

PUBLIC HOUSING & COMMUNITY DEVELOPMENT

FY 2023-24 & 2024-25 BUSINESS PLAN





Public Housing and Community Development (PHCD) Business Plan

Fiscal Years: 2024 and 2025
(10/1/2023 through 9/30/2025)

Approved by:

Handwritten signature of Alex R. Ballina in blue ink.

Alex R. Ballina
Director

7/11/2024
Date

Handwritten signature of Cathy Burgos in blue ink.

Cathy Burgos
Chief Community Services Officer

7/19/24
Date

Plan Date: July 11, 2024



TABLE OF CONTENTS

1. DEPARTMENT OVERVIEW	Page 3
a. Department Mission, Purpose, Vision, & Description	
b. Table of Organization	
c. Our Customers	
d. Strategic Alignment, 4E, and Thrive305 Summary	
2. KEY ISSUES	Page 11
3. PRIORITY INITIATIVES	Page 13
4. FUTURE OUTLOOK	Page 16
5. BUSINESS PLAN REPORT	Page 18



DEPARTMENT OVERVIEW

PHCD Mission

To empower the residents of Miami-Dade County (the County) by preserving, producing, and providing equitable housing opportunities while improving the quality of life through housing and services opportunities for residents in our thriving community.

Purpose

The Department of Public Housing and Community Development (PHCD), under the leadership of Mayor Daniella Levine Cava and the Board of County Commissioners, administers funding for federal, state, and local funding for PHCD programs including public housing, subsidized private rental housing, affordable housing, rehabilitation, and revitalization for Miami-Dade County. These programs provide decent, safe, sanitary, and affordable housing and promote viable urban communities and sustainable living environments, principally for extremely low-income to moderate-income families and individuals.

Vision

To become the gold standard and benchmark for housing agencies across the nation by optimizing resources to augment results with the changing environment to deliver much needed housing relief through structure, innovation, metrics, and results.

PHCD Description

The **Office of the Director (DIR)** provides guidance on the administration of housing initiatives under the purview of the County Mayor and the Board of County Commissioners. This DIR provides direction and administration over federal, state, and local housing initiatives that assist residents whose income ranges up to 140% area median income (AMI), with preferences for specialized demographic populations. The DIR oversees the strategic planning process for PHCD and sets its long-term goals, key performance indicators, and objectives. The DIR also includes the Communications Unit, which works to provide cohesive branding, engagement, and serves as PHCD's point of contact with the media. Additionally, the DIR houses the Compliance Unit, which conducts performance monitoring reviews of operations to ensure compliance with all federal, state, and local regulations including those related to the Americans with Disabilities Act, the Davis-Bacon Act, and Section 3 of the Housing and Development Act of 1968.

The **Public Housing Division (PH)** oversees, administers, and manages the federally subsidized public housing portfolio within the County. PH is responsible for property management services and maintaining the buildings through capital investments, preventative maintenance, and routine maintenance. PH also supports the residents by referrals to social service agencies, bringing in support services like food distribution, prepared meals, and activities. PH manages the Public Housing Waitlist including accepting applications,



Departmental Business Plan and Outlook

Department Name: Public Housing & Community Development
FY2023-24 & FY2024-25

conducting interviews and informal reviews, determining eligibility of prospective tenants. PH coordinates with other PHCD Divisions for maintenance, relocation, and to track residents for their right to return after the redevelopment of each property is completed.

The **Section 8 Housing Choice Voucher Division (S8)** administers the following federal programs: Section 8 Moderate Rehabilitation, Housing Choice Voucher (HCV), Project Based Voucher (PBV), HUD-Veterans Affairs Supportive Housing (HUD-VASH) Vouchers, Emergency Housing Voucher (EHV), Mainstream Vouchers, and Section 8 Moderate Rehabilitation, Single Room Occupancy (SRO). S8 oversees the activities of the HCV Program contractor. S8's goal is to provide rental assistance to low-income families, elderly, disabled, and homeless individuals. Housing Quality Standard (HQS) inspections are conducted at least once a year seeking to guarantee not only affordable but decent, safe, and sanitary housing.

The **Development Division (DEV)** is responsible for coordinating, planning, and managing development and redevelopment of multifamily and elderly rental housing projects on public housing sites and on other County-owned sites using mixed-income, mixed-finance, mixed-use approaches, when applicable. Additionally, DEV manages the Infill Housing Initiative Program established under Miami-Dade County Implementing Order No: 3-44 in which housing units are constructed in partnership with private developers to provide homeownership opportunities for income-qualified households.

The **Human Resources Division (HR)** provides department-wide human resources support to ensure full compliance with federal, state, and county laws, regulations, policies, and procedures while upholding the highest ethical and professional standards. HR performs reviews of job descriptions and functions to ensure they accurately reflect duties and skill sets. HR also streamlines workflows to improve processes and leverages technology to expand data analytics to increase efficiencies in tracking and maintaining HR metrics. Additionally, HR provides strategic guidance and advice to operating divisions in areas such as staffing, organizational structure, labor, performance management, customer service, and professional development. Lastly, HR 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.

