



# Community-Based Planning Guide

**A RESOURCE FOR THE DISABILITY COMMUNITY ON**  
How to Engage in Local Planning to Influence Funding Decisions  
Surrounding Affordable, Accessible, Inclusive Housing

This Initiative is Sponsored by United States Department of Health and Human Services,  
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FDDC Housing Sub-Committee for their advice and support:

|                        |                     |
|------------------------|---------------------|
| Safee Broxton          | Thomas (TJ) Moon    |
| Eddie Hall             | Bernadette Moran    |
| Steve Holmes           | Diana M. Seydlorsky |
| Chantelle Carter-Jones | Phil Stevens        |
| John "Jack" Kosik      |                     |

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# Executive Summary

## OVERVIEW

The Florida Developmental Disabilities Council (FDDC) serves as an advocacy and planning body to influence the direction of programs and policies for individuals with developmental disabilities. The mission of the Council is “to advocate and promote meaningful participation in all aspects of life for Floridians with developmental disabilities”. The Council is a nonprofit organization that receives its funding from the Department of Health and Human Services, Administration on Developmental Disabilities.

The Council supports efforts to help individuals with intellectual and developmental disabilities gain access to affordable, accessible, inclusive housing. Securing funding to implement housing initiatives is the key component to achieving this goal, but stakeholders must know how to engage in the planning process that leads to accessing funds.

This Community-Based Planning Guide is part of an ongoing series of publications the Council will be distributing to provide further information on grant programs that impact housing for persons with developmental disabilities, as defined by the Developmental Disabilities Assistance and Bill of Rights Act (DD Act). This guide is intended to provide stakeholders with information on potential housing resources and how to participate in funding decisions through the initial planning process.

This guide is organized into the following sections:

- **Community-Based Planning**

This section provides a discussion on what community-based planning is and why it is important to the disability community. After reading this section stakeholders should be able to clearly understand how community-based planning is connected to local funding decisions, including those surrounding housing funds.

- **Federal Programs / Planning Processes**

This section provides detailed information on the Department of Housing and Urban Development’s (HUD) four federal programs and HUD’s primary planning processes that impact funding decisions for these programs including Consolidated Planning and Fair Housing Planning. After reading this section stakeholders should have a clear understanding of how HUD funds can be used to impact the disability community and how funding decisions are determined through the planning process.



The Council supports efforts to help the disability community gain access to affordable, accessible, inclusive housing. Securing funding to implement housing initiatives is the key component to achieving this goal, but stakeholders must know how to engage in the planning process that leads to accessing funds.



This guide is organized into the following sections:

Community-Based Planning

Federal Programs/ Planning Processes

State Programs/ Planning Processes

Community Participation

Case Study

Recommendations

Inventory of Grantee Contacts

- **State Programs / Planning Processes**

This section provides detailed information on the State Housing Initiative Partnerships (SHIP) Program funded through the Florida Housing Finance Corporation (FHFC) and its primary planning documents including the Local Housing Assistance Plan (LHAP) and Annual Report. After reading this section stakeholders should have a clear understanding of how SHIP funds can be used for housing efforts that impact the disability community and how funding decisions are determined through the planning process. This section also provides a discussion on the Comprehensive Plan Housing Element as required of all local governments under Florida Statute.

- **Community Participation**

This section provides information on the requirements of state and federal programs to include the community in funding decisions. After reading this section, stakeholders should clearly understand how to impact funding decisions by participating in the planning process. From this section, stakeholders should also understand where in the process it is most important to insert input on the needs of the disability community.

- **Case Study**

This guide includes a case study to provide an example to stakeholders on how engaging in the planning process relevant to housing programs can result in successful outcomes that impact funding decisions.

- **Recommendations**

The most important segment of the guidebook is the recommendations section. This section provides detailed strategies and discussions on how to be involved in funding decisions through the planning process and provides stakeholders and individuals with the tools necessary to ensure the voice of the disability community is heard.

- **Inventory of Grantee Contacts**

This section provides stakeholders with contact information for the state and federal grant programs.

## BACKGROUND

As of 1994, Section 1915(c) of the Social Security Act authorized the Secretary of Health and Human Services to waive certain requirements in Medicaid law in order for states to provide home and community-based services (HCBS) to meet the needs of individuals who choose to receive their long-term care services and supports in their home or community, rather than in institutional settings. In 2014, the Center for Medicaid and Medicare Services (CMS) published a final rule making several important changes to the 1915(c) HCBS waiver program. The changes were designed to improve the quality of services for individuals receiving HCBS. Overall, the HCBS waiver must provide ways to ensure people with disabilities are no longer segregated and institutionalized but integrated into the community.

Florida's scarcity of affordable, accessible, inclusive housing opportunities for individuals with intellectual and developmental disabilities significantly impedes adherence to the new HCBS rules. Partnerships between local governments and disability advocates can create an opportunity for change in how local housing funds are distributed and could significantly reduce impediments to housing choice for persons with disabilities.

To help disability advocates create influential relationships with local governments, the Council has developed this Community-Based Planning Guide, in partnership with the Florida Housing Coalition (FHC). Its intent is to examine community-based planning mechanisms that motivate the use of housing funds and recommend strategies for increased participation by the disability community in those processes.

## RESEARCH AND METHODOLOGY

Programs through the U.S. Department of Housing and Urban Development (HUD) and Florida Housing Finance Corporation (FHFC) were identified as key funding sources for Florida local governments to carry out housing initiatives. Programs identified include the Community Development Block Grant (CDBG), HOME Investment Partnership (HOME); Emergency Solutions Grant (ESG); Housing Opportunities for Persons with AIDS (HOPWA); and State Housing Initiatives Partnership (SHIP) Program. A comprehensive review of their community-based planning mandates was conducted and an inventory of existing long-range planning processes that address housing needs, market conditions, and housing strategies was produced. The inventory describes the planning platforms for: HUD Consolidated Planning; Fair Housing Planning, SHIP Planning; and State of Florida Comprehensive Planning.



The HUD definition of special needs includes individuals in the following categories: elderly; frail elderly; persons with severe mental illness; developmentally disabled; physically disabled; persons w/alcohol or other drug addictions; persons with HIV/AIDS; and victims of domestic violence. When referring to an individual with special needs, the Council uses the definition of developmental disability found in the DD Act.

### STAKEHOLDER PARTICIPATION SUMMARY

#### Consultation

To gather additional information on local planning policies that engage the intellectual and developmental disabilities community, an online Inclusive Planning Survey was distributed via email to HUD Entitlement and SHIP grantees throughout the State of Florida. The survey was designed to solicit input from grantees administering federal and state housing programs. The survey collected data including:

- Local mechanisms currently in place to engage persons with disabilities in Consolidated Plan / Fair Housing Plan / Local Housing Assistance Plan development process;
- Media outlets utilized to advertise planning mechanisms currently in place;
- Individuals/organizations involved with the intellectual and developmental disabilities community that have the greatest participation in Consolidated Plan / Fair Housing Plan / Local Housing Assistance Plan development process;
- Whether the local government has adopted its own policies requiring inclusion of persons with disabilities in its Consolidated Plan / Fair Housing Plan / Local Housing Assistance Plan development process or other community-based planning processes;
- Whether the local government has implemented policy / criteria prioritizing persons with disabilities when allocating federal or state funds;
- Percentage of the local government's total annual federal and state allocation that is dedicated towards activities serving persons with disabilities;
- Whether housing and community development staff are familiar with local organizations serving persons with disabilities; and
- Whether the local government's designated board or commission serving the needs of persons with disabilities participates in Consolidated Plan / Fair Housing Plan / Local Housing Assistance Plan development process.

Additionally, direct consultation was conducted via phone interviews with a selection of HUD Entitlement and SHIP grantees geographically dispersed throughout the state.

#### Survey Results

The results of the survey determined that community meetings and public hearings are the two primary methods local governments use to engage the disability community in their planning processes and that meetings and hearings are mainly advertised through the local newspaper. By far, of the organizations/individuals representing the disability community, social service providers have the greatest participation rate in local planning processes.

In addition, most local governments have not adopted their own policy to engage the disability community in its planning processes beyond what state or federal regulation requires. However, the majority of respondents reported that the local government has implemented policy or criteria prioritizing persons with disabilities when allocating state or federal funds.



## RECOMMENDATIONS

Based on the research conducted, the following recommendations are offered.

### STRATEGY

#### 1. Attend all public hearings scheduled during the planning phase.

Federal and state housing programs including CDBG, HOME, ESG, HOPWA, and SHIP require public hearings to solicit public input. Public hearings often provide a setting for advocates and stakeholders to communicate directly with elected officials or local government representatives, so not participating could be a missed opportunity. This venue may allow the disability community to raise awareness regarding the housing and service needs of persons with disabilities.

#### 2. Attend all community meetings scheduled during the planning phase.

Many local governments facilitate community meetings in addition to public hearings to further encourage public input and to satisfy citizen participation and consultation requirements. Community meetings are much less formal and offer the public, advocates, stakeholders, providers, Realtors, lenders, developers and various other parties an open forum to discuss housing needs. Community meetings provide the opportunity for stakeholders to give input and suggestions on activities to be implemented and this venue is where strategic plans start to develop. Community meetings also tend to provide a more thorough explanation of the planning process as most local governments will provide a presentation on available grant funds, eligible activities, and the application process.

Affordable Housing Advisory Council (AHAC) meetings are open to the public and attendance at AHAC meetings can be vital to influencing housing strategies that will be included in the Local Housing Assistance Plan (LHAP).

#### 3. Participate in online surveys the local government has developed to solicit input on housing needs.

Not all local governments publish online surveys, but if this is a technique implemented during the planning phase, participation is convenient and often confidential and typically yields the best results for soliciting input from advocates and stakeholders. Surveys can be critical in identifying priority needs and determining which to fund.

#### 4. Provide the local government with statistical data related to disability needs during the planning phase.

During the development of strategic plans, the local government will rely on federal, state, and local data resources to determine need and make funding decisions. Compiling accurate data surrounding the intellectual and developmental disabilities community can be challenging. It is critical for the intellectual and developmental disabilities community to provide information to the local government to ensure accurate data is incorporated into planning documents and increase opportunities for priority needs to be addressed. This is an opportunity for advocates and providers to submit summaries of their monthly, quarterly, or annual reports, or additional supplemental information that may justify need. Make sure that an abundance of accurate data is available on organizational websites to ensure easy access for local governments collecting data.

### RECOMMENDATIONS

#### **5. Provide written comments on plans when published publicly for review.**

Federal and state planning processes incorporate opportunities for public comment on draft plans. Strategic plans can be cumbersome so it is not uncommon that the public does not review or comment on strategies presented in the plan. It is important that individuals, advocates, and providers of the disability community familiarize themselves with plans in order to make informed suggestions for additions or corrections to the document. Public comment periods are the prime opportunity for stakeholders to review proposed initiatives, proposed outcomes, and proposed budgets and to provide comments in writing to the local government that must be considered prior to finalizing the plan.

#### **6. Monitor program performance.**

Performance reports are required for Consolidated Planning and SHIP local government grantees. The CAPER and SHIP Annual Report gives the public, stakeholders, and advocates the opportunity to hold the local government accountable in carrying out its programs. These reports measure performance and evaluate how funds are impacting the community and proposed housing initiatives. These reports also solidify whether or not the local government has achieved proposed accomplishments stated in its strategic plan. Reports may also provide the opportunity for the local government to describe barriers or challenges faced in meeting objectives, helping the public understand the environment in which activities are being carried out and bridge the gap between stakeholder expectations and local government capabilities.

#### **7. Coordinate with local and regional advocacy organizations and service providers.**

Policy change is difficult to achieve without agency coordination. It is important for local advocates and service providers working with the disabilities community to work together to ensure that accurate and consistent data is being provided to local governments responsible for community-based planning. Stakeholders should work collectively to create change. When organizations serving similar causes break down silos and come together, advocacy becomes more effective. One idea for better coordination is to convene quarterly meetings of all stakeholders or local workgroups and committees with a representative from each organization. Further, organizations should inquire about coordinating with the local government housing staff to implement quarterly or bi-annual meetings to discuss housing and service needs for persons with disabilities.

## RECOMMENDATIONS

### 8. Participate in local or regional housing forums or summits.

Housing forums are becoming increasingly popular throughout Florida and provide excellent opportunities to learn about local housing needs, housing programs available in the community to address need, housing initiatives currently in place, and proposed housing initiatives for the future. These forums may also provide the opportunity to raise awareness regarding the critical importance of access to affordable, accessible, inclusive housing for the intellectual and developmental disabilities community. Depending on the format for the forum or summit, the local government may reach out to local organizations to participate in a panel or make a presentation at the event. Disability advocates and providers are encouraged to contact the local government to inquire about plans for future housing forums and offer to present if the program design allows.

### 9. Campaign for a position as a representative on boards or commissions.

Often the best way to create change is to insert a representative directly into the process. For the SHIP program, the AHAC comprises a minimum of 8 but not more than 11 committee members. The committee must include at least one representative from at least six of the eight designated categories, one of the categories being: "A citizen who is actively engaged as an advocate for low-income persons in connection with affordable housing." According to federal regulations, persons with disabilities are considered a limited clientele, low income population. This offers an opportunity for someone in the disabilities community to become a committee member, which places him or her in a position to directly affect decisions.

In addition, many local governments form special councils or boards related to affordable housing, or even special needs populations, creating an opportunity for a member of the disabilities community to be appointed to a position that could directly influence change.

### 10. Develop a framework for effective engagement with the disability community.

A bold step to influencing decisions surrounding the disabilities community is to have local governments implement community engagement strategies that work best for persons with disabilities. Distributing a guidebook to local governments that provides a framework for effective engagement with the disability community could ultimately result in a more inclusive and successful planning process. As revealed by our Inclusive Planning Survey, local governments tend to implement engagement strategies only as required by regulation. Providing a framework directly to local governments will educate elected officials and department staff that traditional methods of community participation may not work for every population. This framework could raise awareness surrounding the disability community and possibly encourage change in how local governments engage with special needs populations.

### DATA RESOURCES USED IN THIS GUIDE

**Fair Housing Planning Guide, Volume 1** – HUD developed the Fair Housing Planning Guide upon the request for information on fulfilling the fair housing requirements of the Consolidated Plan and Community Development Block Grant (CDBG) Regulations. The Guide provides information on how to conduct an Analysis of Impediments to Fair Housing Choice (AI), undertake activities to correct the identified impediments, and the types of documentary records to be maintained.

**Florida Housing Finance Corporation (FHFC) Website** – FHFC website at [www.floridahousing.org](http://www.floridahousing.org).

**Florida Statutes Chapter 420 Part VII** - State of Florida Statutes defining a code of regulations for the State Housing Initiatives Partnership Program including definitions, SHIP, local housing distributions, Local Housing Assistance Plans, adoption of affordable housing incentive strategies, and local government housing trust funds.

**Previous Research** – This study is supported by, and in some cases builds upon, Florida Housing Coalition (FHC) staff experience in conducting significant local research related to Consolidated Plans, Annual Action Plans, Analyses of Impediments, Consolidated Annual Performance and Evaluation Reports, and Local Housing Assistance Plans.

**State Housing Initiatives Partnership (SHIP) Program Procedures Manual** – The 2015 SHIP procedures manual for administering funds includes fifteen sections of guidance on: program staff; affordable housing catalyst program; Local Housing Assistance Plans; program administration; annual reports; allocation of funds; compliance and monitoring; income/rent/purchase limits; disaster recovery; complaints and inquiries; FAQ's; acronyms; and general information.

**U.S. Department of Housing and Urban Development** – HUD Exchange – The HUD Exchange website at <https://www.hudexchange.info/> provides resources and assistance to support HUD's community partners.

