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PHA 5-YEAR and ANNUAL PLAN

2015-2020

# PHA 5-Year and Annual Plan

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing

OMB No. 2577-0226  
Expires 8/30/2011

1.0	<b>PHA Information</b> <b>PHA Name:</b> Broward County Housing Authority <b>PHA Code:</b> FL079 Type: <input type="checkbox"/> Small <input checked="" type="checkbox"/> High Performing <input type="checkbox"/> Standard <input checked="" type="checkbox"/> HCV (Section 8) PHA Fiscal Year Beginning: (MM/YYYY): <u>10/2015</u>				
2.0	<b>Inventory</b> (based on ACC units at time of FY beginning in 1.0 above) <b>Number of PH units:</b> 0 <b>Number of HCV units:</b> 5337				
3.0	<b>Submission Type</b> <input checked="" type="checkbox"/> 5-Year and Annual Plan <input type="checkbox"/> Annual Plan Only <input type="checkbox"/> 5-Year Plan Only				
4.0	<b>PIIA Consortia</b> N/A <input type="checkbox"/> PHA Consortia: (Check box if submitting a joint Plan and complete table below )				
	Participating PHAs	PHA Code	Program(s) Included in the Consortia	Programs Not in the Consortia	No. of Units in Each Program
	PHA 1:				PH      HCV
	PHA 2:				
	PHA 3:				
5.0	<b>5-Year Plan.</b> Complete items 5.1 and 5.2 only at 5-Year Plan update.				
5.1	<b>Mission.</b> State the PHA's Mission for serving the needs of low-income, very low-income, and extremely low income families in the PHA's jurisdiction for the next five years: <b>Broward County Housing Authority is dedicated to creating, providing and increasing high quality housing opportunities to Broward County residents through effective and responsive management and responsible stewardship of public and private funds.</b>				
5.2	<b>Goals and Objectives.</b> Identify the PHA's quantifiable goals and objectives that will enable the PHA to serve the needs of low-income and very low-income, and extremely low-income families for the next five years. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan. <u>Attached</u>				
6.0	<b>PHA Plan Update</b> (a) Identify all PHA Plan elements that have been revised by the PHA since its last Annual Plan submission: <b>BCHA has amended the Administrative Plan for the HCV Program – Attached.</b> (b) Identify the specific location(s) where the public may obtain copies of the 5-Year and Annual PHA Plan. For a complete list of PHA Plan elements, see Section 6.0 of the instructions. <b>BCHA Administrative Office – 4780 North State Road 7, Lauderdale Lakes, FL 33319</b> <b>BCHA Home Page – <a href="http://www.bchaffl.org">www.bchaffl.org</a> – Click on Communications Tab – Click on Public Documents in Drop Down Menu</b>				
7.0	<b>Hope VI, Mixed Finance Modernization or Development, Demolition and/or Disposition, Conversion of Public Housing, Homeownership Programs, and Project-based Vouchers.</b> <i>Include statements related to these programs as applicable.</i> BCHA converted 373 Public Housing units to project based rental assistance in 2014 via the Rental Assistance Demonstration (RAD) Program. We have one remaining parcel of vacant land under a Declaration of Trust (DOT) which we will dispose in 2015 in order to develop some form of affordable housing for families whose income does not exceed 80% of AMI. Project Based Vouchers – BCHA will continue to explore and undertake a process to project base Housing Choice Vouchers. The location of the project based assistance will be consistent with the goals of deconcentrating poverty and expanding housing and economic opportunities in accordance with HUD regulations and guidance. A number of census tracts will be targeted to increase the dedicated supply of quality affordable housing in the private market. BCHA will include properties owned by its related affiliates and instrumentalities. Project-basing is consistent with the Authority's mission and goals to increase affordable housing choices in the community. It is also consistent with the Authority's strategies for addressing housing needs throughout Broward County.				