The **Finance and Administration Division (F&A)** provides financial and administrative support services to PHCD and ensures that federal, state, and local financial requirements are met. F&A's largest unit is the Accounting Unit, which is responsible for accounts payable, accounts receivable, grant accounting, financial statements, and fiscal controls. The F&A Budget and Planning Unit manages the budgeting, reporting, and financial planning operations for PHCD. F&A includes the Loan Processing and Servicing unit which processes and services homeownership loans to assist low to moderate income households with down payment assistance, second mortgages for purchasing a home, home rehabilitation, and condo special assessments. The Loan Processing and Servicing Unit also oversees loan underwriting and closing services for affordable housing development, rehabilitation, and construction. The Procurement Unit is responsible for the acquisition of goods and services, including but not limited to professional services such as architecture, engineering, design build, miscellaneous construction, unsolicited proposals, Public-Private Partnerships (P3s) for PHCD. Additionally, the F&A liaises with the Information Technology Department (ITD) to



Departmental Business Plan and Outlook

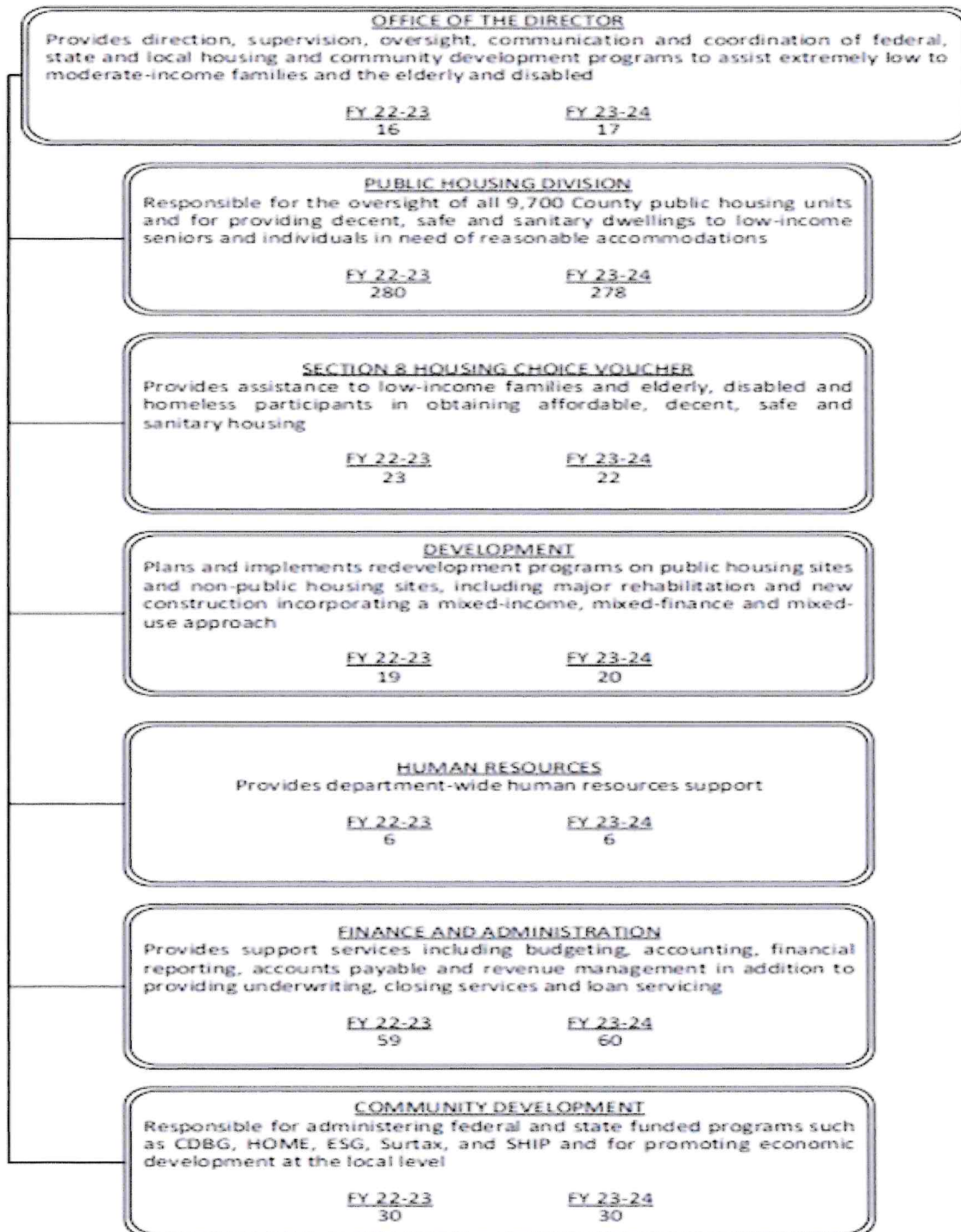
**Department Name: Public Housing & Community Development
FY2023-24 & FY2024-25**

ensure that information technology support is provided to PHCD as per a Memorandum of Understanding (MOU).