**U.S. Department of Housing and Urban Development Website** – The HUD home website at <https://www.hud.gov/>.

**24 CFR Part 91** - Code of Federal Regulations governing HUD's Consolidated Plan, Annual Action Plan, and Consolidated Annual Performance and Evaluation Report.

**24 CFR Part 91.105** – Code of Federal Regulations governing HUD's Citizen Participation Plan requirements, which sets forth its policies and procedures for citizen participation in Consolidated Planning and Fair Housing Planning.

**24 CFR Part 92** - Code of Federal Regulations governing the HOME Investment Partnership Program administered by HUD.

**24 CFR Part 570** – Code of Federal Regulations governing the Community Development Block Grant Program administered by HUD.

**24 CFR Part 574** - Code of Federal Regulations governing the Housing Opportunities for Persons with AIDS Program administered by HUD.

**24 CFR Part 576** - Code of Federal Regulations governing the Emergency Solutions Grant administered by HUD.

## DEFINITIONS

|  |   |
|--|---|
| <b>Affirmatively Furthering Fair Housing (AFFH)</b>        | The federal Fair Housing Act requires federal agencies and federal grantees, including recipients of HUD Community Planning & Development (CPD) funds, to affirmatively further fair housing. According to HUD's AFFH rule, this means "taking meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics."                          |
| <b>Affordable Housing</b>                                  | Generally speaking, housing is considered affordable if it costs no more than 30% of a household's gross income. Costs such as utilities, mortgage insurance, and homeowners or condominium association fees are included when determining if housing costs are affordable. The term "affordable housing" is also commonly used to refer to housing that receives public subsidy to reduce the cost for low- and moderate-income households, whether the housing itself is publicly or privately owned. |
| <b>Analysis of Impediments to Fair Housing Choice (AI)</b> | A document that analyzes impediments to fair housing choice in a community and proposes goals to address these impediments, in accordance with input from community residents and stakeholders. Recipients of HUD Community Planning & Development (CPD) funds have been required to prepare AIs since the 1990s.   |
| <b>Continuum of Care</b>                                   | Is a Program through the U.S. Department of Housing and Urban Development designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness.  |
| <b>Extremely Low-Income (ELI)</b>                          | In this report and in most housing programs, an extremely low-income household is one whose income is at or below 30% of the Area Median Income (AMI) for households of the same size.  |
| <b>Fair Housing Act</b>                                    | The federal Fair Housing Act prohibits housing discrimination on the basis of race, color, religion, national origin, sex, familial status, or disability ("protected classes"). The Fair Housing Act prohibits activities such as refusing to rent or sell housing on the basis of a protected class, as well as steering renters and homebuyers to certain neighborhoods or offering them higher prices or less favorable terms than other clients.   |
| <b>Home and Community-Based Services</b>                   | The term "home and community-based services" refers to assistance with daily activities that generally helps older adults and people with disabilities to remain in their homes.  |

**DEFINITIONS**

|  |   |
|--|---|
| <b>Inclusive Housing</b>                   | For the purpose of this report, Inclusive Housing means supporting the housing choice of individuals with intellectual and developmental disabilities as valued citizens in their communities and ensuring people with disabilities are no longer segregated and institutionalized but integrated into the community.   |
| <b>Limited English Proficiency (LEP)</b>   | A person’s ability to speak English, as reported to the U.S. Census Bureau, is less than “very well.”   |
| <b>Low- and Moderate-Income (LMI)</b>      | In the context of Home Mortgage Disclosure Act (HMDA) data, LMI refers to a mortgage applicant whose household income is <50% of Area Median Income (AMI) (low-income) or between 50% and <80% AMI (moderate-income). Note that the definitions of “low- and moderate-income” for LMI mortgage applicants are different from the definitions used in other contexts in this report.   |
| <b>Low-Income (LI)</b>                     | In this report and in most federal and Florida housing programs, a low-income household is one whose income is at or below 80% of the Area Median Income (AMI) for households of the same size.   |
| <b>Metropolitan Statistical Area (MSA)</b> | A Core-Based Statistical Area (CBSA) associated with at least one urbanized area that has a population of at least 50,000. The Metropolitan Statistical Area comprises the central county or counties containing the core, plus adjacent outlying counties having a high degree of social and economic integration with the central county or counties as measured through commuting.   |
| <b>Moderate-Income</b>                     | In this report and in most Florida housing programs, a low-income household is one whose income is greater than 80% of the Area Median Income (AMI) but no higher than 120% AMI for households of the same size.  |
| <b>Participating Jurisdiction</b>          | The term given to any State or local government that the U.S. Department of Housing and Urban Development has designated to administer a HOME Program.  |
| <b>Special Needs</b>                       | For the purpose of this document “special needs”, “special needs population”, or “persons with special needs” is defined utilizing the HUD definition which includes individuals in the following categories: elderly; frail elderly; persons with severe mental illness; developmentally disabled; physically disabled; persons w/alcohol or other drug addictions; persons with HIV/AIDS; and victims of domestic violence. |
| <b>Very Low-Income (VLI)</b>               | In this report and in most federal and Florida housing programs, a very low-income household is one whose income is at or below 50% of the Area Median Income (AMI) for households of the same size.  |

## ACRONYMS

|              |   |
|--------------|---|
| <b>AFFH</b>  | Affirmatively Furthering Fair Housing                 |
| <b>AHAC</b>  | Affordable Housing Advisory Committee                 |
| <b>AI</b>    | Analysis of Impediments to Fair Housing Choice        |
| <b>AMI</b>   | Area Median Income                                    |
| <b>CAPER</b> | Consolidated Annual Performance and Evaluation Report |
| <b>CDBG</b>  | Community Development Block Grant                     |
| <b>CFR</b>   | Code of Federal Regulations                           |
| <b>CHDO</b>  | Community Housing Development Organization            |
| <b>CMS</b>   | Center for Medicaid and Medicare Services             |
| <b>CoC</b>   | Continuum of Care                                     |
| <b>CPP</b>   | Citizen Participation Plan                            |
| <b>DCF</b>   | Department of Children and Families                   |
| <b>ELI</b>   | Extremely Low-Income                                  |
| <b>ESG</b>   | Emergency Solutions Grant                             |
| <b>FDDC</b>  | Florida Developmental Disabilities Council            |
| <b>FHA</b>   | Fair Housing Act                                      |
| <b>FHC</b>   | Florida Housing Coalition                             |
| <b>FHFC</b>  | Florida Housing Finance Corporation                   |

|               |   |
|---------------|---|
| <b>FHP</b>    | Fair Housing Planning   |
| <b>HCBS</b>   | Home and Community-Based Services                                 |
| <b>HCD</b>    | Housing and Community Development Act                             |
| <b>HEARTH</b> | Homeless Emergency Assistance and Rapid Transition to Housing Act |
| <b>HMIS</b>   | Homeless Management and Information System                        |
| <b>HOME</b>   | HOME Investment Partnerships Program                              |
| <b>HOPWA</b>  | Housing Opportunities for Persons with AIDS                       |
| <b>HUD</b>    | U.S. Department of Housing and Urban Development                  |
| <b>IDA</b>    | Individual Development Account                                    |
| <b>IDIS</b>   | Integrated Disbursement and Information System                    |
| <b>LEP</b>    | Limited English Proficiency                                       |
| <b>LHAP</b>   | Local Housing Assistance Plan                                     |
| <b>LI</b>     | Low-Income  |
| <b>LMI</b>    | Low- and Moderate-Income  |
| <b>MSA</b>    | Metropolitan Statistical Area                                     |
| <b>PHA</b>    | Public Housing Authority  |
| <b>SHIP</b>   | State Housing Initiatives Partnership                             |
| <b>VLI</b>    | Very Low-Income   |



# Community-Based Planning

Community-based planning is the primary method for prioritizing and allocating housing funds at the local level and is important for influencing how federal and state housing dollars are spent. The goal of community-based planning is to be inclusive and support fair housing.

## **How Does Public Participation Influence Planning Efforts?**

Local governments often rely on research and analysis from federal and state resources to provide a basis for determining community need. However, residents living and working in the community can often provide a more accurate picture of the community's social and economic environment and offer critical information that can supplement analytical data. Each community-based planning process typically incorporates engagement opportunities for the public. Though research and data analysis form the framework for identifying priority needs, public input is highly considered and can ultimately influence final funding decisions.

## **Why is the Planning Process Important to the Disability Community?**

Community-based planning provides an opportunity for disability stakeholders to actively participate in local efforts to increase affordable, accessible, inclusive housing. Through the planning process, persons close to the cause can raise awareness, have their voices heard, inquire about current local spending, and provide suggestions for future projects that may result in disability needs being met. Engaging to the fullest extent could increase housing opportunities for those who have disabilities and help overcome barriers to complying with the HCBS waiver rule.





Community-based planning is the primary method for prioritizing and allocating housing funds at the local level and is important for influencing how federal and state housing dollars are spent. The goal of community-based planning is to be inclusive and support fair housing.

## How Does the Planning Process Influence Funds and Determine Beneficiaries?

Community-based planning is directly related to the allocation of federal and state housing funds. Funding and beneficiary decisions are based upon research and analyses, needs assessments, market analyses, and public participation elements of the planning process. Information gathered through these mechanisms allows the local government to select high priority needs for which funds will be dedicated. Ultimately, the selection of projects determines who will be the beneficiaries. Federal and state regulations also influence how programmatic funds can be spent and set rules governing who the funding must benefit (e.g., low-income persons, special needs populations, elderly, youth).

## How Does Planning Correspond with the HCBS Rule?

The amended Home and Community-Based Services (HCBS) rule is designed to improve the quality of services for individuals receiving HCBS waivers. The HCBS waiver must provide ways to ensure people with disabilities are no longer segregated and institutionalized but integrated into the community. This means that the setting:

- Is integrated in, and supports full access to, the greater community;
- Is selected by the individual from among setting options;
- Ensures individual rights of privacy, dignity and respect, and freedom from coercion and restraint;
- Optimizes autonomy and independence in making life choices; and
- Facilitates choice regarding services and who provides them.

Lack of access to affordable housing is a major barrier to individuals with disabilities integrating into the community and fostering independence. Further, housing options that meet the HCBS criteria are severely limited. This is where community-based planning plays a vital role. Housing initiatives result from planning efforts; this may mean development of rental housing or the provision of rental assistance, reducing barriers, supporting housing choice for persons with disabilities, and ultimately assisting with compliance with the HCBS rule.

### Planning Efforts Can Influence:



Rental Housing Development



ADA Accessibility



Rental Assistance



Provision of Services



# Federal Programs / Planning Processes

Although federal initiatives that have an influence on housing and community development exist, those programs are not widely understood and are often complicated to navigate. This summary provides stakeholders the tools, detailed information, and specific points of entry into federal housing and community development programs and their related planning processes. In order to explore these platforms, we must first recognize the programs that trigger planning requirements. A brief description of these programs is provided below.

## **PROGRAMS**

There are four major federal programs that directly impact housing funds. These grant programs are administered through HUD and include: Community Development Block Grant Program; HOME Investment Partnerships Program; Emergency Solutions Grant Program; and Housing Opportunities for Persons with AIDS.

### **COMMUNITY DEVELOPMENT BLOCK GRANT**

Governed by the Housing and Community Development (HCD) Act of 1974, the Community Development Block Grant (CDBG) is a federal program administered through HUD that provides funding for community revitalization efforts. The CDBG program is intended to be a flexible source of funds to address a wide range of community needs. Overarching goals of the CDBG program are meant to ensure the provision of decent affordable housing, a suitable living environment, and expanded economic opportunity. Additionally, activities carried out under CDBG must meet one of the existing national objectives, which are: 1) benefit low-income and moderate-income persons; 2) prevent or eliminate slums and blight; and 3) address community development needs considered urgent. Not less than 70 percent of CDBG funds must be used for activities that benefit low-income and moderate-income persons.



There are four major federal programs that directly impact housing funds. These grant programs are administered through HUD and include: Community Development Block Grant Program; HOME Investment Partnerships Program; Emergency Solutions Grant Program; and Housing Opportunities for Persons with AIDS.

Eligible grantees include cities of Metropolitan Statistical Areas (MSAs); other metropolitan cities with populations of at least 50,000; and qualified urban counties with populations of at least 200,000. The State of Florida, Department of Economic Opportunity (DEO), is also an eligible grantee and administers the program for smaller rural communities that do not meet eligibility qualifications to directly receive funding from HUD.

Eligible activities related to housing initiatives include housing rehabilitation and homeownership assistance. Rehabilitation activities include energy efficiency improvements, accessibility modifications, and demolition and reconstruction of a home on the same property. Home purchase assistance programs are limited to low-income and moderate-income homebuyers in most cases, and may include assistance with down payments and closing costs, principal write-downs, interest rate subsidies, loan guarantees, and subsidies for homebuyers' Individual Development Accounts (IDAs). CDBG funds may also be provided to affordable housing developers to subsidize the cost of property acquisition and rehabilitation for sale to eligible families. New construction of housing is allowed only in limited circumstances.

### HOME INVESTMENT PARTNERSHIPS PROGRAM

The HOME Investment Partnerships Program (HOME), also administered through HUD, is the largest federal block grant dedicated to exclusively creating or preserving affordable housing for low-income households. Grantees often use HOME funds in partnership with local nonprofits to fund a wider range of housing activities. Activities funded must assist low-income and/or very low-income households.

HOME funds are provided directly to local government Participating Jurisdictions (PJs) on a formula basis, and PJs award the funds to developers, homeowners, homebuyers, and renters according to a locally determined process. The State of Florida also receives a HOME allocation, and awards funds to local governments, housing developers, nonprofits, and Public Housing Authorities through competitive solicitations. Fifteen percent of HOME funds awarded to State governments and local PJs are reserved for projects by Community Housing Development Corporations (CHDOs). CHDOs are community-based nonprofit housing providers that meet certain HUD criteria for geographic and programmatic focus and board structure.

In support of housing initiatives, HOME funds can be used for property acquisition, new construction, and rehabilitation of housing to be owner-occupied. Funds may be provided to housing developers to subsidize construction or acquisition/rehabilitation, allowing the homes to be sold at a lower price. Rehabilitation assistance can also be provided directly to eligible homeowners. HOME may also be used to provide down payment and closing cost assistance to homebuyers, as well as gap financing to reduce monthly mortgage payments. Assistance is provided in the form of grants, low-interest loans, deferred-payment loans, loan guarantees, and interest buydowns.

### EMERGENCY SOLUTIONS GRANT PROGRAM

The Emergency Solutions Grant (ESG) program, administered by HUD, is a federal grant resource intended to support activities serving persons experiencing homelessness or those at risk of homelessness. The objectives of the ESG program are: 1) engage homeless individuals and families living on the street; 2) improve the number and quality of emergency shelters for homeless individuals and families; 3) help operate shelters; 4) provide essential services to shelters; 5) rapidly rehouse homeless individuals and families; and 6) prevent individuals and families from becoming homeless.

Eligible grantees generally consist of metropolitan cities, urban counties, and territories that may subgrant ESG funds to private nonprofit organizations. The State of Florida, Department of Children and Families (DCF), is also an eligible grantee and subgrants its ESG funds to local homeless Continuums of Care. All ESG grantees must consult with the Continuum of Care operating within the jurisdiction in determining how to allocate ESG funds.

Funds can be used to provide a range of housing supports and services under five program components including: Street Outreach; Emergency Shelter; Rapid Re-Housing; Homelessness Prevention; and Homeless Management Information System (HMIS) management. In relation to housing specifically, ESG can assist with rent assistance and permanent supportive housing for persons with disabilities.

### HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS

The Housing Opportunities for Persons with AIDS (HOPWA) program is administered through HUD and serves the housing and supportive service needs of low-income persons living with HIV/AIDS and their families. Grant funds are allocated to local communities, states, and nonprofit organizations to carry out projects specifically dedicated to low-income persons who are medically diagnosed with HIV/AIDS and their families.

HOPWA provides funding through a formula program as well as a competitive program that funds different types of projects. The annual HOPWA appropriation is divided between the two programs – 90 percent for formula program grants and 10 percent for competitive program grants. Formula grant eligible grantees include metropolitan statistical areas with more than 500,000 people and at least 2,000 HIV/AIDS cases, and states with more than 2,000 HIV/AIDS cases outside of eligible metropolitan statistical areas. Competitive program eligible applicants include nonprofit organizations, local governments, and states.

In support of housing initiatives to ensure stability HOPWA funds can be used for acquisition; housing rehabilitation; new construction of housing units; costs for facility operations; rental assistance; and short-term payments to prevent homelessness.



#### Community Development Block Grant

Provides funding for community revitalization efforts.



#### Home Investments Partnership Program

Provides funding for creating or preserving affordable housing for low-income households



#### Emergency Solutions Grant Program

Supports activities serving persons experiencing homelessness or those at risk of homelessness.



#### Housing Opportunities for Persons with AIDS

Serves the housing and supportive service needs of low-income persons living with HIV/AIDS and their families

## CONSOLIDATED PLANNING

To remain in compliance with federal regulations and continue to receive funding through the four federal programs described above, grantees must justify need and measure performance through a comprehensive planning process known as “Consolidated Planning”. Not to be confused with the Consolidated Plan, “Consolidated Planning” is the term used when referring to planning documents required to be completed by HUD grantees. The umbrella of “Consolidated Planning” encompasses the Consolidated Plan, Annual Action Plan, and Consolidated Annual Performance and Evaluation Report.

Designated as the federal agency overseeing grant programs, HUD is responsible for the distribution of funds to grantees and monitoring for compliance with federal regulations surrounding Consolidated Planning. In cases of non-compliance, HUD has the authority to suspend or delay funding allocations until findings have been addressed. HUD headquarters is in Washington D.C. but there are two field offices in Florida, in Jacksonville and Miami. Grantees are assigned a HUD representative responsible for providing guidance and technical assistance.

## CONSOLIDATED PLAN

A requirement of recipients receiving funds through HUD programs is the submittal of a Consolidated Plan. The purpose of the Consolidated Plan is to identify and assess local housing and community development needs and to develop viable strategies for addressing those needs. The Consolidated Plan directs how federal funds under the CDBG, HOME, ESG, and HOPWA programs will be allocated towards eligible activities.

The Consolidated Plan is directly connected to other HUD housing and community development plans including the Annual Action Plan, CAPER, Analysis of Impediments to Fair Housing Choice, and the Public Housing Authority (PHA) Plan. Each plan is influenced by the Consolidated Plan in some capacity and each is required to be consistent with the overarching Consolidated Plan. In addition, consultation is required with various housing organizations including the local homeless Continuum of Care (CoC), which is required to submit a Continuum of Care Plan to HUD.

## CONSOLIDATED PLAN: Key Components Needs Assessment

The Needs Assessment provides a clear picture of a jurisdiction’s needs related to affordable housing, special needs housing, community development, and homelessness. It examines the entire housing continuum including public housing, housing for persons experiencing homelessness, and housing for special needs populations, including persons with disabilities. The Needs Assessment consid-



The Consolidated Plan directs how federal funds under the CDBG, HOME, ESG, and HOPWA programs will be allocated towards eligible activities.

ers income level, tenure (i.e., ownership versus rental), household type, cost burden (i.e., the percentage of household income spent for housing costs), housing problems, and substandard housing conditions. This component also identifies if there is a disproportionate housing need for different racial/ethnic groups or income levels. In addition to a review of housing needs, the Needs Assessment also considers the jurisdiction’s priority non-housing community development needs, including the need for public facilities, public improvements, and public services.

### Market Analysis

The Market Analysis evaluates overall demand for various types and sizes of housing and provides information on the capacity of residential land to inform the municipality’s planning processes, such as district planning or other affordable housing issues. The Market Analysis examines the environment in which a community will administer grant programs over the course of the Consolidated Plan. This component assesses the supply, demand, condition, and cost of housing; housing stock available for persons with disabilities or special needs; condition and needs of public and assisted housing; inventory of facilities, housing, and services for persons experiencing homelessness; barriers to affordable housing; and characteristics of the local economy.

### Strategic Plan

The Strategic Plan conveys the jurisdiction’s vision for its housing and community development programs. Public input, the Needs Assessment, and the Market Analysis provide the basis for the Strategic Plan. The Strategic Plan identifies the priority needs of the jurisdiction and strategies for serving those needs. The Strategic Plan primarily details: how funds will be allocated geographically; the priority needs to be addressed; how the local market has influenced funding decisions; resources expected to be available; the organizations that will carry out activities; objectives the grantee intends to initiate; proposed beneficiaries; and measurable outcomes.

### First-Year Annual Action Plan

The Action Plan summarizes the activities and programs the jurisdiction will carry out during the initial year of the Consolidated Plan period to address the priority needs and goals identified by the Strategic Plan. The First-Year Action Plan is included in the development of the Consolidated Plan; subsequent Annual Action Plans are developed as stand-alone documents. Elements of the Action Plan are further defined below.

| CONSOLIDATED PLAN              |   |
|--------------------------------|---|
| <b>Who Must Submit</b>         | <ul style="list-style-type: none"> <li>Local governments and states receiving federal funds through HUD programs, including CDBG, HOME, ESG, and HOPWA.</li> </ul>                    |
| <b>Guidance / Regulations</b>  | <ul style="list-style-type: none"> <li>Code of Federal Regulations: 24 CFR Part 91.</li> </ul>  |
| <b>Resources Controlled</b>    | <ul style="list-style-type: none"> <li>HUD federal funds influencing housing and community development initiatives.</li> </ul>  |
| <b>Submission Requirements</b> | <ul style="list-style-type: none"> <li>Every 3-5 years (depending on grantee’s choice approved by HUD).</li> <li>45 days prior to the start of the grantee’s program year.</li> </ul> |

## ANNUAL ACTION PLAN

The Annual Action Plan, required of HUD grantees, summarizes actions, activities, and specific resources that will be implemented or utilized during a one-year period under the CDBG, HOME, ESG, and HOPWA programs. The Action Plan serves as an annual application for funding following the submittal of the Consolidated Plan. The purpose of the Action Plan is to identify how the grantee will continue to carry out programs to support housing and community development priority needs identified in the Strategic Plan. The Action Plan directs how federal funds under the CDBG, HOME, ESG, and HOPWA programs will be allocated towards eligible activities on a one-year basis.

### ANNUAL ACTION PLAN: Key Components

#### Expected Resources

The Expected Resources element provides the opportunity for the grantee to illustrate what federal and non-federal resources are available to carry out activities during the program year. Local, state, and federal funds should be identified including CDBG, HOME, ESG, HOPWA, CoC, SHIP, housing trust funds, and general funds or capital improvement funds.

#### Annual Goals and Objectives

This element summarizes the specific goals the grantee intends to initiate and/or complete within the term of the program year. Each goal must use one or more of the HUD established outcomes to describe in quantitative terms what the grantee hopes to achieve. Goals and objectives identified are meant to be explicit about what the grantee intends to do with funds in the context of Strategic Plan priority needs being addressed, geographic area to be served, funding amount, and proposed outcomes.

#### Projects

This element details each project to be carried out during the program year. The projects list allows HUD to determine if a project is eligible under HUD regulations and verifies funds are being used towards eligible activities. The grantee must use one or more of the HUD established outcomes to describe planned accomplishments and beneficiaries, as well as indicate a target date project completion.

#### Geographic Distribution

When determining priority needs in the Consolidated Plan, specific geographical locations may have been identified as being areas of great need. Where target areas were identified, the Action Plan must describe the geographic areas in which it will direct assistance during the ensuing program year and provide rationale for its priorities in allocating investment geographically.



The Action Plan serves as an annual application for funding following the submittal of the Consolidated Plan.

## Affordable Housing

The Action Plan must specify goals for the number of homeless, non-homeless, and special needs households to be provided affordable housing within the program year through its planned activities. The plan must also indicate the number of affordable housing units that will be provided by program type, including rental assistance, construction of new units, rehabilitation of existing units, or acquisition of existing units.

## Public Housing

This element identifies the manner in which the grantee will address the needs of public housing during the program year. If the public housing agency is designated as “troubled” by HUD or otherwise is performing poorly, the jurisdiction must describe the manner in which it will provide financial or other assistance to improve the operations of the public housing agency to remove such a designation.

## Homeless and Other Special Needs Activities

The Action Plan is required to describe the grantee’s one-year goals and specify the activities it will undertake to serve the housing and supportive service needs of the homeless and non-homeless special needs populations who require supportive housing.

## Barriers to Affordable Housing

This element provides the grantee an opportunity to describe planned actions to remove or reduce the negative effects of public policies that serve as barriers to affordable housing, such as land use controls, tax policies, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment.

## Other Actions

The Other Actions element of the Action Plan allows the grantees to identify strategies to address additional items during the program year, such as lead-based paint hazards, reducing the number of families in poverty, improving the institutional structure for service delivery, and enhancing coordination between public and private housing and social service agencies.

| ANNUAL ACTION PLAN      |   |
|-------------------------|---|
| Who Must Submit         | <ul style="list-style-type: none"> <li>Local governments and states receiving federal funds through HUD programs including CDBG, HOME, ESG, and HOPWA.</li> </ul> |
| Guidance / Regulations  | <ul style="list-style-type: none"> <li>Code of Federal Regulations: 24 CFR Part 91.</li> </ul>  |
| Resources Controlled    | <ul style="list-style-type: none"> <li>HUD federal funds influencing housing and community development initiatives.</li> </ul>                                    |
| Submission Requirements | <ul style="list-style-type: none"> <li>Annually</li> <li>45 days prior to the start of the grantee’s program year.</li> </ul>                                     |



## CONSOLIDATED ANNUAL PERFORMANCE AND EVALUATION REPORT

The Consolidated Annual Performance and Evaluation Report (CAPER) is required by HUD grantees to measure program performance. The CAPER must include a description of the resources made available, the investment of available resources, the geographic distribution and location of investments, the families and persons assisted (including the racial and ethnic distribution of persons assisted), actions taken to affirmatively further fair housing, and other actions included in the Strategic Plan and the Action Plan. The CAPER is a means of demonstrating compliance with federal regulations and reflects progress in meeting the goals and objectives stated in the Consolidated Plan and Annual Action Plan.

### CAPER: Key Components Goals and Outcomes

This element summarizes the jurisdiction’s performance in meeting its housing and community development goals identified in the Action Plan. This section of the plan also allows the grantee to state major initiatives accomplished during the program year, resources expended on implementing those initiatives, and the specific Consolidated Plan strategic objective addressed through initiatives.

### Racial and Ethnic Composition

The grantee is responsible for tracking demographics for program activities, where applicable, and this component provides information on families assisted through HUD’s federal grant programs during the year and the racial and ethnic status of families assisted.

### Resources and Investments

Proposed resources are identified in the Consolidated Plan and Action Plan, and in this element the grantee ensures consistency and reports on actual local, state, and federal funds that were available during the program year to carry out objectives of the Strategic Plan. This component clarifies funding sources utilized; total amount of funds expected to be available versus the total amount of funds actually available; the total amount of funds expended during the reporting period; and the geographic distribution and location of expenditures.

### Affordable Housing

The Consolidated Plan identifies affordable housing needs, while the Strategic Plan and Action Plan provides proposed solutions for addressing those needs. The Affordable Housing element evaluates the grantee’s progress in meeting affordable housing needs, including the number of extremely low-income, low-income, and moderate-income renter and owner households assisted during the reporting period, as well as the number of households assisted meeting HUD’s Section 215 definition of affordable housing for rental and homeownership.



Grantees report on accomplishments and progress toward Consolidated Plan goals in the Consolidated Annual Performance and Evaluation Report (CAPER).

## Homeless and Special Needs

To assess consistency with homelessness strategies identified in the Strategic Plan, this element identifies actions taken to address the needs of persons experiencing homelessness, as well as the special needs of persons that are not homeless but require supportive housing, including persons with HIV/AIDS and their families. The grantee is provided the opportunity here to summarize actions taken during the program year to develop and implement a strategy related to homelessness, i.e. actions taken to prevent homelessness, to address the emergency shelter and transitional housing needs of homeless individuals and families (including significant subpopulations such as those living on the streets), and to help homeless persons make the transition to permanent housing.

## Public Housing

The Public Housing element reports actions taken to address the needs of public housing as identified in the Action Plan; actions taken to encourage public housing residents to become more involved in management and participate in homeownership; and actions taken to provide assistance to troubled PHAs.

## Other Actions

This component allows grantees to describe additional actions taken during the program year to address obstacles to meeting underserved needs; foster and maintain affordable housing; eliminate barriers to affordable housing; overcome gaps in institutional structures and enhance coordination; improve public housing and resident initiatives; evaluate and reduce lead based paint hazards; ensure compliance with program and comprehensive planning requirements; and reduce the number of persons living below the poverty level.

## Monitoring

Grantees are responsible for monitoring any sub-recipients of their HUD programs. The monitoring element provides information on the grantee’s monitoring procedures including: desk monitoring; on-site visits; and technical assistance. The monitoring section also reports on compliance with citizen participation requirements by providing a description of the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.

### CONSOLIDATED ANNUAL PERFORMANCE AND EVALUATION REPORT

|                                |   |
|--------------------------------|---|
| <b>Who Must Submit</b>         | <ul style="list-style-type: none"> <li>Local governments and states receiving federal funds through HUD programs including CDBG, HOME, ESG, and HOPWA.</li> </ul> |
| <b>Guidance / Regulations</b>  | <ul style="list-style-type: none"> <li>Code of Federal Regulations: 24 CFR Part 91.</li> </ul>  |
| <b>Resources Controlled</b>    | <ul style="list-style-type: none"> <li>Measures the impact of HUD federal funds on housing and community development initiatives.</li> </ul>                      |
| <b>Submission Requirements</b> | <ul style="list-style-type: none"> <li>Annually</li> <li>90 days after the close of the grantee’s program year.</li> </ul>  |

DIAGRAM 1

# Consolidated Planning Process





To Affirmatively Further Fair Housing (AFFH) mean taking meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics

### FAIR HOUSING PLANNING

The Fair Housing Act prohibits discrimination in the sale, rental, and financing of dwellings, and in other housing-related transactions, based on race, color, national origin, religion, sex, familial status (including children under the age of 18 living with parents or legal custodians, pregnant women, and people securing custody of children under the age of 18), and disability.

HUD is committed to eliminating racial and ethnic segregation, illegal physical and other barriers to persons with disabilities, and other discriminatory practices in housing. The fundamental goal of HUD's fair housing policy is to make housing choice a reality through Fair Housing Planning (FHP). Grantees receiving funds through HUD's formula grant programs must certify to Affirmatively Further Fair Housing (AFFH) when administering CDBG, HOME, ESG, or HOPWA funds. The extent of the AFFH obligation has never been defined statutorily. However, HUD defines it as requiring a grantee to: 1) conduct an analysis to identify impediments to fair housing choice within the jurisdiction; 2) take appropriate actions to overcome the effects of any impediments identified through the analysis; and 3) maintain records reflecting the analysis and actions taken in this regard.

