



MARION COUNTY BOARD OF COUNTY COMMISSIONERS

Department of Community Services

Business Plan 2012

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Community Services
Business Plan*



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Community Services
Department Website*



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Executive Summary

The Marion County Community Services Department oversees a wide variety of services. These services can be divided into three main categories: Affordable Housing Grants, Community Development Grants and Services for Indigent Residents. 50% of the Department's funding comes from Federal and State grants. In 2009, the department's budget increased 220% due to Stimulus funds. Although these were one time grants, the Neighborhood Stabilization Program (NSP) funds generate program income that will perpetuate the services provided by this program for up to five years, or possibly longer.

The majority of grant funds received by the County are expended through local non-profit agencies. In addition to monitoring the projects for adherence to Federal and State regulations, much staff time is spent providing technical assistance and working to build the capacity of the non-profit agencies. Focus is on encouraging networking, partnerships and communication between non-profit agencies to eliminate duplication of services and enhance the provision of services to the community. Strengthening the local non-profit service providers also eliminates reliance on the government to provide these services.

Another major focus of this department is maintaining the existing affordable housing stock in decent and safe living condition through rehabilitation programs and the Neighborhood Stabilization funds. Rehabilitation funds are provided as 20 year, 0% interest, deferred payment, forgivable loans instead of grants. Assistance is only provided to address code, health and safety or overcrowding issues. Neighborhood Stabilization funds acquire and rehabilitate foreclosed, bank owned homes for resale to lower income homebuyers. Providing assistance as a loan instead of a grant, and requiring applicants to meet creditworthiness equal to a conventional mortgage, encourages responsible homeownership instead of a "free hand-out" mentality. Applicants must attend homeownership classes, and work with staff to clean-up any credit issues before receiving assistance. The loans also generate program income when clients sell or refinance their homes, which is used to provide assistance to another low-income household thus expanding the number of clients we can assist. If the funds were granted, then the assistance would end with the first client.

The Community Development Block Grant funds support suitable living environments and elimination of underserved needs in low income neighborhoods through the construction, rehabilitation and/or expansion of public facilities and infrastructure. Some of these funds may also be used to provide public services that enhance the capital projects. Emphasis is on leveraging grant funds with local and private sources and building networks of community support that continue beyond the initial provision of assistance. Focusing on the local and private partnerships allows the grant funds to be "gap" financing, again allowing us to serve a larger need.

Finally, the Indigent Programs focus on the fiscally responsible management of State Mandates and accurate billing of costs. No services are provided to indigent residents through this department. The programs are the State mandated responsibilities to the Counties (Medicaid, HCRA and Unclaimed Bodies) and the "We Care" program where Community Services provides the financial eligibility determinations for the program.

Executive Summary

The department operates with the minimal number of staff, and all staff work across the board on all programs. Everyone is cross-trained to handle several functions so that all department operations continue even when someone is out or as workloads change. Continual education and updates on all programs offered through the department ensures staff are fully aware of what everyone else in the office does and provides better customer service to our residents. Staff meetings are more productive when staff, as a team, have a voice in resolving issues, deciding on service strategies and refining policies and procedures.



Business Description & Vision



Mission statement

Marion County Community Services is dedicated to serving our residents with the highest degree of professionalism and integrity, providing resources and solutions that promote healthy and vibrant communities.

Vision

Community Services vision is to fulfill the needs of our residents by delivering effective and responsive programs that invest in our community.

Department goals and objectives:

The overall goals and objectives of the Community Services Department are to manage and administer our programs in an efficient and effective manner, consistent with Commission direction and policies and in compliance with grant regulations and local, State and Federal law.

Affordable Housing Programs:

Goals -

- Provide assistance to clients and engage development partners through a process that ensures fairness, helpfulness and accountability.
- Maximize creation of affordable housing units by leveraging of public funds, provided through new construction and rehabilitation
- Maintain current affordable housing stock in safe and decent condition through rehabilitation to combat decline, provide for handicapped accessibility, and promote “aging in place”
- Stabilize neighborhoods experiencing high numbers of vacant / foreclosed homes through purchase, rehabilitation and resale of these homes as affordable units.
- Provide resources to educate potential homebuyers and current homeowners on the life skills necessary to maintain responsible homeownership and Fair Housing outreach and education to ensure that residents have the widest range of housing choices.
- Provide a community forum to actively review current government incentives and seek solutions that promote and maintain affordable housing.
- Promote the development of transitional and permanent housing that meets the requirements of special need and “at risk” populations.

Business Description & Vision

2012 Objectives –

- Purchase, rehabilitate and resell 20 foreclosed and vacant houses in target areas to re-stabilize neighborhoods.
- Assist 30 low and moderate income households to attain safe, decent and affordable housing through education, reduced lending fees and down payment assistance in the form of 0% interest, deferred payment loans.
- Improve the condition of 50 units of existing homeowner occupied housing through rehabilitation using 0% interest, deferred payment loans.
- Renovate / create 20 units of special needs housing through grants to non-profit agencies.
- Initiate 2 public forums / meetings regarding affordable housing and encourage active involvement with the Affordable Housing Advisory Committee.
- Maintain an overall minimum 1:3 leveraging ratio of grant funds to public/private funds in housing programs.

Community Development Programs:

Goals -

- Rehabilitate, construct and/or expand public facilities and infrastructure that supports decent and suitable living environments and eliminates underserved needs in low and moderate income neighborhoods.
- Strengthen partnerships between all levels of government and the private sector, including for-profit and not-for profit organizations, in the production of community development and public service projects that meet the needs of low and moderate income residents.
- Provide resources and technical assistance to improve the capacity of local non-profits and neighborhood groups to plan and administer activities, and apply for other related grants.
- Support and promote strategies and efforts aimed at addressing homelessness.

2012 Objectives –

- Provide financial assistance for a foreclosure prevention program to keep families that can maintain self-sufficiency once assisted, from losing their homes.
- Remain actively involved with Community efforts to address Marion County's high unemployment rate and network with local resources to identify and maximize use of CDBG funds for job creation activities when eligible
- Provide financial assistance and technical support for public infrastructure projects that improve access to public services for low to moderate income households.

State Mandated and Indigent Care Programs:

Goals -

- Fiscal responsibility for ensuring that costs incurred through State mandates are correct and eligible costs.
- Utilize all resources to minimize costs and provide community education to promote personal responsibility and minimize abuse of the system.

Business Description & Vision

2012 Objectives –

- Coordinate annual meetings on the We Care program with the Marion County Health Department, Medical Society and Heart of Florida Staff to promote inter-agency communication and ensure consistent and effective program management and customer service.
- With the increase in indigent health care applications, seek solutions to maintaining timely processing of applications.

Department history

The Community Services Department came from the merger of two community service type programs. The State Housing Initiatives Partnership program, or “SHIP” as it is commonly referred to, was initiated under the old Community Development Department, while oversight of the Medicaid, HCRA, We Care, Unclaimed bodies and Community Health Services Clinic fell under the Veterans Services Department. When the Community Development Department was dissolved in 1993 back into separate Zoning, Building and Planning departments, SHIP was merged in with the Veterans department and renamed the Veterans and Community Services Department. The Community Services staff were housed at 1025A SW 1st Avenue and Veterans’ staff were located on the McPherson Campus.

As the SHIP program grew in funding, the programs were split back into two separate departments. Along with the SHIP Program, HCRA and Medicaid billing, the financial screening for both the We Care program and Community Health Services Clinic, and Disposition of Unclaimed Bodies were coordinated together under the new Community Services Department with a staff of five.

In 2001, Marion County became eligible as an Entitlement County for receipt of HUD grant funding. The first grant received was the Community Development and Block Grant (CDBG) program in 2002. HOME Partnership Program funding began in 2003 and a year later, Marion County formed a Consortium with the City of Ocala for the receipt of additional HOME funds. Staff now totaled ten with the addition of three CDBG/HOME grant staff.

The Department has continued to grow in funding and responsibility and staffing positions have fluctuated according to the needs of the grants but never exceeded twelve in number. In 2007, Marion County assumed the role as Lead County for administration of the District 5 Medical Examiner’s Office. New responsibilities included facility management for an ME building in a neighboring County, the development and administration of their operational budget and the coordination of meetings for the five County district Medical Examiner Committee. No additional staff were added and remained constant at ten.

Enactment of two Federal stimulus acts; the Housing and Economic Recovery Act of 2008 (HERA) and the American Recovery and Reinvestment Act of 2009 (ARRA) effectively doubled both the workload and budget of the Community Services Department. Staff were reorganized according to common duties instead of grant funding and cross-trained for all of the different grants received by the department. The department was organized according to three main activities: Housing Services, Community Development Services and Indigent Care Services thus enabling the department to better meet the constantly changing requirements and funding levels of the grants received without having to continually reclassify and/or change staff.

Business Description & Vision

As of 2011, SHIP (the original State grant that started the formation of this department) has been taken out of a trust fund and put in the State's General Revenue budget, funds were capped and allocations have been minimal to none for the past three years. Strong support for the program accomplished getting the cap removed in 2012, and continues to work on reestablishing funding.