The **Community Development Division (CD)** develops and implements the annual competitive award process for the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME Investment Partnerships Program (HOME), Documentary Stamp Surtax and State Housing Initiatives Program (SHIP). CD administers the funding for awarded projects, including those funded with CDBG, ESG, Neighborhood Stabilization Program (NSP), Development Inflation Adjustment Fund (DIAF), Affordable and Workforce Housing Trust Fund, Naturally Occurring Affordable Housing (NOAH), and Housing Development Action Grant. The Planning Unit prepares the County's Five-Year Consolidated Plan and Annual Action Plan to allocate federal funding, in addition to the Consolidated Annual Performance Evaluation Report (CAPER), and the County's Local Housing Assistance Plan (LHAP). CD manages the competitive solicitation process and administers funding for all projects recommended from contract development through to project completion, for the purpose of promoting affordable housing development, economic development, historic preservation, housing rehabilitation, water/sewer connections, public facilities and capital improvements, and public services. CD has oversight PHCD properties through its Asset Management unit, to ensure that affordable housing is provided to eligible families. Additionally, CD also ensures compliance with all program requirements for these funding sources, including the General Obligation Bond (GOB) and Workforce Housing Program. Lastly, CD administers community planning functions and neighborhood planning support, including citizen participation through various community meetings.



Table of Organization



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



Departmental Business Plan and Outlook

Department Name: Public Housing & Community Development
FY2023-24 & FY2024-25

Our Customers

PHCD serves the residents of Miami-Dade County, with an emphasis on extremely-low to moderate-income individuals, families, persons with disabilities, and elderly individuals. PHCD works closely with its housing participants, 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 funding for the Public Housing, Capital Grants, Section 8, CDBG, HOME, and ESG programs.

PHCD is engaged with other County departments, providing access to funding and services for their consumers and advisory boards, 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)
- Miami-Dade Economic Advocacy Trust (MDEAT)
- Homeless Trust
- Housing Finance Authority (HFA)
- South Florida Workforce Investment Board (SFWIB)

PHCD offers and manages federal, state, and Miami-Dade County funded housing programs that provide decent, sanitary, and affordable housing to eligible residents in both the private and public housing markets. These programs assist low- and moderate-income families and individuals to achieve homeownership (through financing programs) and provide other opportunities for economic mobility, while expanding, preserving, and stabilizing the inventory of affordable and workforce housing for renters and home buyers throughout Miami-Dade County.

PHCD will work closely with residents and resident councils at public housing developments, as well as with private landlords and affordable housing developers, to identify and achieve measurable housing objectives and solicit feedback. Customer feedback is collected through community meetings and workshops with resident councils and other public housing residents, Section 8 clients and landlords, and other entities in the affordable housing development community. PHCD monitors the number of customers who contact the Section 8 Tenant Portal and the responsiveness rate.



Strategic Alignment, 4Es, and Thrive305 Summary

PHCD activities support the following goals and featured and other objectives in the Miami-Dade County Strategic Plan. The Appendix includes a comprehensive strategic alignment table that links goals/objectives with specific PHCD measures, 4Es, and Thrive305 actions.

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

PHCD is responsible for the preservation and management of our housing portfolio, working with the development community through incentivizing AH development and providing gap financing that is affordable and available to lower income households, specialized demographic populations, and for the Miami-Dade County workforce. In accordance with funder requirements, there are specific threshold requirements for applicant eligibility. PHCD works with AMI levels up to the workforce housing maximum of 140% AMI.

ED1-1* Promote and support a diverse mix of current and emerging industries vital to a growing economy.

Through community and economic development initiatives, the Community Development Division administers funding for technical assistance to be provided to emerging businesses, which is provided through a skilled subrecipient.

ED1-3* Expand business and job training opportunities aligned with the needs of the local economy.

The Community Development Division of PHCD creates strategies and administers funding to increase economic development opportunities at the neighborhood level. Eligible community based organizations have been awarded funding to provide technical assistance to businesses and support Special Economic Development initiatives.

GG1-1* Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate.

In each aspect of PHCD's work, staff are responsible for interacting with residents, stakeholders, other government officials, developers, and community organizations. Recognizing that housing is foundational, PHCD fields requests from the community and links consumers with relevant resources and supports or connects them with other County departments to address their needs.



Departmental Business Plan and Outlook

Department Name: Public Housing & Community Development

FY2023-24 & FY2024-25

GG1-2* Facilitate community outreach and engagement to promote better decision-making in County government.

PHCD is engaged with residents and community based organizations to share information, solicit feedback, and understand the needs of the community.

GG1-3* Ensure involvement of local organizations to help address priority needs of our residents.

PHCD employs a competitive solicitation process to distribute funding to local organizations for the purpose of addressing unmet community needs. During the Consolidated Planning process, the Community Development Division engages community based organizations as part of the Consultation component required by HUD.

