

# Housing

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## Assessment Area

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### **SUMMARY OF KEY SUSTAINABILITY CHALLENGES**

*Main challenges identified through collaborative stakeholder analysis of assessment data & indicators*

- Meeting the current demand for housing affordability and the longer-term projected demand for housing.
- Providing education that residential and commercial energy and water efficiency retrofits provide financial personal and collective benefits. Short term investments provide long term financial savings and contribute to community greenhouse gas reductions.
- Housing affordability issues currently exacerbated by high unemployment and foreclosures.
- Integrating green construction into affordable housing to reduce recurring housing costs within the affordable housing maximum purchase price set by Miami-Dade County.
- Attracting residents to housing in urban centers rather than suburban areas.
- Developing and funding effective mechanisms to facilitate and finance energy efficiency retrofits for existing buildings.

### **ASSESSMENT DATA & INDICATORS**

*Data and analysis to identify key challenges & establish a sustainability baseline*

#### **Housing Affordability**

According to the Office of the County Manager's 2006 report "Affordable Housing in Miami-Dade County: Review of the Data, Policies, and Initiatives," affordable housing demand is expected to increase. The projected demand for housing units with allowance for vacancy is 10,609 units per year through the year 2015, and 11,018 per year during the 2015-2025.

The US Department and Housing and Urban Development (US HUD) defines housing affordability as the capacity of households to pay for housing while also meeting other basic needs and, specifically, the relationship between household incomes and prevailing housing prices and rents. While moderate rent or cost burden is considered housing costs between 31 and 50 percent of reported income, "affordability" policy think tanks suggest households should spend no more than 30 percent of their income on housing costs<sup>1</sup>.

This definition does not consider that upper income and smaller households are able to afford spending far above 30 percent of their incomes on housing, and have sufficient income left over to satisfy other basic needs; whereas low income households that even pay only 10 percent of

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<sup>1</sup> <http://www.huduser.org/publications/affhsg/worstcase/appendixb.html>

their incomes on housing costs may be forced to forgo essential medical care and healthy food (The Brookings Institution, 2002). Figures 1 and 2 illustrate that in Miami-Dade County, extremely low- and low-income households are substantially cost-burdened, meaning they pay significantly more than 30 percent of their income on housing cost. Reducing costs through the more efficient utilization of energy would help, but will require upfront, deferred, or full subsidy funding through government grants.

**Housing Affordability in Miami- Dade County for  
Owner and Renter Occupied Housing**

<b>Figure 1: Owner Occupied</b>			
<b>Income Range</b>	<b>Total</b>	<b>Cost Burden</b>	<b>% Burdened</b>
Less than \$20,000	31,359	31,112	99.21%
\$20,000 to \$34,999	44,739	43,161	96.47%
\$35,000 to \$49,999	44,539	38,190	85.75%
\$50,000 to \$74,999	74,145	49,815	67.19%
\$75,000 or more	150,827	44,762	29.68%
<b>Total :</b>	<b>345,609</b>	<b>207,040</b>	<b>59.91%</b>

*Source: Miami-Dade County Planning & Zoning Economic Development Coordination Division.  
Data Source: U.S. Census Bureau, 2008 American Community Survey.*

<b>Figure 2: Owner Occupied</b>			
<b>Income Range</b>	<b>Total</b>	<b>Cost Burden</b>	<b>% Burdened</b>
Less than \$20,000	112,803	101,446	89.93%
\$20,000 to \$34,999	66,067	59,122	89.49%
\$35,000 to \$49,999	48,693	29,149	59.86%
\$50,000 to \$74,999	43,622	12,909	29.59%
\$75,000 or more	39,804	2,922	7.34%
<b>Total</b>	<b>310,989</b>	<b>205,548</b>	<b>66.09%</b>

*Source: Miami-Dade County Planning & Zoning Economic Development Coordination Division.  
Data Source: U.S. Census Bureau, 2008 American Community Survey.*

**Funding Sources for Affordable Housing and Green Building**

Housing affordability is a challenge in and of itself, and green construction has traditionally been perceived as adding to this cost. As the green construction industry has expanded, these costs have decreased. The County supports green construction for affordable housing through existing competitive processes. Some projects have been constructed with green components but this data is not currently tracked. Miami-Dade County uses local and federal funds to support the construction of affordable housing developments and homeowner mortgage assistance. The County’s Department of Housing and Community Development’s (DHCD) Annual Action Plan, includes federal Home Investment Partnership (HOME) funds, portions of the Community Development Block Grant (CDBG), Documentary Surtax (Surtax) and State Housing Initiative Partnership (SHIP) funds for affordable housing.

