

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Public Housing and Community Development

The Department of Public Housing and Community Development (PHCD) administers funding for the County’s housing and community development programs including public housing, subsidized private rental housing, affordable housing, rehabilitation, and revitalization. These programs provide decent, habitable, sanitary, and affordable housing. They promote viable communities and sustainable living environments, principally for extremely low-income to moderate-income families and individuals. PHCD’s annual new funding comes primarily from the United States Department of Housing and Urban Development (HUD), which provides funding for programs including Public Housing, Capital Grants, Section 8, Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME) and Emergency Solutions Grant (ESG). Additionally, PHCD administers State of Florida Documentary Stamp Surtax (Surtax) and State Housing Initiatives Partnership (SHIP) funds to develop and finance affordable housing.

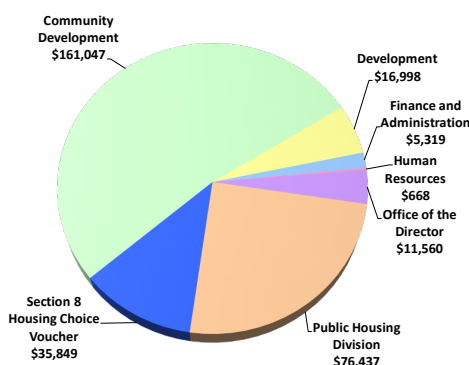
As part of the Health and Society strategic areas, PHCD oversees approximately 6,942 units of public housing, of which 732 are mixed finance units. Additionally, PHCD has converted 1,449 former public housing units as part of the Rental Assistance Demonstration (RAD) program. PHCD provides monthly subsidies for approximately 20,551 households in various Section 8 housing programs and RAD; additionally, PHCD owns 1,405 non-public housing affordable housing multi-family rental units. PHCD also monitors and oversees the financial and physical performance of this portfolio through the Public Housing Assessment System (PHAS) and the Section Eight Management Assessment Program (SEMAP). These tools provide both the County and HUD with information regarding the financial health, physical condition and management of the PHCD portfolio.

By administering federal and state funded programs, PHCD promotes economic opportunities and community development with the goal of creating and retaining jobs for low-income to moderate-income persons, as well as providing oversight on the construction of new affordable and workforce housing development projects while managing mixed-use development acquisition projects.

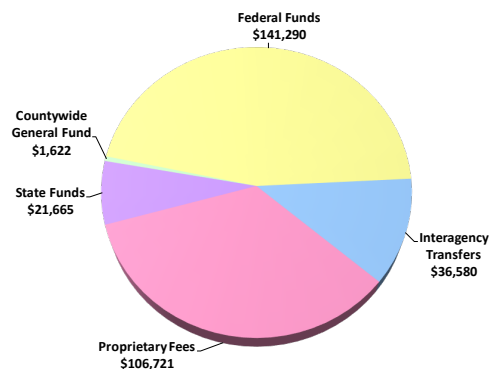
PHCD’s stakeholders are the residents of Miami-Dade County, with incomes ranging from extremely low to moderate, inclusive of those who are part of the County’s workforce. PHCD works closely with its resident boards, private landlords, affordable housing developers, for-profit and not-for-profit organizations, the Affordable Housing Advisory Board, and other County departments to achieve the mission of providing quality, affordable housing opportunities and economic independence opportunities to extremely low to moderate-income residents of Miami-Dade County.