GG1-4* Promote equity in the planning and delivery of County services.

Policies and strategies are informed by data when developing Housing & Community Development and PHA Plans. PHCD prioritizes delivery of services and housing to the County's most vulnerable residents whose unmet needs are documented and demonstrated using specific indicators. As part of PHCD's Public Housing Division, residents are encouraged to engage and participate in formal Resident Advisory Boards where they can contribute to the planning and delivery of services through a lens of lived experience.

HS1-3 Promote the independence and wellbeing of the elderly.

Both rental and homeownership programs implemented by PHCD prioritize applicants who meet the definition of specialized demographic populations, which includes elderly households.

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

Through PHCD-funded activities, eligible Miami-Dade County residents can access public services aimed at increasing access to community-based supports and opportunities for seniors, youth, persons with disabilities, and underserved populations. PHCD is responsible for the administration of HUD Housing Choice Voucher (HCV) Special Purpose Vouchers allocations that include Mainstream, Non-Elderly Disabled (NED), Family Unification Program (FUP, and HUD-Veteran Affairs Supportive Housing (HUD-VASH). These vouchers sometimes require a referral from a community based organization who specializes in services, which are provided throughout the tenure of their program. The Family Self-Sufficiency Program (FSS), which is available to HCV participants, provides case management services to help residents to



Departmental Business Plan and Outlook

**Department Name: Public Housing & Community Development
FY2023-24 & FY2024-25**

achieve educational and/or career goals and, many achieve homeownership upon graduating from the five-year program.

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

Downpayment assistance programs and second mortgages provided by PHCD support low- and moderate-income residents to obtain homeownership in a market where they are otherwise excluded. PHCD also provides access to funding for homeowner rehabilitation programs.

GG2-1 Attract and hire new talent to support operations.

To meet the demands of the County, residents, participants, and program funders, PHCD must scale up its workforce.

GG2-2 Promote employee development and leadership.

The new PHCD Director, along with Departmental leadership, is dedicated to building the capacity of the existing staff and ensuring that new staff have the training upon hire to be successful in their roles. The Department is focused on achieving a high level of excellence in all activities across each division that comprises the Department, and this is modeled by leadership to all staff.

GG4-2 Effectively prioritize, allocate, and use resources to meet the current and future operating and capital needs for all our residents.

PHCD actively pursues the redevelopment of aged public housing developments to promote the prioritization of limited resources and improve the ability to operate and maintain housing units that serve some of the County's most vulnerable residents.

NI1-1 Promote livable and beautiful neighborhoods.

A robust variety of housing programs that create new housing and rehabilitate existing housing are managed through PHCD. It is through these initiatives that neighborhoods are transformed, stabilized, and reimagined while maintaining the culture of our historic communities. Providing access for a wide range of households, PHCD supports homeownership opportunities to expand economic mobility and advancement across generations while promoting the stabilization of neighborhoods through homeownership initiatives.

Objectives marked with an asterisk () are especially related to mayoral priorities and are referred to as "Featured Objectives."



Departmental Business Plan and Outlook
Department Name: Public Housing & Community Development
FY2023-24 & FY2024-25

Selected Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
Average occupancy rate	Equity	Priority 3
Average monthly number of families renting	Equity	Priority 3
Number of jobs created and/or retained	Economy	Priority 9
Number of affordable housing units constructed or rehabilitated	Equity	Priority 3

KEY ISSUES

Departmental Capacity (All PHCD Divisions & HR)

PHCD is responsible for performing a broad and complex scope of work. To improve processes, accountability, and increase the ability to achieve goals and meet benchmark outcomes, it is necessary for PHCD to establish an organizational hierarchy to provide each division with the necessary individualized leadership, direction, and support led by the Director and implemented throughout PHCD. As attrition has occurred, PHCD has not hired new staff, resulting in existing employees absorbing the workload of vacant positions. There are insufficient staff to manage the transfer and rehabilitation of the recently acquired Miami Beach CDC portfolio properties. Existing staff have not had formalized onboarding training, training and technical assistance associated with their role, and other professional development opportunities within the affordable housing and/or community development landscape.

Technological Advancement (DIR, F&A, HR, and CD)

All PHCD Divisions rely heavily on technology and office products that are functional and adaptable to their needs and unique responsibilities. The PHCD staff is responsible for reporting to funders and must utilize various platforms, facilitate/participate in virtual and in-person meetings, and implement new software to comply with HUD regulations. Implementation of the Housing Opportunity through Modernization Act of 2016 (HOTMA) will require changes to PHCD's current software system, which is not currently equipped to handle the new requirements. PHCD's loan servicing software is at the end of its useful life and is no longer supported by the software developer. There is not a formalized process and workflow to ensure data integrity and consistency in analyzation and reporting, which is prohibitive to data-informed decision making. The Community Development Division is in need of a project management database that interfaces with subrecipients and other PHCD Departments and tracks expenditures of federal, state, and local funds in real time. PHCD workspaces are filled with old contracts, binders, and applications, further demonstrating that PHCD Divisions will benefit from transitioning to an electronic system, when applicable. Office products such as computers, copiers/scanners, and printers are aged and are reported to lack operational capacity and do not meet the needs of the staff. The PHCD website is outdated and is difficult for both internal and external users to navigate and access important and timely information.