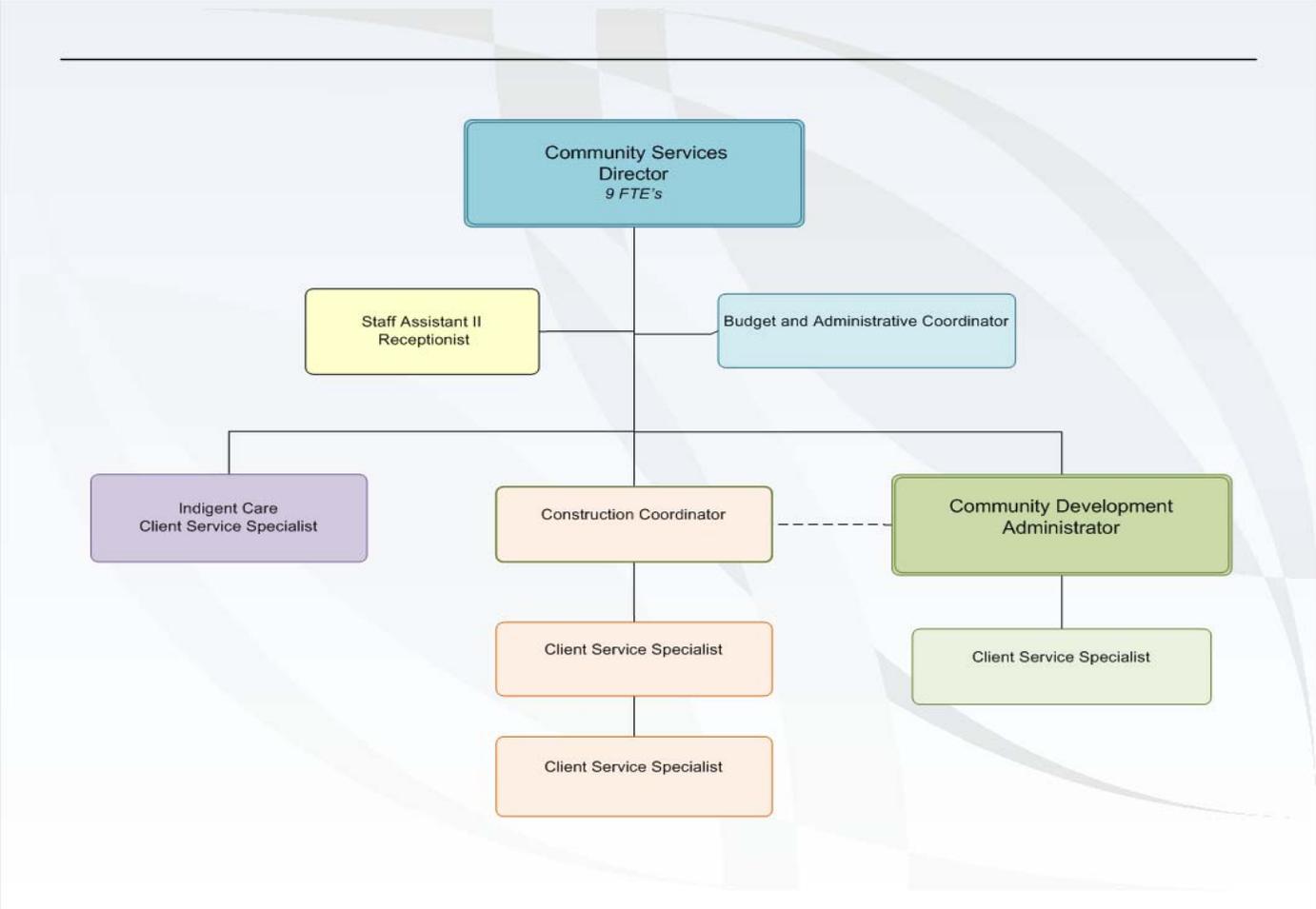
While NSP 1 is winding down, The Dodd-Frank banking Act of 2011 brought round three of the Neighborhood Stabilization program. At the same time, funding for the Federal CDBG and HOME programs is being cut. CDBG has seen 23% in cuts from 2010 to 2012 and HOME has been cut 33%. Additional cuts are anticipated for 2013.

New revenue sources include the State's Hardest Hit Fund program which provides foreclosure prevention assistance to households faced with unemployment or underemployment through no fault of their own. The State Florida Housing Finance Corporation (FHFC) administers the Florida's Hardest Hit Fund (HHF) through assistance provided by area agencies known as "Advisors".

Community Services, as an HHF Advisor, is assigned applications received from Marion County applicants and performs services as an independent contractor and not as an agent, representative, or employee of Florida Housing. These services include:

- Application intake & eligibility determination
- Facilitate closings for eligible applicants
- Provide monthly case management for Applicants assisted

Business Description & Vision





Definition of the Market

Affordable Housing Program – market outlook and critical needs:

The main emphasis of the housing grant programs is affordable housing for households at or below 120% or 80% of median income depending on the grant. For the Ocala/Marion County MSA (Municipal Statistical Area) 2012 Median Income is determined to be \$50,500 for a 4-person household. Major programs include Purchase Assistance for first-time homebuyers (workforce housing); adding affordable housing units through construction of new units or rehabilitation of vacant structures; maintaining our current affordable housing stock through Rehabilitation of owner-occupied housing units to include handicapped accessibility modifications and ramps, and limited assistance in the form of Emergency Repairs for low-income, owner-occupied mobile homes.

Current market forces are shifting the emphasis from purchase assistance for first-time homebuyers towards rehabilitation of existing owner-occupied housing. Job uncertainty and tougher credit standards make lower income households less likely to become homeowners, while rehabilitation becomes more important as households remain in homes longer and the County's housing stock ages. Rehabilitation of vacant structures will receive emphasis over new construction in attempts to stabilize neighborhoods hit hard by foreclosures and allow the market time to absorb an over-abundance of newly-constructed houses. Demand for housing for special-need populations (seniors, disabled, veterans) is expected to remain high.

Critical needs of the market include programs that can help the local housing industry move inventory. The Department will assist by helping match buyers with lenders, helping buyers become more credit-worthy and ready for home ownership, limiting Purchase Assistance to existing homes only and helping to make neighborhoods more attractive to investment by rehabilitating both abandoned houses and deteriorating occupied housing.

Community Development – market outlook and critical needs:

The Community Development programs have been a fundamental piece in the efforts to address the underserved needs of low to moderate income individuals and neighborhoods. These programs are often the catalyst for leveraging funding and investment in our poorest most vulnerable areas. The Federal HUD Community development grants are specifically intended to assist those individuals and neighborhoods that make no more than 80% MFI. Because these communities are unable to support economic development and a suitable quality of life for their residents, many low and moderate income communities and will go without meeting some of their most critical needs such as construction of public facilities and improvements, neighborhood centers, and public services as well as the provision of assistance to profit-motivated businesses to carry out economic development and job creation/retention activities these areas.

Critical needs are evident with an unemployment rate lingering at 10.8%. Neighborhoods and families that were previously stable are in crisis. Without a job, families are becoming homeless. Renters are losing their housing to foreclosures. Large numbers of vacant, foreclosed homes make it impossible for struggling homeowners to sell their homes, and invite higher crime rates. Greater emphasis is being placed on building the capacity of the non-profits to help create greater leveraging of our funding. With the increased need for

Definition of the Market

services, we are seeking partners that can secure a greater percentage of leveraged funding for projects and avoid duplication of services. We will provide resources and technical assistance to improve the capacity of local non-profits and neighborhood groups to plan and administer activities, and apply for other related grants. We are working diligently to strengthen partnerships between all levels of government and the private sector, including for-profit and not-for profit organizations, in the production of community development and public service projects.

The loss in state funding is also being experienced at the local level, especially in the areas of seniors, health, and children services. Current and future efforts will focus on projects for; veterans, indigent health services, public facilities and activities that address gaps in services for children, seniors and special need populations. Community development projects locally have been an economic stimulus to our local construction industry but have not moved beyond that point. With the community focus on creating jobs, we will continue to support and promote strategies and efforts aimed at increasing economic development that directly benefits low to moderate income families and neighborhoods.

Indigent Care Services – market outlook and critical needs:

The State's Health Care Responsibility Act (HCRA) requires the County to reimburse participating out-of-county hospitals for emergency care provided to indigent Marion County residents. The County's maximum expenditure mandate is \$4 per capita. Marion County is also mandated by the State to pay one third of all Medicaid costs for hospital stays and a portion of the monthly nursing home cost for all Marion County residents. In both cases, proof of residency is the primary concern. Counties are also mandated by State Statute to handle the disposition of unclaimed bodies when the death occurs or the body is found in Marion County. In this case, residency does not matter. As programs are State mandated, all funding comes from the general revenue account. Responsibilities include ensuring accuracy of billing and eligibility determinations (both financial and statutory) for program participation.

Current economic conditions are resulting in greatly increasing costs in these areas. With the loss of jobs, families also lose health insurance. Applications for health care through the community health clinic have increased over 165%. Families are stressed, many having trouble making ends meet. When a family member passes away and the family cannot afford to pay for burial, they don't claim the body and the County becomes responsible for their disposition. The number of unclaimed bodies has increased 155% over the past two years and over 50% of them have families identified that refuse to claim the body for financial reasons. The greatest increase is coming from the State's efforts to make up for an error ridden Medicaid billing system. The State is now trying to correct errors that have been accumulating over the past four years, resulting in an enormous burden on Counties to pay a large number of corrected claims in a short period of time straining already tight budgets. Recent legislation is requiring Counties to pay for past denied billings, and has changed the way bills are paid first deducting charges from State shared revenues and then providing a statement for review. Any claims for charges billed in error must be submitted as a request for refund. These changes are also being instituted mid-year all of which is being contested in legal proceedings.

Customers

All of the programs and grants administered by the Community Services Department are targeted towards low-income people and households living in the unincorporated parts of Marion County. Customers include not only the people served by our programs, but also the local businesses, non-profit agencies and other governmental agencies and departments that play a role or benefit in some way from the provision of these services.