FY 2023-24 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



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TABLE OF ORGANIZATION

	<p>OFFICE OF THE DIRECTOR Provides direction, supervision, oversight, communication and coordination of federal, state and local housing and community development programs to assist extremely low to moderate-income families and the elderly and disabled</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 16</td> <td style="text-align: center;"><u>FY 23-24</u> 17</td> </tr> </table>	<u>FY 22-23</u> 16	<u>FY 23-24</u> 17
<u>FY 22-23</u> 16	<u>FY 23-24</u> 17		
	<p>PUBLIC HOUSING DIVISION Responsible for the oversight of all 9,700 County public housing units and for providing decent, safe and sanitary dwellings to low-income seniors and individuals in need of reasonable accommodations</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 280</td> <td style="text-align: center;"><u>FY 23-24</u> 278</td> </tr> </table>	<u>FY 22-23</u> 280	<u>FY 23-24</u> 278
<u>FY 22-23</u> 280	<u>FY 23-24</u> 278		
	<p>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</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 23</td> <td style="text-align: center;"><u>FY 23-24</u> 22</td> </tr> </table>	<u>FY 22-23</u> 23	<u>FY 23-24</u> 22
<u>FY 22-23</u> 23	<u>FY 23-24</u> 22		
	<p>DEVELOPMENT Plans and implements redevelopment programs on public housing sites and non-public housing sites, including major rehabilitation and new construction incorporating a mixed-income, mixed-finance and mixed-use approach</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 19</td> <td style="text-align: center;"><u>FY 23-24</u> 20</td> </tr> </table>	<u>FY 22-23</u> 19	<u>FY 23-24</u> 20
<u>FY 22-23</u> 19	<u>FY 23-24</u> 20		
	<p>HUMAN RESOURCES Provides department-wide human resources support</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 6</td> <td style="text-align: center;"><u>FY 23-24</u> 6</td> </tr> </table>	<u>FY 22-23</u> 6	<u>FY 23-24</u> 6
<u>FY 22-23</u> 6	<u>FY 23-24</u> 6		
	<p>FINANCE AND ADMINISTRATION Provides support services including budgeting, accounting, financial reporting, accounts payable and revenue management in addition to providing underwriting, closing services and loan servicing</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 59</td> <td style="text-align: center;"><u>FY 23-24</u> 60</td> </tr> </table>	<u>FY 22-23</u> 59	<u>FY 23-24</u> 60
<u>FY 22-23</u> 59	<u>FY 23-24</u> 60		
	<p>COMMUNITY DEVELOPMENT Responsible for administering federal and state funded programs such as CDBG, HOME, ESG, Surtax, and SHIP and for promoting economic development at the local level</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 30</td> <td style="text-align: center;"><u>FY 23-24</u> 30</td> </tr> </table>	<u>FY 22-23</u> 30	<u>FY 23-24</u> 30
<u>FY 22-23</u> 30	<u>FY 23-24</u> 30		

The FY 2023-24 total number of full-time equivalent positions is 433.75

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DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director administers affordable and public housing as well as CDBG and HOME programs for the County.

- 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
- Audits operations to ensure compliance with HUD and departmental regulations
- Provides direction for fraud and criminal investigations and ensures compliance with the Americans with Disabilities Act and the HUD Voluntary Compliance Agreement for residents with disabilities
- Monitors HUD's Public Housing Assessment System (PHAS) and Section 8 Management Assessment Program (SEMAP)
- Interacts with the Mayor, Board of County Commissioners (BCC), residents, community groups and other public and private entities to ensure attainment of PHCD's goals and objectives
- Oversees the Human Resources, Compliance and Procurement units

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget continues the Countywide General Fund support of one Special Projects Administrator 1 position to assist with processing legislative items (\$105,000)
- The FY 2023-24 Adopted Budget includes the transfer in of one vacant position from the Section 8 Housing Choice Voucher Division to the Office of the Director to establish a Deputy Director in the Office of the Director to provide the oversight for Public Housing Programs
- The FY 2023-24 Adopted Budget includes the transfer out of one vacant position from the Office of the Director to establish a PHCD Quality & Assurance Officer in the Division of Finance & Administration as part of the departmental reorganization plan
- The FY 2023-24 Adopted Budget includes the transfer in of one vacant position from the Public Housing Division to establish an Operations Admin Analyst in the Office of the Director



The FY 2023-24 Adopted Budget includes \$5.924 million from the Miami Dade Rescue Plan Fund for the HOMES Plan Workforce Housing Incentive Program (WHIP) Unit Conversion program

DIVISION: PUBLIC HOUSING DIVISION

The Public Housing Division oversees and manages the public housing portfolio within the County. The Division is responsible for property management services and assists public housing residents to attain self-sufficiency through strategic partnerships with both public and private service providers.

- Responsible for oversight of all County-owned public housing units
- Provides on-going rehabilitation of public housing vacant units for prospective residents and periodic rehabilitation of vacant units for residents with reasonable accommodation needs
- Provides maintenance support services to all public housing units as needed
- Manages the capital asset inventory
- Conducts relocation leasing, rent collection, and evictions; reviews policies and future developments
- Manages applications, conducts interviews, and determines eligibility of prospective tenants for public housing; assigns units and maintains waiting list of current applications
- 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 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> HS2-3: Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Maintain an acceptable level of vacant public housing units	Public Housing Assessment System (PHAS) point score*	OC	↑	Exempt by HUD	Exempt by HUD	75	75	75
	Average occupancy rate**	OC	↑	87%	80%	94%	80%	94%
	Average monthly number of families renting	OP	↔	5,218	4,596	5,400	4,500	6,055

*The Department's goal is to achieve a Standard Performer or higher designation as measured by the PHAS score; the PHAS point score represents a computation based on HUD criteria that measures the efficiency of a public housing agency's management; scores of 90 points or above result in a High Performer designation; scores below 90 but above 60 are designated as a Standard Performer

