

Office of Community and Economic Development

Business Plan Report

Customer

Objective Name

Improved access to capital for small and minority businesses linked to meaningful technical assistance (OCED)

Owner(s)

Tony Crapp Silvia Unzueta
Tangie White

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Allocate County Gov't resources to increase and diversify jobs & incomes while eliminating socio-economic disparities in underserved areas

Parent Objectives

(ED1.9) Improved access to capital for small and minority businesses linked to meaningful technical assistance

Measures

Access to Capital

Owner(s)

Tangie White Jose Bravo

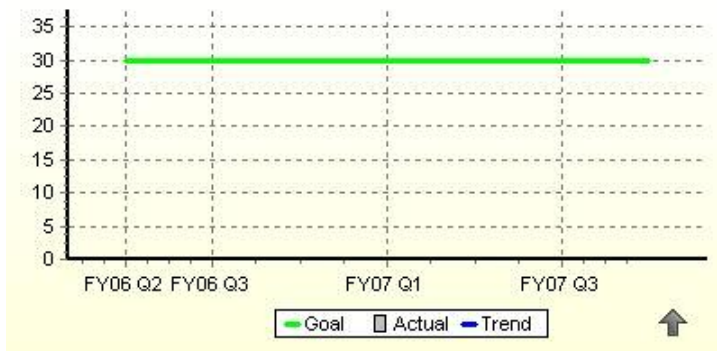
Number of businesses/entrepreneurs receiving loan financial assistance services through Revolving Loan Fund, Micro Business USA and Other micro lenders

Performance Graph

Initiatives Linked To Measure

Owner(s)

OCED - Micro Loan Fund



updated: never

Child Measures Linked To Measure

	ACTUAL	GOAL	DATE
Community Development Revolving Loan Fund	n/a	n/a	
Micro Loans	n/a	n/a	
Process Mom and Pop grants	n/a	n/a	

EDD/OCED technical assistance workshops attendance

Tangie White

Number of prospective and existing business owners attending EDD/OCED technical assistance workshops through the enterprise zone program and other EDD programs

Performance Graph

Initiatives Linked To Measure

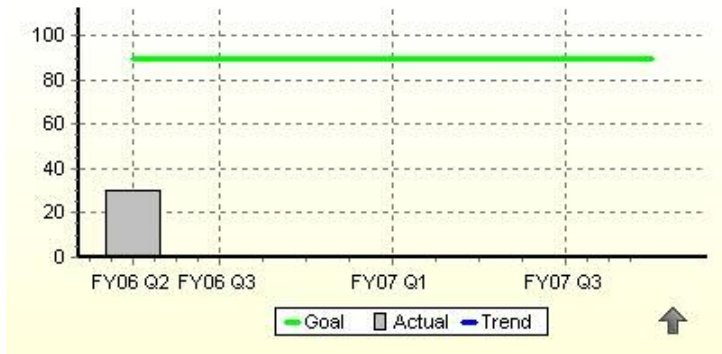
Owner(s)

EDD/OCED technical assistance workshop...



Child Measures Linked To Measure

ACTUAL	GOAL	DATE



↑ good direction

updated: 2/17/2006

Objective Name

Owner(s)

Increase in start-ups of new businesses (OCED)

Zafar Ahmed Silvia Unzueta Tangie White

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Expand entrepreneurial development opportunities within Miami-Dade County

Parent Objectives

(ED3.2) Increase in start-ups of new businesses

Measures

Owner(s)

Business Creation

Jose Bravo Tangie White

Provide \$500,000 to \$800,000 to fund technical assistance providers, resulting in the creation of six (6) new businesses.