Definition of the Market

For the Housing and Community Development programs, customers include:

- People / Households at or below 120% MFI
- Lenders and Realtors
- Non-profit and For-profit Developers and Contractors
- Community Housing Development Organizations (CHDO's)
- Non-profit Affordable Housing agencies
 1. Florida Low Income Housing
 2. Habitat for Humanity
 3. Neighborhood Housing and Development Corporation
 4. Ocala Housing Development
 5. U.S.D.A. Rural Development
- Marion County Economic Development Council
- Workforce Development Agencies
- Neighborhood Organizations
- Marion County Departments:
 1. Code Enforcement
 2. Facilities
 3. Growth Management
 4. Libraries
 5. MSTU
 6. Parks & Recreation
 7. Transportation
- Incorporated Cities of: Belleview, Dunnellon, Macintosh, Ocala and Reddick

For the Indigent Care programs, customers include the following:

- People at / below 100% to 150% of Poverty depending on the program
- Heart of Fl. Community Health Clinic
- Medical Society of Marion County
- Marion County Health Department
- Hospitals, Nursing Homes & Hospice
- District 5 Medical Examiner
- Local law enforcement agencies
- Funeral Homes

Demographics

Marion County, like much of Florida has seen strong, continuous population growth. From 1970 to 1990, the population of Marion County grew only 28% from 69,030 people to 94,835. In just 10 years, from 1990 to 2000, the population increased again at a rate of 64% to 258,916 people. With a current population estimated at 331,745, the last 11 years have seen another 22% rise in population.

Affordable Housing Program – Our housing programs serve two distinctly different populations; homebuyers and homeowners.

Homebuyers are assisted with down payment and closing costs to ensure that home costs (PITI) remain affordable at no more than 30% of household income. These people tend to be younger - predominately age 21 – 45, families and single mothers with children, and at the upper end of the income eligibility guidelines – between 60 – 120% of Median Family Income (MFI). Race / Ethnicity - 67% white, 20% Black, 8% Hispanic - follows County demographics.

Homeowners are assisted with 0% interest, deferred payment loans for rehabilitation, and grants for mobility ramps and emergency repairs to mobile homes. These people tend to be older -predominately

Definition of the Market

age 40 – 62+ and have owned their home for 10 or more years. They are mostly single people or couples and at or below 50% MFI, they are at the lower end of the income eligibility guidelines. In this category, 50% of the people are Black or Hispanic.

For Purchase Assistance; the local sales volume of homes is estimated at about 4,000 units a year. Of these, 2,000 are 1st time homebuyers and 1,200 are potentially income eligible. We receive around 150 applications/year which equals approximately 12% of the market.

For Rehab. and Emergency Repairs; there are approx. 2,800 substandard housing units and 3,800 mobile homes in Marion County. Estimating that 40% to 50% are owner-occupied and current on taxes and mortgage payments (requirements of the funding) then the number of homes eligible for assistance is around 1,000 single-family (SF) and 1,500 mobile homes.

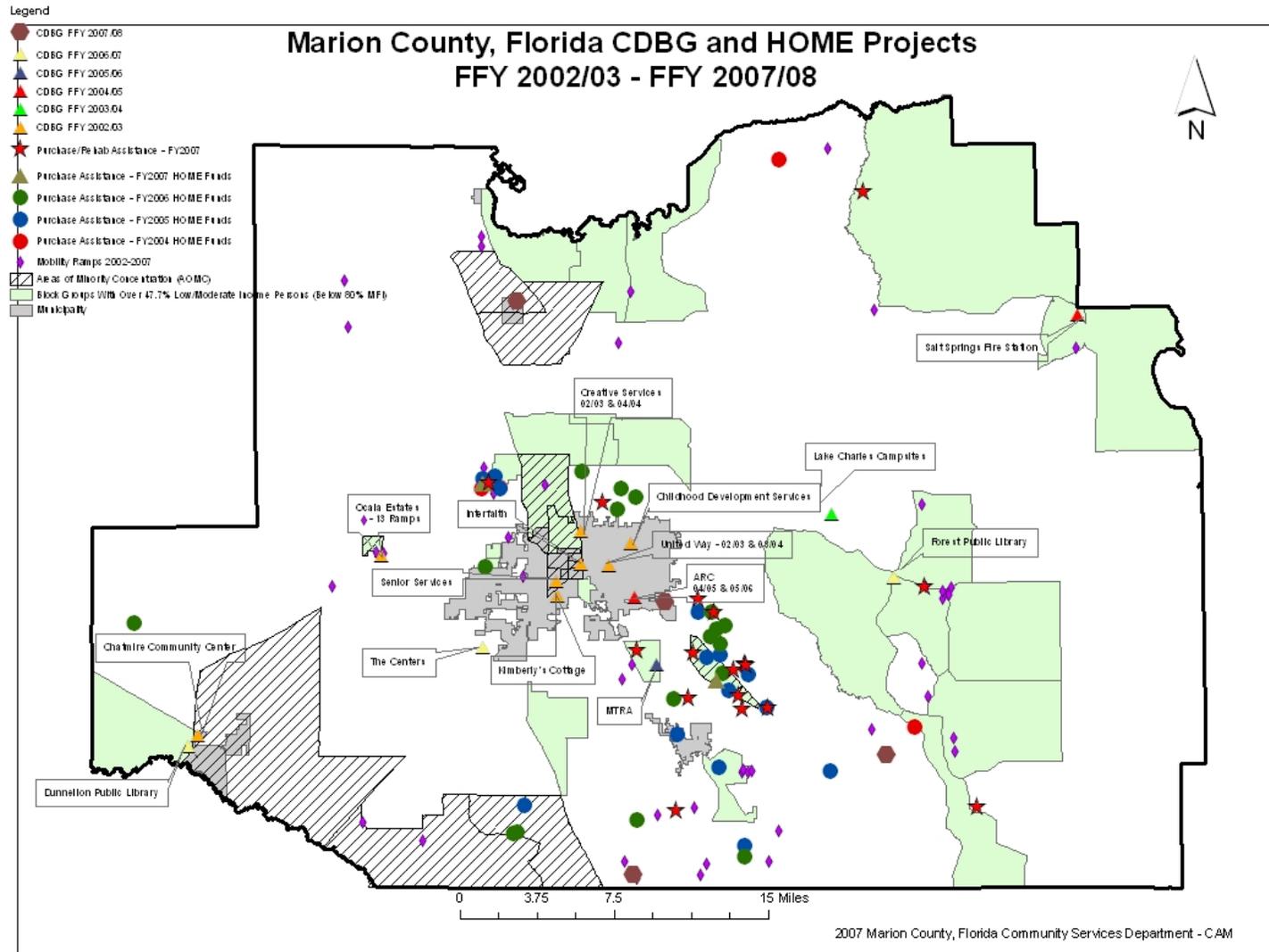
Community Development programs serve areas and neighborhoods more than individuals or households. Although a small percentage of funds may be used for “public service” types of projects, the majority of the funds are used for construction and rehabilitation of Public Facilities and Infrastructure.

Projects are eligible if they benefit only area residents, and at least 51% of the residents in the service area have incomes at or below 80% MFI. HUD establishes eligible low-mod income census tracts and block groups using current census data. If the service area falls outside of these pre-approved areas, then resident surveys, using HUD approved methodology may be used to determine eligibility. This method is used when considering funding for an area benefit project such as a community center or park.

Another method is to determine the income-eligibility of the individual people /households being assisted as when paying the special assessments levied for water or sewer lines in a neighborhood or providing a service such as foreclosure prevention assistance. In this case, only those determined income eligible would be assisted.

Some projects serve a limited clientele that is presumed statistically to be composed of persons who have low and moderate incomes such as senior citizens (senior nutrition center) or handicapped adults (disabled adult work and training center). In these cases, eligibility is documented on each individual.

The map below shows HUD determined income eligible areas of Marion County and the location of Community Development projects undertaken since inception in 2002.



Definition of the Market

Indigent Care programs basically serve the uninsured and indigent residents of Marion County with indigent defined as anyone with an income at or below 100% of poverty level. Currently poverty level is \$10,890 for a single person, \$14,710 for a couple. People between 100% and 150% of poverty level are also served but must participate in a share of cost. 150% of poverty level is \$16,335 for a single person and \$22,065 for a couple. Due to the rural nature of Marion County, many residents lack the transportation resources to access healthcare.

Almost 100% of the clients served by these programs are adults; the unclaimed body program is the only program that may include children or infants.

We can use census figures to give us a picture of this population. According to the U.S. Census Bureau, 30% of all households in Marion County have incomes less than \$25,000 compared to 24% for the State. 26,691 adult residents, (9.8% of the County's population) are at or below 100% of poverty level, and approximately 14.8% of adults fall below 150% of the poverty level. Looking at the population at or below 100% of poverty level;

59% are female and 41% are male;

72% are white, 17% are black and 11% are other;

15% are Hispanic (all races).

In the unclaimed body program, no family members can be identified or found for 38% of the decedents, therefore they go unclaimed and Marion County is responsible for their disposition. These decedents are often homeless or elderly. On rare occasion, the decedent cannot be identified, so there is no way to locate any potential family members. These bodies are buried rather than cremated pending potential future identification. The remaining 62% of the decedents have either been estranged from family for an extended period of time, and family does not wish to claim the body, or the family declares they have no financial means to dispose of the body and therefore refuses to claim the body.

The number of Medicaid eligible residents increased by 7% between 2002 and 2006. Prescription drugs accounted for 19% of all Medicaid expenditures in Marion County compared to 9% for all of Florida.