### ANALYSIS OF IMPEDIMENTS TO FAIR HOUSING CHOICE

The purpose of the Analysis of Impediments to Fair Housing Choice (AI) is for HUD grantees to comply with their obligation to AFFH and to provide a means of assessing potential barriers to housing choice within a jurisdiction. The AI provides grantees the opportunity to identify strategies for addressing fair housing impediments. The AI should establish strong performance goals to measure the success of fair housing planning.

#### ANALYSIS OF IMPEDIMENTS: Key Components

##### Jurisdictional Background

The Jurisdictional Background provides an understanding of the local housing and economic environment in which fair housing strategies will be carried out. To identify barriers to fair housing, certain characteristics must be examined, including demographics, income profile, employment profile, and housing profile.

##### Evaluation of Jurisdiction's Fair Housing Legal Status

To ensure fair housing efforts are successful and avoid repeat offenses, the current legal status of the jurisdiction must be evaluated. This component identifies any complaints or compliance reviews where the Secretary has issued a charge of, or made a finding of, housing discrimination. This element also identifies any housing discrimination suits filed by the Department of Justice or private plaintiffs.

### Identification of Impediments to Fair Housing Choice

This element provides the grantee with the opportunity to conduct a comprehensive review of local government public and private sector policies that may impede fair housing choice. Often it is policy reform that is needed to address housing needs, so it is critical to examine policies related to zoning and site selection; PHA tenant selection; Housing Choice Voucher policies; sale of subsidized housing and possible displacement; property tax policies, planning and zoning board policy, building codes; and private lending practices. In addition, this component reviews local fair housing enforcement policies; identifies existing informational programs; and investigates visitability in housing for persons with disabilities.

### Assessment of Public and Private Fair Housing Programs in the Jurisdiction

To develop strategies for implementation of new fair housing programs or policies it is essential to recognize current public and private programs and assess them for performance. This component identifies local, state, and federal programs currently assisting the local government in its efforts to AFFH.

### Conclusions and Recommendations

A successful AI will provide recommendations to address fair housing barriers. The Conclusions and Recommendations component identifies strategies and measurable goals the local government will implement to mitigate fair housing impediments and continue to AFFH.

## ANALYSIS OF IMPEDIMENTS TO FAIR HOUSING CHOICE

|                                |   |
|--------------------------------|---|
| <b>Who Must Submit</b>         | <ul style="list-style-type: none"> <li>Local governments and states receiving federal funds through HUD programs including CDBG, HOME, ESG, and HOPWA.</li> </ul>   |
| <b>Guidance / Regulations</b>  | <ul style="list-style-type: none"> <li>Title VIII of the Civil Rights Act of 1968 (Fair Housing Act).</li> <li>HUD Fair Housing Planning Guide.</li> </ul>  |
| <b>Resources Controlled</b>    | <ul style="list-style-type: none"> <li>Identifies impediments to fair housing choice and provides recommendations for mitigation, which should align with Consolidated Plan funding strategies.</li> </ul>  |
| <b>Submission Requirements</b> | <ul style="list-style-type: none"> <li>Grantees are encouraged to update the AI every 3-5 years, consistent with the Consolidated Plan. Though not required to be submitted, the HUD Department of Fair Housing and Equal Opportunity (FHEO) may request to review the AI.</li> </ul> |

DIAGRAM 2

# Fair Housing Planning Process





## State Programs / Planning Processes

The State of Florida has also implemented initiatives intended to support and influence funds for housing efforts. An important program dedicated specifically for the production and preservation of affordable housing through partnerships is the State Housing Initiative Partnerships Program. In addition, although not a housing program, state regulation requires local governments to have a Comprehensive Plan in place to guide future development. One component of the Comprehensive Plan is the Housing Element, intended to ensure that, when planning for future development, there is a consideration for safe, decent, affordable housing. This summary offers stakeholders the tools, detailed information, and specific points of entry into the state housing program and state initiatives and their related planning processes.

### **PROGRAMS**

#### **STATE HOUSING INITIATIVES PARTNERSHIP PROGRAM**

The State Housing Initiatives Partnership (SHIP) program, administered through the Florida Housing Finance Corporation (FHFC), has the primary objective of encouraging and creating partnerships that will assist in the production and preservation of affordable housing in the state of Florida. Funds must be used to benefit low-income and moderate-income persons. The SHIP program has required set-asides for funding that grantees must follow. A minimum of 65% of grant funds must be expended on eligible homeownership activities, a minimum of 75% is to be expended on eligible construction activities, at least 30% must be reserved for very-low income households, a minimum of 30% must be reserved for low-income households, and a minimum of 20% for households with special needs.



An important program dedicated specifically for the production and preservation of affordable housing through partnerships is the State Housing Initiative Partnerships Program.

SHIP funds are distributed on an entitlement basis to all 67 counties and to 52 CDBG entitlement cities in Florida, with a minimum allocation of \$350,000. In order to participate, local governments must establish a local housing assistance program by ordinance; develop a Local Housing Assistance Plan and housing incentive strategy; amend land development regulations or establish local policies to implement the incentive strategies; form partnerships and combine resources in order to reduce housing costs; and ensure that rent or mortgage payments within the targeted areas do not exceed 30 percent of the area median income limits, unless authorized by the mortgage lender.

In support of housing initiatives, SHIP funding can be used to benefit very low, low, and moderate income families through: emergency housing repairs; new construction of housing units; housing rehabilitation; down payment and closing costs assistance; impact fees; construction and gap financing; mortgage buy-downs; eviction prevention; rental assistance; acquisition of property for affordable housing; matching dollars for federal housing grants and programs; and homeownership counseling.

## SHIP PLANNING

### LOCAL HOUSING ASSISTANCE PLAN

A Local Housing Assistance Plan (LHAP) is required of all SHIP grantees to be eligible for funding through the Florida Housing Finance Corporation (FHFC). The LHAP details a jurisdiction's housing strategies to be implemented in expending SHIP funds. The LHAP is the governing plan to carry out housing activities to meet the intent of the SHIP program of addressing the housing needs of the very low, low and moderate income households; expanding production of and preserving affordable housing; and furthering the housing element of the local government comprehensive plan specific to affordable housing. Local government staff and elected officials seek LHAP input from citizens and from their community partners working to address housing needs.

The LHAP not only includes strategies to address how SHIP funds must be spent, it also contains "incentive strategies" that focus on local government regulations that may increase the availability of affordable residential units. Ideas for incentive strategies are driven by an Affordable Housing Advisory Committee (AHAC). Committee members represent stakeholder groups in the community and volunteer their time to provide incentive strategy recommendations.



## LHAP: Key Components

### Program Details

This component provides standard language from FHFC regarding SHIP program requirements. Here grantees include language setting purposeful terms for the administration of its SHIP program including clarification on: leveraging funds; public input; advertising and outreach; wait-list priorities; discrimination; support services and counseling; purchase price limits; income limits; rent limits; affordability periods; welfare transition program; and monitoring. This section provides grantees the opportunity to revise or add additional terms regarding program administration, within FHFC requirements.

### Housing Strategies

This component is essentially the grantee's strategic plan for how SHIP funds will be spent to provide housing assistance. This element of the LHAP identifies the particular strategies the grantee will use to carry out to further affordable housing efforts. Each strategy, in turn, includes a summary of the assistance; the income categories to be served; the maximum award; loan terms; recipient selection criteria; and sponsor/developer criteria.

### Incentive Strategies

The final part of the LHAP identifies incentive strategies adopted to use local government regulations to support the creation and preservation of affordable housing.

| LOCAL HOUSING ASSISTANCE PLAN |  |
|-------------------------------|--|
| Who Must Submit               | <ul style="list-style-type: none"> <li>Local governments receiving state funds through the SHIP program.</li> </ul>  |
| Guidance / Regulations        | <ul style="list-style-type: none"> <li>Florida Statutes, Chapter 420 Part VII (ss. 420.907-420.9089).</li> <li>SHIP Local Housing Assistance Plan Procedures Manual</li> </ul> |
| Resources Controlled          | <ul style="list-style-type: none"> <li>FHFC state funds influencing housing partnerships and initiatives. Plan funding strategies.</li> </ul>                                  |
| Submission Requirements       | <ul style="list-style-type: none"> <li>By May 2<sup>nd</sup> Once Every 3 Years</li> </ul>   |



In support of housing initiatives, SHIP funding can be used to benefit very low, low, and moderate income families through: emergency housing repairs; new construction of housing units; housing rehabilitation; down payment and closing costs assistance; impact fees; construction and gap financing; mortgage buy-downs; eviction prevention; rental assistance; acquisition of property for affordable housing; matching dollars for federal housing grants and programs; and homeownership counseling.



The Florida Housing Finance Corporation (FHFC) administers the SHIP Program.

## SHIP ANNUAL REPORT

Each jurisdiction participating in the SHIP Program must submit an annual report of its local affordable housing program expenditures, leveraging, and recipient demographics. The Annual Report allows FHFC to monitor the activities of local governments and determine compliance with program requirements. The Annual Report accounts for affordable housing accomplishments through SHIP during the jurisdiction's program year. The Report also certifies that the local housing incentive strategies have been implemented or are in the process of being implemented pursuant to the adopted schedule for implementation.

### SHIP ANNUAL REPORT: Key Components

#### Distribution Summary

The distribution summary provides details related to the distribution of SHIP funds; a breakdown of homeownership and rental strategies; other uses of funds including administrative, homeownership counseling, and program income if applicable; and a "balance sheet" of program revenues.

#### Compliance with SHIP Requirements

This section summarizes compliance with the statutory set-aside requirements to expend at least 65% of funds on homeownership, 75% of funds on new construction or rehabilitation, 30% of funds on very low income households and another 30% on very low or low income households. The report also includes data about leveraging of funds and a breakdown by loans, deferred payment loans or grants.

#### Demographics

This component provides demographic information for activities carried out including the number of households assisted, units produced, ages, family size, race, special needs, and special target areas. Data reported includes average cost of producing units under each local housing assistance strategy; and the average area purchase price of single-family units and the amount of rent charged for a rental unit based on unit size.

#### Status of Incentive Strategies

The status of incentive strategies section includes information on incentive strategies, support services, homeownership default/foreclosure, expended funds, administration expenses, sub-recipients, program income, recaptured funds, and rental developments. This component is meant to detail the status of implementation of each local housing incentive strategy or, if applicable, the local housing incentive plan as set forth in the local government's adopted schedule for implementation.

#### Special Needs Breakdown

This element allows the grantee to report on expended and encumbered funds targeted towards special needs populations, including persons with disabilities.

**SHIP ANNUAL REPORT**

|                                |  |
|--------------------------------|--|
| <b>Who Must Submit</b>         | <ul style="list-style-type: none"><li>• Local governments receiving state funds through the SHIP program.</li></ul>  |
| <b>Guidance / Regulations</b>  | <ul style="list-style-type: none"><li>• Florida Statutes, Chapter 420 Part VII (ss. 420.907-420.9089).</li><li>• SHIP Local Housing Assistance Plan Procedures Manual.</li></ul> |
| <b>Resources Controlled</b>    | <ul style="list-style-type: none"><li>• Measures the impact of FHFC state SHIP funds in carrying out housing incentives in support of affordable housing initiatives.</li></ul>  |
| <b>Submission Requirements</b> | <ul style="list-style-type: none"><li>• Annually by September 15<sup>th</sup></li></ul>  |

DIAGRAM 3

# SHIP Planning Process



## COMPREHENSIVE PLANNING

Local governments are required by State law to have a Comprehensive Plan in place, with the purpose of providing the principles, guidelines, standards, and strategies for organized and balanced future economic, social, physical, environmental, and fiscal development of the community. The plan is not intended to require implementation of, but to simply identify and propose, programs, activities, and land development regulations that will impact community growth. The Comprehensive Plan contains goals, objectives, and policies that describe how the local government's programs, activities, and land development regulations will be initiated, modified, or continued.

## HOUSING ELEMENT

By State statute Comprehensive Plans are required to have a Housing Element. The Housing Element sets forth the guiding principles, standards, and strategies to be followed in providing safe, decent, and affordable housing in the jurisdiction. The Housing Element influences the creation and preservation of affordable housing and identifies strategies that will impact the availability of affordable housing for 5-10 years.

### HOUSING ELEMENT: Key Components

#### Housing

In this component local governments are required to provide information related to the following topics.

- The provision of housing for all current and anticipated future residents of the jurisdiction;
- The elimination of substandard dwelling conditions;
- The structural and aesthetic improvement of existing housing;
- The provision of adequate sites for future housing, including affordable workforce, housing for low-income, very low-income, and moderate-income families, mobile homes, and group home facilities and foster care facilities, with supporting infrastructure and public facilities;
- Provision for relocation housing and identification of historically significant and other housing for purposes of conservation, rehabilitation, or replacement;
- The formulation of housing implementation programs; and
- The creation or preservation of affordable housing to minimize the need for additional local services and avoid the concentration of affordable housing units only in specific areas of the jurisdiction.

#### Data Analysis

The plan must provide specified data and explanation, including the following.

- The number and distribution of dwelling units by type, tenure, age, rent, value, monthly cost of owner-occupied units, and rent or cost to income ratio, and the number of dwelling units that are substandard; and
- The methodology used to estimate the condition of housing, a projection of the anticipated number of households by size, income range, and age of residents derived from the population projections, and the minimum housing need of the current and anticipated future residents of the jurisdiction.

## Principles, Guidelines, Standards, and Strategies

The plan must identify strategies for the creation and preservation of affordable housing for all current and anticipated future residents of the jurisdiction, elimination of substandard housing conditions, adequate sites, and distribution of housing for a range of incomes and types, including mobile and manufactured homes. The element must also provide for specific programs and actions to partner with private and nonprofit sectors to address housing needs in the jurisdiction; streamline the permitting process, and minimize costs and delays for affordable housing; establish standards to address the quality of housing; stabilization of neighborhoods; and identification and improvement of historically significant housing.

## Coordination

State and federal housing plans prepared on behalf of the local government must be consistent with the goals, objectives, and policies of the Housing Element. Local governments are encouraged to use job training, job creation, and economic solutions to address a portion of their affordable housing concerns.

| COMPREHENSIVE PLAN HOUSING ELEMENT |   |
|------------------------------------|---|
| Who Must Submit                    | <ul style="list-style-type: none"> <li>Florida local governments.</li> </ul>  |
| Guidance / Regulations             | <ul style="list-style-type: none"> <li>Florida Statutes 163.3177 (f).</li> </ul>  |
| Resources Controlled               | <ul style="list-style-type: none"> <li>In developing local government general fund or capital improvement budgets, projects and initiatives must be consistent with the Comprehensive Plan.</li> </ul>                      |
| Submission Requirements            | <ul style="list-style-type: none"> <li>Must include at least two planning periods, one covering at least the first 5-year period occurring after the plan's adoption and one covering at least a 10-year period.</li> </ul> |

DIAGRAM 4

# Comprehensive Planning Process





## Community Participation

Community participation is an opportunity for people to get involved in decisions that affect them. Intentionally involving residents, advocates, and stakeholders in local government decisions creates an environment of shared responsibility when implementing programs and projects. Recognized as a vital component, community participation is at the core of successful planning efforts. Requirements differ for state and federal housing and community development planning, but each requires some level of community participation. Participation in the community engagement phase of the planning process is the ideal opportunity to raise awareness around a cause and provides an opportunity for individuals, advocates, and stakeholders to demonstrate need.



Recognized as a vital component, community participation is at the core of successful planning efforts.