Departmental Business Plan and Outlook

Department Name: Public Housing & Community Development
FY2023-24 & FY2024-25

Affordable Housing Availability (PH, DEV, CD, and S8)

Miami-Dade County is continuing to experience a housing affordability crisis, ranking as one of the least affordable metropolitan areas in the nation. Since the surge of new residents that began during the COVID-19 pandemic, Miami-Dade County has been unable to increase the housing supply to match the intensifying rate of demand, resulting in skyrocketing rents and listing prices, and a lack of overall inventory for renters and homebuyers alike. Due to the market trends, it has been difficult to engage landlords and encourage their participation in tenant-based housing subsidy programs (like the Section 8 HCV program). PHCD's Public Housing stock is aging and requires substantial financial contributions, both public and private, to address years of deferred maintenance caused by limited cash flow and federal regulations. These described conditions have exacerbated challenges to housing stability for Miami-Dade County's most vulnerable residents who often are elderly households, persons with a disability, and other low-income populations and have excluded other residents from homeownership and securing rentals who are at or below 140% AMI.

Cost of Affordable Housing Redevelopment and Preservation (PH, CD, and DEV)

The cost of maintenance for public housing developments continues to increase and HUD does not provide enough capital improvement funds to maintain the aging portfolio. Due to the deferred maintenance caused by the lack of cash flow for capital improvements, this results in major costs once issues become emergencies. PHCD currently relies heavily on partnerships with private developers to redevelop existing public housing communities, often requiring complex financing structures and a successful application in Florida Housing Finance Corporation's competitive solicitation request for applications (RFA) process. Given the current real estate market interest rates and cost to construct, less developers are responding to PHCD's competitive solicitations for new redevelopment projects. PHCD has absorbed 13 affordable elderly housing apartment buildings in Miami Beach. These properties require a substantial outlay of funding to address rehabilitation, maintenance, and insurance costs.

HUD Policy Changes (DIR, PH, F&A, and S8)

PHCD is required to implement the Housing Opportunities through Modernization Act of 2016 (HOTMA) changes no later than January 1, 2025. HOTMA amends many aspects of HUD's rental assistance programs, streamlining processes, and reducing burdens on housing providers. For example, HOTMA changes how income is calculated for each household receiving subsidy, outlines applicable fair housing and civil rights requirements, and provides updated verification guidelines. PHCD is required to implement new National Standards for the Physical Inspection of Real Estate (NSPIRE) as of October 1, 2024. These standards incorporate a new inspection protocol that strengthens HUD's physical condition standards and improves oversight.

Standards of Excellence (All PHCD Divisions)

PHCD needs to establish policy and recurring, standard processes to collect and analyze information about the needs of residents and other community stakeholders. Obtaining feedback on PHCD programs and initiatives is imperative to improving services for the customer. PHCD is actively pursuing enhanced processes to comply with the Uniform Relocation Act (URA), which applies when public housing residents are relocated during the redevelopment process. Subrecipients of Community Development Division funding programs require time-intensive technical assistance and support to navigate the contract



Departmental Business Plan and Outlook

Department Name: Public Housing & Community Development
FY2023-24 & FY2024-25

execution and management processes, which causes delays in the overall program process. Staff require training and resources to fully implement the Mayor's No Wrong Door initiative.

PRIORITY INITIATIVES

As PHCD is in process of implementing sweeping organizational changes to address Key Issues, PHCD's actions to modernize, improve efficiency, and comply with regulatory requirements are listed under each key initiative (highlighted below in bold) in this section.

Capacity Building (All PHCD Divisions & HR)

Estimated Timeframe to Completion: Q4 2026

- Resolve staffing shortages that affect production, implementation, management, and operations of new and existing projects and programs.
 - Attract and hire new staff with the skills, experience, and competencies needed to advance PHCD initiatives, lead teams, comply with regulations, and complete complex assignments.
 - Increase staffing to support new and expanded programs, initiatives, and mandates, such as enhancing outreach efforts to increase landlord/owner participation in the Section 8 Housing Choice Voucher program, managing transferred Miami Beach CDC properties, improving the turnaround of Special Economic Development Program (SPED) forgivable loan requests, and implementing the changes required by HOTMA.
 - Request overages for staff in the Deferred Retirement Option Program (DROP) and for staff with 30 years or more of service.
- Implement a reorganization to define a division of duties, create and document workflows and policies and procedures, establish order and structure to each division, and develop an organizational hierarchy to ensure that leadership's initiatives are carried out throughout PHCD.
 - In FY 2024-25, PHCD will undergo a significant reorganization aimed at enhancing efficiency and effectiveness; as part of this restructuring, a new leadership structure is included within the Office of the Director, comprised of five Assistant Directors overseeing key areas of operation; these areas include: The Office of Strategic Initiatives and Planning, Program Excellence, Finance, Budget, and Lending, The Office of Strategic Land Use Planning and Development, and Public Housing and Section 8 Housing Choice Voucher.
- Establish PHCD University, an internal innovation academy to best meet PHCD's needs, improve performance, and empower employees to deliver quality customer-focused solutions and service while providing for the growth and development of the workforce.
 - Final Draft Catalogue of Training and Implementation Plan – 09/30/2024
 - Content development and training module creation – Q3 & Q4 2024
 - Live Implementation – Q4 2024/Q1 2025
- Secure additional workspace for the increasing PHCD workforce and create drop-in workspaces for those who primarily work in the field.



