

FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

Community and Economic Development

The Office of Community and Economic Development (OCED) administers federal and state funding programs including the Community Development Block Grant (CDBG) and the HOME Investment Partnerships Program (HOME), designed to develop viable urban communities by providing decent housing and a suitable living environment and expanding economic opportunities principally for low-income and moderate-income persons. The primary means towards this end is to extend and strengthen partnerships among all levels of government and the private sector, including for-profit and non-profit organizations, in the production and operation of affordable housing in Miami-Dade County.

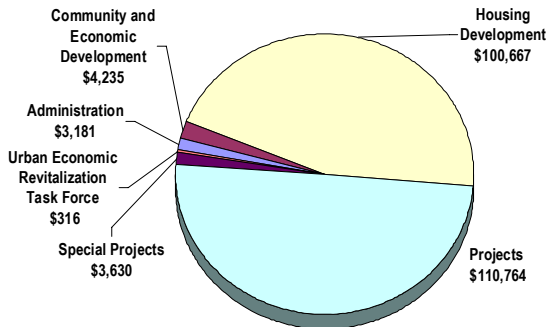
OCED is the primary County Department responsible for developing affordable housing and oversees the Building Better Communities General Obligation Bond proceeds, the Documentary Stamp Surtax, and State Housing Initiatives Partnership (SHIP) funds for affordable housing development. In addition, the Department administers the County-owned Affordable Housing units and the Empowerment Zone Program and provides administrative support to the Urban Economic Revitalization Task Force (UERTF) Board as they formulate recommendations related to economic development policies and procedures for the Targeted Urban Areas (TUAs).

As part of the Economic Development strategic area, OCED's programs are administered primarily through sub-grantee community-based organizations (CBOs) and various County departments. To promote economic development, the Department administers loans, grants, and tax incentives through the State Enterprise Zone program which offers both state and County incentives to encourage private sector investment and job creation in economically distressed areas of Miami-Dade County.

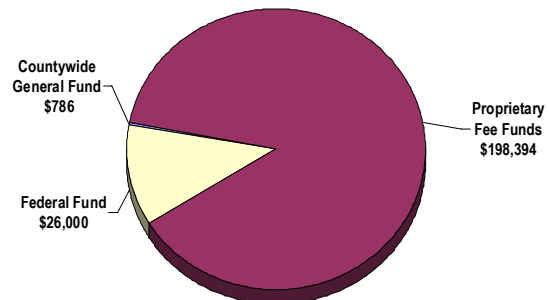
OCED works with community development corporations, CBOs, the Board of County Commissioners (BCC), the County Executive Office and other County departments and provides services to low-income to moderate-income households.