Health Insurance benefits provided by employers is the most common way to obtain benefits. Small business, especially retail and service sector employers statistically have the most difficulty in providing health insurance for their employees. In Marion County, 60% of private businesses are retail and service sector employers. Between 2000 and 2005, the number of uninsured residents in Marion County grew by 30% compared to 23% for the State as a whole.



Description of Products and Service Processes

The Community Services Department administers the State and Federal grants received by the County related to community development, affordable housing and community services such as homelessness. The department is also responsible for providing fiscal and budgetary oversight for the State mandated responsibilities; share of Medicaid costs for hospitals, nursing homes and HMO's, share of costs incurred through the Health Care Responsibility Act, and disposition of unclaimed bodies.

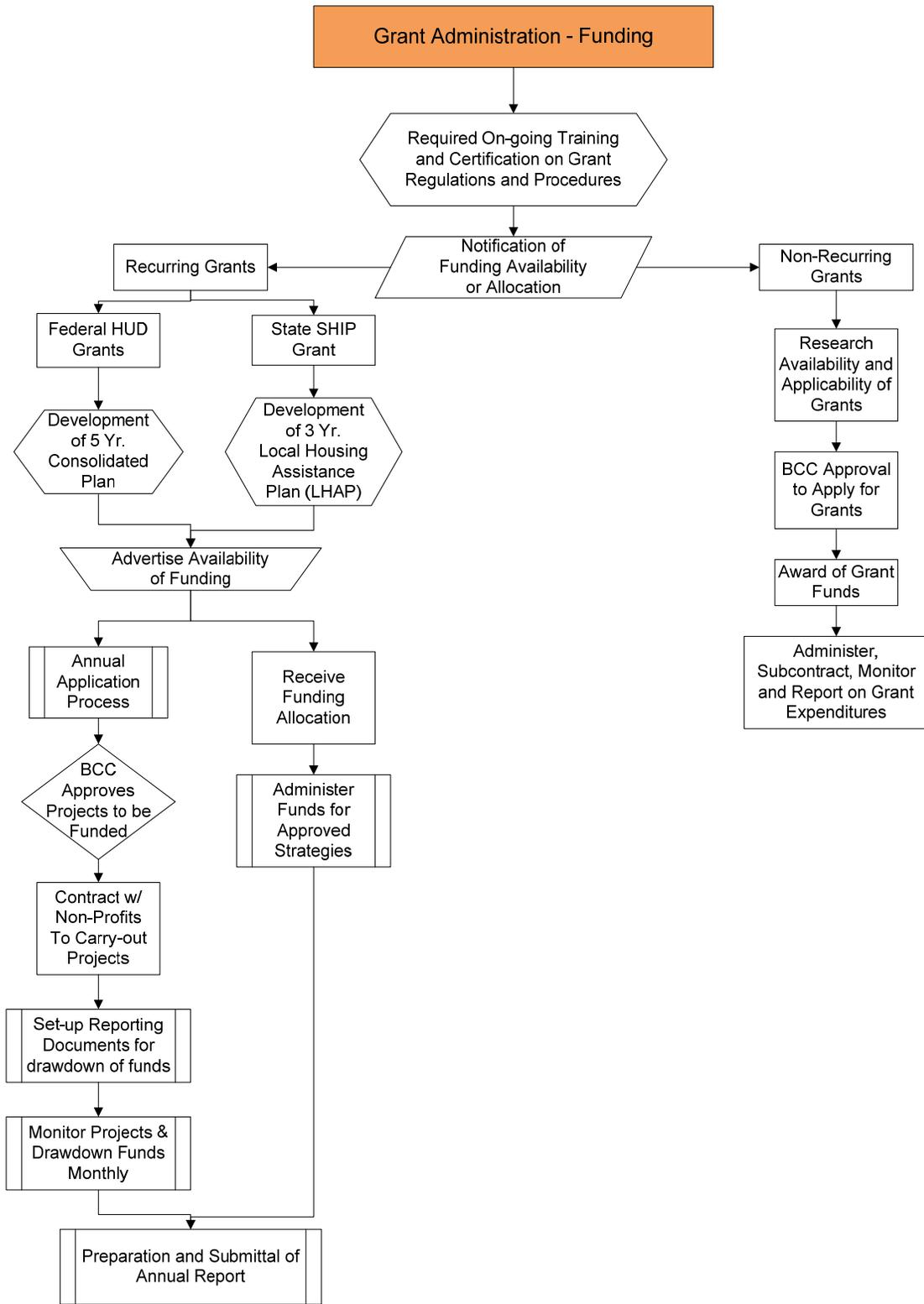
The services of this Department can be consolidated into several basic processes:

1. General Administration
2. Client and Project Application Processing
3. Client and Project Service Delivery
4. Billing Reconciliation (Medicaid & HCRA)
5. Unclaimed bodies
6. Notary Services
7. Information and Referral Services

The charts below indicate percentage of staff time and costs by process:

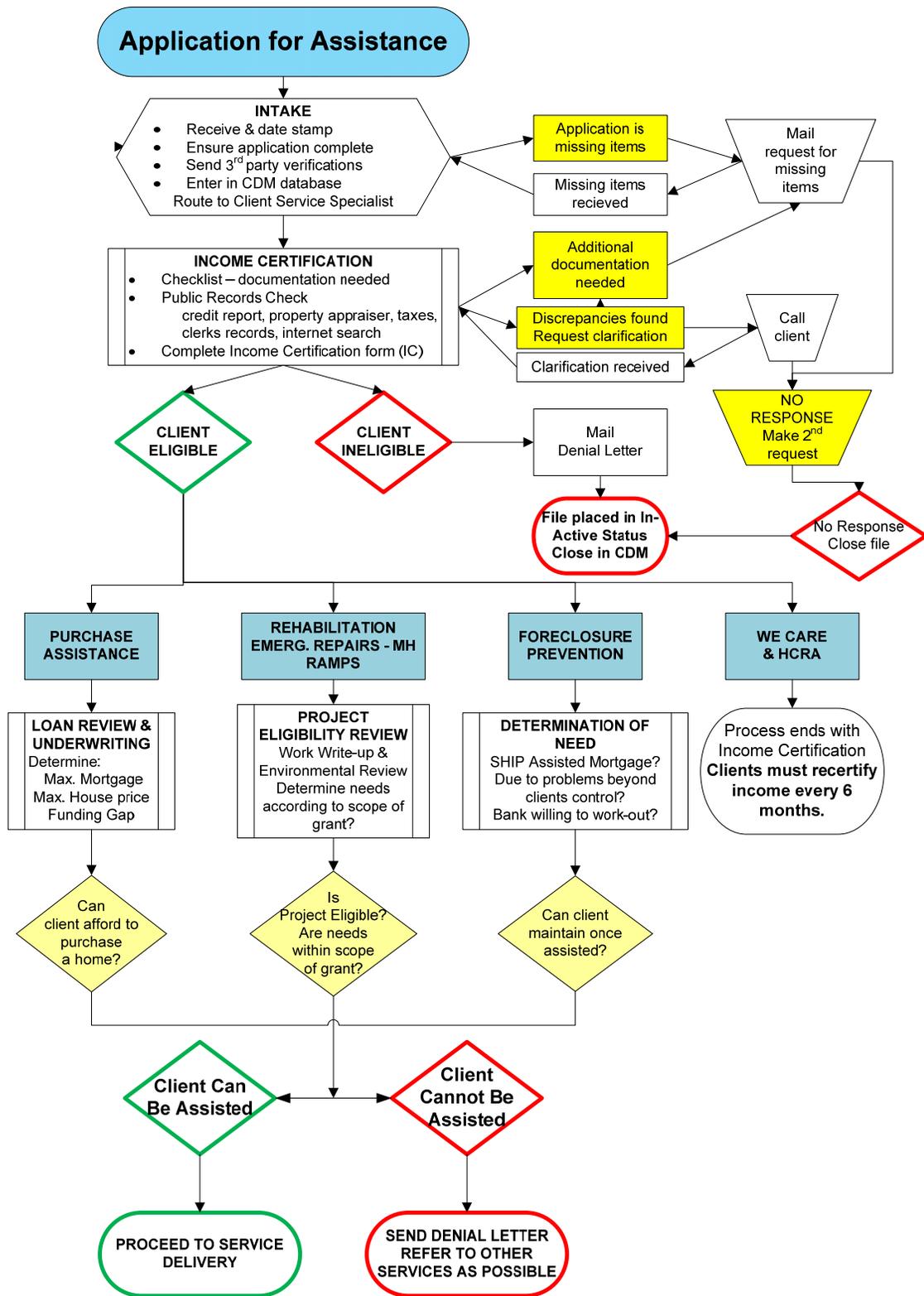
Description of Products and Service Processes

Flow Charts - [General Grant Administration – Grants](#)