** FY 2020-21 and FY 2021-22 Actual Average occupancy rates reflect lower base number of public housing units due to units that transitioned into mixed finance redevelopment or the Rental Assistance Demonstration (RAD) Program

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer out of two vacant positions from the Public Housing Division to establish a Division Director 2 position in the Division of Development and an Operations Admin Analyst in the Office of the Director
- The FY 2023-24 Adopted Budget continues the Countywide General Fund support of four PHCD Structural Maintenance Technician positions to assist in the overall upkeep of the Arthur May Development (\$341,000)



The FY 2023-24 Adopted Budget includes Miami Dade Public Housing Division has opened the waiting list for the Helen Sawyer ALF and is working towards being at 100% capacity



The FY 2023-24 Adopted Budget includes funding from the Miami Dade Rescue Plan Fund to support operations at the Helen Sawyer Assisted Living Facility (\$3 million)

- The FY 2023-24 Adopted Budget includes an increase in maintenance staff for Miami Dade Public Housing by filling current vacancies to have a fully operational maintenance crew for every site and a vacancy crew to improve the turnaround time for units that are left vacant
- In FY 2023-24 the Public Housing Division will fill three vacant positions in facilities to become more effective with the Capital Improvement schedule for the public housing portfolio
- Despite past modest increases in overall allocations nationally for public housing, increases to allocations to PHCD were nominal in recent years, and PHCD has a backlog of unmet capital and operational needs; going forward, regardless of the final allocation number received for federal fiscal year (FFY) 2023, the federal budget currently proposed by the Administration will not provide enough funding to bridge the Department's capital or operational budgetary gap for public housing
- PHCD continues to explore ways to effectively manage federal budgetary shortfalls through the use of HUD's Rental Assistance Demonstration (RAD) program; program funding is subject to HUD approval and the availability of funding from both federal and private sector resources and, in past years, the RAD program maintained a hard limit on the number of units nationally that were eligible for redevelopment; Congress increased the number of units eligible for redevelopment that may qualify for funds under the program from 225,000 to 455,000; this increase in the eligible unit limit serves as the basis for the comprehensive redevelopment of all of HUD's public housing inventory

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DIVISION: SECTION 8 HOUSING CHOICE VOUCHER

The Section 8 Housing Choice Voucher Division administers the following special programs: Moderate Rehabilitation, Housing Choice Voucher (HCV), Project Based Voucher (PBV) (a component of the HCV program), HUD-Veterans Affairs Supportive Housing (HUD-VASH) vouchers, Mainstream Vouchers and Moderate Rehabilitation Single Room Occupancy.

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

Strategic Objectives - Measures

- HS2-1: Provide the necessary support services for vulnerable residents and special populations

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Maximize the effective use of Housing Choice Vouchers	Percentage of available annual budget authority used to lease in the Section 8 HCV program	OC	↑	99%	99%	99%	99%	99%
Improve compliance with Housing and Urban Development (HUD) regulations	Section Eight Management Assessment Program (SEMAP) score*	OC	↑	144/99%	94/100%	143/99%	94/100%	94/100%

*SEMAP measures the performance of the public housing agencies that administer the Housing Choice Voucher Program in 14 key areas; the actual points shown (out of a maximum of 145 obtainable points) translate into a percentage of the total points that may be obtained; scores of at least 90 percent are rated High Performers. The Department of Housing and Urban Development evaluated PHCD for the FY 2021-2022 and issued a final score of 94 percent as a High Performing agency

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer out of one vacant position from the Section 8 Housing Choice Voucher Division to establish a Deputy Director in the Office of the Director to provide oversight for Public Housing Programs and Support Services as part of a departmental reorganization plan



The FY 2023-24 Adopted Budget includes \$2.677 million from the Miami Dade Rescue Plan Fund for the HOMES Plan WHIP Section 8 program

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DIVISION: DEVELOPMENT

The Development Division (DD) plans and manages development projects on public housing sites and other County-owned sites and manages the infill housing program. DD is also involved in managing the development of affordable housing in partnership with various non-profit entities such as schools and religious organizations.

- 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); projects include major rehabilitations and new construction projects
- Plans and implements the HUD Rental Assistance Demonstration (RAD) Program for redevelopment of existing public housing and development of County-owned land
- Manages the County's Infill Housing Program
- Administers various federal grants including HOPE VI and Replacement Housing Factor (RHF) funds
- Reviews and 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)

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer in of one vacant position from the Public Housing Division to establish a Division Director 2 in the Development Division as part of a departmental reorganization plan
- The FY 2023-24 Adopted Budget continues with the Countywide General Fund support of six Real Estate positions to administer and monitor the infill housing program and affordable housing developments (\$676,000)



In FY 2023-24, the Development Division, with HUD and Board approval, will continue the implementation of the Rental Assistance Demonstration (RAD) program

DIVISION: HUMAN RESOURCES

The Human Resources Division provides department-wide human resources support.