## CONSOLIDATED PLANNING / FAIR HOUSING COMMUNITY PARTICIPATION

### Citizen Participation Plan

State and local government HUD grantees are required to develop and implement a Citizen Participation Plan (CPP). The CPP sets forth the grantee's policies and procedures for citizen participation for Consolidated and Fair Housing Planning. The CPP facilitates citizen participation throughout the development of, and amendment of, the Consolidated Plan, Annual Action Plan, Analysis of Impediments, and CAPER. Developed in accordance with federal regulations, the CPP is the overarching plan providing the framework for a successful community engagement process. The CPP should consist of the following broad elements:

- Description of the public participation process, including public hearings and public comment periods;
- Ensured opportunities for involvement of affected persons and other concerned citizens in the planning process;
- Transparency of the planning process and freedom of access to the draft Plan;
- Instructions to guide the public's submission of comments and the standards for the grantee's response; and
- Procedures for continuity of participation throughout all stages of the Plan's development.

CPP regulations require grantees to actively encourage widespread citizen participation, with a special emphasis on efforts to encourage participation from the following populations:

- Low-income and moderate-income persons;
- Residents of slums, blighted areas and predominately low-income and moderate-income areas;
- Non-English speaking persons;
- Persons with disabilities; and
- Public housing residents and other low-income residents of targeted revitalization areas.

### Public Hearings/Meetings

At least two public hearings/meetings are required each year to obtain residents' views and to respond to proposals and questions. The purpose of the public hearings/meetings is to:

- Receive comments from citizens, public agencies, community members and other interested parties;
- Respond to proposals and comments at all stages of the submittal process;
- Identify housing and community development needs;
- Review the proposed use of funds;
- Review program amendments; and
- Review program performance.

Public hearings/meetings are to be conducted at a minimum of two different stages of the program year. At least one of these hearings/meetings is to be held before the proposed plan is published for comment.

Adequate advance notice of public hearings/meetings must be given to citizens, with sufficient information published about the subject of the hearing/meeting to permit informed comment. All hearings/meetings must be held at times and locations convenient to potential and actual beneficiaries. In addition, public hearings/meetings must accommodate the needs of non-English speaking residents and persons with disabilities.

### Consultation

In addition to citizen participation requirements, grantees must consult with public and private agencies that provide assisted housing, health services, and fair housing services for children, veterans, youth, elderly, persons with disabilities, and persons living with HIV/AIDS and their families. State grantees must consult with agencies that provide assisted housing, health services, social and fair housing, and those that serve the chronically homeless, and address lead-based paint hazards and consult with local governments in non-entitlement areas of the state. When preparing the homeless strategy, both state and local grantees must consult with the Continuum of Care (CoC) and other agencies that provide homeless assistance and homelessness prevention services. For local government grantees consultation should also include adjacent local governments, with regard to non-housing community development needs; agencies with metropolitan-wide planning responsibilities; and the local public housing authority, with regard to public housing needs.

### Public Comment

Citizens must be provided with a reasonable opportunity to comment on Citizen Participation, Consolidated, and Fair Housing Plans and the grantee must make these plans public. Citizens who wish to comment or object to any phase of plan development or approval, or who want to provide input regarding housing and community development needs, will typically submit comments or objections in person, by telephone, or in writing. Plans must be made available in a format accessible to persons with disabilities, upon request.



## HUD Community Participation Requirements by Planning Type

| Citizen Participation Plan (CPP)                                 |   |
|--|---|
| <b>Description</b>   | The CPP sets forth the grantee's policies and procedures for citizen participation throughout the Consolidated Planning process. The CPP must facilitate citizen participation throughout the Consolidated Plan's initial development, amendment process, and annual performance report. CPP regulations require grantees to actively encourage widespread citizen participation. |
| <b>Public Hearings / Community Meetings</b>                      | At least two public hearings per year to obtain residents' views and to respond to proposals and questions, to be conducted at a minimum of two different stages of the program year. At least one of these hearings is held before the proposed Consolidated Plan is published for comment.  |
| <b>Published Notice of Plan Availability for Review/ Comment</b> | Minimum of one notice of plan availability for public review and comment, including a summary of the plan and locations and hours of availability; published in a newspaper of general circulation and any smaller publications serving program-eligible populations.   |
| <b>Public Comment Period</b>                                     | 30-Days   |

## HUD Community Participation Requirements by Planning Type

| Consolidated Plan  |   |
|--|---|
| <b>Description</b>   | Once every 3-5 years, HUD grantees must develop a Consolidated Plan that identifies goals and strategies for providing affordable and decent housing, a safe and suitable living environment, and adequate economic opportunities for program-eligible populations. The Consolidated Plan includes the Year 1 Annual Action Plan. |
| <b>Public Hearings / Community Meetings</b>                      | At least two public hearings per year to obtain residents' views and to respond to proposals and questions, to be conducted at a minimum of two different stages of the program year. At least one of these hearings is held before the proposed Consolidated Plan is published for comment.                                      |
| <b>Published Notice of Plan Availability for Review/ Comment</b> | Minimum of one notice of plan availability for public review and comment, including a summary of the plan and locations and hours of availability; published in a newspaper of general circulation and any smaller publications serving program-eligible populations.   |
| <b>Public Comment Period</b>                                     | 30-Days   |

## HUD Community Participation Requirements by Planning Type

| Annual Action Plan   |  |
|--|--|
| <b>Description</b>   | Each program year, HUD grantees must develop an Annual Action Plan that identifies sources of funding and projects to be completed during the program year to implement the Consolidated Plan. The Year 1 Annual Action Plan is included in the Consolidated Plan process. The remaining Year 2 through Year 5 Annual Action Plans are developed subsequently. |
| <b>Public Hearings / Community Meetings</b>                      | At least two public hearings per year to obtain residents' views and to respond to proposals and questions, to be conducted at a minimum of two different stages of the program year. At least one of these hearings is held before the proposed Action Plan is published for comment.   |
| <b>Published Notice of Plan Availability for Review/ Comment</b> | Minimum of one notice of plan availability for public review and comment, including a summary of the plan and locations and hours of availability; published in a newspaper of general circulation and any smaller publications serving program-eligible populations.  |
| <b>Public Comment Period</b>                                     | 30-Days  |

## HUD Community Participation Requirements by Planning Type

| Analysis of Impediments (AI)                                     |  |
|--|--|
| <b>Description</b>   | Once every 3-5 years, consistent with the Consolidated Plan, HUD grantees must develop an Analysis of Impediments to identify fair housing issues in the jurisdiction. The AI must set goals to overcome fair housing issues identified and those goals should inform subsequent housing and community development planning processes. |
| <b>Public Hearings / Community Meetings</b>                      | A minimum of one public hearing to be held before the proposed Analysis of Impediments is published for comment.   |
| <b>Published Notice of Plan Availability for Review/ Comment</b> | Minimum of one notice of plan availability for public review and comment, including a summary of the plan and locations and hours of availability; published in a newspaper of general circulation and any smaller publications serving program-eligible populations.  |
| <b>Public Comment Period</b>                                     | 30-Days  |

## HUD Community Participation Requirements by Planning Type

| Consolidated Annual Performance and Evaluation Report (CAPER)    |   |
|--|---|
| <b>Description</b>   | Each program year, HUD grantees are required to complete a Consolidated Annual Performance and Evaluation Report (CAPER) detailing how the Consolidated Plan and Annual Action Plan were implemented. The CAPER includes a description of the resources available and investment of those resources in terms of geographic distribution and populations assisted. |
| <b>Public Hearings / Community Meetings</b>                      | At least two public hearings per year to obtain residents' views and to respond to proposals and questions, to be conducted at a minimum of two different stages of the program year. At least one of the hearings held must include a review of program performance.   |
| <b>Published Notice of Plan Availability for Review/ Comment</b> | Minimum of one notice of plan availability for public review and comment; including a summary of the CAPER; locations and hours of availability; published in a newspaper of general circulation and any smaller publications serving program-eligible populations.   |
| <b>Public Comment Period</b>                                     | 15-Days   |

## HUD Community Participation Requirements by Planning Type

### Requirements Specific to Persons with Disabilities for Each Plan

The jurisdiction must encourage citizens to participate in the development of the Citizen Participation Plan, Consolidated Plan, Annual Action Plan, Analysis of Impediments, and the performance report. These requirements are designed especially to encourage participation by low-income and moderate-income persons, particularly those persons living in areas designated by the jurisdiction as a revitalization area, in a slum and blighted area, and in areas where CDBG funds are proposed to be used, and by residents of predominantly low-income and moderate-income neighborhoods, as defined by the jurisdiction. A jurisdiction must take appropriate actions to encourage the participation of all its citizens, including minorities and non-English speaking persons, as well as persons with disabilities.

Public Hearings and Community Meetings must be held in accessible locations and the jurisdiction must make arrangements to accommodate persons with disabilities, upon request.

The jurisdiction must provide citizens with a reasonable opportunity to comment on the Citizen Participation Plan, the Consolidated Plan, Annual Action Plan, and CAPER and must make each plan public. Plans must be in available in a format accessible to persons with disabilities, upon request.

In addition to citizen participation requirements, the HUD Consolidated Plan regulations identify categories of organizations the grantee must consult with during the Plan's development. Entitlement grantees must consult with public and private agencies that provide assisted housing, health services, and fair housing services for children, veterans, youth, elderly, persons with disabilities, persons living with HIV/AIDS, and their families.



## SHIP COMMUNITY PARTICIPATION

### Affordable Housing Advisory Committee (AHAC)

The AHAC is responsible for reviewing established policies, procedures, ordinances, land development regulations, and the local government comprehensive plan and making recommendations on initiatives that will encourage affordable housing. SHIP grantee communities must appoint an AHAC with between eight and eleven members. The committee must have a minimum of one member from at least 6 of the categories listed below:

- One citizen who is actively engaged in the residential home building industry in connection with affordable housing;
- One citizen who is actively engaged in the banking or mortgage banking industry in connection with affordable housing;
- One citizen who is a representative of those areas of labor actively engaged in home building in connection with affordable housing;
- One citizen who is actively engaged as an advocate for low-income persons in connection with affordable housing;
- One citizen who is actively engaged as a for-profit provider of affordable housing;
- One citizen who is actively engaged as a not-for-profit provider of affordable housing;
- One citizen who is actively engaged as a real estate professional in connection with affordable housing;
- One citizen who actively serves on the local planning agency;
- One citizen who resides within the jurisdiction of the local governing body making the appointments;
- One citizen who represents employers within the jurisdiction; and/or
- One citizen who represents essential services personnel, as defined in the local housing assistance plan.

### Encouraging Partnerships

Grantees participating in the SHIP program are required to encourage the involvement of appropriate public sector and private sector entities as partners in order to combine resources to reduce housing costs for the targeted population. This partnership process should involve: 1) lending institutions; 2) housing builders and developers; 3) nonprofit and other community-based housing and service organizations; 4) providers of professional services relating to affordable housing; 5) advocates for low-income persons, including, but not limited to, people experiencing homelessness, the elderly, and migrant farmworkers; 6) real estate professionals; and 7) other persons or entities who can assist in providing housing or related support services.

### Public Hearings/Meetings

The AHAC is required by statute to hold a minimum of one public hearing, at which its housing incentive strategy recommendations and its review of local government implementation of previously recommended strategies will be voted upon. Notice of the time, date, and place of the public hearing of the advisory committee to adopt its evaluation and final local housing incentive strategies recommendations must be published in a newspaper of general paid circulation in the county. The notice must contain a short summary of the evaluation and local housing incentives strategies recommendations to be considered by the advisory committee. The notice must state the public place where a copy of the evaluation and tentative advisory committee recommendations can be obtained by interested persons.

It is suggested as a best practice that the AHAC hold additional public meetings to solicit input and engage the public, prior to the required public hearing. All meetings of the advisory committee are public meetings, and all committee records are public records.

### Notice of Funding Availability

To notify the public of available SHIP funds and open the application process, the grantee is required to advertise a Notice of Funding Availability (NOFA) in a newspaper of general circulation, as well as periodicals serving ethnic and diverse neighborhoods, at least 30 days before the beginning of the application period. If no funding is available due to a waiting list, no notice of funding availability is required.

### Public Comment

The Annual Report must be made available by the grantee for public inspection and comment prior to certifying the report and transmitting it to FHFC. The grantee must provide notice of the availability of the proposed report and solicit public comment. The notice must state the public place where a copy of the proposed report can be obtained by interested persons. Members of the public may submit written comments on the report to the grantee and FHFC. The grantee is required to attach a copy of all written comments and its responses to the Annual Report in its submission to FHFC.

## COMPREHENSIVE PLANNING COMMUNITY PARTICIPATION

### Public Hearings/Meetings

The local governing body must hold at least two advertised public hearings on the proposed comprehensive plan, plan element, or plan amendment. At the option of the governing body, one of the public hearings may be held by the local planning agency. Both hearings must be held after 5 p.m. on a weekday, and the first must be held approximately seven days after the day that the first advertisement is published. The second hearing must be held approximately two weeks after the first hearing and must be advertised approximately five days prior to the public hearing. The day, time, and place at which the second public hearing will be held must be announced at the first public hearing.

The Comprehensive Planning process is very cumbersome and, though not statutorily required, it is encouraged that local governments hold additional community meetings throughout the process to involve the public and solicit input.

# CASE STUDY

For the 2018 program year, the City of Jacksonville/Duval County will receive close to \$14 million in federal and state funding under the CDBG, HOME, ESG, HOPWA and SHIP programs, which triggers Federal citizen participation requirements. Jacksonville/Duval County will solicit public input to determine community need and decide how funding will be allocated for eligible projects and activities. The City follows its Citizen Participation Plan (CPP), which details how residents and stakeholders will be included during the development of the Consolidated Plan, Annual Action Plan, and CAPER.

In addition to complying with federal requirements, the City of Jacksonville holds two public meetings along with 4-6 Citizen Participation Action Council meetings to encourage participation from residents, businesses, neighborhoods organizations, and other interested individuals or groups. The City also posts a survey on its website and encourages the public to respond to assist in identifying and prioritizing the needs of the community.

To further engage residents and stakeholders and ensure participation, the City also facilitates monthly meetings of its 11-member Jacksonville Housing and Community Development Commission (JHCDC). This commission also serves as the City's Affordable Housing Advisory Committee (AHAC) for its SHIP program. The commission extends an invitation to homeless providers to attend meetings on a quarterly basis, which encourages participation by organizations serving **special needs and developmentally disabled** populations.



In order to identify the needs of the special needs population in the community, including individuals with developmental disabilities, the City partners with agencies that advocate for and provide services to physically and mentally disabled persons. Recent public input regarding the needs of persons with developmental disabilities has suggested that rather than just providing accessible housing units, persons with developmental disabilities are in need of housing with permanent supportive services that facilitate independent living and assistance with successful integration into community life (e.g., inclusion in social events and networks). Participants at one of the City's public meetings suggested the creation of housing opportunities such as small apartment complexes where persons with developmental disabilities could live independently (with appropriate supportive services) and experience a sense of community in a setting tailored to their needs.

The community participation process, which has included meetings, public hearings, neighborhood workshops, and health fairs designed to reach grass-roots faith based and community organizations, has led to the inclusion of a goal in the City's Consolidated Plan to increase the supply of affordable, inclusive housing in the City of Jacksonville. This past year, stakeholders expressed the need for more supportive housing and services to increase the likelihood of maintaining mainstream services. As a result of the input received, funding for permanent supportive housing (new or rehabilitated units) was included in the Annual Action Plan and the City published a request for proposals (RFP) for \$1.5 million. The City has also determined priority populations for public services funding and for Program Year 2017, the priority populations were homeless persons and families (35%), low-income persons and families (40%), **adults with physical, mental, and behavioral disabilities (20%)**, and low-income, elderly and homebound (5%).