A review of the rules governing affordable housing subsidy programs reveals difficulties with sustainable affordable housing efforts. The Housing Finance Authority (HFA) of Miami-Dade County, however, has worked with a partnership of Sustainable Affordable Housing pioneers to

produce two LEED Certified Homes. The purchase price of a home under SHIP, Surtax, HOME or CDBG would limit participation in any of these existing homeownership programs.

In June of 2009, a partnership was announced between the US HUD, the U.S. Environmental Protection Agency (EPA), and the U.S. Department of Transportation (DOT) to help improve access to affordable housing, more transportation options, and lower transportation costs while protecting the environment in communities nationwide to increase sustainability. As the partnership develops, it will enhance the affordability/sustainability connection in Miami-Dade County.

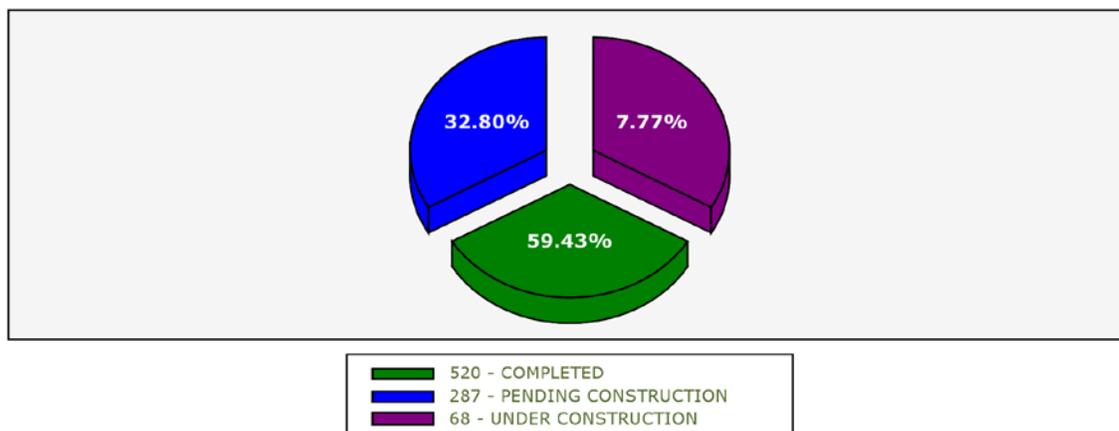
The Miami-Dade Public Housing Agency (MDPHA) administers two major federally-subsidized programs: the public housing program and Section 8. Currently, the County administers approximately 9,265 public housing (annual contribution contract) units. That figure will adjust in future years with the completion of Phase 2 of the HOPE VI revitalization project, which will add a total of 354 units and 177 of those will be public housing (ACC-equivalent) units. In addition, the County's Building Better Communities General Obligation Bond (GOB) Program, will use \$32.3 million in program proceeds to demolish an existing 94 public housing units, and build 296 new units at existing public housing developments. With respect to the Section 8 program, as November 2009, 13,283 families in Miami-Dade were being assisted under the Section 8 Housing Choice Voucher Program. Approximately, an additional 2,865 families were being assisted under other Section 8 programs.

### Infill

Ordinance 01-47 established the Infill Housing Initiative to increase the availability of affordable homes for low and moderate income persons, redevelop urban neighborhoods by eliminating the blight of vacant lots and dilapidated or abandoned properties, and payment of ad valorem properties. Infill also addresses sustainability by redeveloping existing areas where transportation and service are more readily available. Figure 3 shows the completion status of these projects.