- Oversees personnel and various support services functions
- Provides direction and support of the HR component of the Enterprise Resources Planning (ERP) system
- Performs department-wide review of job descriptions and functions to ensure they accurately reflect duties and skill sets that have evolved in the delivery of services
- Provides employee training and development opportunities to further develop skills that will allow for growth and development of the PHCD workforce and better serve the public
- Provides support for new strategic initiatives including HR program development, policies, and performance measures
- Oversees the implementation of the First Time Homebuyer and Emergency Housing Assistance Programs for eligible employees

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DIVISION: FINANCE AND ADMINISTRATION

The Finance and Administration Division provides financial and administrative 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
- Processes 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 5,476 loans for affordable housing development, rehabilitation, construction and homebuyer mortgage assistance
- Oversees information technology support provided by the Information Technology Department (ITD) through the Memorandum of Understanding (MOU)

Strategic Objectives - Measures

- ED3-1: Foster stable homeownership to promote personal and economic security

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Maximize the effectiveness of the Homeownership program	Percentage of homeownership loans closed within 60 days*	OC	↑	47%	24%	50%	60%	75%

Strategic Objectives - Measures

- HS2-3: Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Maximize the effectiveness of the Homeownership program	Tenants Accounts Receivable score**	OC	↑	Exempt	Exempt	3.5	3.0	4
	Percentage of revenues due from serviced loans collected***	OC	↑	65%	142%	55%	90%	65%
Maximize the effectiveness of the Surtax program	Percentage of Surtax loans in repayment****	OP	↔	65%	52%	50%	50%	50%

*FY 2021-22 actual is less than anticipated due to closing delays concerning open permits, removal of liens, and property repairs. In addition, some infill properties were delayed in closing on time due to the County's Legislative process of increasing the maximum sales price for the infill program

**Score reflects the amount in resident accounts receivable compared to resident revenue (i.e. rent paid); the maximum point value assigned is 5 points

***Measures the percentage of revenues that are due from homeownership and multi-family loans during the fiscal year that are actually collected; there was a significant number of construction loans that were paid-off during Fiscal Year 2019-20 which increased this percentage

****Surtax Loans that are not in repayment are still in the Deferred Compliance Period and as such, either repayment is not required, or the repayment of the loan is based on the available cash flow of the property

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DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer in of one vacant position from the Office of the Director to establish a PHCD Quality & Assurance Officer in the Division of Finance and Administration as part of a departmental reorganization plan

DIVISION: COMMUNITY DEVELOPMENT

The Community Development 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.

- Monitors the construction and compliance of new and rehabilitated housing development projects, manages development projects, manages non-public affordable housing developments, and manages disposition activities for County-owned properties under the Department's control
- Administers and monitors Community Development Block Grant (CDBG), CDBG CARES Act (CDBG-CV), Documentary Stamp Surtax (Surtax), State Housing Initiative Partnership (SHIP), Emergency Solutions Grant (ESG), ESG CARES Act (ESG-CV), Neighborhood Stabilization Program (NSP), Home Investment Partnership Program (HOME), and HOME American Rescue Plan (ARP) affordable housing programs as well as the COVID-19 specific allocations associated with CDBG, ESG and HOME
- Oversees Miami-Dade County's federally funded Emergency Rental Assistance Program to assist landlords and renters affected by the economic stressors due to and during the COVID-19 pandemic
- Provides architectural/engineering and construction contract administration, as well as the oversight of construction and rehabilitation field work
- Ensures compliance with all program requirements for grants processed with federal, state, and local funds including CDBG, CDBG-CV, HOME, ESG, ESG-CV, Surtax, NSP and SHIP
- Ensures long term affordability compliance for all affordable housing funded with Surtax/SHIP, HOME and CDBG funds
- Reviews construction loan applications and draw requests for disbursement of funds for affordable housing developments
- Prepares the County's Five-Year Consolidated Plan and Annual Action Plan, as well as the Consolidated Annual Performance Evaluation Report (CAPER) for all federal funds
- Develops and implements annual competitive award process and subsequent recapture/reallocation of funding for CDBG, CDBG-CV, HOME, ESG, ESG-CV, Surtax and SHIP programs
- Provides technical assistance to potential applicants and the community related to the release of all Requests for Applications (RFAs) and Requests for Proposals (RFPs)
- Manages 25 County-owned assets for a total of 1,762 units that are non-public housing and are available as affordable housing which may or may not include subsidies
- Administers the Affordable Housing Trust Funds in the development of affordable housing
- Develops and administers the Development Inflation Adjustment Fund (DIAF), as part of the Mayor's HOMES program, to ensure the development of 957 affordable units
- Develops twin homes/affordable housing for low to moderate income families
- Administers community planning functions and neighborhood planning support, including citizen participation through various community meetings for federal funding programs
- Provides staff support to the Affordable Housing Advisory Board (AHAB) and the Affordable Housing Trust Fund Board (AHTFB)
- Processes all Special Economic Development (SPED) applications for small business forgivable loan program, conducts underwriting analysis, coordinates loan closing and monitors construction, if applicable, until completion
- Promotes economic development with the goal of creating and retaining jobs for low to moderate-income persons