Departmental Business Plan and Outlook

Department Name: Public Housing & Community Development
FY2023-24 & FY2024-25

- Contract with a subject matter expert consulting firm to provide formalized CDBG, HOME, and ESG training for Housing and Community Development and Finance staff.
 - Q4 2024

Improve Technology (DIR, F&A, HR, and CD)

Estimated Timeframe to Completion: 2025

- Upgrade Emphasys Elite to its most recent version to comply with HOTMA, and to improve resident management, work orders processing, inspections scheduling and reporting.
 - Q1 2025
- Deploy a new loan servicing system, which integrates with Emphasys Elite, and allows for more efficient processing, loan administration, reconciliation, and servicing.
 - Complete Testing - 04/25/2024
 - Complete Training - 05/01/2024
 - Production Setup - 05/09/2024
 - Live Implementation Goal - 05/13/2024
- Implement a software solution for development and implementation of a grants and project management platform for Community Development Division programs.
 - Live Implementation Goal – Q4 2024
- Conduct an inventory of equipment to assess staff's technology needs.
 - Q4 2024
- Implement a document management system for PHCD to improve workflow efficiency, provide cost savings, enhanced accessibility, improved security, space optimization, and business continuity.
 - Live Implementation Goal - Q1 2025

Increase Affordable Housing Availability (PH, DEV, CD, and S8)

Estimated Timeframe to Completion: 2025

- Form a PHCD legal entity for affordable housing development/redevelopment.
- Hire staff for PHCD's Office of Strategic Land Use and Management Planning, Development.
 - The Office is anticipated to be fully staffed by Q4 2024.

Strategic Deployment and Leveraging of Funding (PH, CD, and DEV)

Estimated Timeframe to Completion: 2025

- Establish new solicitation processes for the deployment of Housing, Community, and Economic Development.
 - Q3 2025
- Create separate gap financing application process for development projects selected for funding by Florida Housing Finance Corporation.
 - Q3 2025
- Support already awarded redevelopment projects with additional funding resources and revenues to service high interest rate debt.
- Develop new strategy for the Rental Assistance Demonstration (RAD) prequalification pool to expand the number of procurement proposers for the redevelopment of public housing sites.



Departmental Business Plan and Outlook

Department Name: Public Housing & Community Development
FY2023-24 & FY2024-25

Implement HUD Policy Changes (DIR, PH, F&A, and S8)

Estimated Timeframe to Completion: 2025

- Update and adopt Public Housing Admissions and Continued Occupancy Policies (ACOP) and HCV Administrative Plans to reflect HOTMA mandatory and discretionary policies prior to their HOTMA and NSPIRE compliance dates, including the public notification and review if applicable.
 - Streamline processes for the PHA Plan, Administrative Plan, ACOP, and CFP Plan by Q3 2025
- Implement training for all project managers, assistant project managers, eligibility workers, inspectors, and housing specialists on HOTMA and INSPIRE prior to compliance date.

Develop Strategies and Adopt Formal Standards of Excellence Practices (All PHCD Divisions)

Estimated Timeframe to Completion: 2025

- Establish the PHCD Community Engagement and Resident Relocation Support Team to oversee resident relocation of public housing redevelopment projects.
 - Develop programming for resident council leadership engagement, education programs, legal support and enhanced community engagement efforts to prepare for, during, and after completion of the public housing redevelopment process.
 - Develop a temporary housing solution to ensure that public housing residents are relocated in accordance with both the URA and County relocation policies.
- Develop and implement formal customer satisfaction methodology, survey, and process.
 - Increase the frequency of customer satisfaction surveys, community meetings, and workshops with public housing and Section 8 residents, resident councils, and other community stakeholders.
- Establish and formalize policies, procedures, and performance metrics for each functional area of PHCD.
- Modernize the PHCD website.
 - Phase One: Website Outline
 - Phase Two: Team Input on Respective Sections/Webpages - 7/31/2024
 - Phase Three: Final PHCD review and submission to CCED – 9/30/2024



FUTURE OUTLOOK

Succession Planning

PHCD must actively succession plan for the retirement of the 23 staff in DROP and the 23 PHCD staff who have been employed for 30 years or more. These employees carry irreplaceable institutional knowledge that will be lost upon their retirement if not preserved. PHCD intends to hire staff prior to their retirement, allowing for the training of new staff and preservation of institutional knowledge. This will also require workspace capacity and access to equipment. To ensure that processes are memorialized, PHCD intends to undertake the responsibility of documenting this institutional knowledge that includes procedures, processes, and other institutional guidance prior to the loss of long-term staff.