**Figure 3**

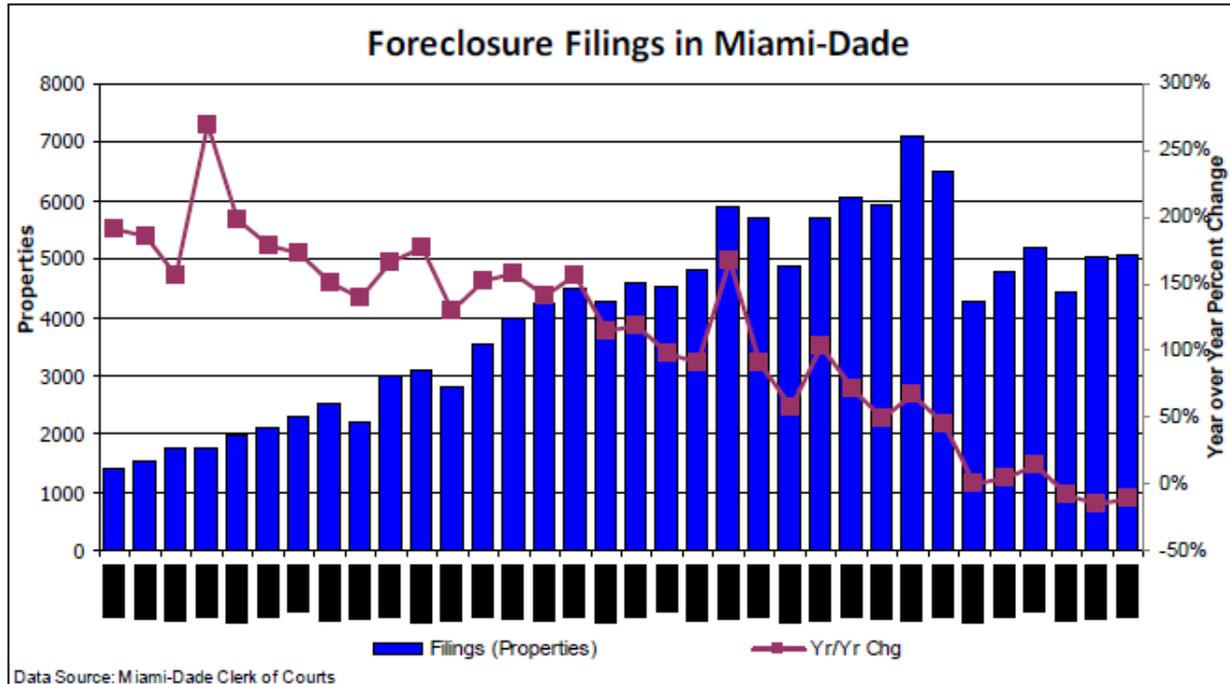
**Infill Housing Initiative Lots by Construction Status**



## Foreclosure Rate

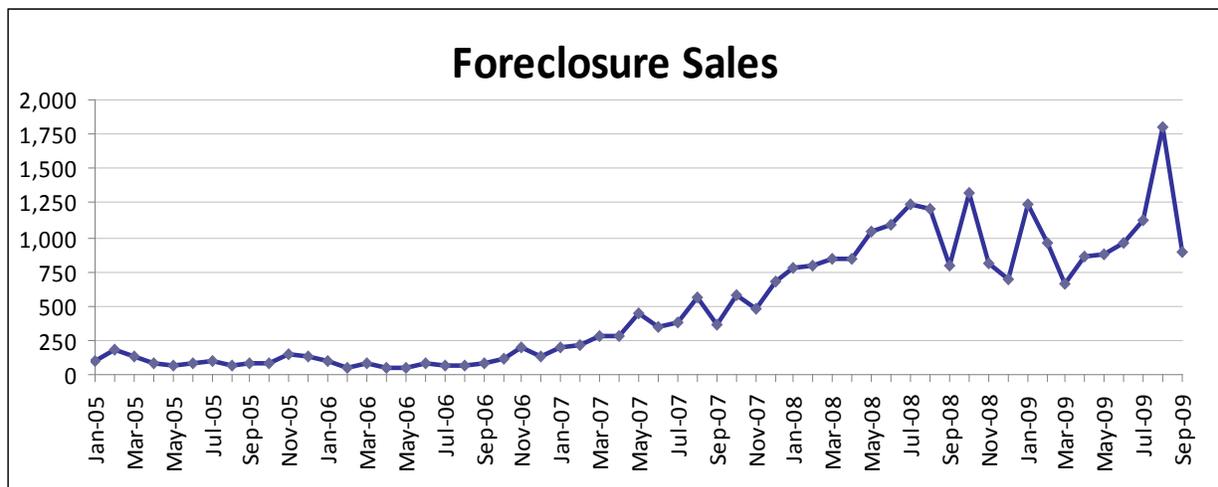
Miami-Dade County, like many of the nation's fastest growing areas, faces a significant foreclosure rate. The County has averaged 800 to 850 actual foreclosures monthly in 2009, a rate that has not changed much from 2008. The rate is small in contrast to the number of foreclosure filings, as many of those do not end up in foreclosure, but is significant compared other US metropolitan areas and is a clear indicator that many homeowners cannot afford to keep their homes whether it is their primary residence or secondary home. The states of California, Nevada, and Florida have been the most affected. Figure 4 shows foreclosure filings. A foreclosure filing is the first action taken by a lender when a homeowner falls behind. After that the homeowner may catch up or modify the mortgage and the bank will never actually take ownership of the property.