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Strategic Objectives - Measures								
<ul style="list-style-type: none"> ED1-1: Promote and support a diverse mix of current and emerging industries vital to a growing economy 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Improve access to economic opportunities for low-to moderate income individuals	Number of jobs created or retained*	OC	↑	32	27	50	40	50

Strategic Objectives - Measures								
<ul style="list-style-type: none"> HS2-3: Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Improve compliance with Housing and Urban Development (HUD) regulations	Percentage of CDBG projects completed**	EF	↑	40%	17%	60%	25%	60%
	Percentage of HOME projects completed	EF	↑	25%	21%	40%	30%	40%
Increase stock of affordable housing	Number of affordable housing units constructed or rehabilitated***	OC	↑	1,284	1,609	1,600	1,000	1,600

*This is an economic development goal which utilizes CDBG funding; each \$35,000 grant should result in one job; the estimated cost to create 149 Jobs is \$5 million; jobs will be created over a two-year time period; FY 2020-21 and 2021-22 Actuals reflect the impact of COVID-19

** The FY 2020-21 and FY 2021-22 number of projects completed was reduced due to COVID-19 as it delayed completion of the construction of public facilities and the completion of certain public service, activities i.e, after school-activities, senior activities, etc.

***Figures reflect only those affordable housing units for which PHCD funding was provided or which resulted from a County public housing redevelopment project

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes an allocation of \$500,000 from the General Fund to the Dade Heritage Trust, Inc. to provide affordable housing through their historic preservation efforts



The FY 2023-24 Adopted Budget includes \$19.979 million from the Miami Dade Rescue Plan Fund for the HOMES Plan Naturally Occurring Affordable Housing (NOAH) Grant and the Development Inflation Adjustment Fund



The FY 2023-24 Adopted Budget Book includes \$4.741 million from the Miami Dade Rescue Plan Funds for HOMES Plan Emergency Rental Assistance Expansion



The Department will continue working on several initiatives to address affordable homeownership, including the Building on County Land project (\$9 million); additionally, the Department is implementing an adopted ordinance by creating a standard methodology for the establishment of a maximum sales price in the homeownership program, which would expand options for buyers



The FY 2023-24 Surtax revenue is budgeted at \$36 million; the FY 2022-23 Surtax carryover of \$322 million is allocated for on-going multi-family rental projects and homeownership programs; total funding budgeted for affordable housing, including Surtax, is \$505 million



PHCD, along with community partners, will continue to monitor and develop affordable housing opportunities as the County progresses toward achieving its Thrive 305 goal of 15,000 units



In FY 2023-24, PHCD will continue to enhance its electronic submission process for the annual Request for Applications, the competitive process(es) for all applications for funding, which has resulted in better quality submissions for community-based organizations and housing development entities applying for County funds, achievement of paper reduction goals and processing efficiencies

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In FY 2023-24, PHCD will continue to process all affordable housing grant agreements related to the disbursement of the \$26 million district specific PHCD capital program funding

- The Department will finalize the County's acquisition of (16) affordable housing properties from the Miami Beach Community Development Corporation (CDC) and begin to address unavailable units resulting from major deferred maintenance issues