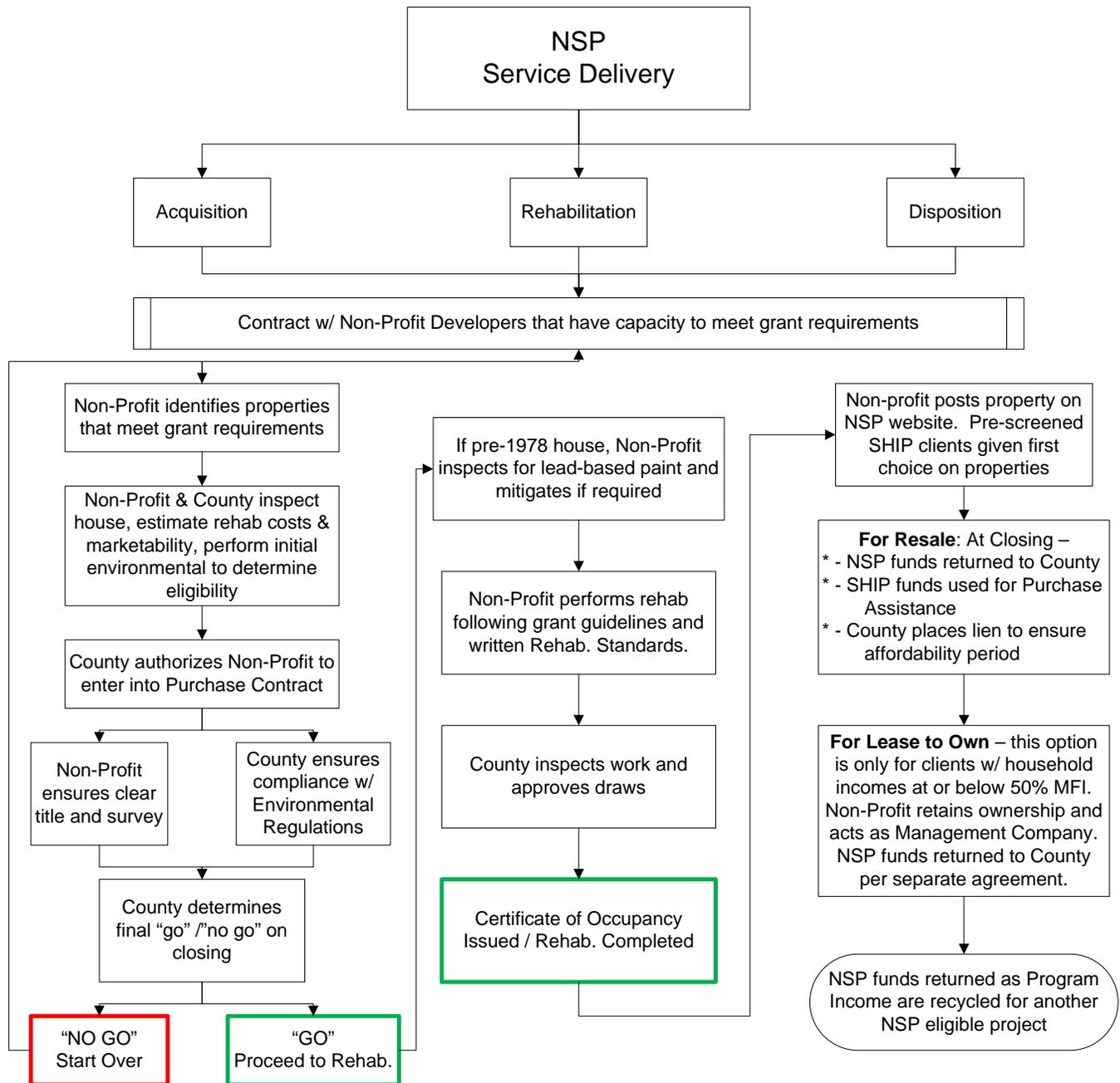
Description of Products and Service Processes

Flow Charts - [Client Application Processing](#)



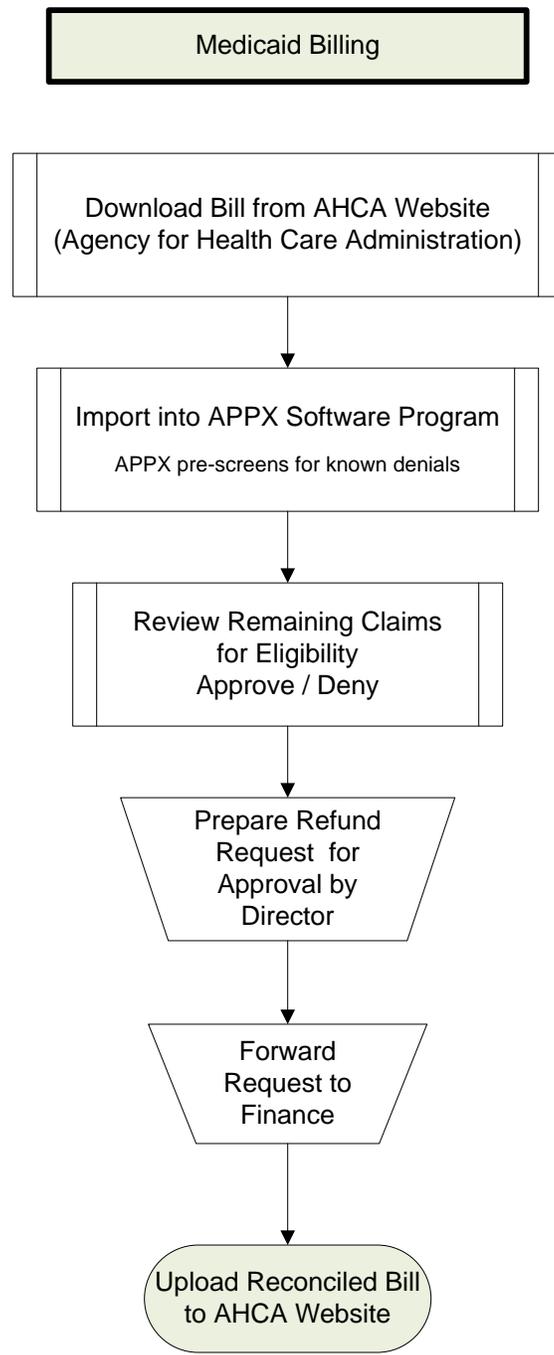
Description of Products and Service Processes

Flow Charts - [Client Service Delivery – NSP 1 & 3](#)



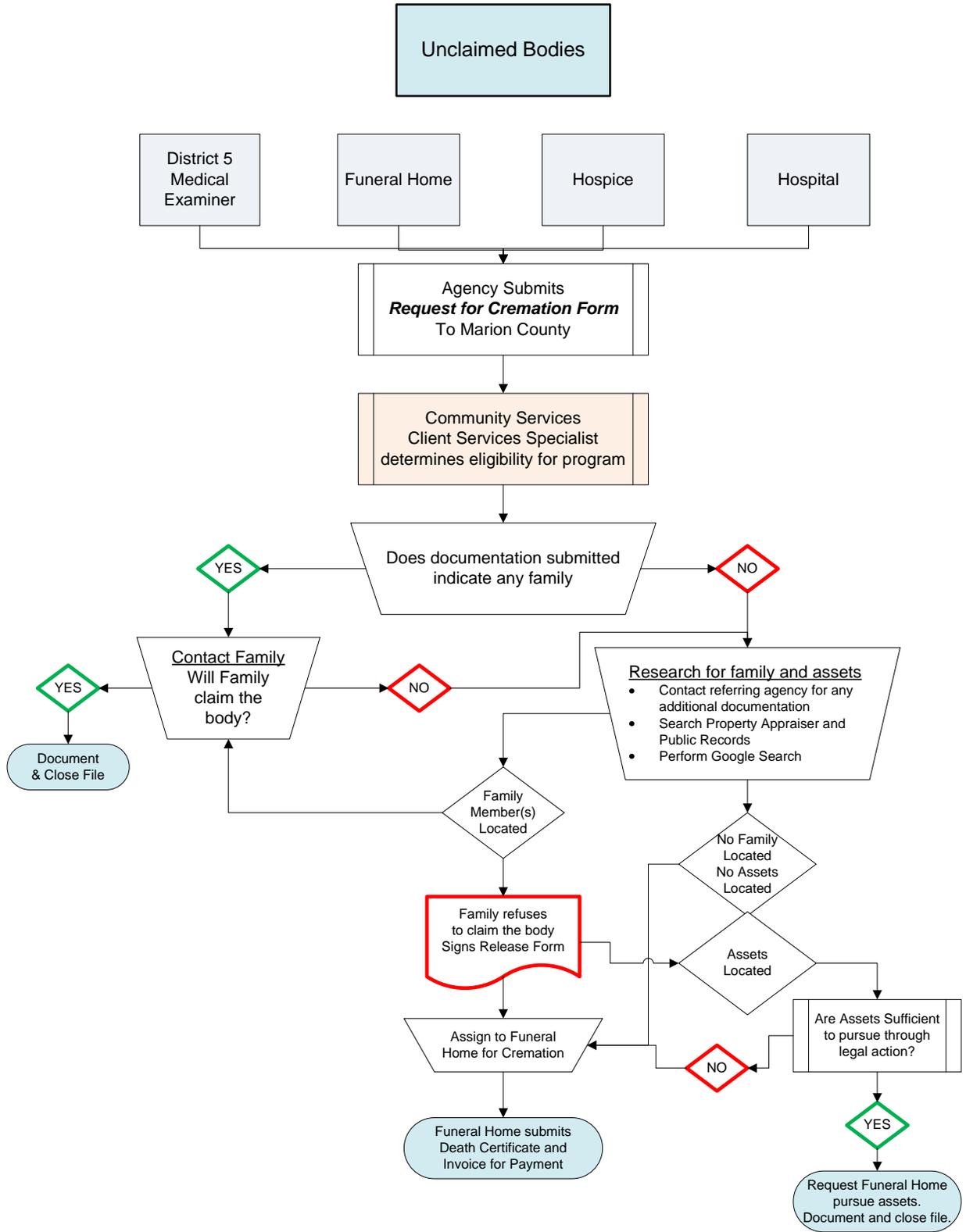
Description of Products and Service Processes

Flow Charts - [Medicaid Billing Reconciliation](#)



Description of Products and Service Processes

Flow Charts - Unclaimed bodies



Description of Products and Service Processes

Notary Services

Five of our staff are registered Notaries. Many of our forms require notarization, so we provide free notary services for our clients.