8.0	<p><b>Capital Improvements.</b> Please complete Parts 8.1 through 8.3, as applicable.  <b>NOT APPLICABLE</b></p>
8.1	<p><b>Capital Fund Program Annual Statement/Performance and Evaluation Report.</b> As part of the PHA 5-Year and Annual Plan, annually complete and submit the <i>Capital Fund Program Annual Statement/Performance and Evaluation Report</i>, form HUD-50075.1, for each current and open CFP grant and CFFP financing.</p>
8.2	<p><b>Capital Fund Program Five-Year Action Plan.</b> As part of the submission of the Annual Plan, PHAs must complete and submit the <i>Capital Fund Program Five-Year Action Plan</i>, form HUD-50075.2, and subsequent annual updates (on a rolling basis, e.g., drop current year, and add latest year for a five year period). Large capital items must be included in the Five-Year Action Plan.</p>
8.3	<p><b>Capital Fund Financing Program (CFFP).</b>  <input type="checkbox"/> Check if the PHA proposes to use any portion of its Capital Fund Program (CFP)/Replacement Housing Factor (RHF) to repay debt incurred to finance capital improvements.</p>
9.0	<p><b>Housing Needs.</b>  Based on information provided by the applicable Consolidated Plan, information provided by HUD, and other generally available data, make a reasonable effort to identify the housing needs of the low-income, very low-income, and extremely low-income families who reside in the jurisdiction served by the PHA, including elderly families, families with disabilities, and households of various races and ethnic groups, and other families who are on the public housing and Section 8 tenant-based assistance waiting lists. The identification of housing needs must address issues of affordability, supply, quality, accessibility, size of units, and location.</p> <p>There is a deficit of approximately 45,000 affordable rental units in the area for renters whose total household income is 50% or below of Area Median Income (AMI). Approximately 60% of all renter households in this jurisdiction are rent burdened meaning that the family is spending more than 50% of income on housing costs including utilities. The two bedroom housing wage is approximately \$24.23. The average wage for a renter in this area is \$15.35 (Source: Out of Reach 2014). The deficit of affordable units disproportionately affects elderly and disabled residents on fixed incomes. The aggregate household income was expected to rise in the 25-34 range. This incremental growth has produced a corresponding need for affordable housing. In 2007 the total number of renter households amounted to 216,332 or 30%. (Broward County Consolidate Plan). Workforce housing is needed to provide affordable housing for various income levels including teachers, health professionals, and other workforce categories.</p>
9.1	<p><b>Strategy for Addressing Housing Needs.</b> Provide a brief description of the PHA's strategy for addressing the housing needs of families in the jurisdiction and on the waiting list in the upcoming year. <b>Note: Small, Section 8 only, and High Performing PHAs complete only for Annual Plan submission with the 5-Year Plan.</b></p> <p>BCHA is diligent in searching for affordable housing for purchase to house families with income from 30% to 120% of the area medium income in order to serve families with various income limits. Purchased land adjacent to one former public housing site to increase unit count by 50% in the new development "East Village," which includes 155 units of LIHTC apartments with maximum income of 60% of area median income.</p> <p>In order to preserve valuable assets, BCHA completed the conversion of the remaining public housing portfolio consisting of 373 units to project based rental assistance via the HUD Rental Assistance Demonstration Program (RAD) as of November 2014.</p> <p>Over the last five years, BCHA has increased the number of non-subsidized affordable housing units by 38 newly acquired or developed units which increased the inventory of non-subsidized affordable housing to 102. Furthermore, during the current Five-Year Agency plan an additional 231 LIHTC units were developed increasing the number of Low Income Housing Tax Credit units to 721.</p> <p>BCHA will continue to review potential acquisitions and/or development opportunities in order to meet the low income needs of families in Broward County. This will include application for additional Housing Choice Vouchers and we will continue to maximize our current program utilization so that we may assist as many eligible families as possible.</p> <p>BCHA consults with the County on an on-going basis to discuss housing needs, planned programs and activities including tenant based rental assistance, foreclosure prevention programs, and development of affordable multifamily housing units as well. BCHA will continue to participate in the Consolidated Plan development process to ensure coordination with broader community strategies.</p>

<b>10.0</b>	<p><b>Additional Information.</b> Describe the following, as well as any additional information HUD has requested.</p> <p>(a) Progress in Meeting Mission and Goals. Provide a brief statement of the PHA’s progress in meeting the mission and goals described in the 5-Year Plan. <b><u>Attached</u></b></p> <p>(b) Significant Amendment and Substantial Deviation/Modification. Provide the PHA’s definition of “significant amendment” and “substantial deviation/modification” <b><u>Attached</u></b></p>
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<b>11.0</b>	<p><b>Required Submission for HUD Field Office Review.</b> In addition to the PHA Plan template (HUD-50075), PHAs must submit the following documents. Items (a) through (g) may be submitted with signature by mail or electronically with scanned signatures, but electronic submission is encouraged. Items (h) through (i) must be attached electronically with the PHA Plan. <b>Note:</b> Faxed copies of these documents will not be accepted by the Field Office.</p> <p>(a) Form HUD-50077, <i>PHA Certifications of Compliance with the PHA Plans and Related Regulations</i> (which includes all certifications relating to Civil Rights)</p> <p>(b) Form HUD-50070, <i>Certification for a Drug-Free Workplace</i> (PHAs receiving CFP grants only) <b><u>Not Applicable</u></b></p> <p>(c) Form HUD-50071, <i>Certification of Payments to Influence Federal Transactions</i> (PHAs receiving CFP grants only) <b><u>Not Applicable</u></b></p> <p>(d) Form SF-LLL, <i>Disclosure of Lobbying Activities</i> (PHAs receiving CFP grants only) <b><u>Not Applicable</u></b></p> <p>(e) Form SF-LLL-A, <i>Disclosure of Lobbying Activities Continuation Sheet</i> (PHAs receiving CFP grants only) <b><u>Not Applicable</u></b></p> <p>(f) Resident Advisory Board (RAB) comments. Comments received from the RAB must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the recommendations and the decisions made on these recommendations. <b><u>To be included after Public Hearing</u></b></p> <p>(g) Challenged Elements – <b><u>Not Applicable</u></b></p> <p>(h) Form HUD-50075.1, <i>Capital Fund Program Annual Statement/Performance and Evaluation Report</i> (PHAs receiving CFP grants only) <b><u>Not Applicable</u></b></p> <p>(i) Form HUD-50075.2, <i>Capital Fund Program Five-Year Action Plan</i> (PHAs receiving CFP grants only) <b><u>Not Applicable</u></b></p>
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## **5.2**

### **Proposed Goals and Objectives 2015-2020**

## **2015/2020 Goals and Objectives (Proposed)**

### **Goal One: Develop additional affordable housing opportunities for the community.**

#### **Objectives:**

- Develop and maintain affordable housing programs by aggressively pursuing all federal, state and local funding announcements to benefit residents of every municipality in the County and actively promote the participation of Broward County's rental property owners in all BCHA sponsored programs.
- Continue to maximize full lease-up and program utilization in all programs to ensure BCHA is serving the maximum number of families.
- Dispose of the remaining BCHA land under Declaration of Trust (DOT) with HUD to allow for the future development of affordable housing.