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS



In FY 2023-24, the Department will continue the redevelopment of Liberty Square Rising, a public/private redevelopment initiative that includes the demolition of all existing public housing units in Liberty Square, development of the vacant Lincoln Gardens site and the construction of new infrastructure and dwelling units; during FY 2019-20 Liberty Square Phase One delivered the redevelopment's first 204 units, which included 73 public housing units; in FY 2020-21 Liberty Square Phase Two delivered an additional 204 units, including 73 public housing units; in FY 2021-22 Liberty Square Phase Three delivered 192 units, including 71 public housing units; in February of 2025 Liberty Square Phase Four is expected to deliver 193 units, including 27 public housing units ;the project is focused on transforming neighborhoods into viable, energy efficient, mixed-income and sustainable neighborhoods with access to well-functioning services, high quality public schools and education programs, early learning programs and services, public transportation and jobs for residents; the estimated development cost is \$450 million of which \$46 million is funded from County and federal sources; in FY 2020-21, the development was turned over to a private management company that receives operating subsidies through PHCD; after the transfer of all phases takes place, the annual cost to PHCD to provide oversight of the private management company is estimated at \$100,000 (total program cost \$46.826 million; \$3.5 million in FY 2023-24; capital program #2000000108)



In FY 2023-24, PHCD is projected to expend \$9.903 million in Federal Capital Fund Program (CFP) dollars to address long-term infrastructure needs in various public housing developments to include elevators, roofs, windows, fire alarm systems and Uniform Federal Accessibility Standards (UFAS) compliance; it is important to note that the FY 2023-24 federal budget will not provide enough funding to address infrastructure needs on various public housing sites; as a result of the infrastructure improvements, there is no fiscal impact to the Department's operating budget at this time, however, when applicable, the Department will install energy efficient equipment that in the long-term will provide some operational savings

- The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes \$834,000 of Documentary Surtax funds to pay the debt service related to the Scott Carver Development; the Surtax funds will be transferred to the General Government Improvement Fund (GGIF) where the debt payment is budgeted
- The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the purchase of nine vehicles \$535,000 for the replacement of its aging fleet funded with PHCD operating revenue; the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	370	155	313	225	445
Fuel	199	249	195	244	195
Overtime	702	1,792	0	1,850	500
Rent	1,230	1,000	1,292	1,000	1,000
Security Services	6,392	6,111	6,712	3,989	5,817
Temporary Services	2,233	1,289	2,234	659	2,555
Travel and Registration	1	22	2	11	48
Utilities	10,953	10,339	11,500	10,685	10,700

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OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24
Revenue Summary				
General Fund Countywide	318	1,573	998	1,622
Affordable Housing Trust Fund	26,324	26,324	5,000	3,490
Carryover - CD	8,763	8,688	15,497	12,566
Carryover - DRI/EZ/EH	1,852	1,852	1,860	1,890
Carryover - EDI/BEDI	838	855	857	1,060
Carryover CDBG	0	0	24,006	21,763
Carryover HOME	17,376	17,376	47,529	29,996
Carryover NSP	792	792	854	1,110
Carryover SHIP	3,218	3,308	16,479	36,436
Carryover Surtax	256,765	257,427	273,011	321,740
Documentary Stamp Surtax	54,089	90,260	44,000	36,000
Interest Income	3,147	3,264	3,146	3,408
Loan Repayments	18,831	32,182	18,831	16,091
Loans Servicing Fees	1,251	0	1,251	928
Miscellaneous Revenues	11,357	28,298	12,846	21,064
Rental Income	13,984	13,008	13,288	12,386
SHIP	1,817	12,109	1,437	13,000
State Grants	0	0	0	21,665
CDBG	10,549	10,246	13,296	12,502
CDBG Program Income	250	455	245	455
Emergency Rental Assistance Program (ERAP)	98,953	58,520	0	0
Emergency Shelter Grant	4,718	8,774	2,100	1,698
Federal Funds	16,403	17,298	10,735	15,052
HOME	4,598	2,690	4,880	5,386
HOME Program Income	6,954	5,926	2,007	6,522
Housing Assistance Payments	247,297	253,475	268,293	312,831
NSP Program Income	202	305	26	32
Public Housing Subsidy	50,850	37,686	60,874	51,744
Section 8 Admin Fee	26,345	23,908	45,631	47,899
Miami-Dade Rescue Plan Fund	0	0	0	36,580
Total Revenues	887,841	916,599	888,977	1,046,916

Operating Expenditures

Summary

Salary	21,540	23,062	28,585	29,553
Fringe Benefits	9,862	11,489	10,943	12,220
Court Costs	72	133	207	211
Contractual Services	52,902	60,218	55,073	64,821
Other Operating	123,345	133,835	77,363	188,636
Charges for County Services	12,488	13,014	13,113	12,437
Total Operating Expenditures	220,209	241,751	185,284	307,878

Non-Operating Expenditures

Summary

Transfers	241,776	256,115	268,293	312,339
Distribution of Funds In Trust	0	0	0	0
Debt Service	1,180	2,346	2,323	2,506
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	433,077	424,193
Total Non-Operating Expenditures	242,956	258,461	703,693	739,038