Performance Graph

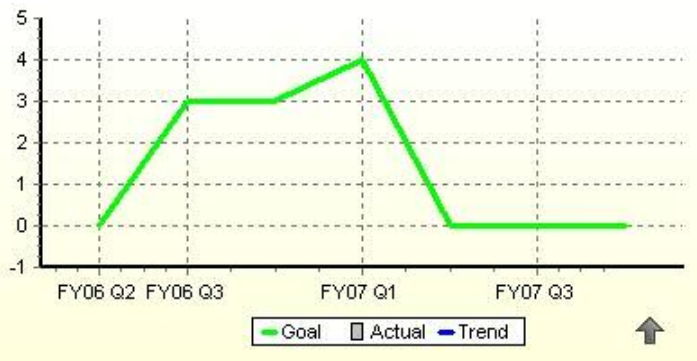
Initiatives Linked To Measure

Owner(s)

Business Creation



Child Measures Linked To Measure



ACTUAL GOAL DATE

	Fund Technical Assistance Providers to facilitate Business Creation	1	0	Jan 2006
	Increase in start up of new businesses	0	0	Jan 2006

updated: never

Objective Name

Owner(s)

Increased availability of affordable and special needs housing (OCED)

Rickert Glasgow Silvia Unzueta

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County

Parent Objectives

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

Measures

Owner(s)

Relocation Assistance

Rickert Glasgow

Assist individuals and families displaced by OCED funded housing activities

Performance Graph

Initiatives Linked To Measure

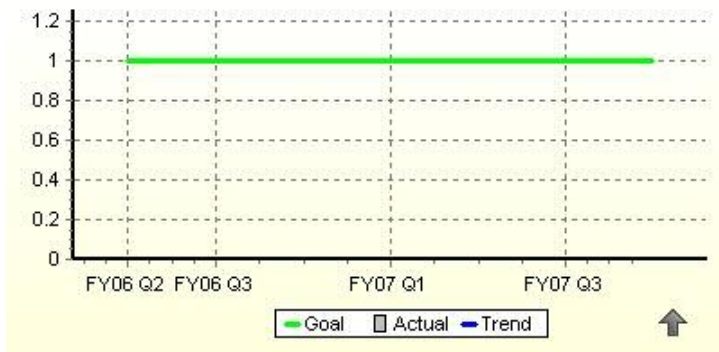
Owner(s)

Relocation Assistance



Child Measures Linked To Measure

ACTUAL GOAL DATE



updated: never

Financial

Objective Name

Meet Budget Targets (Office of Community and Economic Development)

Owner(s)

Awilda Ashford Silvia Unzueta

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Planned necessary resources to meet current and future operating and capital needs (priority outcome)

Parent Objectives

(ES8.2.1) Meet Budget Targets

Measures

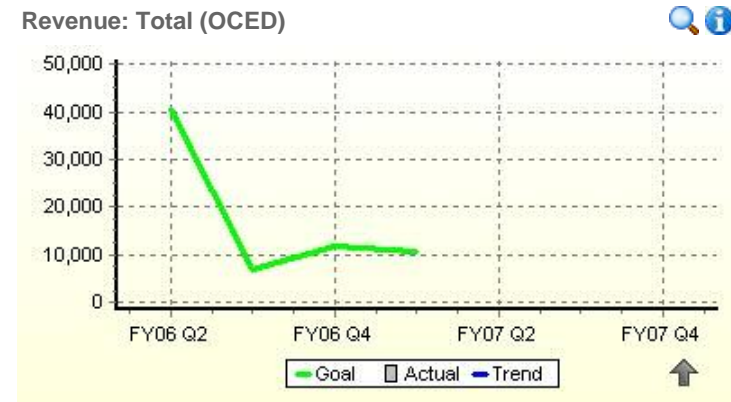
Revenue: Total (OCED)

Awilda Ashford Jose Hernandez Silvia Unzueta

Total revenue in \$1,000s (from FAMIS)

Owner(s)