Information and Referral Services

All of our staff are trained to man the reception desk and answer basic questions on any of our programs. “Quick Guides” have been developed for each program as a reference tool. Staff meetings discuss recent issues and concerns, and provide regular refresher training on current programs. All staff are familiar with the basic community services available and refer people to the Community’s “First Call For Help” hotline when more in-depth information is needed.

With the reorganization of the department according to services provided, the focus on educating all staff on all programs handled through this department and the development of “quick guides” for each program as a reference tool means that we can be very efficient and effective in providing customer service. All tasks and responsibilities have a primary person and a back-up person, so nothing ever has to wait for someone to return before it can be handled.

Additional Information

The following brochures for services available to the general public are included in the appendix:

1. Purchase Assistance – First-time Homebuyer
2. Rehabilitation Assistance
3. Emergency Mobile Home Assistance
4. Mobility Ramp Assistance



Organization & Management

Program Management

The **Affordable Housing** staff consists of 2 Client Services Specialists and a shared Construction Coordinator. Client Service Specialists receive, review and process all applications for housing assistance. They perform the in-depth research necessary to certify the applicant's household income. For Purchase Assistance applications, they also perform the loan underwriting which determines the amount of mortgage loan and payments the applicant can afford, the housing price and amount of assistance needed. They provide technical assistance to all applicants through-out the application process. One Client Services Specialist is assigned to the NSP program and is responsible for reviewing all acquisition requests, maintenance of files, quarterly reporting and assists in monitoring overall adherence to the regulations. One Client Services Specialist is assigned to the SHIP program, maintains the grant tracking sheets, coordinates the Affordable Housing Advisory Committee and assists in monitoring overall adherence to the regulations.

The Construction Coordinator performs the pre-inspections and work write-ups necessary to determine feasibility of providing assistance. He prepares the specifications and coordinates the bid process through the Procurement Department. He monitors the contractors and their work through the construction process and reviews all draw requests for accuracy. The Construction Coordinator also assists in overseeing the NSP program participating in the walk-thru and choosing of homes, reviewing the requests for acquisition and rehab. write-ups, performing periodic inspections of homes underway and reviewing final reimbursement requests for accuracy of rehab. costs.

The Director, in the absence of a housing grant administrator, is responsible for all other aspects of the grant to include development of the Local Housing Assistance Plan, monitoring of all housing programs for effectiveness and efficiency of operation, development of contracts and mortgage documents, compliance with all grant regulations and requirements, marketing, reporting and staff supervision. The Director also oversees the HOME program consortium, reviews reimbursement requests for documentation of eligible expenditures and ensures the participating city complies with all grant regulations. The staff provide technical assistance to non-profit developers and the City as necessary and coordinates the activities of the Affordable Housing Advisory Committee. The Director acts as a representative of the County on the Housing Finance Committee.

The **Community Development** staff consists of the Grant Administrator, a Client Services Specialist and a shared Construction Coordinator. The Client Service Specialist receives, reviews and processes all applications for ramps and emergency mobile home assistance and performs the in-depth research necessary to certify the applicant's household income. The

Organization & Management

Specialist also assists in monitoring CDBG public service projects for adherence to grant guidelines and eligibility of expenditures and participates in the review and scoring of applications for CDBG funding.

The Construction Coordinator also assists the Community Development staff by performing the pre-inspections and work write-ups necessary to determine feasibility of providing assistance for mobility ramps and emergency mobile home repairs. He performs the necessary environmental reviews required by the Federal grant regulations in addition to preparing the specifications and coordinating the bid process through the Procurement Department for these projects. He monitors the contractors and their work through the construction process, reviewing all draw requests for accuracy. The Construction Coordinator also monitors the CDBG construction projects, performing requisite employee interviews and payroll certifications for adherence to Davis-Bacon regulations and reviewing reimbursement requests for accuracy.

The Grant Administrator is responsible for all other aspects of the grant to include development of the Five Year Consolidated Plan, monitoring of all projects for effectiveness and efficiency of operation, development of contracts, compliance with all grant regulations and requirements, marketing, reporting and staff supervision. The administrator provides technical assistance to local non-profits and neighborhood organizations helping to develop their capacity to successfully identify and apply for private and government grants. The Community Development grant administrator also oversees the implementation of the Homelessness Prevention and Rapid-Re-housing Grant working closely with the Homeless Council to ensure compliance with grant regulations and strengthening of the homeless provider network. As a representative of the County, the administrator actively participates in the Children's Alliance, Mental Health Alliance and Homeless Council.

Indigent Service Programs are handled by the Department Director, 1 Client Services Specialists and a Budget & Administrative Coordinator.

The Client Services Specialist processes over 1,000 applications for the "We Care" indigent health care program annually. She is responsible for documenting all information in the application to determine and certify the household income for each applicant. This information must be recertified annually for clients receiving on-going assistance. The Specialist also reviews all HCRA applications for eligibility and accuracy of the information provided, documents residency within the County and calculates allowable hospital reimbursement.

The Client Services Specialist also handles the eligibility determinations for applications to the Unclaimed Body program. This involves a rigorous search for family and assets before submitting to the County for payment. This person also handles the file maintenance and tracking of all requests.

The Budget & Administrative Coordinator acts as back-up when the Client Services Specialist is out. This position also handles the processing of the monthly Medicaid bills using the APPX software program. This software program sorts out the known in-eligible clients (either deceased

Organization & Management

or non-residents) leaving a smaller number of clients to check individually. It now takes a full day to process a normal bill.

Support Staff – In addition to the duties listed above, the Director, Budget and Administrative Coordinator, and a Staff Assistant IV provide basic support to the entire department.

- The Director oversees and is ultimately responsible for all programs and grants handled by the department. She coordinates with Administration and the Commissioners, attends community meetings and events both for the department and as a representative of the County when necessary and keeps the County informed of any potential issues or problems relating to the programs administered by the department.
- The Staff Assistant acts as receptionist in addition to performing clerical support for all programs.
- The Budget and Administrative Coordinator handles all invoices for payment, tracks expenditures for all budgets, prepares budget amendments when necessary and reconciles monthly with County Finance reports. She processes travel requests, class registrations, and prepares payroll. She also orders office supplies and trouble shoots office equipment problems arranging for servicing when required. She maintains the internal tracking for all grants.



Marketing and Customer Service

Affordable Housing programs

The housing programs are targeted towards low to moderate income households with the maximum income for any current grant program equaling 120% of Median Family Income (MFI). Each program is targeted to a different income level based on the chart below. HUD determines the Median Income for each MSA (Municipal Statistical Area), which for us is Ocala / Marion County. That median income is then interpolated according to family size. Grants limit funding by percentage of MFI; for example – Federal HOME funds are limited to households at or below 80% MFI, while State SHIP funds can assist families up to 120% MFI but mandate a certain percentage of funds at lower income levels.

Purchase Assistance programs that provide down payment and closing cost assistance to first-time home buyers are targeted towards households above 50% up to 120% of Median Family Income. There is steady demand for homebuyer assistance programs nationwide due to the high cash requirements of entering into homeownership. The targeted income group is commonly referred to as the “workforce” households since the bulk of the home financing is provided by private lenders or USDA who require a steady, verifiable income before they allow mortgage financing.

INCOME LIMITS ADJUSTED TO FAMILY SIZE (2012)				
MEDIAN INCOME \$50,500	EXTREMELY LOW 30%	VERY LOW 50%	LOW 80%	MODERATE 120%
1 PERSON	\$10,650	\$17,700	\$28,300	\$42,480
2 PERSON	\$12,150	\$20,200	\$32,350	\$48,480
3 PERSON	\$13,650	\$22,750	\$36,400	\$54,600
4 PERSON	\$15,150	\$25,250	\$40,400	\$60,600
5 PERSON	\$16,400	\$27,300	\$43,650	\$65,520
6 PERSON	\$17,600	\$29,300	\$46,900	\$70,320
7 PERSON	\$18,800	\$31,350	\$50,100	\$75,240
8 PERSON	\$20,000	\$33,350	\$53,350	\$80,040

Clients come to the program through outreach efforts such as the annual housing fair the Department co-sponsors; participating lenders and particularly through real estate agents. County staff counsels families and reviews one-on-one each situation to make sure, before assistance is provided, that the family is ready for homeownership by ensuring that the lender’s mortgage is affordable, they have a good credit history, and they understand the obligations of homeownership. Applicants must successfully complete an approved Homebuyer Education

Marketing and Customer Service

Program in order to receive assistance. Clients also work with a group of private lenders, a local lenders consortium, that have agreed to limit their fees and not enter into sub-prime loans. Assistance is provided as a “soft” 0% interest loan that is paid back to the County upon sale or transfer of the property, allowing assistance to be provided to more families.

Foreclosure Assistance As a result of the counseling and lender partnerships, our foreclosure rate is very low and we maximize the leveraging of the public funds. However, if a family assisted with SHIP purchase assistance funds is in danger of losing their house due to an unforeseen event and of no fault of their own, but is able to sustain future payments once assisted, they may be eligible to receive up to \$4,000 in assistance. Client Services Specialists are trained to work with the lenders to modify and/or determine assistance necessary to bring the loan terms current. The original SHIP mortgage is modified to include the amount of foreclosure assistance provided.