FY 2008-09 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

<p><u>OFFICE OF THE DIRECTOR</u></p> <ul style="list-style-type: none"> • Provides overall leadership, direction, administration, and coordination of departmental operations and oversees financial, fiscal, and accounting controls for departmental resources <table style="width: 100%; margin-top: 10px;"> <tr> <td style="width: 50%; text-align: center;"><u>FY 07-08</u></td> <td style="width: 50%; text-align: center;"><u>FY 08-09</u></td> </tr> <tr> <td style="text-align: center;">26</td> <td style="text-align: center;">31</td> </tr> </table>				<u>FY 07-08</u>	<u>FY 08-09</u>	26	31		
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<p><u>URBAN ECONOMIC REVITALIZATION TASK FORCE</u></p> <ul style="list-style-type: none"> • Supports the Urban Economic Revitalization Task Force Board in the formulation of economic development policies and procedures for the Targeted Urban Areas (TUAs) <table style="width: 100%; margin-top: 10px;"> <tr> <td style="width: 50%; text-align: center;"><u>FY 07-08</u></td> <td style="width: 50%; text-align: center;"><u>FY 08-09</u></td> </tr> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> </table>	<u>FY 07-08</u>	<u>FY 08-09</u>	3	2	<p><u>SPECIAL PROJECTS</u></p> <ul style="list-style-type: none"> • Provides oversight of the private firms that are managing and maintaining the County-owned Section 8 New Construction and Affordable Housing developments and administers the Empowerment Zone Program <table style="width: 100%; margin-top: 10px;"> <tr> <td style="width: 50%; text-align: center;"><u>FY 07-08</u></td> <td style="width: 50%; text-align: center;"><u>FY 08-09</u></td> </tr> <tr> <td style="text-align: center;">9</td> <td style="text-align: center;">9</td> </tr> </table>	<u>FY 07-08</u>	<u>FY 08-09</u>	9	9
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FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Adopted FY 08-09
Revenue Summary			
General Fund Countywide	867	1,191	786
Abatement Fees	18	30	18
BEDI Carryover	2,514	2,266	2,185
Carryover	0	11,607	37,723
CDBG Carryover	26,951	26,950	20,754
Documentary Stamp Surtax	0	36,854	22,000
EDI and BEDI Loan Repayment	1,921	1,306	1,744
EDI Carryover	3,014	2,776	2,475
ESG Carryover	987	135	491
Fannie Mae Reimbursement	0	600	0
Federal Funds	0	1,911	0
HATF Carryover	918	755	678
HODAG Carryover	7,922	5,959	4,937
HOME Carryover	30,015	30,014	25,093
Housing Assistance Payments	0	583	939
Interest Income	0	3,320	1,758
Loans Servicing Fees	0	800	700
Local Business Tax Receipt	0	330	0
Program Income	997	120	291
Rental Rehab Carryover	2,205	1,683	503
SHIP	0	8,888	8,828
SHIP Carryover	0	3,624	4,220
SHIP Loan Repayments	0	4,000	4,000
Surtax Carryover	0	61,289	44,057
Surtax Loan Repayments	0	11,900	15,000
State Grants	16,119	22,043	0
CDBG Program Income	499	400	400
Community Development Block Grant	18,670	18,296	17,621
Emergency Shelter Grant	808	808	788
HOME	6,651	6,517	6,291
HOME Program Income	1,434	900	900
Total Revenues	122,510	267,855	225,180
Operating Expenditures Summary			
Salary	4,344	8,978	9,357
Fringe Benefits	1,195	2,625	2,770
Other Operating	32,911	254,029	210,611
Capital	0	92	55
Total Operating Expenditures	38,450	265,724	222,793
Non-Operating Expenditures Summary			
Debt Service	2,254	2,131	2,387
Total Non-Operating Expenditures	2,254	2,131	2,387

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 07-08	Adopted FY 08-09	Budget FY 07-08	Adopted FY 08-09
Strategic Area: Economic Development				
Administration	2,674	3,181	26	31
Community and Economic Development	5,237	4,235	44	34
Housing Development	131,255	100,667	53	52
Projects	123,740	110,764	0	0
Special Projects	2,494	3,630	9	9
Urban Economic Revitalization Task Force	324	316	3	2
Total Operating Expenditures	265,724	222,793	135	128