Performance Graph



updated: never

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

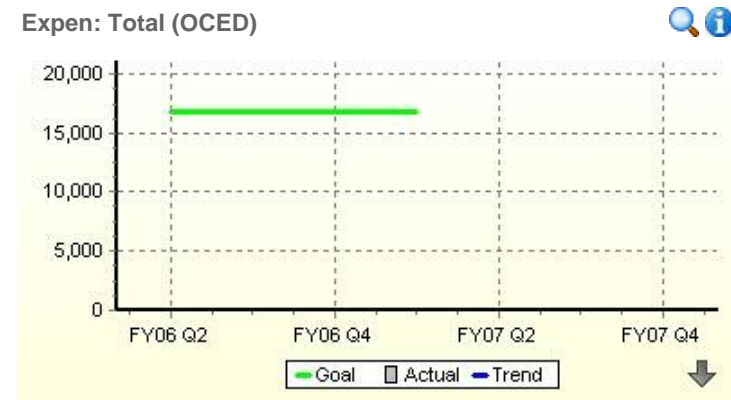
	ACTUAL	GOAL	DATE
Carryover	68,112	40,656	FY06 Q2
Enterprise Zone Fees	n/a	n/a	
Enterprize Zone Fees	n/a	n/a	
Federal Grants Totals	n/a	n/a	
General Fund Countywide	n/a	n/a	

Expen: Total (OCED)

Awilda Ashford Jose A. Hernandez Silvia Unzueta

Total expenditures in \$1,000s (from roll-up of Personnel, Other Operating, and Capital)

Performance Graph



updated: never

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

	ACTUAL	GOAL	DATE
Expen: Personnel (OCED)	n/a	n/a	
Expen: Other Operating (OCED)	n/a	n/a	
Expen: Capital (OCED)	n/a	n/a	

Objective Name

Owner(s)

Decrease the number of days Miami-Dade County is reimbursed by U.S. HUD

Jose Hernandez

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Parent Objectives

Measures

Owner(s)

Internal

Objective Name

Increased number of low to moderate income homeowners (OCED)

Owner(s)

Zafar Ahmed Silvia Unzueta

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Allocate County Gov't resources to increase and diversify jobs & incomes while eliminating socio-economic disparities in underserved areas

Parent Objectives

(ED1.3) Increased number of low to moderate income homeowners (priority outcome)

Measures

Loans to low and moderate income persons

Number of new loans to low and moderate income persons closed

Owner(s)

Performance Graph

Initiatives Linked To Measure

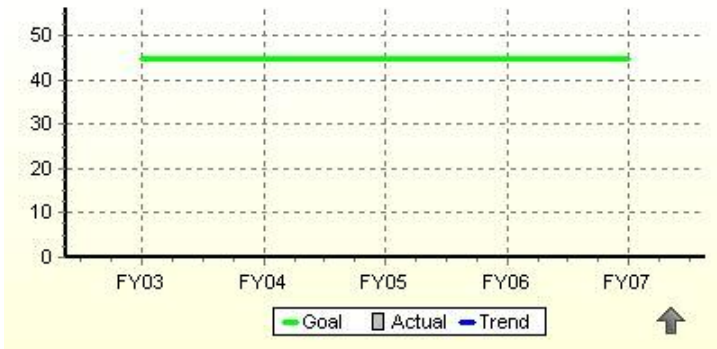
Owner(s)

Loans to low and moderate income perso...



Child Measures Linked To Measure

ACTUAL GOAL DATE



updated: never

Objective Name

Owner(s)

Higher leveraging of County programs' financial resources with private sector financing

Cynthia Curry

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Parent Objectives

Expand entrepreneurial development opportunities within Miami-Dade County

Measures

Owner(s)

Community Development Revolving Loan Value

Tangie White

Make new loans of up to \$250,000 to small to medium sized businesses, create and maintain jobs for low to moderate income persons, monitor portfolio of existing loans and service all existing loans based on availability of funds.