Figure 4



The final step in the foreclosure process is the sale – when the lender actually takes ownership of the property from the defaulted homeowner. Figure 5 shows the actual foreclosure sales.

Figure 5



## Housing Supply and Demand

The projection of housing demand may seem counterintuitive given the foreclosure rate and occupancy rate. County and state planners still expect the county population to grow in comparison the state due to immigration, but projections do not account for variable growth scenarios. The Demographics Assessment Area details the projected population growth which is tied to the housing demand projection. Figure 6 shows the projected depletion for single-family and multi-family structures for 2009 to 2025 in Miami-Dade County.

**Figure 6: Housing Demand Projection**

	Structure Type		
	Single-Family	Multifamily	Both Types
Capacity in 2009	42,687	89,960	132,647
Demand 2009-2010	5,467	6,798	12,265
Capacity in 2010	31,753	76,364	108,117
Demand 2010-2015	5,672	6,411	12,083
Capacity in 2015	3,393	44,309	47,702
Demand 2015-2020	5,699	6,395	12,094
Capacity in 2020	0	12,334	0
Demand 2020-2025	5,617	6,618	12,235
Capacity in 2025	0	0	0
Depletion Year	2015	2021	2018

*Source: Planning and Zoning Department*

## Occupancy Rates

Overall, occupancy was 86 percent in Miami-Dade County in 2007. The state of the local economy can cause the rate of vacancy to rise if unemployment grows and families chose to share residencies to reduce their household costs. Figure 7 shows the quantity and percentage of housing units that are occupied or vacant by owners or renters.

**Figure 7: Housing Occupancy**

Total Housing Units	971,199	
Occupied housing units	833,199	86%
Owner-occupied	501,722	60%
Renter-occupied	331,477	40%
Vacant housing units	138,409	14%
Homeowner vacancy rate	3.8%	
Rental vacancy rate	7.9%	