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As a result of the input received, funding for permanent supportive housing (new or rehabilitated units) was included in the Annual Action Plan and the City published a request for proposals (RFP) for \$1.5 million. The City has also determined priority populations for public services funding and for Program Year 2017, the priority populations were homeless persons and families (35%), low-income persons and families (40%), **adults with physical, mental, and behavioral disabilities (20%)**, and low-income, elderly and homebound (5%).

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# Recommendations

It is important to know how you can be heard. Below are ways to get involved in the funding process.

## STRATEGY

### 1. Attend all public hearings scheduled during the planning phase.

Federal and state housing programs including CDBG, HOME, ESG, HOPWA, and SHIP require public hearings to solicit public input. Public hearings often provide a setting for advocates and stakeholders to communicate directly with elected officials or local government representatives, so not participating could be a missed opportunity. This venue may allow the disability community to raise awareness regarding the housing and service needs of persons with disabilities.

### 2. Attend all community meetings scheduled during the planning phase.

Many local governments facilitate community meetings in addition to public hearings to further encourage public input and to satisfy citizen participation and consultation requirements. Community meetings are much less formal and offer the public, advocates, stakeholders, providers, Realtors, lenders, developers and various other parties an open forum to discuss housing needs. Community meetings provide the opportunity for stakeholders to give input and suggestions on activities to be implemented and this venue is where strategic plans start to develop. Community meetings also tend to provide a more thorough explanation of the planning process as most local governments will provide a presentation on available grant funds, eligible activities, and the application process.

Affordable Housing Advisory Council (AHAC) meetings are open to the public and attendance at AHAC meetings can be vital to influencing housing strategies that will be included in the Local Housing Assistance Plan (LHAP).

### 3. Participate in online surveys the local government has developed to solicit input on housing needs.

Not all local governments publish online surveys, but if this is a technique implemented during the planning phase, participation is convenient and often confidential and typically yields the best results for soliciting input from advocates and stakeholders. Surveys can be critical in identifying priority needs and determining which to fund.

### 4. Provide the local government with statistical data related to disability needs during the planning phase.

During the development of strategic plans, the local government will rely on federal, state, and local data resources to determine need and make funding decisions. Compiling accurate data surrounding the intellectual and developmental disabilities community can be challenging. It is critical for the intellectual and developmental disabilities community to provide information to the local government to ensure accurate data is incorporated into planning documents and increase opportunities for priority needs to be addressed. This is an opportunity for advocates and providers to submit summaries of their monthly, quarterly, or annual reports, or additional supplemental information that may justify need. Make sure that an abundance of accurate data is available on organizational websites to ensure easy access for local governments collecting data.

# Recommendations

## 5. Provide written comments on plans when published publically for review.

Federal and state planning processes incorporate opportunities for public comment on draft plans. Strategic plans can be cumbersome so it is not uncommon that the public does not review or comment on strategies presented in the plan. It is important that individuals, advocates, and providers of the disability community familiarize themselves with plans in order to make informed suggestions for additions or corrections to the document. Public comment periods are the prime opportunity for stakeholders to review proposed initiatives, proposed outcomes, and proposed budgets and to provide comments in writing to the local government that must be considered prior to finalizing the plan.

## 6. Monitor program performance.

Performance reports are required for Consolidated Planning and SHIP local government grantees. The CAPER and SHIP Annual Report gives the public, stakeholders, and advocates the opportunity to hold the local government accountable in carrying out its programs. These reports measure performance and evaluate how funds are impacting the community and proposed housing initiatives. These reports also solidify whether or not the local government has achieved proposed accomplishments stated in its strategic plan. Reports may also provide the opportunity for the local government to describe barriers or challenges faced in meeting objectives, helping the public understand the environment in which activities are being carried out and bridge the gap between stakeholder expectations and local government capabilities.

## 7. Coordinate with local and regional advocacy organizations and service providers.

Policy change is difficult to achieve without agency coordination. It is important for local advocates and service providers working with the disabilities community to work together to ensure that accurate and consistent data is being provided to local governments responsible for community-based planning. Stakeholders should work collectively to create change. When organizations serving similar causes break down silos and come together, advocacy becomes more effective. One idea for better coordination is to convene quarterly meetings of all stakeholders or local workgroups and committees with a representative from each organization. Further, organizations should inquire about coordinating with the local government housing staff to implement quarterly or bi-annual meetings to discuss housing and service needs for persons with disabilities.

# Recommendations

## 8. Participate in local or regional housing forums or summits.

Housing forums are becoming increasingly popular throughout Florida and provide excellent opportunities to learn about local housing needs, housing programs available in the community to address need, housing initiatives currently in place, and proposed housing initiatives for the future. These forums may also provide the opportunity to raise awareness regarding the critical importance of access to affordable, accessible, inclusive housing for the intellectual and developmental disabilities community. Depending on the format for the forum or summit, the local government may reach out to local organizations to participate in a panel or make a presentation at the event. Disability advocates and providers are encouraged to contact the local government to inquire about plans for future housing forums and offer to present if the program design allows.

## 9. Campaign for a position as a representative on boards or commissions.

Often the best way to create change is to insert a representative directly into the process. For the SHIP program, the AHAC comprises a minimum of 8 but not more than 11 committee members. The committee must include at least one representative from at least six of the eight designated categories, one of the categories being: “A citizen who is actively engaged as an advocate for low-income persons in connection with affordable housing.” According to federal regulations, persons with disabilities are considered a limited clientele, low income population. This offers an opportunity for someone in the disabilities community to become a committee member, which places him or her in a position to directly affect decisions.

In addition, many local governments form special councils or boards related to affordable housing, or even special needs populations, creating an opportunity for a member of the disabilities community to be appointed to a position that could directly influence change.

## 10. Develop a framework for effective engagement with the disability community.

A bold step to influencing decisions surrounding the disabilities community is to have local governments implement community engagement strategies that work best for persons with disabilities. Distributing a guidebook to local governments that provides a framework for effective engagement with the disability community could ultimately result in a more inclusive and successful planning process. As revealed by our Inclusive Planning Survey, local governments tend to implement engagement strategies only as required by regulation. Providing a framework directly to local governments will educate elected officials and department staff that traditional methods of community participation may not work for every population. This framework could raise awareness surrounding the disability community and possibly encourage change in how local governments engage with special needs populations.

# CDBG Contacts

| Grantee               | Program | Contact               | Title                                     | Phone        | Email                                |
|-----------------------|---------|-----------------------|---|--------------|--------------------------------------|
| Boca Raton, FL        | CDBG    | Teresa McClurg        | Community Improvement Administrator       | 561-393-7758 | tmclclurg@ci.boca-raton.fl.us        |
| Boynton Beach, FL     | CDBG    | Lori Laverriere       | City Manager                              | 561-742-6010 | laverriere@bbfl.us                   |
| Bradenton, FL         | CDBG    | Vicki White           | Housing and Community Development Manager | 941-932-9493 | cdbg@cityofbradenton.com             |
| Brevard County, FL    | CDBG    | Michael McDonald      | Supervisor                                | 321-633-2007 | michael.mcdonald@brevardfl.gov       |
| Broward County, FL    | CDBG    | Yvette Lopez          | Manager                                   | 954-357-4930 | ylopez@broward.org                   |
| Cape Coral, FL        | CDBG    | Amy Yearsley          | Housing Coordinator                       | 239-573-3182 | ayearsle@capecoral.net               |
| Clearwater, FL        | CDBG    | Chuck Lane            | Assistant Director                        | 727-562-4023 | charles.lane@myclearwater.com        |
| Cocoa, FL             | CDBG    | Nancy Dresser         | Deputy Community Services Director        | 321-433-8511 | ndresser@cocoafl.org                 |
| Coconut Creek, FL     | CDBG    | Daniel Nelson         | Housing And Grants Specialist             | 954-956-1470 | dnelson@coconutcreek.net             |
| Collier County, FL    | CDBG    | Kimberley Grant       | Director                                  | 239-252-6287 | kimberleygrant@colliergov.net        |
| Coral Springs, FL     | CDBG    | James Hickey          | Assistant Director                        | 954-344-1114 | jhickey@coralsprings.org             |
| Davie, FL             | CDBG    | Glenda Bonaventura    | Operations & Management Professional      | 954-797-1196 | glenda_bonaventura@davie-fl.gov      |
| Daytona Beach, FL     | CDBG    | Emory Counts          | Economic/Community Development Director   | 386-671-8245 | countse@codb.us                      |
| Deerfield Beach, FL   | CDBG    | Vicki Placide-Pickard | Director                                  | 954-571-2675 | vplacide-pickard@deerfield-beach.com |
| Delray Beach, FL      | CDBG    | Michael Coleman       | Director                                  | 561-243-7203 | cidirector@mydelraybeach.com         |
| Deltona, FL           | CDBG    | Ron Paradise          | Assistant Director                        | 386-878-8600 | rparadise@deltonafl.gov              |
| Escambia County, FL   | CDBG    | Meredith Reeves       | Division Manager                          | 850-595-0022 | mareeves@myescambia.com              |
| Florida, State of     | CDBG    | Roger Doherty         | Planning Manager                          | 850-717-8417 | roger.doherty@deo.myflorida.com      |
| Fort Lauderdale, FL   | CDBG    | Rachel Williams       | Acting HOPWA and CDBG Administrator       | 954-828-5391 | rwilliams@fortlauderdale.gov         |
| Fort Myers, FL        | CDBG    | Sharon Rozier         | Housing and Real Estate Manager           | 239-321-7972 | srozier@cityftmyers.com              |
| Fort Pierce, FL       | CDBG    | Libby Woodruff        | Manager                                   | 772-467-3169 | ewoodruff@city-ftpierce.com          |
| Fort Walton Beach, FL | CDBG    | Crista Shepheard      | Planner I                                 | 850-833-9598 | cshepheard@fwb.org                   |



# CDBG Contacts

| Grantee                       | Program | Contact                    | Title                                     | Phone        | Email                              |
|-------------------------------|---------|----------------------------|---|--------------|------------------------------------|
| Gainesville, FL               | CDBG    | F. Vian Cockerham Guinyard | HCD Supervisor - Block Grant              | 352-334-5026 | cockerthamfv@cityofgainesville.org |
| Hialeah, FL                   | CDBG    | Annette Quintana           | Director                                  | 305-883-8040 | aquintana@hialeahfl.gov            |
| Hillsborough County, FL       | CDBG    | Eric Johnson               | Interim Department Director               | 813-612-5397 | tamesg@hcfi.gov.net                |
| Hollywood, FL                 | CDBG    | Clayton Milan              | Community Development Manager             | 954-921-3271 | cmilan@hollywoodfl.org             |
| Homestead, FL                 | CDBG    | Evelin Simpson             | Accounting Manager                        | 305-224-4547 | esimpson@cityofhomestead.com       |
| Jacksonville-Duval County, FL | CDBG    | LaCree Carswell            | Manager of Community Development          | 904-255-8271 | lacreec@coj.net                    |
| Jupiter, FL                   | CDBG    | Satu Oksanen               | Manager                                   | 561-741-2524 | satuo@jupiter.fl.us                |
| Kissimmee, FL                 | CDBG    | Nancy Jewell               | Community Development Coordinator         | 407-518-2156 | njewell@kissimmee.org              |
| Lake County, FL               | CDBG    | Brenda Likely              | Housing and Community Development Manager | 352-742-6578 | blikely@lakecountyfl.gov           |
| Lakeland, FL                  | CDBG    | Annie Gibson               | Housing Programs Supervisor               | 863-834-3362 | annie.gibson@lakelandgov.net       |
| Largo, FL                     | CDBG    | Matthew Anderson           | Housing Manager                           | 727-586-7489 | maanders@largo.com                 |
| Lauderhill, FL                | CDBG    | Tameka Dorsett             | NBE Manager                               | 954-714-3125 | tdorsett@lauderhill-fl.gov         |
| Lee County, FL                | CDBG    | Julie Boudreaux            | Program Manager                           | 239-533-7930 | jboudreaux@leegov.com              |
| Manatee County, FL            | CDBG    | William O'Shea             | Community Development Project Manager     | 941-748-4501 | bill.oshea@mymanatee.org           |
| Margate, FL                   | CDBG    | Elimaris Fernandez         | Grants Manager                            | 954-935-5331 | efernandez@margatefl.com           |
| Marion County, FL             | CDBG    | Cheryl Martin              | Director                                  | 352-671-8778 | cheryl.martin@marioncountyfl.org   |
| Melbourne, FL                 | CDBG    | Denise Carter              | Manager                                   | 321-674-5734 | huid@mlbf.org                      |
| Miami Beach, FL               | CDBG    | Tatiana Escobar            | CDBG Coordinator                          | 305-673-7260 | tatianaescobar@miamibeachfl.gov    |
| Miami Gardens, FL             | CDBG    | Laurin Yoder               | Community Development Division Director   | 305-622-8041 | lyoder@miamigardens-fl.gov         |
| Miami, FL                     | CDBG    | Roberto Tazoe              | Assistant Director                        | 305-416-1984 | rtazoe@miamigov.com                |
| Miami-Dade County, FL         | CDBG    | Clarence Brown             | Division Director                         | 786-469-2221 | cdbrown@miamidade.gov              |
| Miramar, FL                   | CDBG    | Debbie Stevens             | Client Services Manager                   | 954-602-3265 | destevens@miramirfl.gov            |
| North Miami, FL               | CDBG    | Marie-Frantz Jean-Pharuns  | Housing Manager                           | 305-895-9824 | mjean-pharuns@northmiamifl.gov     |

# CDBG Contacts

| Grantee                | Program | Contact           | Title                                       | Phone        | Email                            |
|------------------------|---------|-------------------|---|--------------|----------------------------------|
| Ocala, FL              | CDBG    | Laurie Whitaker   | Reinvestment Manager                        | 352-629-8261 | lwhitaker@ocalafl.org            |
| Orange County, FL      | CDBG    | Mitchell Glasser  | Manager                                     | 407-836-5190 | mitchell.glasser@ocfl.net        |
| Orlando, FL            | CDBG    | Sonia Carnaval    | Program Manager                             | 407-246-3326 | sonia.carnaval@cityoforlando.net |
| Osceola County, FL     | CDBG    | Diane DeWalt      | Community Grants Program Manager            | 407-742-8465 | diane.dewalt@osceola.org         |
| Palm Bay, FL           | CDBG    | Stuart Buchanan   | Director of Growth Management               | 321-733-3041 | stuart.buchanan@pbfl.org         |
| Palm Beach County, FL  | CDBG    | Carlos Serrano    | Strategic Planning and Operations Manager   | 561-233-3608 | cserrano@pbcgov.org              |
| Palm Beach Gardens, FL | CDBG    | Joann Skaria      | Senior Planner                              | 561-799-4261 | jskaria@pbgfl.com                |
| Palm Coast, FL         | CDBG    | Jose Papa         | Senior Planner                              | 386-986-2469 | jpapa@palmcoastgov.com           |
| Panama City, FL        | CDBG    | Shelia Ware       | Assistant Director of Community Development | 850-872-7231 | sware@pcgov.org                  |
| Pasco County, FL       | CDBG    | Jonathan Bramlett | Director                                    | 727-834-3447 | jbramlett@pascocountyfl.net      |
| Pembroke Pines, FL     | CDBG    | Marilyn Callwood  | Community and Economic Development Manager  | 954-431-7866 | mcallwood@crafla.org             |
| Pensacola, FL          | CDBG    | Donna Cash        | Housing Operations Manager                  | 850-858-0350 | dcash@cityofpensacola.com        |
| Pinellas County, FL    | CDBG    | Cheryl Reed       | Grants Compliance Manager                   | 727-464-8234 | creed@pinellascounty.org         |
| Plantation, FL         | CDBG    | Patrick Haggerty  | Community Development Grant Coordinator     | 954-797-2656 | phaggerty@plantation.org         |
| Polk County, FL        | CDBG    | Greg Alpers       | Director                                    | 863-534-5240 | gregalpers@polk-county.net       |
| Pompano Beach, FL      | CDBG    | Mark Korman       | Program Compliance Manager                  | 954-786-7839 | mark.korman@copbfl.com           |
| Port Orange, FL        | CDBG    | Cindy Rivera      | Executive Assistant to the City Manager     | 386-506-5502 | crivera@port-orange.org          |
| Port St. Lucie, FL     | CDBG    | R. Hamel          | Program Manager                             | 772-871-7395 | rhamel@cityofpsl.com             |
| Punta Gorda, FL        | CDBG    | David Hilston     | Chief Planner                               | 941-575-3321 | dhilston@pgorda.us               |
| Sanford, FL            | CDBG    | Andrew Thomas     | Senior Project Manager                      | 407-688-5132 | andrew.thomas@sanfordfl.gov      |
| Sarasota County, FL    | CDBG    | Don Hadsell       | Director                                    | 941-951-3640 | donald.hadsell@sarasotagov.com   |
| Sarasota, FL           | CDBG    | Don Hadsell       | Director                                    | 941-951-3640 | donald.hadsell@sarasotagov.com   |