Performance Graph

Initiatives Linked To Measure

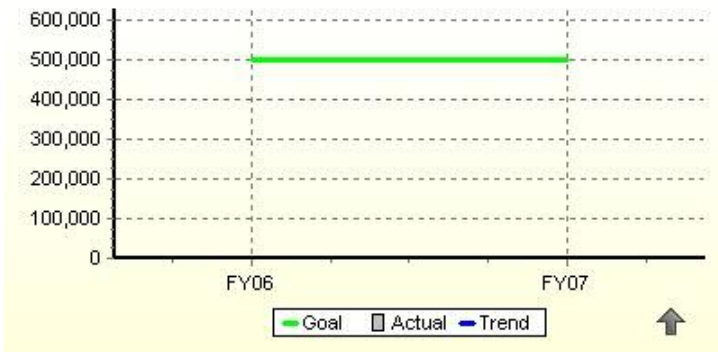
Owner(s)

Community Development Revolving Loan V...



Child Measures Linked To Measure

ACTUAL GOAL DATE



updated: never

Objective Name

Owner(s)

Increased number of businesses and employment opportunities in higher-paying, targeted industries (OCED)

Rickert Glasgow Silvia Unzueta
Tangie White

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Allocate County Gov't resources to increase and diversify jobs & incomes while eliminating socio-economic disparities in underserved areas

Parent Objectives

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

Measures

Owner(s)

Davis Bacon / Sec. 3 Compliance

Rickert Glasgow

Monitor compliance with Davis Bacon and Sec. 3 eligible funded projects

Performance Graph

Initiatives Linked To Measure

Owner(s)

Davis Bacon / Sec. 3 Compliance



Child Measures Linked To Measure

ACTUAL	GOAL	DATE
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↑ good direction

updated: 2/17/2006

Fiscal Incentives to businesses

Tangie White

Fiscal Incentives through the Qualified Target Industry Program and Targeted Job Incentive Fund Program

Performance Graph

Initiatives Linked To Measure

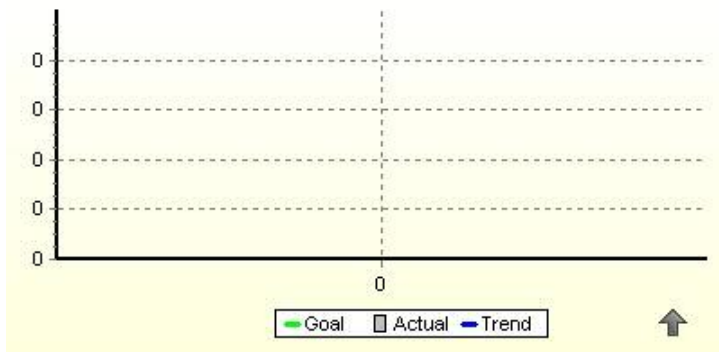
Owner(s)

Fiscal Incentives to businesses



Child Measures Linked To Measure

ACTUAL	GOAL	DATE
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updated: never

Fiscal Incentives

n/a

n/a

Objective Name

Owner(s)

Enhanced public reporting regarding funded activities (OCED)

Zafar Ahmed Silvia Unzueta Tangie White

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Allocate County Gov't resources to increase and diversify jobs & incomes while eliminating socio-economic disparities in underserved areas

Parent Objectives

(ED1.8) Enhanced public reporting regarding funded activities

Measures

Owner(s)

Improve Compliance

Zafar Ahmed

Improve Enterprise Zone Program compliance with the State of Florida and with US HUD for job creation

Performance Graph

Initiatives Linked To Measure

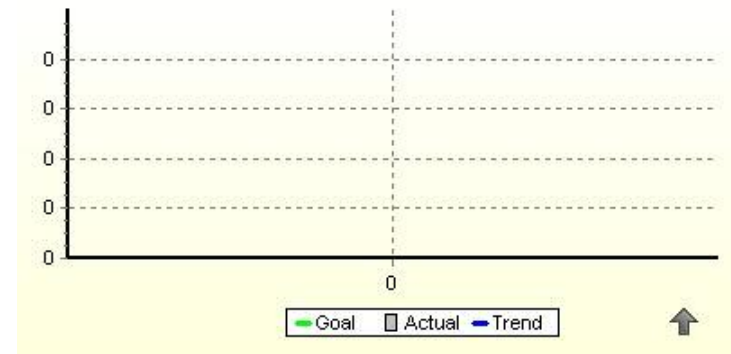
Owner(s)