*Source: 2007 American Community Survey*

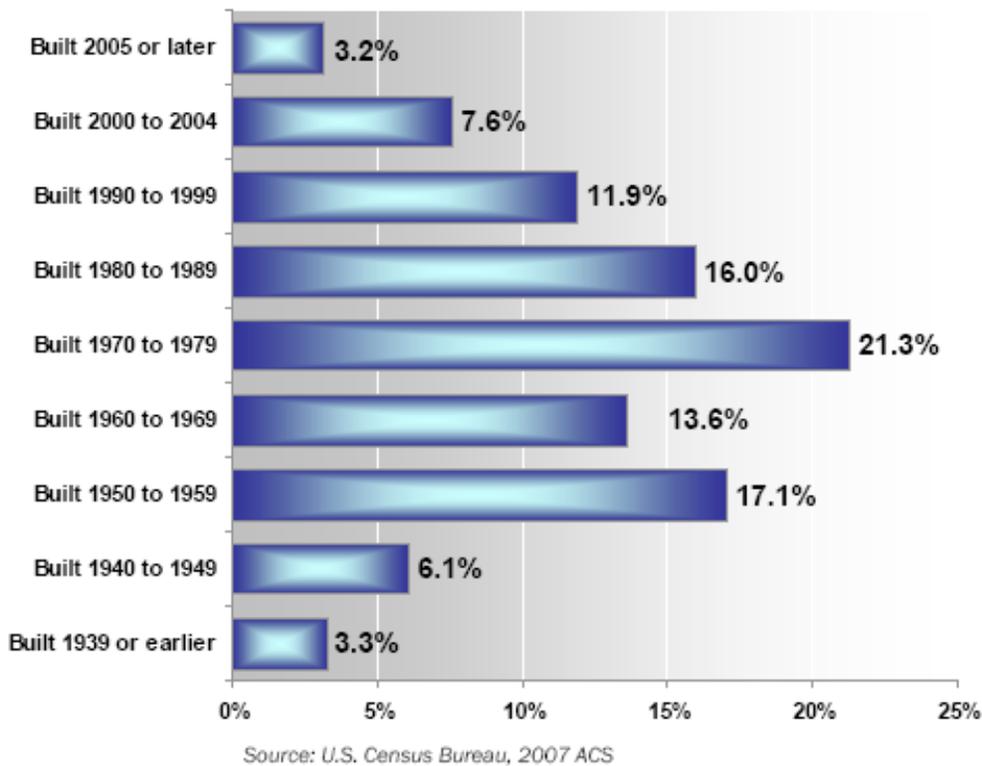
## Urban Center Occupancy

A recent study reports that 62 percent of residential units completed in downtown Miami since 2003 are occupied and the closing rate is accelerating. The study suggests that heightened demand for urban living has contributed to the upward trend which will continue. The study, entitled "Population and Demographic Profile: Downtown Development Authority District and Adjacent Areas in Influence" was prepared for the Miami Downtown Development Authority by Goodkin Consulting.

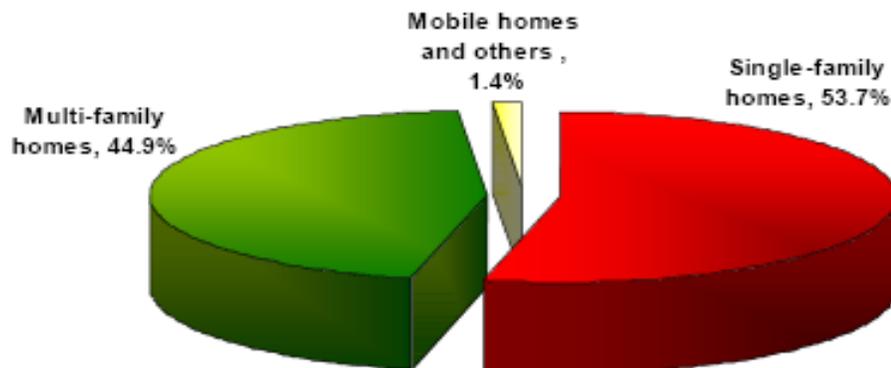
## Age of Buildings

The quantity and age of buildings is considered in the sustainability assessment to ascertain the opportunity for efficiency retrofits. In Miami-Dade County, the greatest number of buildings, in terms of quantity of structures, are residential single family homes. Single family homes exceed multifamily when considering units as well. Figures 8, 9 and 10 below present the quantity and average age of buildings and a comparison of residential units.

**Figure 8: Age of Housing Stock**



**Figure 9: Housing Units by Structure Type 2007**



Source: Miami-Dade Community Action Agency Comprehensive Needs Assessment 2008

**Figure 10: Building Types and Age**

<b>Building Type</b>	<b>Number</b>	<b>% of Total Buildings</b>	<b>Average Year Built</b>	<b>Average Age</b>
Residential (Single Family)	314,442	82%	1965	44
Condo Buildings	6,043	2%	1983	26
Multi-Family	35,131	9%	1957	52
Commercial	15,054	4%	1965	44
Industrial	7,519	2%	1973	36
Agricultural	2,792	1%	1977	32
Institutional	2,244	1%	1962	47
Government	2,205	1%	1970	39
<b>Total</b>	<b>385,430</b>	<b>100%</b>		

*Source: Property Appraiser Department*

### **EXISTING EFFORTS**

*Consolidates current plans, goals, and initiatives related to the specific assessment area*

#### **Comprehensive Development Master Plan**

The CDMP Housing Element provides general policies which guide Miami-Dade County's affordable housing development initiatives. It includes three goals and their associated objectives:

**Goal 1:** Ensure the provision of affordable housing that will meet the spatial and economic necessities of all current and future Miami-Dade County residents, regardless of household type or income.

- **Objective HO-1:** Promote housing choice for all Miami-Dade County citizens regardless of race, ethnicity, age, sex, family composition, disability or sexual orientation such that residential segregation indices are reduced to a value of 50 or less. Policies: HO-1A, HO-1B, HO-1C
- **Objective HO-2:** Designate by the year 2025 sufficient land (+/-25,000 acres) to accommodate sites at varying densities for a variety of housing including manufactured homes, with special attention directed to affordable units for extremely low, very low, low, and moderate income households, including workforce housing. Policies: HO-2A, HO-2B, HO-2C, HO-2D, HO-2E
- **Objective HO-3:** Assist the private sector in providing affordable housing products in sufficient numbers for existing and future residents throughout the County by the year 2025, approximately 294,000 units), with an appropriate percentage (about 42 percent) of new housing available to extremely low, very low, low and moderate-income households, including workforce housing. Policies: HO-3A, HO-3B, HO-3C, HO-3D, HO-3E, HO-3G
- **Objective HO-4:** Develop ways to broadly communicate accurate information about public and private affordable housing development, especially extremely low, very low, low, moderate-income, and workforce housing, throughout the County. Policies: HO-4A, HO-4B

**Goal 2:** Throughout Miami-Dade County identify and provide affordable housing opportunities from within the existing housing stock and ensure its efficient use through rehabilitation and renovation, and facilitate adaptive conversion of nonresidential structures

to housing use for extremely low, very low, low, and moderate-income households, including workforce housing.