Advancing Technology (DIR, F&A, HR, and CD)

PHCD has continued to function on antiquated systems and out of date processes. The Department has historically relied on databases and equipment that are prohibitive of reducing administrative burden, further increasing the reliance on manual spreadsheets, low-functioning applications/databases, and aged guidance documents. Under the leadership of the new PHCD Director, the Department is heavily invested in changing the culture to catch up with technological modernization that is available and developed with the specialization of end-user in mind. However, staff apprehension and technological capacity can be considered barriers. To improve accountability, data integrity, and to ensure availability of real-time tracking and reporting, PHCD aims to implement specialized business intelligence systems and reporting mechanisms. PHCD's wide ranging programs, which are funded by federal, state, and local levels of government, produce considerable amounts of paper documents which would be more efficiently accessed and stored if processed electronically. In order to address this, PHCD plans to initiate a project to automate invoice processing, document processing, imaging, and storage. PHCD will continue to update existing technologies and incorporate new systems to boost efficiency, improve accuracy and save time in accounting, budgeting, and loan processing.

Barriers to Increasing the Affordable Housing Stock (PH, DEV, CD, and S8)

Development operations are impacted by external factors including high interest loan rates, construction costs, availability of buildable land, flexible funding sources, and inventory of existing stock. Costs and the time needed to complete a development project impact the ability of the Department's development partners. Miami-Dade County has limited buildable land available, and PHCD is evaluating all potential sites for affordable housing development. The redevelopment of Public Housing units using the RAD conversion process relies on private developers, who themselves rely on external lenders and public sources. Despite a competitive RFP process where developers are invited to propose redevelopment of a public housing site, the response has solicited a low response rate. PHCD is seeking opportunities to increase the pool of developers for RAD redevelopment projects, diversifying the pool of applicants and development potential. To further advance increasing the affordable housing stock while reducing external barriers, the Department is exploring the opportunity to become the Developer, which will reduce fees, costs, and extended development process timelines that can be associated with the County's reliance on private developers.



Access to and Deployment of Funding (PH, CD, and DEV)

PHCD recognizes that addressing the funding gap for public housing redevelopment involves exploring diverse strategies, such as increasing government allocations, leveraging private investments, and exploring innovative financing models. Collaboration between public and private sectors, community involvement, and policy advocacy can also contribute to closing the funding gap and improving conditions in existing public housing communities. PHCD will be implementing a software platform specific to grants management for the Community Development Division which will improve real-time tracking and reporting, staff assignments, coordination among staff and subrecipients, and compliance with funding sources. PHCD seeks to explore new General Obligation Bond and County-wide Infrastructure Investment funding to support the preservation and stabilization of the affordable housing stock. The Department is in the beginning stages of a reorganization of the Community Development Division that includes hiring additional staff, creating an Intake Team, developing written procedures and workflows, and reorganizing staff in a way that allows for clear and guided deployment of funds. The Community Development Division is considering incorporating a Grants Researcher/Writer position in the future.



BUSINESS PLAN REPORT

See attached report.