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FUTURE	TOTAL
Revenue									
Building Better Communities GOB Program	200	3,732	39,309	34,206	27,636	30,384	14,996	109,237	259,700
Comm. Dev. Block Grant - 1995	25	0	0	0	0	0	0	0	25
Comm. Dev. Block Grant - 1996	100	0	0	0	0	0	0	0	100
Comm. Dev. Block Grant - 1997	75	0	0	0	0	0	0	0	75
Comm. Dev. Block Grant - 1998	423	0	0	0	0	0	0	0	423
Comm. Dev. Block Grant - 1999	181	0	0	0	0	0	0	0	181
Comm. Dev. Block Grant - 2000	186	0	0	0	0	0	0	0	186
Comm. Dev. Block Grant - 2002	1,411	0	0	0	0	0	0	0	1,411
Comm. Dev. Block Grant - 2003	854	0	0	0	0	0	0	0	854
Comm. Dev. Block Grant - 2004	989	0	0	0	0	0	0	0	989
Comm. Dev. Block Grant - 2005	852	0	0	0	0	0	0	0	852
Comm. Dev. Block Grant - 2006	692	0	0	0	0	0	0	0	692
Comm. Dev. Block Grant - 2007	8,035	0	0	0	0	0	0	0	8,035
Comm. Dev. Block Grant - 2008	4,021	0	0	0	0	0	0	0	4,021
Comm. Dev. Block Grant - Future	2,000	3,821	2,000	2,000	2,000	2,000	0	0	13,821
Comm. Development Block Grant 2007	1,339	0	0	0	0	0	0	0	1,339
Documentary Surtax	350	50	50	50	50	50	0	0	600
Emergency Shelter Grant	554	0	0	0	0	0	0	0	554
HODAG	99	0	0	0	0	0	0	0	99
Home - 1995	170	0	0	0	0	0	0	0	170
Home - 2000	229	0	0	0	0	0	0	0	229
Home - 2002	500	0	0	0	0	0	0	0	500
Home - 2007	557	0	0	0	0	0	0	0	557
Rental Rehabilitation	200	0	0	0	0	0	0	0	200
State Hurricane Trust Fund	124	0	0	0	0	0	0	0	124
US HUD	573	0	0	0	0	0	0	0	573
Total:	24,739	7,603	41,359	36,256	29,686	32,434	14,996	109,237	296,310
Expenditures									
Strategic Area: Economic Development									
Future Capital Projects	2,000	4,321	6,500	19,939	15,964	17,386	0	30,295	96,405
Strategic Area: Health And Human Services									
Departmental Information Technology Projects	350	50	50	50	50	50	0	0	600
Homeless Facilities	1,733	879	316	247	0	0	0	0	3,175
Human Services Facilities	296	1,207	650	0	0	0	0	0	2,153
Neighborhood Service Centers	0	65	0	0	0	0	0	0	65
New Head Start Facilities	873	700	0	0	0	0	0	0	1,573
Other	4	20	5,563	13,620	10,093	0	0	0	29,300
Public Housing Improvements	5,774	2,260	26,930	1,337	3,579	14,998	14,996	78,942	148,816
Strategic Area: Neighborhood And Unincorporated Area Municipal Services									
Infrastructure Improvements	3,775	1,917	694	0	0	0	0	0	6,386
Neighborhood Service Centers	60	285	255	0	0	0	0	0	600
Strategic Area: Recreation And Culture									
Historic Preservation	744	1,526	2,729	1,310	0	0	0	0	6,309
Park, Recreation, and Culture Projects	275	400	253	0	0	0	0	0	928
Total:	15,884	13,630	43,940	36,503	29,686	32,434	14,996	109,237	296,310

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual	Actual	Budget	Actual	Budget
	FY 05-06	FY 06-07	FY 07-08	FY 07-08	FY 08-09
Contract Temporary Employees	105	13	25	0	0
Travel	5	5	10	16	17
Indirect Costs	332	331	406	406	479
Legal Advertisements	93	138	85	52	187

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DIVISION: COMMUNITY AND ECONOMIC DEVELOPMENT

Administers and monitors federal and state programs and promotes economic development through loans, grants, and tax incentives to develop viable urban neighborhoods and communities characterized by decent housing and a suitable living environment and expanding economic opportunities principally for low- and moderate-income persons.

- Prepares the CDBG Five-Year Consolidated Plan and Annual Action Plan
- Coordinates citizen participation through Community Advisory Committees
- Manages and monitors CDBG and the Emergency Shelter Grant and other federal contracts
- Promotes business and economic development with the goal of creating and retaining jobs for low- to moderate-income persons
- Administers various economic development programs including the State Enterprise Zone (EZ), and the State Urban Jobs Tax Credit programs

Strategic Plan Outcome - Measures

- ED1-1: Increased number of businesses and employment opportunities in higher-paying, targeted industries (priority outcome)

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Improve access to economic opportunities for low- to moderate-income individuals	Businesses receiving financial assistance through loans, grants, and tax incentives*	600	656	1,200	663	1,000
	Jobs created or retained	500	508	1,500	2,110	800
	Community meetings convened or attended	100	100	32	32	32
	Technical assistance workshops conducted	4	5	4	13	4
	Contracts monitored	120	135	150	82	147

*Increase is primarily due to increased promotion of the various incentive programs

BUDGET PRIORITIES

- Prepare, execute, monitor, and review contracts according to U.S. HUD guidelines to assist low-income to moderate-income persons; update the Five-Year Consolidated Plan; and prepare the FY 2008 Action Plan for submission to U.S. HUD

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DIVISION: HOUSING DEVELOPMENT

Provide high quality affordable and subsidized housing to eligible residents and to assist extremely low- to moderate-income working families and individuals to buy homes; expand the inventory of affordable and workforce housing for renters and homebuyers throughout Miami-Dade County.

