

FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

Housing and Community Development

The Department of Housing and Community Development (HCD) (formerly Office of Community and Economic Development) administers federal and state funding programs including the Community Development Block Grant (CDBG), the HOME Investment Partnership (HOME), and the Emergency Shelter Grant (ESG) program designed to develop viable urban communities by providing decent housing and a suitable living environment and expanding economic opportunities principally for low 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.

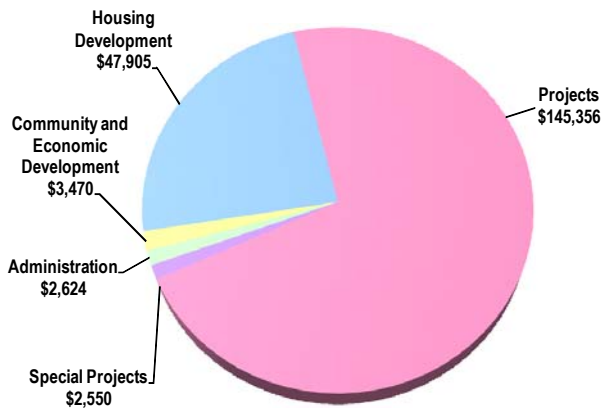
HCD is the County Department primarily responsible for developing affordable housing, including the Documentary Stamp Surtax (SURTAX) and State Housing Initiatives Partnership (SHIP) funds for affordable housing development. The Department continues to be involved in the Building Better Communities General Obligation Bond (GOB) program; however, General Services Administration (GSA) will administer the construction of GOB affordable housing projects. 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, HCD'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.

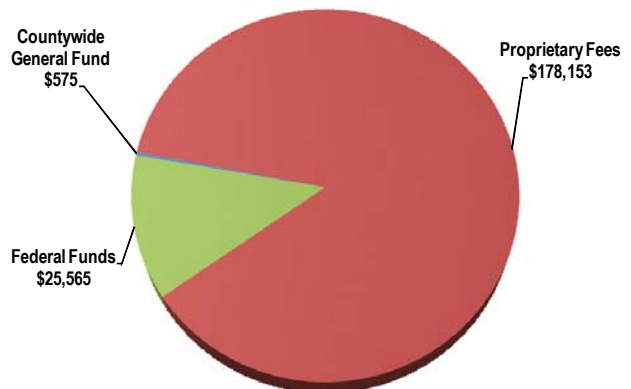
HCD works with community development corporations, CBOs, the Board of County Commissioners (BCC), the County Executive Office and other County departments and provides services to low to moderate-income households.

FY 2009-10 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2009 - 10 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="text-align: center; width: 50%;"><u>FY 08-09</u></td> <td style="text-align: center; width: 50%;"><u>FY 09-10</u></td> </tr> <tr> <td style="text-align: center;">31</td> <td style="text-align: center;">27</td> </tr> </table>				<u>FY 08-09</u>	<u>FY 09-10</u>	31	27		
<u>FY 08-09</u>	<u>FY 09-10</u>								
31	27								
<p><u>COMMUNITY AND ECONOMIC DEVELOPMENT</u></p> <ul style="list-style-type: none"> • Administers and monitors local, 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 <table style="width: 100%; margin-top: 10px;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 08-09</u></td> <td style="text-align: center; width: 50%;"><u>FY 09-10</u></td> </tr> <tr> <td style="text-align: center;">34</td> <td style="text-align: center;">25</td> </tr> </table>	<u>FY 08-09</u>	<u>FY 09-10</u>	34	25	<p><u>HOUSING DEVELOPMENT</u></p> <ul style="list-style-type: none"> • Provides high quality affordable and subsidized housing to eligible residents and to assist extremely low and moderate-income working families and individuals to buy homes; expands the inventory of affordable and workforce housing for renters and homebuyers throughout Miami-Dade County <table style="width: 100%; margin-top: 10px;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 08-09</u></td> <td style="text-align: center; width: 50%;"><u>FY 09-10</u></td> </tr> <tr> <td style="text-align: center;">52</td> <td style="text-align: center;">33</td> </tr> </table>	<u>FY 08-09</u>	<u>FY 09-10</u>	52	33
<u>FY 08-09</u>	<u>FY 09-10</u>								
34	25								
<u>FY 08-09</u>	<u>FY 09-10</u>								
52	33								
<p style="text-align: center;"><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="text-align: center; width: 50%;"><u>FY 08-09</u></td> <td style="text-align: center; width: 50%;"><u>FY 09-10</u></td> </tr> <tr> <td style="text-align: center;">2</td> <td style="text-align: center;">1</td> </tr> </table>	<u>FY 08-09</u>	<u>FY 09-10</u>	2	1	<p style="text-align: center;"><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="text-align: center; width: 50%;"><u>FY 08-09</u></td> <td style="text-align: center; width: 50%;"><u>FY 09-10</u></td> </tr> <tr> <td style="text-align: center;">9</td> <td style="text-align: center;">7</td> </tr> </table>	<u>FY 08-09</u>	<u>FY 09-10</u>	9	7
<u>FY 08-09</u>	<u>FY 09-10</u>								
2	1								
<u>FY 08-09</u>	<u>FY 09-10</u>								
9	7								

FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
Revenue Summary			
EDI and BEDI Loan Repayment	0	0	150
General Fund Countywide	1,155	786	425
HATF Carryover	813	678	283
HODAG Carryover	7,917	4,937	6,113
ESG Carryover	1,187	491	510
EDI and BEDI Loan Repayment	1,168	1,744	4,778
EDI Carryover	2,778	2,475	1,102
Abatement Fees	6	18	5
BEDI Carryover	2,417	2,185	2,116
Carryover	19,606	37,723	70,626
CDBG Carryover	20,797	20,754	24,946
Housing Assistance Payments	413	939	1,243
Interest Income	3,491	1,758	1,500
Loans Servicing Fees	816	700	500
Program Income	1,484	291	680
Rental Rehab Carryover	2,453	503	516
SHIP	8,960	8,828	732
SHIP Carryover	9,404	4,220	0
SHIP Loan Repayments	1,600	4,000	1,600
HOME Carryover	27,770	25,093	18,408
Surtax Carryover	98,313	44,057	24,995
Surtax Loan Repayments	9,993	15,000	7,500
Documentary Stamp Surtax	20,982	22,000	10,000
State Grants	24,994	0	0
HOME Program Income	800	900	720
CDBG Program Income	251	400	300
Community Development Block Grant	17,982	17,621	17,060
Emergency Shelter Grant	799	788	760
HOME	6,419	6,291	6,725
Total Revenues	294,768	225,180	204,293
Operating Expenditures Summary			
Salary	7,889	9,357	6,288
Fringe Benefits	2,094	2,770	1,997
Other Operating	79,245	210,611	193,483
Capital	24	55	137
Total Operating Expenditures	89,252	222,793	201,905
Non-Operating Expenditures Summary			
Debt Service	2,280	2,387	2,388
Total Non-Operating Expenditures	2,280	2,387	2,388

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
Strategic Area: Economic Development				
Administration	3,181	2,624	31	27
Community and Economic Development	4,235	3,470	34	25
Housing Development	100,667	47,905	52	33
Projects	110,764	145,356	0	0
Special Projects	3,630	2,550	9	7
Urban Economic Revitalization	316	0	2	1
Task Force				
Total Operating Expenditures	222,793	201,905	128	93

FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FUTURE	TOTAL
Revenue									
Building Better Communities GOB Program	1,728	25,322	41,413	54,702	15,386	0	14,417	69,432	222,400
CDBG Neighborhood Stabilization Fund	11,543	17,936	10,847	5,846	0	0	0	0	46,172
Comm. Dev. Block Grant - 2003	222	0	0	0	0	0	0	0	222
Comm. Dev. Block Grant - 2004	712	0	0	0	0	0	0	0	712
Comm. Dev. Block Grant - 2005	83	0	0	0	0	0	0	0	83
Comm. Dev. Block Grant - 2006	127	0	0	0	0	0	0	0	127
Comm. Dev. Block Grant - 2007	5,765	0	0	0	0	0	0	0	5,765
Comm. Dev. Block Grant - 2008	631	0	0	0	0	0	0	0	631
Comm. Development Block Grant 2007	68	0	0	0	0	0	0	0	68
Documentary Surtax	2,000	0	0	0	0	0	0	0	2,000
Emergency Shelter Grant	277	0	0	0	0	0	0	0	277
Home - 2008	389	0	0	0	0	0	0	0	389
Rental Rehabilitation	200	0	0	0	0	0	0	0	200
Total:	23,745	43,258	52,260	60,548	15,386	0	14,417	69,432	279,046
Expenditures									
Strategic Area: Economic Development									
Community Development Projects	8,533	42,547	33,270	41,668	0	0	0	53,554	179,572
Future Capital Projects	0	7,500	17,939	18,880	15,386	0	14,417	15,878	90,000
Historic Preservation	1,845	2,254	1,051	0	0	0	0	0	5,150
Homeless Facilities	595	1,643	1,389	0	0	0	0	0	3,627
Human Services Facilities	48	172	0	0	0	0	0	0	220
Infrastructure Improvements	372	105	0	0	0	0	0	0	477
Total:	11,393	54,221	53,649	60,548	15,386	0	14,417	69,432	279,046

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual	Actual	Budget	Actual	Budget
	FY 06-07	FY 07-08	FY 08-09	FY 08-09	FY 09-10
Contract Temporary Employees	13	8	0	0	6
Travel	5	22	17	21	18
Indirect Costs	331	406	479	450	430
Legal Advertisements	138	96	187	118	32

FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

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 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 07-08		FY 08-09		FY 09-10
				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*	OP	↔	1,200	663	1,000	500	500
	Jobs created or retained*	OC	↑	1,500	2,110	800	1,200	1,200

*Data reflects grant funding available

FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

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 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Provide affordable housing for low- to moderate-income individuals	Rehabilitated housing units completed	OP	↔	1,526	1,005	1,017	1,005	1,200
	Community-based organizations receiving affordable housing technical assistance	OP	↔	14	11	14	14	14
Increase the stock of affordable housing	New affordable housing units completed*	OC	↑	840	136	900	880	800

*Data reflects funding available

FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- The FY 2008-09 actual and FY 2009-10 Adopted Budget include \$200,000 and \$300,000, respectively for payments associated with the Documentary Stamp Surtax loans of \$12.6 million from housing asset management funds
- The FY 2008-09 actual reflects \$8.613 million in Documentary Stamp Surtax funds and the FY 2009-10 Adopted Budget estimate is \$10.0 million; the State Housing Initiatives Partnership funding reflects a reduction of \$8.096 million to \$732,000 in FY 2009-10 from the FY 2008-09 projection of \$8.828 million
- The Department administers the Neighborhood Stabilization Program (NSP); however, rehabilitation and acquisition tasks are outsourced to GSA; NSP provides funding to purchase foreclosed or abandoned homes and to rehabilitate, resell, or redevelop these homes in order to stabilize neighborhoods and stem the decline of house values of neighboring homes (\$62.2 million)

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

Strategic Plan Outcome - Measures

- ED2-1: Coordinated and effective economic and community development programs (priority outcome)

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Administer the federal grants effectively	Ratio of unexpended CDBG funds to annual allocation*	EF	↓	149%	164%	149%	149%	150%

*Any amount greater than 1.5 times the current year's allocation is subject to recapture

FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

DIVISION: URBAN ECONOMIC REVITALIZATION TASK FORCE

Support the Urban Economic Revitalization Task Force Board (UERTF) 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 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Improve access to economic development opportunities in the Targeted Urban Areas	Analyses of Economic Development Program allocations completed	OP	↔	9	15	9	15	10

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 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Maximize the use of County-owned affordable housing units	Occupancy rate for County-owned units (1,159 units)	EF	↑	96%	96%	97%	96%	97%

FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

BUDGET ENHANCEMENTS OR REDUCTIONS AND ADDITIONAL COMMENTS

- The CY 2010 CDBG entitlement is budgeted at \$17.060 million; the CY 2010 HOME entitlement is budgeted at \$6.725 million; and the CY 2010 ESG entitlement is budgeted at 760,000
- CY 2009 Action Plan includes funding to enhance and improve the quality of life for low-to-moderate income and extremely low income households and neighborhoods; provide affordable housing; and economic development including the Association for Development of the Exceptional, Inc. Expansion Project (\$200,000); Betterway Main Facility Improvements (\$167,304); Centro Campesino Farmworker Center Florida City Villages Phase VII (\$675,365); City of Opa-Locka Ali-Baba West Improvements (\$556,911); City of Sweetwater Street and Drainage Improvements (\$200,000); City of Miami Springs Senior Center Rehab (\$96,350); City of North Miami Beach N.E. 18th Ave Improvements (\$200,000); and City of South Miami Murray Park (\$556,911)
- The FY 2009-10 Adopted Budget includes Building Better Communities (BBC) General Obligation Bond Program funds for affordable housing (\$15.568 million); Targeted Urban Area economic development projects (\$5 million); economic development projects (\$2.5 million); and the Historic Hampton House restoration (\$2.254 million), for a total of \$25.322 million
- In FY 2009-10 the Beacon Council will cover the cost of one position from UERTF to support economic development initiatives in the Targeted Urban Areas (\$190,000)
- *Due to the economic downturn, the FY 2009-10 Adopted Budget includes the reduction of \$337,000 in General Fund support; reductions include eliminating support for UERTF (\$317,000, one position) and GOB-related activities (\$20,000)*
- *Due to reduced grant funding and other revenues, the FY 2009-10 Adopted Budget includes the elimination of 35 positions including seven in Administration, nine in Community and Economic Development, 16 in Affordable Housing, one in Empowerment Trust, and two in Special Projects (\$3.1 million)*

FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Provide 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
Provide funding to provide mortgage assistance for 50 individuals over the next five years	\$0	\$3,500	0
Provide funding for down payment and closing cost assistance for 625 low- to moderate-income individuals	\$0	\$4,825	0
Provide funding for the development of 4,436 affordable housing units for low- to moderate-income individuals over the next five years	\$0	\$64,200	0
Provide funding to 50 small businesses for small business loans	\$0	\$1,250	0
Total	\$0	\$134,175	0

HOUSING AND COMMUNITY DEVELOPMENT

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

Programs	Department	Category	FY 2010
County Programs - CDBG			
Graffiti Removal	Building and Neighborhood Compliance	Capital Improvement	233,000
Code Enforcement	Building and Neighborhood Compliance	Housing	429,000
Facility Improvements	Community Action Agency	Capital Improvement	1,776,000
Elderly Residential Energy Conservation Program	Community Action Agency	Capital Improvement	100,000
Paint Program	Community Action Agency	Housing	188,000
Employment and Training	CAA Greater Miami Service Corps	Public Service	371,000
Graffiti Abatement Program	CAA Greater Miami Service Corps	Capital Improvement	170,000
Diversion Programs	Juvenile Services Department	Public Service	500,000
Enterprise Zone Program	Housing and Community Development	Economic Development	180,000
Professional Services and Technical Assistance	Housing and Community Development	Capital Improvement	89,000
Professional Services and Technical Assistance	Housing and Community Development	Housing	150,000
Facility Improvements	Human Services	Capital Improvement	900,000
Treatment Alternatives to Street Crime	Human Services	Public Service	500,000
Advocates for Victims	Human Services	Public Service	500,000
Historic Preservation - Cauley Square	Planning and Zoning	Historic Preservation	50,000
Historic Preservation - Mindermann House	Planning and Zoning	Historic Preservation	35,000
Historic Preservation - Mcfarlane	Planning and Zoning	Historic Preservation	40,000
Immunization Van	State Department of Health	Public Service	74,000
Rodent Control Program	State Department of Health	Public Service	659,000
	Total County Programs		6,944,000
Administration - CDBG			
Fair Housing	Human Rights and fair Employment Practices	Administration	97,000
Administration	Housing and Community Development	Administration	3,035,000
Professional Services and Technical Assistance	Housing and Community Development	Administration	61,000
Fair Housing Education and Outreach Initiative	HOPE Inc.	Administration	100,000
Historic Preservation Support	Planning and Zoning	Administration	179,000
	Total Administration		3,472,000
Other CDBG Programs			6,944,000
	TOTAL CDBG		17,360,000
Administration - HOME			
Administration	Housing and Community Development	Administration	745,000
	Total Administration		745,000
HOME Programs			6,700,000
	TOTAL HOME		7,445,000