Business Plan Report

Scorecard: Public Housing and Community Development

As Of: 07/11/2024

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2023-24 Annualized Target	FY2024-25 Annualized Target	
Customer	Improve access to economic opportunities for low to moderate-income individuals (ED1-1, HS2-1)	ED1: An environment that promotes a growing, resilient and diversified economy	ED1-1: Promote and support a diverse mix of current and emerging industries vital to a growing economy	Number of jobs created or retained	2023	OG	14	40	35	35	
			HS2-1: Provide the necessary support services for vulnerable residents and special populations	Number of jobs created or retained	2023	OG	14	40	35	35	
	Increase slack of affordable housing (HS2-1, HS2-3, ED3-1)	ED3: Revitalized Communities	HS2: Self-sufficient and healthy population	ED3-1: Foster stable homeownership to promote personal and economic security	Number of affordable housing units constructed or rehabilitated	Mar'24	OG	393	400	1,600	2,884
				HS2-1: Provide the necessary support services for vulnerable residents and special populations	Number of affordable housing units constructed or rehabilitated	Mar'24	OG	393	400	1,600	2,884
				HS2-3: Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs	Number of affordable housing units constructed or rehabilitated	Mar'24	OG	393	400	1,600	2,884
	Maintain an acceptable average for occupancy rate in Public Housing (HS2-3)	HS2: Self-sufficient and healthy population	HS2-3: Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs	Average monthly number of families renting	Jun '24	13	3,998	3,849	5,772	3,849	
				Average occupancy rate	Jun '24	OG	92%	95%	95%	95%	
	Maximize the effective use of Housing Choice Vouchers (HS2-1, ED3-1)	ED3: Revitalized Communities	HS2: Self-sufficient and healthy population	ED3-1: Foster stable homeownership to promote personal and economic security	Percentage of available annual budget authority used to lease in the Section 8 HCV program	24 FQ3	C	100%	98%	98%	98%
				HS2-1: Provide the necessary support services for vulnerable residents and special populations	Percentage of available annual budget authority used to lease in the Section 8 HCV program	24 FQ3	C	100%	98%	98%	98%
	Financial	Maximize efficient use of resources			Percentage of revenues due from serviced loans collected	May '24	OG	38%	65%	65%	65%
Maximize the effectiveness of the Homeownership program				Percentage of Homeownership Loans closed within 60 days	May '24	OG	7%	75%	75%	75%	
Meet Budget Targets (PHCD)				Expend: Total (PHCD)	24 FQ2	C	\$109,738K	\$225,000K	\$900,000K	\$10,000,000K	
				Positions: Full-Time Filled (PHCD)	24 FQ3	C	279	434	n/a	n/a	
Internal	Improve compliance Housing and Urban Development's Community and Development (CPD) regulations	HS2: Self-sufficient and healthy population	HS2-3: Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs	Percentage of CDBG projects completed	2023	...	14%	60%	60	60	
				Percentage of HOME projects completed	2023	...	58%	40%	35	35	
				Percentage of Homeownership Loans closed within 60 days	May'24	OG	7%	75%	75%	75%	
				Public Housing Assessment System (PHAS) point score	2023 FY		No Data	80	80	75	
	Improve compliance and quality assurance procedures per Housing and Urban Development (HUD) regulations				Number of open HOME projects monitored	03 '24	OG	0	5	5	5
	Maintain High Performer Status for the Section 8 Program	HS2: Self-sufficient and healthy population	HS2-1: Provide the necessary support services for vulnerable residents and special populations	Section Eight Management Assessment Program (SEMAP) score	24 FQ3	OG	90	95	95	n/a	
	Maximize the effectiveness of the Surtax program			Number of open Surtax projects monitored	2023 FY	OG	80	100	80	80	

Legend: ■ Key Initiative ● Featured Objective

Initiatives for Measures

There are no Initiatives associated to the Measures.

Initiatives for Objectives

There are no Initiatives associated to the Objectives.

Initiatives for Scorecards

Initiative	As Of	Status	Budget	Timing	Owners
Modernize the PHCD website	07/10/2024	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	07/10/2024	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.	07/10/2024	In Progress			Rodriguez, Sandy (PHCD)
Conduct an inventory of equipment to assess staff's technology needs.	07/10/2024	In Progress			Salinas, Christina (PHCD)
Establish new solicitation processes for the deployment of Housing, Community, and Economic Development.	07/10/2024	In Progress			Rodriguez, Sandy (PHCD)
Deploy a new loan servicing system	07/10/2024	In Progress			Salinas, Christina (PHCD)
Develop and implement formal customer satisfaction methodology, survey, and process.	07/10/2024	In Progress			Rodriguez, Sandy (PHCD)
Establish and formalize policies, procedures, and performance metrics for each functional area of PHCD	07/10/2024	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.	07/10/2024	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.	07/10/2024	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.	07/10/2024	Complete			Salinas, Christina (PHCD)
Resolve staffing shortages that affect production, implementation, management, and operations of new and existing projects and programs.	07/10/2024	In Progress			Salinas, Christina (PHCD)
Hire staff for PHCD's Office of Strategic Land Use and Management Planning, Development.	07/10/2024	In Progress			Salinas, Christina (PHCD)
Form a PHCD legal entity for affordable housing development/redevelopment.	07/10/2024	Not Started			Salinas, Christina (PHCD)
Upgrade Emphasys Elite to its most recent version	07/10/2024	In Progress			Salinas, Christina (PHCD)
Implement a software solution for development and implementation of a grants and project management database for Community Development Division programs.	07/10/2024	In Progress			Salinas, Christina (PHCD)
Create separate gap financing application process for development projects selected for funding by Florida Housing Finance Corporation	07/10/2024	In Progress			Rodriguez, Sandy (PHCD)
Support already awarded redevelopment projects with additional funding resources and revenues to service high interest rate debt.	07/10/2024	In Progress			Rodriguez, Sandy (PHCD)
Update and adopt Public Housing Admissions and Continued Occupancy Policies (ACOP) and HCV Administrative Plans to reflect HOTMA mandatory and discretionary policies	07/10/2024	In Progress			Rodriguez, Sandy (PHCD)
Implement a document management system for PHCD	07/10/2024	In Progress			Salinas, Christina (PHCD)
Establish the PHCD Community Engagement and Resident Relocation Support Team to oversee resident relocation of public housing redevelopment projects.	07/10/2024	In Progress			Rodriguez, Sandy (PHCD)
Establish PHCD University an internal innovation academy to best meet PHCD's needs, improve performance, and empower employees.	07/10/2024	In Progress			Salinas, Christina (PHCD)