- Administers Surtax, SHIP, and HOME affordable housing programs
- Manages Loan Servicing unit
- Processes construction loans and draws for affordable housing developments
- Monitors compliance of affordable housing funds/units
- Identifies and constructs new housing development projects, mixed use development acquisition, and disposition activities for County-owned properties
- Provides architectural/engineering and construction contract administration; and provides oversight of construction and rehabilitation field work

Strategic Plan Outcome - Measures

- HH5-1: Increased availability of affordable and special needs housing (priority outcome)

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Provide affordable housing for low- to moderate-income individuals	Rehabilitated housing units completed*	1,313	1,368	1,526	1,005	1,017
	Community-based organizations receiving affordable housing technical assistance	14	10	14	14	14

*Increase in FY 2007-08 attributable to the additional CDBG Disaster Recovery Grant that department received in FY 2006-07

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Increase the stock of affordable housing	New affordable housing units completed	761	712	840	136	900

BUDGET PRIORITIES

- Develop multi-family, mixed-income, and mixed-use affordable housing on County-owned sites with Building Better Communities (BBC) General Obligation Bond Program funds (\$3.732 million)

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DIVISION: ADMINISTRATION

Provides overall leadership, direction, administration, and coordination of departmental operations and oversees financial, fiscal and accounting controls for departmental resources.

- Oversees the planned use of federal, state and other funding to effectively address the economic development and affordable housing needs in Miami-Dade County
- Coordinates the preparation of the budget and single audit; prepares trial balance
- Maintains financial information in the Financial and Management Information System (FAMIS), Integrated Disbursement and Information System (IDIS), and the Consolidated Annual Performance Evaluation Report (CAPER)
- Manages the personnel, information technology, and procurement functions

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DIVISION: URBAN ECONOMIC REVITALIZATION TASK FORCE

Support the Urban Economic Revitalization Task Force Board in the formulation of economic development policies and procedures for the Targeted Urban Areas (TUAs)

- Assists the UERTF Board in the formulation of economic development policies and directs the administrative functions
- Tracks the historical and current allocations of public dollars for economic development within TUAs
- Completes the annual update of the UERTF Strategic Plan

Strategic Plan Outcome - Measures

- ED2-2: Proactive involvement of communities in economic development efforts (priority outcome)

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Improve access to economic development opportunities in the Targeted Urban Areas	Analyses of Economic Development Program allocations completed	9	9	9	15	9

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DIVISION: SPECIAL PROJECTS

Provide oversight of the private management firms that are managing and maintaining the County-owned Section 8 New Construction and Affordable Housing developments and administer the Empowerment Zone Program.

- Administers five market rate properties (623 units) and nine Section 8 New Construction properties (536 units) owned by Miami-Dade County
- Administers the Empowerment Zone Strategic Plan

Strategic Plan Outcome - Measures

- HH5-1: Increased availability of affordable and special needs housing (priority outcome)

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Maximize the use of County-owned affordable housing units	Occupancy rate for County-owned units (1,159 units)	n/a	n/a	97%	96%	97%

Budget Enhancements or Reductions and Additional Comments

- The FY 2009 CDBG entitlement (\$17.621 million) is budgeted at 98 percent of the FY 2008 entitlement (\$17.982 million), a reduction of \$360,000; the FY 2009 HOME entitlement (\$6.291 million) is budgeted at 98 percent of the FY 2008 entitlement (\$6.419 million) a reduction of \$128,000; and the FY 2009 ESG entitlement (\$788,000) is budgeted at 98 percent of the FY 2008 entitlement (\$804,000), a reduction of \$16,000
- The FY 2008 Action Plan includes funding to improve, renovate, and construct neighborhood facilities and streets; including the reconstruction of the City of South Miami 66 Street Phase I (\$200,000); roof replacements for the Douglas Gardens Golden Palms residential treatment facility (\$50,000) and the Centro Campesino Neighborhood Center (\$65,000); the construction of the Community Action Agency Head Start facility (\$1 million); sewer improvements and connections at the City of North Miami Beach Highland Village (\$735,000); street improvements to the City of Opa-Locka Ali-Baba Avenue (\$125,000); design of the new Dra. Olga Maria Martinez Activities and Nutrition Center (\$200,000); and the design of the City of South Miami Murray Park Swimming Pool (\$296,000)
- To address housing-related needs within Miami-Dade Housing Agency (MDHA), CDBG Supplemental Disaster Recovery Initiative Grant will be appropriated to cover eligible expenditures in the Public Housing Division (\$3.1 million in FY 2007-08 and \$3.5 million in FY 2008-09)
- On March 18, 2008, the Board of County Commissioners approved the pro forma for Surtax and SHIP funds which includes equal funding for homeownership and rental activities; since the pro forma was approved, staff has updated the Surtax estimates based on actual collections which are down by approximately 31.25 percent as compared to FY 2006-07 actuals as a result of the housing market
- As the final action to correct the over expenditure in the FY 2006 CDBG Public Service category, a payment of \$833,000 was made in FY 2007-08 to the Miami-Dade County CDBG Line of Credit; this funding was used to support affordable housing activities