- *Objective HO-5:* Reduce the number of substandard housing units in the County by encouraging the rehabilitation or conservation of the existing housing stock, including historic structures, and provide that an increased number of extremely low, very low, low and moderate-income, and workforce units comes from housing rehabilitation and adaptive re-use of nonresidential structures. Policies: HO-5A, HO-5B, HO-5C, HO-5D, HO-5E
- *Objective HO-6:* Increase affordable housing opportunities for extremely low, very low, low, and moderate-income households, including workforce housing options, within reasonable proximity to places of employment, mass transit and necessary public services in existing urbanized areas. Policies: HO-6A, HO-6B, HO-6C, HO-6D

**Goal 3:** All variations of affordable housing products in Miami-Dade County should be provided through the most economically feasible alternatives.

- *Objective HO-7:* Bring about housing design and development alternatives that are aesthetically pleasing, encourage energy efficiency and enhance the overall health, safety and general welfare of County residents. Policies: HO-7A, HO-7B, HO-7C, HO-7D, HO-7E, HO-7F
- *Objective HO-8:* Maintain the stock of suitable rural housing available to farm workers, as well as special housing for migrant farm workers. Policy: HO-8A.
- *Objective HO-9:* Provide for the special housing needs of the County's elderly, disabled, homeless, orphaned children, families in need, persons with AIDS and others in need of specialized housing assistance. Policies: HO-9A, HO-9B, HO-9C
- *Objective HO-10:* Continue governmental assistance to persons and families displaced and relocated by public projects and encourage private-sector assistance in relocating people displaced by private projects. Policies: HO-10A, HO-10B, HO-10C

### **Consolidated Master Plan**

Miami-Dade County is required to submit a Consolidated Plan to US HUD as a pre-requisite for receiving entitlement grant funds for affordable housing. The Consolidated Plan, which is administered by DHCD, provides an assessment of the housing and non-housing needs of the low and moderate income population in Miami-Dade County, and includes a five-year strategic plan for addressing those needs. An Action Plan, as detailed further in this section, has to be created for each of the five calendar years covered by the Consolidated Plan.

The current Consolidate Plan covers the five-year period from January 1, 2008 through December 31, 2012. The following are the entitlement grant programs included in the Consolidated Plan: the Community Development Block Grant (CDBG), the Home Investment Partnerships (HOME), and the Emergency Shelter Grant (ESG).

Annually, the Action Plan lists the activities to be undertaken, the geographic distribution of activities, homeless and special needs activities, and other actions taken to address the goals and objectives of the Consolidated Plan. In addition, the Action Plan is updated on an ongoing basis as funds are reprogrammed throughout the program year. Under the 2010 Annual Action Plan approved by the Board of County Commissioners in November 2009, \$11.092 million in CDBG, HOME, and SHIP funds were allocated to fund high priority housing needs and provide support services, such as housing for low- and low- to moderate-income families, the homeless, and Tenant Based Rental Assistance (TBRA). These programs and activities directly serve the needs of populations with highest incidences of poverty identified in the FY 2008-2012 Consolidated Plan, which focuses on updating priorities identified by the Neighborhood Revitalization Strategies.

### **Local Housing Assistance Plan (LHAP)**

The LHAP is the County's three-year plan that is required by the State of Florida in order to accept and utilize the State Housing Initiative Partnership (SHIP) revenues in Miami-Dade County for affordable housing. The current plan expires in FY 2010. SHIP dollars are one of the most flexible funds available for housing. Staff is encouraged to develop strategies and activities that will meet the SHIP guidelines and encourage sustainability for the local housing market place.

### **Homeless Trust**

The Homeless Trust serves as the Miami Dade County's administrating department for Federal homeless funding under the McKinney Act. On an annual basis the Homeless Trust prepares a consolidated application and administers contracts for housing and services which includes: permanent supportive housing (affordable housing with supportive services), transitional housing, and an array of supportive services including behavioral and primary healthcare, drug and alcohol treatment, legal services, homeless outreach, employment services and housing placement.