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Strategic Area: Health and Society				
Office of the Director	2,026	11,560	16	17
Public Housing Division	76,191	76,437	280	278
Section 8 Housing Choice Voucher	17,041	35,849	23	22
Development	2,236	16,998	19	20
Human Resources	671	668	6	6
Finance and Administration	4,032	5,319	59	60
Strategic Area: Economic Development				
Community Development	83,087	161,047	30	30
Total Operating Expenditures	185,284	307,878	433	433

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
Revenue									
Affordable Housing Trust	33,035	0	0	0	0	0	0	0	33,035
BBC GOB Financing	35,361	1,019	140	0	0	0	0	0	36,520
Capital Funds Financing Program	750	1,500	1,368	0	0	0	0	0	3,618
Capital Funds Program (CFP) - 717	7,424	0	0	0	0	0	0	0	7,424
Capital Funds Program (CFP) - 718	11,553	0	0	0	0	0	0	0	11,553
Capital Funds Program (CFP) - 719	11,445	0	0	0	0	0	0	0	11,445
Capital Funds Program (CFP) - 720	9,110	2,300	0	0	0	0	0	0	11,410
Capital Funds Program (CFP) - 721	4,040	3,064	2,833	0	0	0	0	0	9,937
Capital Funds Program (CFP) - 722	1,001	3,039	3,364	2,898	1,000	0	0	0	11,302
Documentary Stamp Surtax	4,000	2,000	0	0	0	0	0	0	6,000
Hope VI Grant	4,063	0	0	0	0	0	0	0	4,063
Replacement Housing Factor (RHF)	1,909	0	0	0	0	0	0	0	1,909
Southeast Overtown Park West CRA	500	0	0	0	0	0	0	0	500
Total:	124,191	12,922	7,705	2,898	1,000	0	0	0	148,716
Expenditures									
Strategic Area: HS									
Housing for Elderly and Families	13,570	19,425	3,730	0	0	0	0	0	36,725
New Affordable Housing Units	41,958	3,500	1,368	0	0	0	0	0	46,826
Pedestrian Paths and Bikeways	2,554	700	140	0	0	0	0	0	3,394
Public Housing and Community Development Improvements	43,273	8,403	6,197	2,898	1,000	0	0	0	61,771
Total:	101,355	32,028	11,435	2,898	1,000	0	0	0	148,716

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

ARCHITECTURAL AND INSPECTION SERVICES (CAPITAL FUND PROGRAMS (CFP))

PROGRAM #: 807910



DESCRIPTION: Reimburse planning, architectural design and inspections costs for public housing developments

LOCATION: Countywide

District Located: Countywide

Various Public Housing Regions

District(s) Served: Countywide

Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Capital Funds Program (CFP) - 717	1,494	0	0	0	0	0	0	0	1,494
Capital Funds Program (CFP) - 718	2,828	0	0	0	0	0	0	0	2,828
Capital Funds Program (CFP) - 719	2,098	0	0	0	0	0	0	0	2,098
Capital Funds Program (CFP) - 720	1,176	275	0	0	0	0	0	0	1,451
Capital Funds Program (CFP) - 721	400	400	169	0	0	0	0	0	969
Capital Funds Program (CFP) - 722	0	400	700	234	0	0	0	0	1,334
TOTAL REVENUES:	7,996	1,075	869	234	0	0	0	0	10,174
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Planning and Design	7,996	1,075	869	234	0	0	0	0	10,174
TOTAL EXPENDITURES:	7,996	1,075	869	234	0	0	0	0	10,174

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LIBERTY SQUARE AND LINCOLN GARDENS

PROGRAM #: 200000108



DESCRIPTION: Redevelop Liberty Square and Lincoln Gardens into a mixed financed public housing and affordable housing
 LOCATION: Various Sites District Located: 3
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	29,936	0	0	0	0	0	0	0	29,936
Capital Funds Financing Program	750	1,500	1,368	0	0	0	0	0	3,618
Capital Funds Program (CFP) - 719	1,300	0	0	0	0	0	0	0	1,300
Documentary Stamp Surtax	4,000	2,000	0	0	0	0	0	0	6,000
Hope VI Grant	4,063	0	0	0	0	0	0	0	4,063
Replacement Housing Factor (RHF)	1,909	0	0	0	0	0	0	0	1,909
TOTAL REVENUES:	41,958	3,500	1,368	0	0	0	0	0	46,826
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	41,958	3,500	969	0	0	0	0	0	46,427
Planning and Design	0	0	399	0	0	0	0	0	399
TOTAL EXPENDITURES:	41,958	3,500	1,368	0	0	0	0	0	46,826