Improve Compliance



Child Measures Linked To Measure

ACTUAL GOAL DATE



↑ good direction

updated: 3/10/2006

Regional meetings

Zafar Ahmed

Conduct one meeting per region on a quarterly basis

Performance Graph

Initiatives Linked To Measure

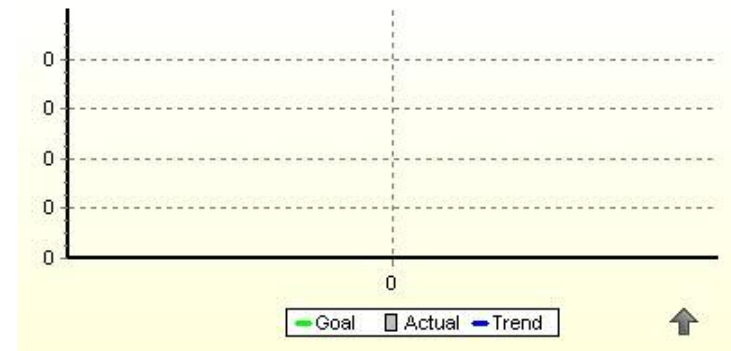
Owner(s)

Regional meetings



Child Measures Linked To Measure

ACTUAL GOAL DATE



updated: never

Objective Name

Owner(s)

Coordinated and effective economic and community development programs (OCED)

Rickert Glasgow Silvia Unzueta Tangie White

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Lead the coordination of economic development activities throughout Miami-Dade County

Parent Objectives

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

Measures

Owner(s)

Environmental Reviews

Rickert Glasgow

Prepare environmental review clearances and provide environmental review technical assistance for funded activities

Performance Graph

Initiatives Linked To Measure

Owner(s)

Environmental Reviews



Child Measures Linked To Measure

ACTUAL GOAL DATE



↑ good direction

updated: 2/17/2006

Monitoring surveys

Zafar Ahmed

Conduct detailed monitoring surveys on all active projects during the third quarter of the program

Performance Graph

Initiatives Linked To Measure

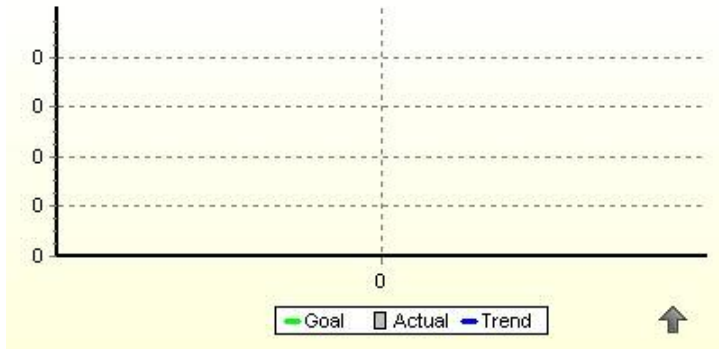
Owner(s)

Monitoring surveys



Child Measures Linked To Measure

ACTUAL GOAL DATE



updated: never

Number of businesses receiving Enterprise Zone incentives

Jose Bravo Tangie White

Process Enterprise Zone applications for property tax abatements, job tax credits and refund of sales tax on the purchase of building materials and equipment for 400 businesses