### **Goal Two: Improve the Quality of Assisted Housing**

#### **Objectives:**

- Maintain level of performance to achieve high performer scores (SEMAP).
- Develop assessment survey to measure BCHA customer service to focus on areas of needing improvement.

### **Goal Three: Increase assisted housing choices.**

#### **Objectives:**

- Conduct outreach efforts to potential voucher landlords.
- Work to expand the Housing Choice Voucher FSS Program.

**Goal Four: Foster an organizational culture that values and encourages individual and team commitment to housing authority goals and objectives.**

**Objectives:**

- Concentrate on efforts to improve management functions.
- Recognize the potential and strengths that each individual brings to BCHA by providing a positive work environment, based on mutual purpose and respect.
- Offer all staff enhanced opportunities to improve work skills and competencies by promoting attendance at training sessions both on site and in the community.
- Provide targeted training opportunities for staff interested in growth and advancement into other positions within BCHA.
- Fully utilize technologies to improve staff efficiency and effectiveness in provision of service to our customers and specifically target training to assist in increasing staff's computer skills.

**Goal Five: Increase Collaborations**

**Objective One: Expand and enhance BCHA's public image.**

- Increase BCHA's interaction with the county and local municipalities through regular contacts with elected officials and appropriate community development staff.
- Continue BCHA's positive image building through promotion of increased involvement by staff in the community through service on boards, task forces and commissions related to promoting and sustaining housing opportunities.
- Perform outreach and education activities regarding affordable housing needs and agency activities.
- Dispel misconceptions related to Section 8 Program, affordable housing and other assisted housing through community education.

**Objective Two: Work to improve access to supportive services and economic opportunity to BCHA.**

- Develop assessment survey to determine the services that are needed and wanted by residents.
- Develop and promote strong working relationships with social service providers so that BCHA residents eligible for their services are identified and appropriately served.
- Develop strong purchasing relationships with internal departments and vendor community.

**Goal Six: Preserve BCHA's sound fiscal position and internal proficiency.**

**Objectives:**

- Control expenditures and maintain revenues while seeking other non-HUD revenue sources needed to sustain and develop new housing and programs.
- Complete physical and management needs assessment as basis for on-going planning.
- Develop integrated purchasing strategies to procure supplies, materials and services necessary for the delivery of BCHA services.
- Continue to review the method and manner in which we do our work in order to accomplish our mission and embrace our vision.
- Establish and implement IT Strategy and improve IT Governance.
- Develop and implement a Disaster Recovery Strategy

**Goal Seven: Examine the possibility of becoming a "Moving to Work" Agency.**



## **5.2**

### **DRAFT Progress Report Goals and Objectives 2010-2014**

## **DRAFT**

### **Progress Report - Goals and Objectives**

**Goal One: Develop additional affordable housing opportunities for the community.**

**Objectives:**

- **Develop and maintain affordable housing programs by aggressively pursuing all federal, state and local funding announcements to benefit residents of every municipality in the County and actively promote the participation of Broward County's rental property owners in all BCHA sponsored programs. Continue to maximize full lease-up and program utilization in all programs to ensure BCHA is serving the maximum number of families.**
  - BCHA has continued to apply for and been awarded HOME funds from Broward County to be used for the "A Way Home" Tenant Based Rental Assistance program for families receiving services through the county's Housing Options Program. A Way Home is a collaboration with Broward County Family Success Administration Division. BCHA has received program renewal funding in 2010, 2011, 2012, 2013 and 2014.
  - BCHA has received an additional 123 VASH vouchers under two separate invitations. We are currently in the process of leasing up that last allocation of 23 vouchers.
  - We have consistently renewed our Shelter Plus Care (SPC) grants and were successful in increasing the available slots on most allocations. In addition, we are to receive an additional grant for SPC to serve 33 families.
  - BCHA has been able to maintain a 98 % budget utilization with some years being 100% plus. We also keep rents reasonable which increases the number of families we are able to serve. In order to maximize our budget utilization we have absorbed portable vouchers when possible.
  - During the last two years the BCHA embarked in converting the 373 public housing units to Multi-family via RAD (Rental Assistance Demonstration), a vehicle that HUD used as a strategy to preserve and provide more stable affordable housing stock to low income families. In 2014 all 373 public housing units were converted to the

Multi-family program.

- The Management team continues maintaining high occupancy levels to ensure the maximum number of families are served.
  - During the period, the Housing Counseling Program continued to serve residents in the community via the State of Florida Hardest Hit Fund Program, First Time Homebuyer Monthly Workshops, Pre-Purchase one-on-one counseling, and foreclosure prevention. We continue to seek funding grants through HUD, Broward County Community Development and other available resources to preserve this service to the community at large.
  - Transitional Housing Counseling was provided to persons adversely impacted by the decline of the housing market during the reporting period. Persons not eligible for participation in programs designed to save their homes were counseled on re-entry to the renter marketplace.
- **Increase affordable housing stock through acquisition of rental properties or available land suitable for multifamily construction.**
    - BCHA is diligent in searching for affordable housing for purchase to house families with income from 30% to 120% of the area medium income in order to serve families with various income limits. Purchased land adjacent to one former public housing site to increase unit count by 50% in the new development "East Village," which includes 155 units of LIHTC apartments with maximum income of 60% of area median income.
    - The number of non-subsidized affordable housing units increased by 38 newly acquired or developed units which increased the inventory of non-subsidized affordable housing to 102. Furthermore, during the current Five-Year Agency plan an additional 231 LIHTC units were developed increasing the number of Low Income Housing Tax Credit units to 721.
    - We continue to seek ideas internally for viable acquisitions that will reduce dependence on HUD funding.