Estimated Annual Operating Impact will begin in FY 2024-25 in the amount of \$100,000 and includes 0 FTE(s)

NON-DWELLING STRUCTURAL IMPROVEMENTS (CAPITAL FUND PROGRAM (CFP))

PROGRAM #: 803240



DESCRIPTION: Repair and maintain non-dwelling structures to include community building spaces and administration buildings in various public housing developments
 LOCATION: Countywide District Located: Countywide
 Various Public Housing Regions District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Capital Funds Program (CFP) - 717	122	0	0	0	0	0	0	0	122
Capital Funds Program (CFP) - 718	78	0	0	0	0	0	0	0	78
Capital Funds Program (CFP) - 719	50	0	0	0	0	0	0	0	50
Capital Funds Program (CFP) - 720	25	25	0	0	0	0	0	0	50
Capital Funds Program (CFP) - 721	0	25	25	0	0	0	0	0	50
Capital Funds Program (CFP) - 722	0	0	25	25	0	0	0	0	50
TOTAL REVENUES:	275	50	50	25	0	0	0	0	400
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	275	50	25	0	0	0	0	0	350
Planning and Design	0	0	25	25	0	0	0	0	50
TOTAL EXPENDITURES:	275	50	50	25	0	0	0	0	400

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REDEVELOPMENT OF CULMER PLACE AND CULMER GARDENS

PROGRAM #: 505660



DESCRIPTION: Redevelop Culmer Place and Culmer Gardens public housing units into a mixed-income, mixed-use development to include one-for-one replacement of existing public housing units

LOCATION: 800 NW 5 Ave and 554 NW 5 Ave
City of Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	2,871	319	0	0	0	0	0	0	3,190
Southeast Overtown Park West CRA	500	0	0	0	0	0	0	0	500
TOTAL REVENUES:	3,371	319	0	0	0	0	0	0	3,690
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	3,371	319	0	0	0	0	0	0	3,690
TOTAL EXPENDITURES:	3,371	319	0	0	0	0	0	0	3,690

REDEVELOPMENT OF PUBLIC AND AFFORDABLE HOUSING

PROGRAM #: 2000002154



DESCRIPTION: Finance affordable and workforce housing projects inclusive of preservation and new construction; projects will include uses for both rental and homeownership

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Affordable Housing Trust	33,035	0	0	0	0	0	0	0	33,035
TOTAL REVENUES:	33,035	0	0	0	0	0	0	0	33,035
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	10,199	19,106	3,730	0	0	0	0	0	33,035
TOTAL EXPENDITURES:	10,199	19,106	3,730	0	0	0	0	0	33,035

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RIVERWALK SEAWALL

PROGRAM #: 2000002457



DESCRIPTION: Design and repair Riverwalk seawall
 LOCATION: 1407 NW 7 St
 City of Miami

District Located: 5
 District(s) Served: 5

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	2,554	700	140	0	0	0	0	0	3,394
TOTAL REVENUES:	2,554	700	140	0	0	0	0	0	3,394
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	2,439	500	105	0	0	0	0	0	3,044
Planning and Design	115	110	25	0	0	0	0	0	250
Project Administration	0	90	10	0	0	0	0	0	100
TOTAL EXPENDITURES:	2,554	700	140	0	0	0	0	0	3,394

SITE IMPROVEMENTS AND DWELLING STRUCTURES (CAPITAL FUND PROGRAMS (CFP))

PROGRAM #: 803250



DESCRIPTION: Perform comprehensive modernization and repairs to existing County owned public housing units
 LOCATION: Countywide
 Various Public Housing Regions

District Located: 13
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Capital Funds Program (CFP) - 717	5,808	0	0	0	0	0	0	0	5,808
Capital Funds Program (CFP) - 718	8,647	0	0	0	0	0	0	0	8,647
Capital Funds Program (CFP) - 719	7,997	0	0	0	0	0	0	0	7,997
Capital Funds Program (CFP) - 720	7,909	2,000	0	0	0	0	0	0	9,909
Capital Funds Program (CFP) - 721	3,640	2,639	2,639	0	0	0	0	0	8,918
Capital Funds Program (CFP) - 722	1,001	2,639	2,639	2,639	1,000	0	0	0	9,918
TOTAL REVENUES:	35,002	7,278	5,278	2,639	1,000	0	0	0	51,197
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	35,002	7,278	5,278	2,639	1,000	0	0	0	51,197
TOTAL EXPENDITURES:	35,002	7,278	5,278	2,639	1,000	0	0	0	51,197