The funding and program priorities established by the Homeless Trust each year are part of the County's consolidated plan administered by Housing Community Development (HCD). In addition, a unique food and beverage tax provides \$14 million per year with 85% of the funding going to local homeless programs and 15% going to domestic violence shelters. These local funds are utilized to provided housing and services Housing and Urban Development (HUD) does not fund, or to leverage the Federal dollars. Local services include but are not limited to emergency shelter provided in our full service Homeless Assistance Centers, homeless prevention services, identification assistance, housing placement services to individuals exiting institution facilities.

As part of an amendment to the Consolidated Plan, the Homeless Trust also was selected by HUD as the administering department for the American Recovery and Reinvestment Act Homeless Prevention and Rapid Re-Housing Program (HPRP). The HPRP provides short and medium term rental assistance to households who but for this assistance would be homeless.

The Homeless Trust is developing 50 acres of surplus military land (formerly the Homestead Air Force Base), as 145 units of permanent supportive housing for formerly homeless families, an organic nursery, and farmer's market, which shall serve as a microenterprise for the residents. The project will obtain LEED Silver Certification.

The Homeless Trust successfully advocated for the Florida Housing Finance Authority to set aside affordable housing funds for 30 percent of their units to be made available to households at 30 percent of the Area Median Income. This initiative, known as the 30:30 campaign, targets affordable rental units developed with Low Income Housing Tax Credits, at households at the lowest economic levels.

*(Source: Miami-Dade County Homeless Trust)*

### **Housing Master Plan**

The County's Community Affordable Housing Strategies Alliance (CAHSA) committee, comprised of over 30 top housing professions, is currently studying the issue of affordability. Under the development of the Master Housing Plan, the strategy is to maximize and effectively apply public and private sector resources toward producing and maintaining affordable housing that addresses community need, access, proximity, cost, and stability. Although it addresses more than the focus of this report, it is significant in that the 'sustainability' should be incorporated into the report and if directed, become a priority.

### **Public Housing Agency Five-Year Plan**

The Public Housing Agency (PHA) Plan is a comprehensive guide to public housing agency policies, programs, operations, and strategies for meeting local housing needs and goals. There are two parts to the PHA Plan: the Five-Year Plan, which each PHA submits to US HUD once every 5<sup>th</sup> PHA fiscal year, and the Annual Plan, which is submitted to US HUD every year. The last Annual Plan approved on June 2, 2009, includes the strategies for managing the federally subsidized Public Housing and Section 8 programs.

The Five-Year and Annual Plans, which are approved by US HUD, are MDPHA's plans that drive Miami-Dade County's federally subsidized housing programs and their ability to meet the need for housing in the Miami-Dade County entitlement jurisdiction. The Five-Year and Annual Plan does not include the activities of other using programs administered by other Public Housing Authorities within Miami-Dade County (i.e. Hialeah Housing Authority, Housing Authority for the City of Miami Beach, and Homestead Housing Authority). The management of the day-to-day operations of the Section 8 Housing Choice Voucher Program have been outsourced to a private contractor, Florida Quadel, for an initial two-year period. MDPHA staff monitors the performance of Florida Quadel on a monthly basis.

### **Weatherization & Energy Programs**

The Miami-Dade Community Action Agency (CAA), Energy Programs Division receives funding from the U.S. Department of Energy through the State of Florida's Department of Community Affairs (DCA) for the Weatherization Assistance Program (WAP) and Weatherization Assistance /Low Income Home Energy Assistance Program (WAP/LIHEAP). The program reduces energy costs for low-income and senior homeowners by increasing the energy efficiency of their homes. In the last two years, the programs provided some or all of the following energy-efficiency services to nearly 200 homes: caulking and weather-stripping, attic insulation, door and window repair or replacement, cooling system up-grade (replacement) or tune-up, refrigerator replacement with Energy Star rated units, water heater replacement and pipe insulation, and water saving devices such as Aerators showerheads and faucets (kitchen and bathrooms).

As a result of the American Recovery and Reinvestment Act (ARRA), DCA encourages the program providers to work diligently in order to be able to weatherize nearly five times the previous number of homes weatherized for 2008. In FY 2007-2008, 75 homes were weatherized; therefore the projected increase anticipated by DCA will be approximately 400 homes per year. Weatherization Assistance Program ARRA funding, which is estimated at \$6.2 million as of mid-December 2009 and does not include WAP/LIHEAP funds, will be for a three year period (2009–2012) and the goal is to weatherize seven hundred-fifty (750) homes throughout Miami-Dade County.