- **Continue to identify and analyze affordable housing opportunities that currently exist, based on market conditions or opportunities that may remain within the BCHA portfolio of properties, to increase the availability of quality affordable housing.**
  - The Manors at Middle River is a planned 12 unit townhome community in Ft. Lauderdale that is currently in pre-development stage. This property was acquired at a discount to market and impact fees paid by the seller further reduced the cost of site development. We anticipate construction to begin during this fiscal year.
  - BCHA is the first Housing Authority in Florida to convert an entire Public Housing portfolio to Project Based Rental Assistance via the Rental Assistance Demonstration Program (RAD). The number of families served remained the same; however; it has assured the agency that we can sustain funding for the future. The conversion also provides "Choice Mobility" so that after two years, families may have an opportunity to move to the HCV program, depending upon funding availability, which offers a variety of options in renting or possible Homeownership.
- **Examine a flexible "value added" acquisition strategy to purchase raw land or abandoned tracts of property that could be bought through the entitlement process for rezoning to multifamily affordable housing.**
  - We have had extensive discussions with various developers for possible acquisitions adjacent to owned assets. We will continue to explore strategies that will work for BCHA and its affiliates.
- **Complete development of ten public housing rental townhomes in Hollywood.**
  - We determined that this development would provide long term viability and sustainability as a non-HUD funded property. Crystal Lake Townhouses is completed and fully occupied at this time serving households up to 120% of area median income.
- **Complete development of ten two bedroom public housing rental townhomes at the Park Ridge site in Deerfield Beach.**
  - We determined that it was not feasible to add 10 public housing units at this site based on TDC restrictions. Rather we chose the

better option to convert the entire public housing portfolio via the Rental Assistance Demonstration Program.

- **Co-develop with Reliance Housing Foundation, a 76 unit multifamily high rise development in downtown Fort Lauderdale utilizing Low Income Housing Tax Credits (LIHTC).**

Progresso Point is fully occupied and is an excellent example of BCHA's progress in creating affordable housing. The location provides affordable housing to the service community and places the residents close to work, transportation, and other amenities that a metropolitan setting has to offer.

- **Seek funding sources to construct affordable housing units on BCHA owned property located in Fort Lauderdale and Oakland Park.**

- During this period, BCHA applied for Tax Credits for the property in Oakland Park with no award. In 2014 we partnered with Pinnacle Housing Group and were awarded tax credits for approximately 80 units of affordable housing serving families with incomes not exceeding 60% of area median income.

- **Develop or expand partnerships to create a limited number of "for-sale" single family home ownership opportunities planned in Deerfield Beach with a goal to set aside ten percent of the housing units for special populations.**

- We continue to discuss/review various options for these 42 lots. At this time we have budgeted limited funds for the construction of two single-family homes on this site, but must first complete the disposition process of this excess land currently under a DOT with HUD.

- **Redevelopment of Ehlinger Apartments – A partnership between BCHA and Carlisle Group to demolish 100 units of public housing and replace with 156 multifamily units utilizing Low Income Tax Credits (LIHTC).**

- East Village is no longer a goal but a reality. Not only did BCHA increase the housing stock it also serves a range of families at different income levels and provides a safe haven for children to be children.

- **Will explore project basing public housing.**
  - We completed the conversion of the remaining public housing portfolio consisting of 373 units to project based rental assistance via the HUD Rental Assistance Demonstration Program (RAD) as of November 2014.

**Goal Two: Improve the quality of assisted housing.**

**Objectives:**

- **Maintain level of performance to achieve high performer scores in public and assisted housing (PHAS and SEMAP).**
  - Both Public Housing and the HCV programs have been consistent high performers. Although our public housing units have been converted to PBRA, we will continue to strive for improvements and efficiencies in the management of all programs.
- **Develop assessment survey to measure BCHA customer service to focus on areas needing improvement.**
  - A Resident Satisfaction Survey was completed early 2014. BCHA sent 459 surveys to residents of public housing and BCHA managed properties and received 101 responses. According to survey residents showed overall satisfaction and made recommendations for improvements including: Increasing security by adding security cameras, a gate to the community (College Gardens) to deter unwanted traffic, installation of playgrounds, bike rack, and benches outside building entrance and increase exterior lighting. We have installed playgrounds and security cameras at these properties. We also have improved exterior lighting, installed benches, installed new bike rack and upgrade interior of units.
  - A survey model was included with the March 2015 rent statements to be returned by March 31, 2015. Staff will review the results to determine needs going forward.
- **Concentrate on efforts to improve management functions.**
  - Agency wide we are actively pursuing the option of reorganization to create more efficiency in our operations. We have completed the transition to new software for our Housing Programs, Finance, Procurement, HR, and Payroll.