Performance Graph

Initiatives Linked To Measure

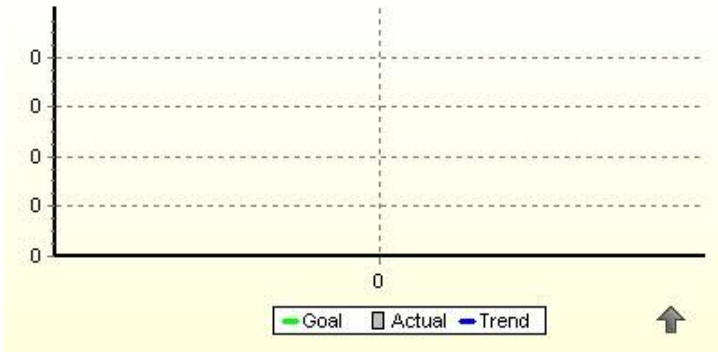
Owner(s)

Number of businesses receiving Enterpr...



Child Measures Linked To Measure

ACTUAL GOAL DATE



updated: never

Objective Name

Owner(s)

Proactive involvement of communities in economic development efforts (OCED)

Zafar Ahmed Rickert Glasgow Silvia Unzueta

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Lead the coordination of economic development activities throughout Miami-Dade County

Parent Objectives

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

Measures

Owner(s)

Issuance of contracts

Zafar Ahmed

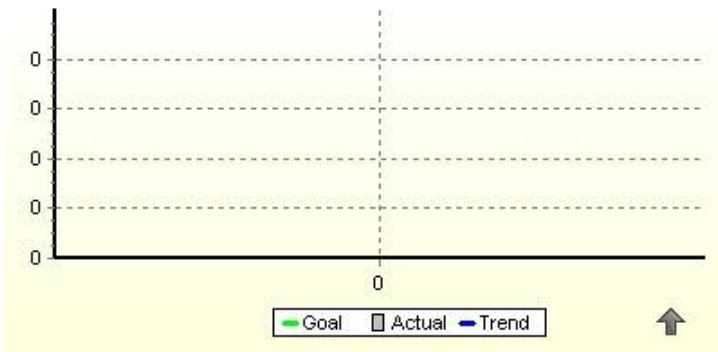
Issue contracts and interdepartmental agreements to 100% of community based organizations and County Departments within 30 days after the approval of the Action Plan or its modification.

Performance Graph

Initiatives Linked To Measure

Owner(s)

Issuance of contracts



updated: never

Child Measures Linked To Measure

	ACTUAL	GOAL	DATE
Construction project site visits	n/a	n/a	

Objective Name

Owner(s)

Identification of emerging targeted industries (OCED)

Silvia Unzueta Tangie White

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Allocate County Gov't resources to increase and diversify jobs & incomes while eliminating socio-economic disparities in underserved areas

Parent Objectives

(ED1.5) Identification of emerging targeted industries

Measures

Owner(s)

Objective Name

Owner(s)

Improved infrastructure and redevelopment to attract businesses to underserved and distressed areas (OCED)

Zafar Ahmed Rickert Glasgow Silvia Unzueta
Tangie White

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Create a more business-friendly environment in Miami-Dade County

Parent Objectives

(ED4.1) Improved infrastructure and redevelopment to attract businesses to underserved and distressed areas (priority outcome)

Measures

Owner(s)