Owner-occupied Housing Rehabilitation programs utilize local contractors that competitively bid each project, to correct sub-standard conditions in existing housing units. Repairs can include roof replacement, septic tank repair, electrical repairs, and heating. A separate program addresses emergency mobile home repairs. Customers, who generally are elderly, disabled or otherwise lack resources of their own to initiate repairs, often come to the program through agencies such as Marion County Senior Services or First Call for Help. These funds are also provided as 0% interest, deferred payment and loans forgiven after 20 years, the primary intent being to maintain the County’s current affordable housing stock and to provide safe and decent housing for low-income residents.

The Department conducts limited outreach which is targeted according to the clientele. For example, homebuyers are expected to be more “web savvy” than rehabilitation clients. Since affordable housing funds for assistance are limited the Department tries to ensure that outreach efforts both inform a broad cross-section of residents of services without unfairly leaving out any groups by geography, race or other status, while keeping demand low enough that eligible applicants are not waiting an unacceptable length of time for service delivery.

Community Development Programs

Federal HUD Regulations mandate that funds expended must meet one of three National Objectives: Benefit to low-moderate income persons, Elimination of Slum and Blight or Urgent Need. Since the Urgent Need category refers to disasters such as hurricanes, and elimination of slum and blight is only for urban areas, 100% of Marion County’s Federal Funding must be used to benefit low-moderate income persons or areas.

On average, 29% of CDBG funding benefits low to moderate income people through installation of mobility ramps, emergency mobile home assistance and eligible Public Service projects. The remaining funding provides benefit to documented low-moderate income areas through Public Facility construction or rehabilitation. Projects may include: Community Centers, Group Homes, Work & Training Facilities, Homeless facilities, and Payment of installation fees assessed for roads, sewers or water lines.

Marketing and Customer Service

Community development staff work throughout the year with community based organizations, non-profits, and other county departments with specific projects serving this population of people and the neighborhoods in which they reside. We also participate actively with special focus groups such as the Children's Alliance, Senior Alliance, Mental Health Alliance and Homeless Council that work to share resources, exchange solutions and come together in partnership in common areas of interest. Finally, we provide grass-root groups and smaller community based organizations with ongoing technical assistance to help build their capacity. Because the community development grant funds have been in existence for many years, they have a rich history of working with non-profit groups in addressing a wide array of issues with flexible solutions for low and moderate income residents and the neighborhoods they reside in. These grant funds have been utilized to eradicate many of the common problems present in neighborhoods with a high concentration of poverty. We have found that it has been more feasible, in terms of cost and effectiveness, to partner with non profits to provide for many of the service gaps identified in our communities.

We advertise our grant funding opportunities in the newspaper, through radio announcements, and on our web page. Any resident that applies to our in-house activities must meet the regulatory income guidelines. Non-profits applying for funding must have the capacity to provide the service, the ability to manage the administrative and fiduciary responsibilities of receiving a federal grant, and be providing a service that meets the funding guidelines and is consistent with our local consolidated plan.

Indigent Care Services

These programs consider income according to Poverty Level for eligibility. Shown below is the Poverty Level Chart for the State of Florida as determined by the Federal Department of Health and Human Services.

2011 Income Breakdown by % of Poverty Level

100% of Poverty Level - Used for HCRA Share of Cost

Family

<u>Size</u>	<u>Yearly</u>	<u>Monthly</u>	<u>Weekly</u>	<u>Hourly</u>
1	\$10,890.00	\$907.50	\$209.42	\$5.24
2	\$14,710.00	\$1,225.83	\$282.88	\$7.07
3	\$18,530.00	\$1,544.17	\$356.35	\$8.91
4	\$22,350.00	\$1,862.50	\$429.81	\$10.75
5	\$26,170.00	\$2,180.83	\$503.27	\$12.58
6	\$29,990.00	\$2,499.17	\$576.73	\$14.42
7	\$33,810.00	\$2,817.50	\$650.19	\$16.25
8	\$37,630.00	\$3,135.83	\$723.65	\$18.09

125% of Poverty Level - Used for We Care

Family Size	Yearly	Monthly	Weekly	Hourly
1	\$13,612.50	\$1,134.38	\$261.78	\$6.54
2	\$18,387.50	\$1,532.29	\$353.61	\$8.84
3	\$23,162.50	\$1,930.21	\$445.43	\$11.14
4	\$27,937.50	\$2,328.13	\$537.26	\$13.43
5	\$32,712.50	\$2,726.04	\$629.09	\$15.73
6	\$37,487.50	\$3,123.96	\$720.91	\$18.02
7	\$42,262.50	\$3,521.88	\$812.74	\$20.32
8	\$47,037.50	\$3,919.79	\$904.57	\$22.61

150% of Poverty Level - Used for HCRA Spend-Down

Family Size	Yearly	Monthly	Weekly	Hourly
1	\$16,335.00	\$1,361.25	\$314.13	\$7.85
2	\$22,065.00	\$1,838.75	\$424.33	\$10.61
3	\$27,795.00	\$2,316.25	\$534.52	\$13.36
4	\$33,525.00	\$2,793.75	\$644.71	\$16.12
5	\$39,255.00	\$3,271.25	\$754.90	\$18.87
6	\$44,985.00	\$3,748.75	\$865.10	\$21.63
7	\$50,715.00	\$4,226.25	\$975.29	\$24.38
8	\$56,445.00	\$4,703.75	\$1,085.48	\$27.14



Financial Management and Performance Measures and Benchmarks

Worksheet #1: displays all nine budgets with the last column showing the total of all of the budgets combined.

Affordable Housing programs are the largest part of our budget with the least amount of administrative funds available;

- \$ 148,498 in staff costs (4% of total Housing budgets),
- \$ 167,847 in total Operating Expenses 4% of total Housing budgets)
- \$4,595,344 in Program Expenditures (97% of total Housing budgets)
- \$1,631,413 in anticipated Revenues (Grant Allocation, Program Income & HHF).

Community Development programs have to help support staff and operational costs for housing programs due to limited administrative funds for the housing grants:

- \$ 192,271 in staff costs (13% of total CD budgets),
- \$ 206,099 in total Operating Expenses (14% of total CD budgets)
- \$1,294,705 in Program Expenditures (87% of total CD budgets)
- \$1,500,804 in anticipated Revenues.

Indigent Care programs expend the greatest amount of money with the least amount of staff and no outside revenues. This is paid out of General Revenue funds:

- \$ 126,073 in staff costs (2% of total Indigent budgets)
- \$ 159,541 in total Operating Expenses (3% of total Indigent budgets)
- \$6,233,766 in Program Expenditures (97% of total Indigent budgets)
- \$ 0 in anticipated Revenues.

**MARION COUNTY COMMUNITY SERVICES DEPARTMENT
BUDGET WORKSHEET 2012/2013**

2012/2013

*Includes HORA, Medicaid & Unclaimed

		Gen. Rev.*	SHIP	CDBG	HOME	NSP1	NSP3	
		5220, 7025, 5290 & 5270	5340	5225	5226	5228	5229	TOTAL
EXPENDITURES - OPERATING COSTS								
512101	Regular Salaries & Wages	\$ 395,190.00	\$ -	\$ 148,758.00	\$ 225,812.00	\$ 225,538.00	\$ 84,896.00	\$ 366,202.00
521101	FICA Taxes	\$ 7,281.00	\$ -	\$ 11,380.00	\$ 1,822.00	\$ 1,800.00	\$ 4,963.00	\$ 27,246.00
522101	Retirement Contributions	\$ 5,388.00	\$ -	\$ 8,421.00	\$ 1,348.00	\$ 1,332.00	\$ 3,674.00	\$ 20,163.00
523101	Health Insurance	\$ 17,003.00	\$ -	\$ 20,490.00	\$ 4,982.00	\$ 4,049.00	\$ 9,531.00	\$ 56,055.00
523401	Life, AD&D, LTD	\$ 620.00	\$ -	\$ 988.00	\$ 158.00	\$ 154.00	\$ 422.00	\$ 2,320.00
524101	Worker's Compensation	\$ 591.00	\$ -	\$ 2,248.00	\$ 148.00	\$ 807.00	\$ 1,084.00	\$ 4,856.00
531109	Professional Services	\$ 36,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,000.00
531401	Hospital Care Services - Indigent	\$ 516,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 516,000.00
534101	Contract Serv - Other - Misc	\$ 21,000.00	\$ -	\$ 197,000.00	\$ -	\$ -	\$ -	\$ 218,000.00
540101	Travel & Per Diem	\$ 193.00	\$ 225.00	\$ 888.00	\$ -	\$ 225.00	\$ -	\$ 1,509.00
541101	Communications Services	\$ 220.00	\$ -	\$ 283.00	\$ -	\$ 131.00	\$ 132.00	\$ 746.00
542201	Postage & Freight	\$ 2,100.00	\$ 300.00	\$ 930.00	\$ 400.00	\$ 850.00	\$ 870.00	\$ 5,450.00
544101	Rentals & Leases - Equipment	\$ 1,831.00	\$ 528.00	\$ 894.00	\$ 139.00	\$ 581.00	\$ 581.00	\$ 4,354.00
544401	Rentals & Leases - Buildings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
545101	Insurance - Premiums	\$ 2,433.00	\$ -	\$ 2,982.00	\$ 152.00	\$ 870.00	\$ -	\$ 5,817.00
546101	Repairs/Maint - Buildings & Grounds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
546257	Repairs/Maint - Fleet Management	\$ 800.00	\$ -	\$ 300.00	\$ -	\$ 500.00	\$ 500.00	\$ 1,900.00
547101	Printing & Binding	\$ 841.00	\$ 216.00	\$ 190.00	\$ -	\$ 328.00	\$ 328.00	\$ 1,899.00
548101	Promotional Activities	\$ 150.00	\$ -	\$ 1,000.00	\$ -	\$ -	\$ -	\$ 1,150.00
549201	Advertising - Legal	\$ -	\$ 365.00	\$ 610.00	\$ 610.00	\$ -	\$ 1,220.00	\$ 2,805.00
549841	Medicaid - Hospitals	\$ 5,056,772.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,056,772.00
549842	Medicaid - Nursing Homes	\$ 824,994.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 824,994.00
551101	Office Supplies	\$ 890.00	\$ -	\$ 1,524.00	\$ -	\$ 773.00	\$ 773.00	\$ 3,960.00
552101	Gasoline, Oil & Lubricants	\$ 390.00	\$ 500.00	\$ 2,107.00	\$ -	\$ -	\$ 654.00	\$ 3,651.00
552106	Computer Software	\$ 1,145.00	\$ 500.00	\$ 320.00	\$ -	\$ 590.00	\$ -	\$ 2,555.00
552107	Clothing and Wearing Apparel	\$ -	\$ 21.00	\$ 42.00	\$ -	\$ 21.00	\$ -	\$ 84.00
552116	Operating Supplies - Computer Hardware	\$ 1,650.00	\$ -	\$ 825.00	\$ -	\$ -	\$ -	\$ 2,475.00
554101	Books/Publicat/Subscr	\$ 70.00	\$ -	\$ 70.00	\$ -	\$ -	\$ 70.00	\$ 210.00
554201	Dues & Memberships	\$ 140.00	\$ 200.00	\$ 975.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 2,815.00
555501	Training & Education	\$ 215.00	\$ 350.00	\$ 550.00	\$ -	\$ 350.00	\$ -	\$ 1,465.00
Totals		\$ 6,393,307.00	\$ 3,205.00	\$ 403,099.00	\$ 34,089.00	\$ 37,397.00	\$ 90,178.00	\$ 6,961,253.00