- BCHA will contract with a third – party to conduct a portion of the HQS inspections. This will afford the agency an opportunity to recognize cost saving measures and efficiencies within the voucher program.
  - Assisted Housing has taken steps to implement many of the HUD approved cost savings measures in the HCV Program.
  - BCHA is in the beginning stages of moving to a paperless environment. The first step was to introduce a software system with document storage capacity. We completed the process of eliminating all off site storage of paper documents in March 2015. Staff will begin training on document imaging for new applicants and new in-porting vouchers this year and we plan to begin document imaging for all of our BCHA managed properties this fiscal year.
- **Increase awareness of the level of services, environment and curb appeal of BCHA Public Housing communities.**
  - We redesigned the website to list the community amenities and unit features at each property. We have included both interior and exterior photos of all locations to promote awareness of their livability and curb appeal. In addition, there is ongoing quality control in place to ensure staff is meeting the required standards.
- **Complete physical and management needs assessment as basis for 5-year planning.**
  - Completed as a part of the RAD conversion and is an ongoing process. A life cycle replacement schedule has been created to replace all major building components and systems in the next 20 years. Reserves for replacement are been funded according to the replacement schedule.
  - An internal management needs assessment was conducted in the Assisted Housing Department to look at workflow and staff assignments. Some positions were added or realigned to enhance the work-flow for greater efficiencies.
  - BCHA has begun the process of a job evaluation for all positions which will include updated job descriptions, review of BCHA’s job-worthy hierarchy and the possibility of developing new job grades and ranges.

- **Continue to focus, improve and install energy saving appliances, materials and products to be cost effective to our residents and the Authority.**
  - BCHA has installed energy efficiency appliances at all properties. In addition, low flow shower heads and faucets have been installed. Also all toilets were replaced with dual flush toilets which increased efficiency, water savings and reduced maintenance.
  - Increased and upgraded exterior lighting with LED lights; replacement of flooring with ceramic tile; replacement of air conditioning systems with higher SEER. Continued installation of water and electric saving fixtures and appliances throughout all properties within the portfolio in order to continue the effort of water and electric conservation.
- **Continue to implement green products, materials and design through renovation and restoration of properties following local and national authorized guidelines of the Florida Green Building Coalition (FGBC) and Leaders in Energy Efficiency and Environmental Sensitive Designs (LEED).**
  - With ARRA funding we were able to upgrade the solar panel system at one property and install water saving features in kitchen and bathrooms in all units.
  - Provided additional insulation at all locations in order to reduce electric bills for BCHA and its residents.
  - Installed metal roofing systems providing additional insulation and reflective materials increasing energy efficiency.
  - We have installed energy efficient doors and impact windows at all properties improving the building envelop and increasing energy efficiency at all locations.
  - The newer developments are either LEED developments or Florida Green Certified Building or possess many of the green products. As BCHA has to replace certain items in the properties they are replaced with energy efficient products to conserve water and or green products.



**Goal Three: Increase assisted housing choices. Objectives:**

- **Conduct outreach efforts to potential voucher landlords.**
  - BCHA implemented monthly Landlord Workshops in order to educate the landlords on program regulations, rent reasonableness, and the BCHA Partner Portal.
- **Implement voucher homeownership program.**
  - Preliminary work and research has been done for the development and implementation of the Homeownership program. Staff has been trained and an assessment was conducted to look at combining functions within the agency, such as Housing Counseling and the FSS programs to enhance the Homeownership program
- **Explore implementation of a public housing Family Self-Sufficiency Homeownership program.**
  - BCHA was awarded funding to create a Public Housing FSS program. Most recently the Public Housing and Housing Choice Voucher FSS have joined forces and share resources whenever possible. To add the Homeownership program to the partnerships would serve the agency and community well.
- **Work to expand the Housing Choice Voucher FSS Program.**
  - The AH department has increased the funding amount and number of families served in the FSS program. We have been able to add two positions to the program due to additional funding. The PCC committee has partnership with local HA's and also our public housing FSS Program. The partnership has provided additional resources for our participants. We will continue to improve our process for the benefit of all served.
  - The combined Assisted Housing/Real Estate Management departments FSS Program maximizes financial and staff resources to better assist residents/participants overcome obstacles to self-sufficiency.

**Goal Four: Foster a Work Environment that values and encourages individual and team commitment to housing authority goals and objectives.**

**Objectives:**

- **Recognize the potential and strengths that each individual brings to BCHA by providing a positive work environment, based on mutual purpose and respect.**
  - We have implemented some cross training and hope to increase this in the future. This allows flexibility to the work flow and educates co-workers on how all functions are crucial to the team and must fit together to provide a seamless product.
  - In December 2014, BCHA conducted an agency-wide employee survey aimed at collecting quantifiable data on the general feelings, attitudes, and overall satisfaction of the BCHA staff with regard to our organizational direction, senior management leadership, supervision, co-worker relationships, functional department support, pay and benefits, and client satisfaction. The results showed a very positive outcome and specific action items were identified and addressed at BCHA's annual employee recognition event in January 2015.
  - **Offer all staff enhanced opportunities to improve work skills and competencies by promoting attendance at training sessions both on site and in the community.**
  - The following ongoing training is provided to staff:
    - In-house budget training which enhanced Property Managers ability to manage budgets effectively and make fiscally sound decisions.
    - Low Income Housing Tax Credit Management
    - CAM (Community Association Manager) includes training on legal updates, human resources, property management, risk management and budgeting among others.
    - Leadership Broward. This training is designed to enhance participants' leadership skills, provide practical experience in community action and facilitate opportunities for interaction with established community leaders; all for the purpose of strengthening their bond to the community.