# CDBG Contacts

| Grantee             | Program | Contact          | Title                                     | Phone        | Email                                      |
|---------------------|---------|------------------|---|--------------|--|
| Seminole County, FL | CDBG    | Diane Durr       | HUD Administrator                         | 407-665-2386 | ddurr@seminolecountyfl.gov                 |
| St. Petersburg, FL  | CDBG    | Lynn Gilbert     | Housing Development Coordinator           | 727-892-5452 | lynn.gilbert@stpete.org                    |
| Sunrise, FL         | CDBG    | Shannon Ley      | Community Development Director            | 954-746-3270 | communitydevdirector@sunrisefl.gov         |
| Tallahassee, FL     | CDBG    | Joyce Olaves     | Housing and Grants Administrator          | 850-891-6526 | joyce.olaves@talgov.com                    |
| Tamarac, FL         | CDBG    | Coleen Christie  | Housing and Neighborhood Programs Manager | 954-597-3539 | coleen.christie@tamarac.org                |
| Tampa, FL           | CDBG    | Qiana Daughtry   | Community Development Coordinator         | 813-274-7998 | qiana.daughtry@tampagov.net                |
| Titusville, FL      | CDBG    | Terrie Franklin  | Director of Neighborhood Services         | 321-567-3783 | terrie.franklin@titusville.com             |
| Volusia County, FL  | CDBG    | Corry Brown      | CDBG Coordinator                          | 386-736-5955 | cabrown@volusia.org                        |
| Wellington, FL      | CDBG    | James Poag       | Director of Community Services            | 561-791-4796 | communityservicesdirector@wellingtonfl.gov |
| West Palm Beach, FL | CDBG    | Jennifer Ferriol | Program Manager                           | 561-822-1276 | jferriol@wpb.org                           |
| Winter Haven, FL    | CDBG    | James Benderson  | Senior Planner                            | 863-291-5600 | jbenderson@mywinterhaven.com               |

*\*Please note that grantee contact information is the most recent provided on HUD Exchange and cannot be verified as correct in the case of staff turnover.*

# Home Grantees

| Grantee                       | Program | Contact                   | Title                                       | Phone        | Email                            |
|-------------------------------|---------|---------------------------|---|--------------|----------------------------------|
| Brevard County, FL            | HOME    | Linda Graham              | Manager                                     | 321-633-2007 | linda.graham@brevardfl.gov       |
| Broward County, FL            | HOME    | Yvette Lopez              | Manager                                     | 954-357-4930 | ylopez@broward.org               |
| Clearwater, FL                | HOME    | Chuck Lane                | Assistant Director                          | 727-562-4023 | charles.lane@myclearwater.com    |
| Collier County, FL            | HOME    | Kimberley Grant           | Director                                    | 239-252-6287 | kimberleygrant@colliergov.net    |
| Daytona Beach, FL             | HOME    | Emory Counts              | Economic/Community Development Director     | 386-671-8245 | countse@codb.us                  |
| Escambia County, FL           | HOME    | Meredith Reeves           | Division Manager                            | 850-595-0022 | mareeves@myescambia.com          |
| Florida, State of             | HOME    | Nicole Gibson             | Assistant Director Homeownership Programs   | 850-488-4197 | nicole.gibson@floridahousing.org |
| Fort Lauderdale, FL           | HOME    | Avis Wilkinson            | Administration Assistant II                 | 954-828-4513 | awilkinson@fortlauderdale.gov    |
| Gainesville, FL               | HOME    | Deneace Joshua            | Grant Supervisor                            | 352-334-5026 | joshuadm@cityofgainesville.org   |
| Hialeah, FL                   | HOME    | Annette Quintana          | Director                                    | 305-883-8040 | aquintana@hialeahfl.gov          |
| Hillsborough County, FL       | HOME    | Eric Johnson              | Interim Department Director                 | 813-612-5397 | tamesg@hcf.gov.net               |
| Hollywood, FL                 | HOME    | Clayton Milan             | Community Development Manager               | 954-921-3271 | cmilan@hollywoodfl.org           |
| Jacksonville-Duval County, FL | HOME    | Dayatra Coles             | Affordable Housing Administrator            | 904-255-8216 | dcoles@coj.net                   |
| Lakeland, FL                  | HOME    | Annie Gibson              | Housing Programs Supervisor                 | 863-834-3362 | annie.gibson@lakelandgov.net     |
| Lee County, FL                | HOME    | Deanna Gilkerson          | Program Manager                             | 239-533-7930 | DGilkerson@leegov.com            |
| Manatee County, FL            | HOME    | Denise Thomas             | Housing & Community Development Coordinator | 941-748-4501 | denise.thomas@mymanatee.org      |
| Marion County, FL             | HOME    | Cheryl Martin             | Director                                    | 352-671-8778 | cheryl.martin@marioncountyfl.org |
| Miami Beach, FL               | HOME    | Richard Bowman            | HOME Coordinator                            | 305-673-7260 | richardbowman@miamibeachfl.gov   |
| Miami, FL                     | HOME    | Alfredo Duran             | Deputy Director                             | 305-416-1999 | aduran@miamigov.com              |
| Miami-Dade County, FL         | HOME    | Clarence Brown            | Division Director                           | 786-469-2221 | cdbrown@miamidade.gov            |
| North Miami, FL               | HOME    | Marie-Frantz Jean-Pharuns | Housing Manager                             | 305-895-9824 | mjean-pharuns@northmiamifl.gov   |

# Home Grantees

| Grantee               | Program | Contact           | Title                                     | Phone        | Email                          |
|-----------------------|---------|-------------------|---|--------------|--------------------------------|
| Orange County, FL     | HOME    | Mitchell Glasser  | Manager                                   | 407-836-5190 | mitchell.glasser@ocfl.net      |
| Orlando, FL           | HOME    | David Medley      | Program Manager                           | 407-246-2395 | david.medley@cityoforlando.net |
| Osceola County, FL    | HOME    | Diane DeWalt      | Community Grants Program Manager          | 407-742-8465 | diane.dewalt@osceola.org       |
| Palm Beach County, FL | HOME    | Carlos Serrano    | Strategic planning and Operations Manager | 561-233-3608 | cserrano@pbcgov.org            |
| Pasco County, FL      | HOME    | Jonathan Bramlett | Director                                  | 727-834-3447 | jbramlett@pascocountyfl.net    |
| Pinellas County, FL   | HOME    | Sheri Harris      | Housing Development Manager               | 727-464-4185 | sharris@pinellascounty.org     |
| Polk County, FL       | HOME    | Greg Alpers       | Director                                  | 863-534-5240 | gregalpers@polk-county.net     |
| Pompano Beach, FL     | HOME    | Mark Korman       | Program Compliance Manager                | 954-786-7839 | mark.korman@copbfl.com         |
| Sarasota, FL          | HOME    | Don Hadsell       | Director                                  | 941-951-3640 | donald.hadsell@sarasotagov.com |
| Seminole County, FL   | HOME    | Diane Durr        | HUD Administrator                         | 407-665-2386 | ddurr@seminolecountyfl.gov     |
| St. Lucie County, FL  | HOME    | Diana Wesloski    | Housing Manager                           | 772-462-1777 | wesloskid@stlucieco.org        |
| St. Petersburg, FL    | HOME    | Stephanie Lampe   | Senior Housing Development Coordinator    | 727-892-5563 | stephanie.lampe@stpete.org     |
| Tallahassee, FL       | HOME    | Joyce Olaves      | Housing and Grants Administrator          | 850-891-6526 | joyce.olaves@talgov.com        |
| Tampa, FL             | HOME    | Lisa Crenshaw     | Community Development Coordinator         | 813-274-7944 | lisa.crenshaw@tampagov.net     |
| Volusia County, FL    | HOME    | Paula Szabo       | Grants Planner                            | 386-736-5955 | pszabo@volusia.org             |
| West Palm Beach, FL   | HOME    | Jennifer Ferriol  | Program Manager                           | 561-822-1276 | jferriol@wpb.org               |

\*Please note that grantee contact information is the most recent provided on HUD Exchange and cannot be verified as correct in the case of staff turnover.

# ESG Grantees

| Grantee                       | Program | Contact           | Title                                       | Phone        | Email                              |
|-------------------------------|---------|-------------------|---|--------------|------------------------------------|
| Broward County, FL            | ESG     | Yvette Lopez      | Manager                                     | 954-357-4930 | ylopez@broward.org                 |
| Collier County, FL            | ESG     | Kimberley Grant   | Director                                    | 239-252-6287 | kimberleygrant@colliergov.net      |
| Escambia County, FL           | ESG     | Meredith Reeves   | Division Manager                            | 850-595-0022 | mareeves@myescambia.com            |
| Florida, State of             | ESG     | Erik Braun        | Director                                    | 850-922-4691 | erik.braun@myffamilies.com         |
| Fort Lauderdale, FL           | ESG     | Jonathan Brown    | Economic and Business Development Manager   | 954-828-4548 | jonathanbr@fortlauderdale.gov      |
| Hialeah, FL                   | ESG     | Annette Quintana  | Director                                    | 305-883-8040 | aquintana@hialeahfl.gov            |
| Hillsborough County, FL       | ESG     | Eric Johnson      | Interim Department Director                 | 813-612-5397 | tamesg@hcf.gov.net                 |
| Jacksonville-Duval County, FL | ESG     | Dayatra Coles     | Affordable Housing Administrator            | 904-255-8216 | dcoles@coj.net                     |
| Lee County, FL                | ESG     | Deanna Gilkerson  | Program Manager                             | 239-533-7930 | dgilkerson@leegov.com              |
| Manatee County, FL            | ESG     | Denise Thomas     | Housing & Community Development Coordinator | 941-748-4501 | denise.thomas@mymanatee.org        |
| Marion County, FL             | ESG     | Donnie Mitchell   | Housing Grant Manager                       | 352-671-8774 | donnie.mitchell@marioncountyfl.org |
| Miami, FL                     | ESG     | Roberto Tazoe     | Assistant Director                          | 305-416-1984 | rtazoe@miamigov.com                |
| Miami-Dade County, FL         | ESG     | Clarence Brown    | Division Director                           | 786-469-2221 | cdbrown@miamidade.gov              |
| Orange County, FL             | ESG     | Mitchell Glasser  | Manager                                     | 407-836-5190 | mitchell.glasser@ocfl.net          |
| Orlando, FL                   | ESG     | Sonia Carnaval    | Program Manager                             | 407-246-3326 | sonia.carnaval@cityoforlando.net   |
| Palm Beach County, FL         | ESG     | Carlos Serrano    | Strategic Planning and Operations Manager   | 561-233-3608 | cserrano@pbcgov.org                |
| Pasco County, FL              | ESG     | Jonathan Bramlett | Director                                    | 727-834-3447 | jbramlett@pasccountyfl.net         |
| Pinellas County, FL           | ESG     | Sheri Harris      | Housing Development Manager                 | 727-464-4185 | sharris@pinellascounty.org         |
| Polk County, FL               | ESG     | Greg Alpers       | Director                                    | 863-534-5240 | gregalpers@polk-county.net         |
| Sarasota County, FL           | ESG     | Don Hadsell       | Director                                    | 941-951-3640 | donald.hadsell@sarasotagov.com     |

# ESG Grantees

| Grantee             | Program | Contact        | Title                             | Phone        | Email                       |
|---------------------|---------|----------------|-----------------------------------|--------------|-----------------------------|
| Seminole County, FL | ESG     | Diane Durr     | HUD Administrator                 | 407-665-2386 | ddurr@seminolecountyfl.gov  |
| St. Petersburg, FL  | ESG     | Lynn Gilbert   | Housing Development Coordinator   | 727-892-5452 | lynn.gilbert@stpete.org     |
| Tallahassee, FL     | ESG     | Joyce Olaves   | Housing and Grants Administrator  | 850-891-6526 | joyce.olaves@talgov.com     |
| Tampa, FL           | ESG     | Qiana Daughtry | Community Development Coordinator | 813-274-7998 | qiana.daughtry@tampagov.net |
| Volusia County, FL  | ESG     | Brittany Scott | Program Coordinator               | 386-736-5955 | bscott@volusia.org          |

\*Please note that grantee contact information is the most recent provided on HUD Exchange and cannot be verified as correct in the case of staff turnover.

# HOPWA Grantees

| Grantee                            | Program | Contact          | Title   | Phone        | Email                          |
|------------------------------------|---------|------------------|---|--------------|--------------------------------|
| Florida, State of                  | HOPWA   | Craig Reynolds   | State HOPWA Program Manager                   | 850-901-6704 | craig.reynolds@flhealth.gov    |
| Florida, State of                  | HOPWA   | Joe May          | Patient Care Manager                          | 850-245-4444 | joe.may@flhealth.gov           |
| Fort Lauderdale, FL                | HOPWA   | Rachel Williams  | Acting HOPWA and CDBG Administrator           | 954-828-5391 | rwilliams@fortlauderdale.gov   |
| Jacksonville-Duval County, FL      | HOPWA   | Dayatra Coles    | Affordable Housing Administrator              | 904-255-8216 | dcoles@coj.net                 |
| Key West, FL                       | HOPWA   | Chandra Tynes    | Housing Supervisor Key West Housing Authority | 305-292-1221 | tynesc@kwha.org                |
| Miami, FL                          | HOPWA   | Roberto Tazoe    | Assistant Director                            | 305-416-1984 | rtazoe@miamigov.com            |
| Orlando, FL                        | HOPWA   | Joseph Johnson   | Fiscal Manager                                | 407-246-3349 | joseph.johnson@cityoflando.net |
| River Region Human Services        | HOPWA   | Kenneth Arnold   | Chief Operating Officer                       | 904-899-6300 | marketing@rrhs.org             |
| Sulzbacher Center for the Homeless | HOPWA   | Cindy Funkhouser | President and CEO                             | 904-359-0457 | cindyfunkhouser@tscjax.org     |
| Tampa, FL                          | HOPWA   | Kayon Henderson  | Community Development Specialist II           | 813-274-7999 | kayon.henderson@tampagov.net   |
| West Palm Beach, FL                | HOPWA   | Mark White       | Program Administrator                         | 561-822-1254 | mdwhite@wpb.org                |

\*Please note that grantee contact information is the most recent provided on HUD Exchange and cannot be verified as correct in the case of staff turnover.