		Gen. Rev.	SHIP	CDBG	HOME	NSP1	NSP3	
		5220	5340	5225	5226	5228		TOTAL
EXPENDITURES - GRANTS & AID								
581183	Aid to City of Ocala - HOME				\$ 143,437.00			\$ 143,437.00
583201	Grants & Aid - Purchase Assistance							\$ -
583202	Grants & Aid - Rehabilitation Assistance		\$ 15,000.00					\$ 15,000.00
583204	Grants & Aid - Impact Fees Assistance							\$ -
583205	Grants & Aid - Support Services		\$ 3,000.00					\$ 3,000.00
583206	Grants & Aid - Independent Living							\$ -
583207	Grants & Aid - Disaster Assistance							\$ -
583209	Grants & Aid - FRCLSR Intervention							\$ -
583220	Grants & Aid - CDBG			\$ 1,097,705.00				\$ 1,097,705.00
583225	Grants & Aid - HOME Program				\$ 433,907.00			\$ 433,907.00
583230	Grants & Aid - NSP					\$ 1,000,000.00	\$ 3,000,000.00	\$ 4,000,000.00
590199	Reserve for Cash to be Carried Forward							\$ -
	HHF Revenue	\$ 21,000.00						\$ 21,000.00
Totals		\$ -	\$ 18,000.00	\$ 1,097,705.00	\$ 577,344.00	\$ 1,000,000.00	\$ 3,000,000.00	\$ 5,893,049.00
Grand Totals		\$ 6,393,307.00	\$ 21,205.00	\$ 1,500,804.00	\$ 611,413.00	\$ 1,037,397.00	\$ 3,090,178.00	\$ 12,654,302.00

		Gen. Rev.	SHIP	CDBG	HOME	NSP1	NSP3	
			Program Income			Program Income	Program Income	
REVENUES								
33150020	Federal Grant - HOME Program				\$ 611,413.00			\$ 611,413.00
33150030	Federal Grant - Neighborhood Stabilization Program							\$ -
33150055	Federal Grant - CDBG Urban Entitlement			\$ 1,500,804.00				\$ 1,500,804.00
33550010	State Shared - SHIP Program							\$ -
36900035	SHIP Demol & Repl Program							\$ -
36902010	Other Miscellaneous Revenue	\$ 21,000.00						\$ 21,000.00
Totals		\$ 21,000.00	\$ -	\$ 1,500,804.00	\$ 611,413.00	\$ -	\$ -	\$ 2,133,217.00

Financial Management and Performance Measures and Benchmarks

The following section is used to show a comparison of Marion County to other similar Counties in population and grant funding. Since grants are determined according to formulas that take into account; population, poverty levels, housing conditions, etc... then Counties with similar grant funding should also be similar in many other ways.

Once it is established as to which Counties are comparable with Marion County, then you can compare programmatic benchmarks such as staffing, units produced and people assisted to illustrate differences in programs and potentially identify efficiencies/in-efficiencies.

Marion:

Marion County's Community Services staff consists of 9 positions (Down from 10 in 2010) overseeing the SHIP, HOME, CDBG, NSP and HPRP programs.

- Staff consists of 6 people to administer the grant programs and 3 support staff.
- All grants are administered in-house
- The department is divided into Housing and Community Development functions. The Department has moved away from grant based staffing to function based staffing and has shifted positions to meet the new funding levels and functions.
- Housing programs include: Purchase Assistance, Rehabilitation, Foreclosure Prevention, Rental / Transitional Housing repair and development, Payment of Impact fees, Emergency repairs for mobile homes, and installation of mobility ramps.
- Community Development programs include: Construction of Public Facilities, Infrastructure Improvements and Public Services.

Collier:

Collier County's Neighborhood and Planning services have 12 staff people (down from 14 in 2010) that are dedicated to the operation of these grants.

- They are part of a much larger department that consists of four main areas: Affordable Housing, Services for Seniors, Social Services and Nutritional Services.
- The NSP funds are currently being modified to partner with not-for-profit agencies for affordable rental housing and Habitat for acquisition/rehabilitation/resale. The County's role is primarily administration, oversight and monitoring.
- They currently have Demo-replacement, Rehabilitation, Acquisition-rehab, and Weatherization programs. They shifted the focus to acquisition rehab over a year ago using their CDBG funds to do so and have managed that program in-house.

Escambia:

Escambia County has 1 County staff person who oversees administer of their programs (CDBG, HOME, SHIP, ESG and NSP and HPRP) through a local non-profit. The non-profit has a staff of 7 staff to administer these programs for the County.

Financial Management and Performance Measures and Benchmarks

- The non-profit has been in place since inception, was established by the County specifically for this purpose, and although a completely separate entity – operates like a County Division within the department.
- Staffing includes: Director and Assistant Director, 1 rehab specialist, 1 housing manager, 1 client / income intake person, 1 Finance/IDIS person and 1 secretary.

The following charts show Marion County in comparison to these Counties.

County	Population		Grants 2012 Allocation			Part of Consortium	
	Total	Un-incorp.	CDBG	HOME	NSP 1 & 3	# City County	Lead Agency
Marion	325,023	263,792	\$1,500,804	\$ 611,413	\$10,913,769	2	Yes
Collier	333,858	294,289	\$1,818,153	\$ 456,777	\$11,190,920	3	Yes
Escambia	311,775	255,081	\$1,685,274	\$1,020,957	\$ 5,776,405	3	Yes

Financial Management and Performance Measures and Benchmarks

County	Department Services	# Staff	Housing & Grant Staffing:	Other Staffing:
Marion	Housing & Human Services	6	Dept. Director 1 Grant Manager 3 Client Service Specialists 1 Construction Coordinator	Budget Coordinator 1 Client Services Specialist 1 Staff Assistant
Collier	Housing, Human, Senior & Veteran Services	12	2 Grant Managers 4 Grant Coordinators 1 SHIP Coordinator 1 Housing Outreach Coord. 1 Operations Coordinator 1 Rehab. Specialist 1 Project Director 1 HMIS Tech Support Support Staff are part of the larger Department and include:	Dept. Director Operations Analyst 2 Administrative Staff 7 Fiscal Support Staff 6 Case Managers 3 Veterans Service Staff
Escambia	Community Development & Environment	0	Out-sourced to Non-profit that operates as a County Division 7 staff	Director Assist. Director Rehab. Specialist Housing Program Manager Finance person Comm. Dev. Intake Staff Secretary

Financial Management and Performance Measures and Benchmarks

County	Similar Services	Different Services
Marion	Purchase Assistance Rehabilitation Special Needs Housing / Rental Impact Fee Assistance CDBG: Infrastructure / Public Facilities Public Services HOME / CHDO NSP	Foreclosure Prevention CDBG: Emergency Repairs – MH Ramps HCRA/Medicaid/Unclaimed/WeCare
Collier	Purchase Assistance Rehabilitation CDBG HOME/CHDO NSP	ESG Grant
Escambia	Purchase Assistance Rehabilitation Special Needs Housing Impact Fee Assistance CDBG: Infrastructure / Public Facilities Public Services HOME / CHDO NSP	Substantial Reconstruction Demolition of blighted parcels <u>Indigent</u> Burial / Cremation ESG Grant

2011/12 - Department Goals and Objectives:

- Retain SHIP funding
- Re-establish a Demo/Reconstruction program through a sub-recipient non-profit
- Sub out loan servicing
- Maximize NSP funds as revolving loan
- Open foreclosure strategy to non-SHIP clients
- Promote development of transitional housing
- Certify more CHDO's
- Capacity training for non-profits
- Community Education for Unclaimed policies
- Maintain processing of We Care app.s w/in 30 days
- Post-HBE programs
- Establish a Home-buyer Club
- Develop the capacity to apply for competitive grants to increase funding