- LEED (leadership in energy and environmental design) training and certifications to create more financially sustainable assets, curtail resident utility/energy costs, and have a positive impact on the health of the residents.
  - Conflict Resolution / Mediation Training to resolve issues that can negatively impact positive living in a social environment.
- **Provide targeted training opportunities for staff interested in growth and advancement into other positions within BCHA.**

- Several trainings have been provided to staff as a group or individual level. Certifications have been obtained in Occupancy, HQS, Supervisory, Project Based and Homeownership.

• **Fully utilize new technologies to improve staff efficiency and effectiveness in the provision of service to our customers and specifically target training to assist in increasing staff's computer literacy skills.**

- Microsoft Excel and Word training was provided to all BCHA staff in order to increase computer literacy.
  - Elite software has been implemented and provides the Partner Portal, Web App and Streamline Portal. We continue to learn new functions that are available in the Portals. The portals and E-Docs will be both cost effective and efficient to all programs. We just need to be diligent in utilizing all functions available.

## **Goal Five: Increase Collaborations**

**Objective One: Expand and enhance BCHA's public image.**

- **Maintain ongoing and consistent contact with the media.**
  - A local public relations agency was selected in 2009 to provide public relations and brand awareness for BCHA. The Authority subsequently embarked on a campaign to educate funding sources, the local community, and partner developers about BCHA's performance, compliance, customer service, and community impact. During the contract period, regular contact was maintained with local publications including the South Florida Business Journal, the Sun Sentinel, Florida Real Estate Journal, South Florida Times, Florida Trend, City Biz and the Westside Gazette. BCHA also was featured in an editorial in the Miami Herald and in a spotlight story

in the HUD Asset Management E-Newsletter. In 2012 a new company was awarded the public relations contract and media contact continued. The focus also expanded with the company looking for ways to promote BCHA through social media beginning with Pinterest photo postings of Authority properties.

- Although BCHA no longer has a public relations contract, we continue to promote the Authority by submitting articles related to BCHA housing activities to a variety of publications including the FAHROgram, the Broward Housing Council Annual Report and the RAD Spotlight.
- **Increase BCHA's interaction with the county and local municipalities through regular contacts with elected officials and appropriate community development staff.**
  - Several BCHA employees serve on various boards and committees in the county. Representatives of BCHA serve on Homeless Continuum, HEART Alliance, and Affordable Housing Boards to name a few. BCHA has an employee who is a member of the American Institute of Certified Public Accountants' (AICPA) Government Performance and Accountability Committee, contributing to updating the government audit committee tool kit and other projects to be made available through the AICPA's website.
  - The Purchasing Department attended the 2012, 2013 and 2014 Southeast Florida National Institute of Governmental Purchasing (SEFL NIGP) Reverse Trade Show. Attendance displays BCHA's commitment to outreach to the local business community.
  - One member of the senior management team is currently participating in Leadership Broward and the Junior League of Fort Lauderdale in a project regarding The Face of Human Trafficking in Broward County. This is the next community impact project as Broward County has one of the highest rates of human trafficking in the state. The purpose of the project is to bring awareness and education to our community, specifically to parents and guardians.
  - BCHA staff in conjunction with staff from Florida Housing Finance authority gave a presentation to the Broward Legislative delegation on the need for affordable housing in Broward County.

- **Continue BCHA's positive image building through promotion of increased involvement by staff in the community through service on boards, task forces and commissions related to promoting and sustaining housing opportunities.**
  - BCHA is a member of the Homeless Providers' & Stakeholders' Council (HPSC) which includes representatives from all the local organizations that provide services to the homeless and are part of the Continuum of Care for Broward County.
  - BCHA has participated as a member of the Housing Empowerment Achievement Recovery Triumph (HEART) Alliance Communications and Sustainability Committee since its inception in June 2014. The committee is focused on promoting HEART in the community. BCHA is a partner in HEART which involves multiple diverse community organizations providing wraparound supportive services to families receiving housing voucher assistance through a special agreement with a participating local housing authority.
  - BCHA staff serves on the Broward Housing Council, Continuum of Care Board, Career Source Broward's Youth Council, and the HEART Advisory Board, and the City of Tamarac Affordable Housing Task Force.
  - BCHA is an active participant in the United Way of Broward Community Impact Income Committee. The committee includes members from social service organizations, banking, education, and employment providers, as well as businesses. With a scope that covers helping families achieve financial stability; this committee makes recommendations critical to the development of funding priorities for United Way allocation cycles. BCHA involvement is directly related to promoting and sustaining housing opportunities.
  - Produced agency annual reports noting BCHA accomplishments and highlighting the agency's production and acquisition of affordable housing options and used the reports to communicate to stakeholders the economic impact housing authority activities have on the community at large.
  - Provided information on BCHA programs to Broward County as part of the Housing Council's annual Housing Production Survey.