The MDPHA, along with the General Services Administration (GSA), is in the process of developing an RFP for an agency-wide Energy Performance Contract consistent with Guaranteed Energy, Water and Wastewater Performance Savings Contract Act. This would include an initial evaluation, via an investment grade technical energy audit, of existing facilities which would determine the scope of work. This would be followed by subsequent implementation which would include design, installation, modification, monitoring and operational training of existing and new equipment, which will reduce energy and water consumption associated with operation of facilities. With a portion of the \$19.3 million granted to MDPHA under ARRA for the rehabilitation of existing public housing units, MDPHA is replacing roofs for existing high rise buildings with insulation and reflective surfaces in coordination with FPL for energy efficient rebates.

## Existing Legislation

### Local

The following list includes some of the Board's adopted legislation related housing availability and affordability.

- *Resolution R-1416-08*: Directs the County to use best efforts to identify up to 850 public housing (ACC equivalent) units within the expanded HOPE VI Target Area for low-income families and elderly persons.
- *Resolution R-1292-09*: Directing the County to determine the feasibility of utilizing housing constructed through the County's infill initiative program as temporary rental housing and requiring a report. 11/4/09
- *Ordinance 01-47*: Established the Infill Housing Initiative to increase the availability of affordable homes from low and moderate income persons, redevelop urban neighborhoods by eliminating the blight of vacant lots and dilapidated or abandoned properties and payment of ad valorem properties.

### Other Initiatives

- Under the Building Better Communities General Obligation Bond program, \$132 million is dedicated for affordable housing.
- The Miami-Dade County Housing Finance Authority recently approved a Green Mortgage designed to support an increase in affordable green homes.
- To help with the foreclosure issue, US HUD allocated \$62.207 million to Miami-Dade County, out of a total of \$3.92 billion in grants to states and units of local government, under Title III of the Housing and Economic Recovery Act of 2008, referred to as the Neighborhood Stabilization Program (NSP), to address problems associated with concentrations of foreclosed, vacant, and abandoned homes.
- Earlier this year, HUD and DOT announced an unprecedented agreement to implement joint housing and transportation initiatives. With EPA joining the partnership, the three agencies will work together to ensure that these housing and transportation goals are met while simultaneously protecting the environment, promoting equitable development, and helping to address the challenges of climate change. This partnership may translate to sustainability in Miami-Dade County.
- Under the Capital Fund Recovery Competition (CFRC) grant under the American Recovery Reinvestment Act, the County was awarded \$16,643,865 that would allow for the completion of all 354 mixed-income units (including 177 public housing units) envisioned under Phase II of the Scott/Carver HOPE VI Revitalization Plan. All new construction will comply with the 2003 International Energy Code or successor codes and the USHUD-adopted Model Energy Code issued by the Council of American Building Officials. The proposed plan calls for the use of Energy Star labeled products throughout - HVAC equipment, ceiling fans, washers, dishwashers, refrigerators, and water heaters (if available). Developer will strive to meet the Enterprise Green Community status developed by Enterprise Communities with United States Green Building Council and other "green" organizations and is the same criteria that is included in the 2008 HOPE VI Act. Furthermore, the Developer will use best efforts to achieve a LEED Silver rating in accordance with the U.S. Green Building Council rating system for Homes and Neighborhood Development. The Developer is currently incorporating green features into its design.

## ***COMMUNITY FEEDBACK***

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*Feedback & results gathered through the planning process or surveys*

The Department of Housing and Community Development provides federal, state, and local funding support to more than 100 organizations. These organizations administer programs that produce suitable living environments, economic opportunities, and housing for low or moderate income persons that reside in Miami-Dade County. The allocation of the funding requires an active community outreach program. The outreach program is defined below and any or all of these listed provide a good forum for outreach, however formal feedback data is not tracked.

- **Program Development Workshops:** From December through April, there will be at least three program development workshops that the Department will conduct with its funded agencies for the proper implementation of projects in 2010.
- **Community Advisory Committee Meetings:** Conducted by the department's planning staff, these meetings will occur throughout eight Neighborhood Revitalization Service Areas throughout the County at least once each month. The meetings involve not only local community leaders but also members of the public and clientele of our projects.
- **Technical Assistance Sessions:** Program managers will meet at least monthly with the staffs of their assigned agencies throughout the first quarter of 2010, when the agencies are initiating their programs for the 2010 fiscal year.