Improving neighborhoods

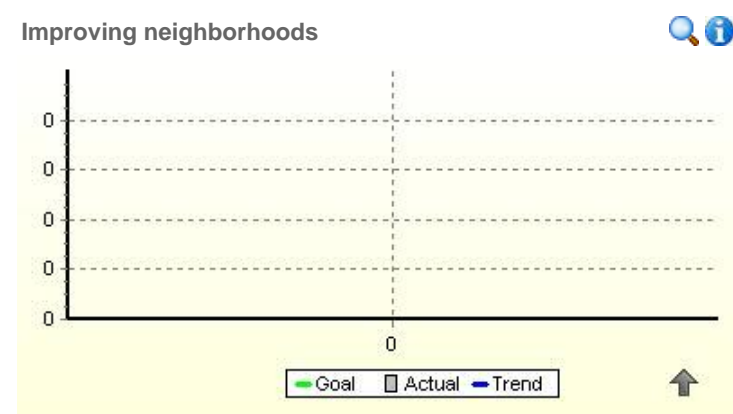
Zafar Ahmed

Improve social conditions and reduce slum and blight by assisting commercial and business owners/merchant leaseholders to enhance the facade of their rundown building located on major commercial corridors in low and moderate neighborhoods, creating/retaining 40-50 jobs.

Performance Graph

Initiatives Linked To Measure

Owner(s)



updated: never

Child Measures Linked To Measure

ACTUAL	GOAL	DATE
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Land Acquisition and Disposition

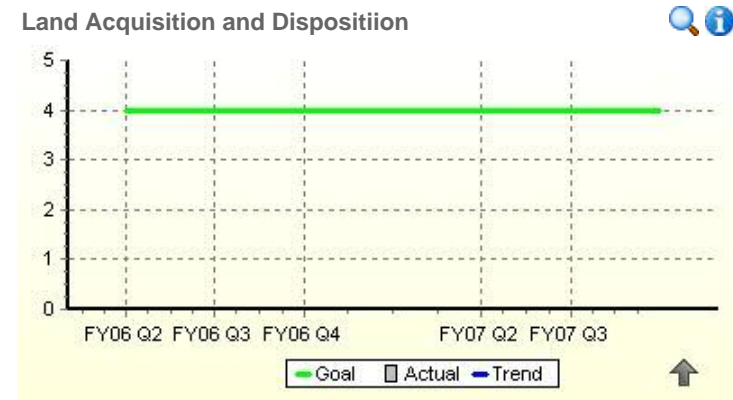
Rickert Glasgow

Acquisition of land parcels for OCED inventory and disposition of parcels consistent with established procedures

Performance Graph

Initiatives Linked To Measure

Owner(s)



updated: never

Child Measures Linked To Measure

ACTUAL	GOAL	DATE
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Project evaluations

Rickert Glasgow

Review and evaluate Capital Improvement, housing, and economic development activities.

Performance Graph

Initiatives Linked To Measure

Owner(s)

Project evaluations



Child Measures Linked To Measure

ACTUAL GOAL DATE



↑ good direction

updated: 2/17/2006

Project Management support for funded activities

Rickert Glasgow

Provide direct project management and support to OCED funded housing and neighborhood improvement projects

Performance Graph

Initiatives Linked To Measure

Owner(s)

Project Management support for funded ...



Child Measures Linked To Measure

ACTUAL GOAL DATE



↑ good direction

updated: 3/10/2006

Property Management

Rickert Glasgow

Maintenance of parcels in OCED's land inventory

Performance Graph

Initiatives Linked To Measure

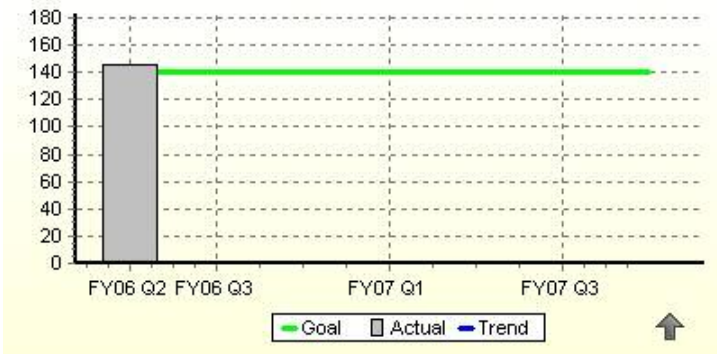
Owner(s)

Property Management



Child Measures Linked To Measure

ACTUAL GOAL DATE



↑ good direction

updated: 2/17/2006

Objective Name

Owner(s)