- Submitted data and stories to be featured in the Housing Council's Annual Report, acting as a consultant on Housing Authority activities.
- **Perform outreach and education activities regarding affordable housing needs and agency activities.**
  - BCHA met with United Way of Broward representatives in May 2014 to discuss affordable housing issues. Discussion centered on affordable housing incentives and the strategies that United Way could create/encourage/support to address this community need. BCHA assisted in connecting United Way staff with other housing experts in the local community and by providing them with affordable housing resource materials.
  - BCHA gave a presentation to Leadership Broward in October 2014 regarding local affordable housing issues including providing resource materials and discussing ways in which BCHA has been addressing the lack of affordable housing.
  - In January 2014, BCHA staff hosted the Center for Independent Living Leadership Group at Griffin Gardens for a housing day. Members were provided with presentations by representatives from BCHA Senior Staff (Assisted Housing and Asset Management Departments), Legal Aid, and Broward Housing Solutions. There were discussions about the Housing Choice Voucher Program, affordable housing development and various leadership topics.
  - BCHA has provided training and hosted meetings for Child-Net, Shelter & Care providers, and the Veterans Administration. We have been able to resolve perceived issues and communication through these efforts.
- **Dispel misconceptions related to Section 8 Program, affordable housing and other assisted housing through community education.**
  - Through increased formal/informal communication with residents, advisory groups, etc., continue to build positive relationships as a means of listing them as unofficial "ambassadors" for the BCHA and its programs.

**Objective Two: Work to improve access to supportive services and economic opportunity to BCHA.**

- **Develop assessment survey to determine the services that are needed and wanted by residents.**
  - Assess needs of residents particularly those of our youth and residents living in elderly/disabled developments for supportive services
  - Determine need for on-site service programs aimed at improving the quality of life for our senior and disabled residents.
  - Establish priority objective to be drawn on in designing programs for assisting BCHA residents.
  - Explore funding opportunities such as those offered by foundations, government grants, etc. that may be utilized for the delivery and enhancement of resident services.
  
- **Develop and promote strong working relationships with social service providers so that BCHA residents eligible for their services are identified and appropriately served.**
  - Met with the Director of Broward County Family Success Administration Division (FSAD) in July 2014 to facilitate the relationship between BCHA staff (FSS and Resident Relations) and FSAD staff. The purpose was to assist in sharing communication more effectively.
  
  - BCHA took the lead on the formation of the HEART Alliance. We served as the liaison with the other HA's. BCHA has provided 28 Vouchers for this initiative.
  
- **Identify area agencies and non-profit providers with which to partner to obtain desired supportive services.**
  - BCHA partnered with Florida Atlantic University (FAU) School of Social Work to participate in their undergraduate and graduate student intern programs as a field of study.
  
  - One on one client assessments were completed at the elderly sites to assist with long-term care planning focused on plans to age in place independently.
  
  - The one on one assessments at the family sites focused on a

plan for self-sufficiency and formulating self-sufficiency goals and action steps. Over 150 assessments and 70 follow-ups were completed.

A Service Provider Manual was completed to help residents in each program access other community resources to achieve personal goals.

**Goal Six: Preserve BCHA's sound fiscal position and internal proficiency.**

**Objectives:**

- **Monitor expenditures and maintain revenues while seeking other non-HUD revenue sources needed to sustain and develop new housing and programs.**
  - BCHA submits quarterly financial reports to the Board of Commissioners outlining income and expenses and budget variances. BCHA has an annual audit performed by a CPA firm. BCHA also submits an electronic version of the annual audit to HUD.
  - BCHA has received Disaster Recovery Initiatives funding for the past 2 years to help improve and sustain our affordable housing assets.
  - BCHA has had two outside Information Systems (IT) audits performed over internal controls to ensure safeguards are in place and assets are secured.
  - BCHA has for the past 4 years independently prepared its annual financial report in preparation for the annual single audit without the assistance of auditors.
  - BCHA applied for 2 Affordable Housing Program grants at the FHLBs of Pittsburgh and Atlanta but did not receive funding.
  - Over the past five years, BCHA has been a member organization and has served on the Board of the Florida Public Housing Authority Self Insurance Fund (FPHASIF). The insurance risk pool of public housing authorities in Florida has provided BCHA reductions in our overall property insurance premiums.



- **Promote BCHA's fiscal stability by maintaining a healthy economic mix of lower income (and otherwise eligible) residents in our various housing programs.**
  - We serve families within a mix of income levels. There are 102 non-subsidized units, which are leased to families whose income does not exceed 120% of the area median income; there are 721 Low Income Housing Tax Credit units, which are leased to families whose income does not exceed 60% of the area median income; lastly there are 373 multifamily subsidized units, which are leased to families whose income does not exceed 80% of the area median income
  - BCHA has converted all of its Public Housing Assets to Multi-family under the Rental Assistance Demonstration program which will allow the continued maintenance and sustainability of these properties while serving the same low-income housing clients.
  
- **Inform staff on how to contribute to and work within budget priorities.**
  - Property Managers have received training on how to contribute and work within budget priorities, which resulted in them being responsible for their designated property budgets.
  - The new Elite software system allows budget constraints and permits system controls over budget authority.
  
- **Establish a long-term capital budget for all BCHA's non-HUD properties.**
  - Physical need assessments were completed at all properties for planning purposes and will implement a long-term capital budget accordingly
  - BCHA has incorporated capital needs in its annual budget but has not prepared a separate long term capital budget. Going forward BCHA will prepare a separate capital budget for non-HUD properties.
  - BCHA has established replacement reserves accounts at all properties and is funding these reserves monthly from the properties' operations.

- **Initiate performance based budgeting for all properties.**
  - Implementation going forward will depend on our ability to establish performance indicators that will determine resources placed at each property based on their profitability. We will continue to review income and expense trend lines; however, we also need to address both short and long term expectations for all properties.
  - We have moved more to strategic budgeting after experimenting with performance based budgeting. Performance based budgeting continues to be studied by senior management team.
  
