development and Finance staff.	7/2/2025	In Progress			Salinas, Christina (HCD); Caballero, Alisa (HCD)
Implement a reorganization to define a division of duties and establish order and structure to each division within the department.	7/10/2024	In Progress			Salinas, Christina (HCD)
Resolve staffing shortages that affect production, implementation, management, and operations of new and existing projects and programs.	7/10/2024	In Progress			Salinas, Christina (HCD)
Hire staff for HCD's Office of Strategic Land Use and Management Planning, Development.	7/10/2024	In Progress			Salinas, Christina (HCD)
Form a HCD legal entity for affordable housing development/redevelopment.	7/10/2024	Not Started			Salinas, Christina (HCD)
Implement a software solution for development and implementation of a grants and project management database for Community Development Division programs.	7/2/2025	In Progress			Salinas, Christina (HCD); Caballero, Alisa (HCD)
Create separate gap financing application process for development projects selected for funding by Florida Housing Finance Corporation	7/10/2024	In Progress			Rodriguez, Sandy (HCD)
Support already awarded redevelopment	7/10/2024	In			Rodriguez,

Initiative	As Of	Status	Budget	Timing	Owners
projects with additional funding resources and revenues to service high interest rate debt.		Progress			Sandy (HCD)
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			Rodriguez, Sandy (HCD)
Implement a document management system for HCD	7/10/2024	In Progress			Salinas, Christina (HCD)
Establish the HCD Community Engagement and Resident Relocation Support Team to oversee resident relocation of public housing redevelopment projects.	7/10/2024	In Progress			Rodriguez, Sandy (HCD)
Establish HCD University an internal innovation academy to best meet HCD's needs, improve performance, and empower employees.	7/2/2025	In Progress			Salinas, Christina (HCD); Caballero, Alisa (HCD)

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Name contains any Housing and Community Development