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- In FY 2007-08, the Surtax and SHIP homeownership and rehabilitation loan programs were transferred from the Housing Finance Authority to OCED (\$21.702 million, 12 positions) and OCED assumed the function of administering the Empowerment Zone Program (\$1.911 million, 7 positions) and the oversight of 1,159 County-owned properties previously performed by MDHA (\$583,000, 2 positions); in addition, the FY 2008-09 Adopted Budget includes the transfer of one Administrative Officer 2 to the Metro Miami Action Plan Trust; one Business Development Specialist to the newly created Office of Economic Development Coordination (\$88,000); and one Contract Officer (\$77,000) to the newly created Office of Grants Coordination to support the Mom and Pop and other economic development programs; the FY 2008-09 Adopted Budget also includes the elimination of one Chief Financial Officer, one Business Development Specialist, one Special Project Administrator, and one Business Development Specialist positions (\$469,000)

Department Operational Unmet Needs

Description	Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Funding for the development of affordable housing units for 4,436 low- to moderate-income individuals over the next five years	\$0	\$64,200	0
Funding for the development of affordable rental units for 11,136 low- to moderate-income individuals over the next five years	\$0	\$60,400	0
Funding to provide mortgage assistance for 3,069 individuals over the next five years	\$0	\$44,400	0
Hire one Special Projects Administrator to support the UERTF Board	\$0	\$95	1
Funding for down payment and closing cost assistance for 625 low- to moderate-income individuals	\$0	\$4,825	0
Total	\$0	\$173,920	1

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Office of Community and Economic Development Community Development Block Grant (CDBG) and Home Investment Partnership Program (HOME) Funding

Programs	Department	Category	FY 2009
County Programs - CDBG			
Head Start Facility - Miami Gardens	Community Action Agency	Capital Improvement	1,300,000
Elderly Energy Conservation Program	Community Action Agency	Capital Improvement	100,000
Paint Distribution Program	Community Action Agency	Housing	188,000
Enterprise Zone Program	Community and Economic Development	Economic Development	180,000
Professional Services and Technical Assistance	Community and Economic Development	Capital Improvement	380,000
Professional Services and Technical Assistance	Community and Economic Development	Housing	591,000
DOH Immunization Services	Department of Health	Public Service	74,000
DOH Rodent Control	Department of Health	Public Service	700,000
Employment Training	Greater Miami Service Corp	Public Service	371,000
Graffiti Abatement	Greater Miami Service Corps	Capital Improvement	170,000
Facility Improvements	Human Services	Capital Improvement	889,000
Treatment Alternatives to Street Crime	Human Services	Public Service	500,000
Advocates for Victims	Human Services	Public Service	500,000
Diversion Programs	Juvenile Services	Public Service	500,000
Graffiti Removal	Office of Neighborhood Compliance	Capital Improvement	233,000
Code Enforcement	Office of Neighborhood Compliance	Housing	429,000
Historic Preservation Survey	Planning and Zoning	Historic Preservation	100,000
	Total County Programs		7,205,000
Administration - CDBG			
Administration	Community and Economic Development	Administration	3,167,000
HOPE Inc.	HOPE Inc.	Administration	100,000
Fair Housing	Human Services	Administration	97,000
Social Services Master Plan	Human Services	Administration	61,000
Historic Preservation Support	Planning and Zoning	Administration	179,000
	Total Administration		3,604,000
Other CDBG Programs			7,212,000
	TOTAL CDBG		18,021,000
Administration - HOME			
Administration	Community and Economic Development	Administration	716,000
	Total Administration		716,000
Other HOME Programs			6,475,000
	TOTAL HOME		7,191,000