- **Continue to review the method and manner in which we do our work in order to accomplish our mission and embrace our vision.**
  - BCHA has made great strides in this endeavor. It is a very slow process, however, the commitment is there. The new Elite system has E-Docs and Portals and when fully implemented it will save time, energy and money. Managers are aware of the importance of effective and efficient management tools. Staff meetings and communication have increased which assists in additional staff members buying into the process.

## **6.0**

### **Proposed Changes Administrative Plan**

HCV Administrative Plan Revisions	
Suggested New Policy	Current Policy
<p><b>Chapter 4-12 Order of Selection - .... Applications, Waiting List and Tenant Selection</b> BCHA employs the following system of local preferences. a) Priority Preference- Special Circumstances b) Applicant The PHA uses the following local preference system: 1) Preference for Elderly and Disabled ..... -2.) Add - Preference will be given to Broward County resident . The waiting list is ordered by preference and lottery number from the lottery draw.</p>	<p><b>Chapter 4- Establishing Preferences and Maintaining the Waiting List. C.) Preference</b>, BCHA employs the following system of local preferences. a) Priority Preference- Special Circumstances b) Applicant-The PHA uses the following local preference system: 1) Preference for Elderly and Disabled.</p>
<p><b>4-13 Referrals due to special circumstances.</b> Multi-family residents who require "reasonable accommodation" due to disabilities where BCHA cannot provide accommodation with the Multi-family programs.</p>	<p><b>Chapter 4-F Public Housing</b> residents who require "reasonable accommodation" due to disabilities where BCHA cannot provide accommodation with the Public Housing programs</p>
<p>Families that are in over housed or under housed conditions within the Agency's Mod Rehab or Multi-Family Programs.</p>	<p>Families that are in over housed or under housed conditions within the Agency's Public Housing Programs</p>
<p>Residents of Broward County Housing Authority's Multi-Family Programs that are displaced as a result of a disaster.</p>	<p>Residents of Broward County Housing Authority's Public Housing Program that are displaced as a result of a disaster.</p>
<p>Multi Family Program who may be displaced due to demolition or disposition of their Multi- Family units.</p>	<p>Residents of Broward county Housing Authority's Public Housing who may be displaced due to demolition or disposition of their Public Housing units.</p>
<p><b>Chapter 5-14 Suspensions of Voucher Term</b> , "Suspension" means stopping the clock on a family's voucher term from the time a family submits the RTA until the time that PHA approves or denies the request. The PHA's determination not to suspend a voucher term is not subject to informal review. When a Request for Tenancy Approval and proposed lease is received by the PHA , the term of the voucher will be suspended while the PHA processes the request. If the clock is stopped and the family is not able to lease-up a credit of time will be given. The credit of time will be the number of days from the date the RTA packet was submitted until the date the family was notified they could not lease-up or the voucher expired.</p>	<p><b>Chapter 8-4 E Term of Voucher ..Suspensions</b> - When a Request for Approval of Tenancy and proposed lease is received by BCHA, the term of the voucher will not be suspended while the BCHA processes the request.</p>
<p><b>Chapter 8- Housing Quality Standards and Rent Reasonableness - 8 II.C. Annual/Biennial HQS Inspections</b> - Each unit under HAP contract must be inspected within 24 months of the last full HQS inspection.</p>	<p><b>Chapter 10-4 C Inspections</b> The PHA conducts an inspection in accordance with Housing Quality Standards at least annually.</p>
<p><b>Chapter 8 Housing Quality Standards and Rent Reasonableness 8-I-B Additional Local Requirements.</b> Pools: All single family homes with pools must be clean, sanitary, secured and enclosed with a safety fence minimum height of 48" and a gate latch must be equipped with self-closing latch mechanism to ensure safety. All pools must comply with local code.</p>	<p><b>Chapter 10 Housing Quality Standards and Inspection. ... Pools:</b> All units with pools must be clean, sanitary and secured by either a screen enclosure or a fence. The minimum fence height must be four (4) feet. A gate latch must be equipped with a self-latching mechanism to ensure safety. Private pools must have a child safety fence minimum height of 4ft (48 inches ).</p>

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## **10.0**

### **Definition of Significant Amendment Substantial Deviation/Modification**

## **Significant Amendment Substantial Deviation/Modification**

The U. S. Department of Housing and Urban Development mandates that Housing Authorities define substantial changes to the Agency Plan. A proposed change to the Agency Plan that qualifies as a substantial change must undergo a public process that includes: consultation with the Resident Advisory Board, a public comment period, public notification of where and how the proposed changed can be reviewed, and approval by the BCHA Board of Commissioners.

BCHA has amended its definition of significant amendment due to the conversion of all public housing developments to project based rental assistance. This amendment removes references to Public Housing programs, policies and documents.

**Significant Amendment and Substantial Deviation/Modification includes the following:**

- Changes to the Housing Choice Voucher termination policy;
- Changes to the organization of the waiting list(s);
- Any change with regard to disposition or homeownership programs.

An exception to this definition will be made for any of the above that are adopted to reflect changes in HUD regulatory requirements. HUD will not consider such changes as significant amendments.

**The following items are not considered significant amendments:**

- Changes to the Capital Fund Budget produced as a result of each approved RAD Conversion, regardless of whether the proposed conversion will include use of additional Capital Funds;
- Changes to the construction and rehabilitation plan for each approved RAD conversion; and
- Changes to the financing structure for each approved RAD conversion.