CDBG Revenue Drawdown (Ratio)

Awilda Ashford Jose A. Hernandez

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Parent Objectives

Measures

Owner(s)

CDBG Monthly Drawdown Revenu

Awilda Ashford Jose A. Hernandez

Performance Graph

Initiatives Linked To Measure

Owner(s)

CDBG Monthly Drawdown Revenu



Child Measures Linked To Measure

ACTUAL GOAL DATE



↑ good direction

updated: 3/10/2006

Learning and Growth

Objective Name

Better informed clients served by various assistance programs (OCED)

Owner(s)

Silvia Unzueta Tangie White

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Lead the coordination of economic development activities throughout Miami-Dade County

Parent Objectives

(ED2.3) Better informed clients served by various assistance programs

Measures

Consumer and credit education to low and moderate income residents

Tangie White

Require Community Development Corporations to provide consumer and credit education for increased homeownership opportunities to residents of low and moderate income Block Groups.

Performance Graph

Initiatives Linked To Measure

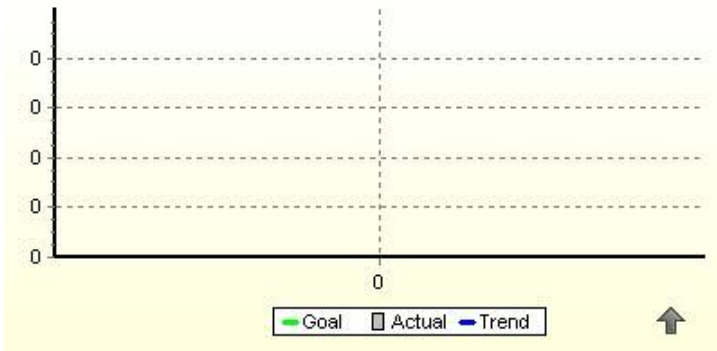
Owner(s)

Consumer and credit education to low a...



Child Measures Linked To Measure

ACTUAL GOAL DATE



updated: never

Objective Name

Owner(s)

Organizations empowered with the technical and management capacity to succeed (OCED)

Rickert Glasgow Silvia Unzueta Tangie White

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Expand entrepreneurial development opportunities within Miami-Dade County

Parent Objectives

(ED3.1) Organizations empowered with the technical and management capacity to succeed (priority outcome)

Measures

Owner(s)

Business Development Technical Assistance

To provide an estimated 6,000 hours of Business Development Technical Assistance to create a more business-friendly environment and promote entrepreneurial activities.

Performance Graph

Initiatives Linked To Measure

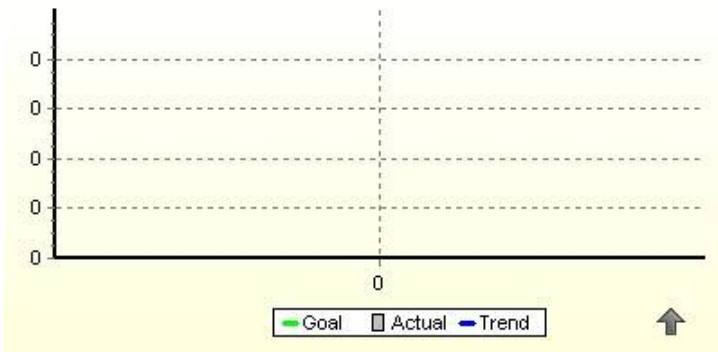
Owner(s)

Business Development Technical Assista...



Child Measures Linked To Measure

ACTUAL GOAL DATE



updated: never

Engineering Technical assistance/Project Management

Rickert Glasgow

Provide technical assistance and project management support to agencies performing housing activities

Performance Graph

Initiatives Linked To Measure

Owner(s)

Engineering Technical assistance/Proje...



Child Measures Linked To Measure

ACTUAL GOAL DATE



↑ good direction

updated: 2/17/2006