# SHIP Grantees

| Grantee              | Program | Contact             | Title   | Phone        | Email                                |
|----------------------|---------|---------------------|---|--------------|--------------------------------------|
| Alachua County, FL   | SHIP    | Satori Days         | Program Specialist                                      | 352-337-6284 | sdays@alachuacounty.us               |
| Baker County, FL     | SHIP    | Melissa Richardson  | SHIP Administrator                                      | 904-259-3354 | melissa.richardson@bakercountyfl.org |
| Bay County, FL       | SHIP    | Shelia Ware         | Assistant Director                                      | 850-870-7230 | sware@pcgov.org                      |
| Boca Raton, FL       | SHIP    | Teresa McClurg      | SHIP Administrator                                      | 561-393-7758 | TMcClurg@ci.boca-raton.fl.us         |
| Boynton Beach, FL    | SHIP    | Octvao Sherrrod     | SHIP Administrator/<br>Community<br>Improvement Manager | 561-742-6066 | sherrrodO@bbfl.us                    |
| Bradenton, FL        | SHIP    | Denise Thomas       | SHIP Administrator                                      | 941-749-3029 | denise.thomas@mymanatee.org          |
| Bradford County, FL  | SHIP    | Kelly Canady        | SHIP Administrator                                      | 904-966-6382 | kelly_canady@bradfordcountyfl.gov    |
| Brevard County, FL   | SHIP    | Linda Graham        | Special Projects<br>Coordinator III                     | 321-633-2076 | linda.graham@brevardcounty.us        |
| Broward County, FL   | SHIP    | Milirdr Reynolds    | SHIP Administrator                                      | 954-357-4939 | MREYNOLDS@broward.org                |
| Calhoun, FL          | SHIP    | Sanrda Kelly        | SHIP Program<br>Administrator                           | 850-674-4551 | kellysandra20@yahoo.com              |
| Cape Coral, FL       | SHIP    | AmyAa Thomas        | SHIP Administrator                                      | 239-573-3182 | Ayearsle@capecoral.net               |
| Charlotte County, FL | SHIP    | Robert Herbert      | SHIP Administrator                                      | 941-833-6504 | Robert.Hebert@charlottecountyfl.gov  |
| Citrus County, FL    | SHIP    | Tammy Harris        | Housing Services<br>Director                            | 352-527-7520 | Tammy.Harris@citrusbocc.com          |
| Clay County, FL      | SHIP    | Theresa Sumner      | SHIP Administrator                                      | 904-278-4700 | theresa.sumner@claycountygov.com     |
| Clearwater, FL       | SHIP    | Terry Malcolm-Smith | Housing Coordinator                                     | 727-562-4063 | terry.malcolm-smith@myclearwater.com |
| Cocoa, FL            | SHIP    | Heiido Byron        | Housing Program<br>Coordinator/Hardest<br>Hit Advisor   | 321-433-8661 | hybron@cocoaf1.org                   |
| Coconut Creek, FL    | SHIP    | Scotto Stoudenmire  | Deputy Director   | 954-973-6756 | sstoudenmire@coconutcreek.net        |

## SHIP Grantees

| Grantee             | Program | Contact               | Title   | Phone        | Email                                |
|---------------------|---------|-----------------------|---|--------------|--------------------------------------|
| Collier County, FL  | SHIP    | Kritso Sonntag        | Manager Federal/State Grants                  | 239-252-2486 | kristisonntag@colliergov.net         |
| Columbia County, FL | SHIP    | Stepho Barrington     | SHIP Director                                 | 386-362-4115 | sbarrington@suwanneeec.net           |
| Coral Springs, FL   | SHIP    | Neiario Sankar        | Community Development and Housing Coordinator | 954-344-1161 | nsankar@coralsprings.org             |
| Davie, FL           | SHIP    | Glenda Martinez       | Community Services Manager                    | 954-797-1196 | Glenda_Bonaventura@davie-fl.gov      |
| Daytona Beach, FL   | SHIP    | Seltea Bradley        | Housing Coordinator                           | 386-671-8058 | bradleys@codb.us                     |
| Deerfield Beach, FL | SHIP    | Vicki Placide-Pickard | Director of Community Development             | 954-571-2675 | vplacide-pickard@deerfield-beach.com |
| Delray Beach, FL    | SHIP    | Ferile Meisdort       | Neighborhood Services Administrator           | 561-243-7282 | mesidort@mydelraybeach.com           |
| Deltona, FL         | SHIP    | Anglee Briggs         | Community Development Supervisor              | 386-878-8614 | abriggs@deltonafl.gov                |
| DeSoto County, FL   | SHIP    | Peggy Waters          | Social Services Manager                       | 863-993-4858 | p.waters@desotobocc.com              |
| Dixie County, FL    | SHIP    | Stephi Barrington     | SHIP Director                                 | 386-362-4115 | sbarrington@suwanneeec.net           |
| Duval County, FL    | SHIP    | Daytau Coles          | Affordable Housing Administrator              | 904-255-8216 | dcoles@coj.net                       |
| Escambia County, FL | SHIP    | Merdes Reeves         | SHIP Administrator                            | 850-595-0022 | mareeves@myescambia.com              |
| Flagler County, FL  | SHIP    | RaltsI Reodica        | SHIP Administrator                            | 386-313-4037 | rreodica@flaglercounty.org           |
| Fort Lauderdale, FL | SHIP    | Aviiso Wilkinson      | Housing Program Administrator II              | 954-828-4513 | awilkinson@fortlauderdale.gov        |
| Fort Myers, FL      | SHIP    | Carryo Mock           | SHIP Administrator                            | 239-321-7971 | cmock@cityftmyers.com                |
| Fort Pierce, FL     | SHIP    | Libby Woodruff        | Manager                                       | 772-467-3169 | ewoodruff@city-ftpierce.com          |
| Franklin County, FL | SHIP    | Lorri Switzer         | SHIP Administrator                            | 850-653-8199 | franklincountyship@yahoo.com         |

# SHIP Grantees

| Grantee                 | Program | Contact            | Title   | Phone        | Email                             |
|-------------------------|---------|--------------------|---|--------------|-----------------------------------|
| Gadsden County, FL      | SHIP    | Sonaya Burns       | Administrative Assistant III                          | 850-875-8659 | sburns@gadsdencountyfl.gov        |
| Gainesville, FL         | SHIP    | Jamsea Moseley     | SHIP Administrator                                    | 352-381-1975 | jmoseley@govserv.com              |
| Gilchrist County, FL    | SHIP    | Stephi Barrington  | SHIP Director   | 386-362-4115 | sbarrington@suwanneeec.net        |
| Glades County, FL       | SHIP    | Cynhtl Ricker      | SHIP Administrator                                    | 863-946-6124 | cricker@myglades.com              |
| Gulf County, FL         | SHIP    | Joe Paul           | SHIP Administrator/<br>Veteran's Service Officer      | 850-229-6125 | jpaul@gulfcounty-fl.gov           |
| Hamilton County, FL     | SHIP    | Specna Nabors      | SHIP Coordinator                                      | 386-792-0507 | intouchconsultinggroup@gmail.com  |
| Hardee County, FL       | SHIP    | Shelly Massey      | Community Development Specialist / SHIP Administrator | 863-773-6349 | shelly.massey@hardeecounty.net    |
| Hendry County, FL       | SHIP    | Margaret Emblidge  | Director  | 863-612-4752 | margaret.emblidge@hendryfla.net   |
| Hernando County, FL     | SHIP    | Terri Beverly      | Coordinator   | 352-754-4160 | trodgers@co.hernando.fl.us        |
| Hiialeah, FL            | SHIP    | Leoani Grandio Jr. | Program Specialist III                                | 305-883-5888 | Lgrandio@hialeahfl.gov            |
| Highlands County, FL    | SHIP    | Luccyi Castillo    | Housing Program Specialist                            | 863-402-6648 | lcastill@hcbcc.org                |
| Hillsborough County, FL | SHIP    | Araeci Guzman      | Accountant  | 813-246-3171 | Guzmana@hillsboroughcounty.org    |
| Hollywood, FL           | SHIP    | Antoho Grisby      | SHIP Program Administrator                            | 954-924-2958 | agrisby@hollywoodfl.org           |
| Holmes County, FL       | SHIP    | Jennifer Laurent   | SHIP Administrator                                    | 800-226-8914 | Jennifer.laurent@wfrpc.org        |
| Indian River County, FL | SHIP    | Dawwnn Cohen       | SHIP Housing Coordinator                              | 772-226-1870 | dbradford@ircgov.com              |
| Jackson County, FL      | SHIP    | Wenyda Schlesinger | Housing Grants Coordinator                            | 850-482-9083 | w Schlesinger@jacksoncountyfl.com |
| Jackson County, FL      | SHIP    | Wenyda Schlesinger | Housing Grants Coordinator                            | 850-482-9083 | w Schlesinger@jacksoncountyfl.com |

## SHIP Grantees

| Grantee              | Program | Contact           | Title   | Phone        | Email                              |
|----------------------|---------|-------------------|---|--------------|------------------------------------|
| Jefferson County, FL | SHIP    | Jamsee Moseley    | SHIP Administrator                                | 352-381-1975 | jmoseley@govserv.com               |
| Kissimmee, FL        | SHIP    | Mireya Vasquez    | Community Grants Specialist I                     | 407-742-8450 | mireya.vasquez@osceola.org         |
| Lafayette County, FL | SHIP    | Stepha Barrington | SHIP Director                                     | 386-362-4115 | sbarrington@suwanneec.net          |
| Lake County, FL      | SHIP    | Allisia Thall     | Interim Housing & Community Development Manager   | 352-742-6519 | athall@lakecountyfl.gov            |
| Lakeland, FL         | SHIP    | Annie Gibson      | SHIP Program Administrator                        | 863-834-3360 | annie.gibson@lakelandgov.net       |
| Largo, FL            | SHIP    | Arrwoa Woodard    | Housing Grant Specialist                          | 727-586-7489 | awoodard@largo.com                 |
| Lauderhill, FL       | SHIP    | Julie Saunders    | Operations Administrator                          | 954-730-3033 | jbowers@lauderhill-fl.gov          |
| Lee County, FL       | SHIP    | Mikike Rozdolski  | SHIP Administrator                                | 239-533-8309 | mrozdolski@leegov.com              |
| Leon County, FL      | SHIP    | Shigne Lamy       | Director, Human Services & Community Partnerships | 850-606-1900 | LamyS@leoncountyfl.gov             |
| Levy County, FL      | SHIP    | Marlon Gayle      | Housing Planner                                   | 352-486-5268 | gayle-marlon@levycounty.org        |
| Liberty County, FL   | SHIP    | Kateii Phillips   | Case Manager                                      | 850-643-2692 | kdphillips0903@yahoo.com           |
| Madison County, FL   | SHIP    | Stepha Barrington | SHIP Director                                     | 386-362-4115 | sbarrington@suwanneec.net          |
| Manatee County, FL   | SHIP    | Denise Thomas     | SHIP Administrator                                | 941-749-3029 | denise.thomas@mymanatee.org        |
| Margate, FL          | SHIP    | BeneBa Ziskal     | Economic Development Director                     | 954-935-5307 | bziskal@margatefl.com              |
| Marion County, FL    | SHIP    | Donnie Mitchell   | SHIP Administrator                                | 352-671-8770 | donnie.mitchell@marioncountyfl.org |
| Martin County, FL    | SHIP    | Dawn Cobb         | Housing Program Coordinator                       | 772-221-1362 | dcobb@martin.fl.us                 |
| Melbourne, FL        | SHIP    | Denise Carter     | SHIP Administrator                                | 321-674-5734 | denise.carter@mlbf.org             |

# SHIP Grantees

| Grantee               | Program | Contact               | Title                                    | Phone        | Email                            |
|-----------------------|---------|-----------------------|--|--------------|----------------------------------|
| Miami Beach, FL       | SHIP    | Mareci Rubio          | HOME/SHIP Program Coordinator            | 305-673-7260 | marcelarubio@miamibeachfl.gov    |
| Miami Gardens, FL     | SHIP    | Jeanette Smith        | Community Development                    | 305-622-8000 | jmsmith@miamigardens-fl.gov      |
| Miami-Dade County, FL | SHIP    | Leynai Sosa           | Loan Servicing Supervisor                | 786-469-2185 | leyani@miamidade.gov             |
| Miami, FL             | SHIP    | Sergio Garcia         | SHIP Administrator                       | 305-416-2149 | SergioGarcia@ci.miami.fl.us      |
| Miramar, FL           | SHIP    | Deborah Stevens       | Client Services Coordinator              | 954-602-3265 | destevens@ci.miramar.fl.us       |
| Monroe County, FL     | SHIP    | Mareio Brouillette    | SHIP Coordinator                         | 305-735-3285 | brouillem@kwaha.org              |
| Nassau County, FL     | SHIP    | Carloa Gilchrist      | Grants Specialist                        | 904-530-6020 | cgilchrist@nassaucountyfl.com    |
| North Miami, FL       | SHIP    | Aniato DeSilva        | SHIP Administrator                       | 305-895-6511 | adesilva@northmiamifl.gov        |
| Ocala, FL             | SHIP    | Buranc Rich           | Community Development Grant Specialist   | 352-629-8322 | brich@ocalafl.org                |
| Okaloosa County, FL   | SHIP    | Abra McGill           | Grant Specialist                         | 850-609-7024 | amcgill@co.okaloosa.fl.us        |
| Okeechobee County, FL | SHIP    | Ty Hancock            | Planner                                  | 863-824-3075 | thancock@co.okeechobee.fl.us     |
| Orange County, FL     | SHIP    | Shawn Tan             | SHIP Administrator                       | 407-836-5192 | Shawn.Tan@ocfl.net               |
| Orlando, FL           | SHIP    | Alfred Arzuaga        | Housing & Community Development Manager  | 407-246-2395 | alfred.arzuaga@cityoforlando.net |
| Osceola County, FL    | SHIP    | Mireya Vasquez        | Community Grants Specialist I            | 407-742-8450 | mireya.vasquez@osceola.org       |
| Palm Bay, FL          | SHIP    | Lori Damms            | SHIP Administrator                       | 321-733-3043 | lori.damms@palmbayflorida.org    |
| Palm Beach County, FL | SHIP    | Dornia Jenkins-Gaskin | Mortgage and Housing Investments Manager | 561-233-3635 | djenkins1@pbcgov.org             |
| Panama City, FL       | SHIP    | Micaha Johnson        | SHIP Administrator                       | 850-872-7230 | mjohnson@pcgov.org               |
| Pasco County, FL      | SHIP    | Chalra Dapriile       | Assistant Director                       | 727-834-3447 | cdapriile@pascocountyfl.net      |

## SHIP Grantees

| Grantee                  | Program | Contact                     | Title  | Phone        | Email                             |
|--------------------------|---------|-----------------------------|--|--------------|-----------------------------------|
| Pembroke Pines, FL       | SHIP    | Andere Azebeekhai           | Vice President,<br>Consultant                | 954-431-7866 | azebeekhai@crafla.org             |
| Pinellas County, FL      | SHIP    | Dapnhi Johnson<br>McCluster | Program Administrator                        | 727-464-8242 | djohnson@pinellascounty.org       |
| Plantation, FL           | SHIP    | Petrel Dokuchitz            | SHIP Administrator                           | 954-7972622  | pdokuchitz@plantation.org         |
| Polk County, FL          | SHIP    | Esther Robledo              | SHIP Administrator                           | 863-534-5243 | EstherRobledo@polk-county.net     |
| Pompano Beach, FL        | SHIP    | Miriam Carrillo             | Housing Director                             | 954-786-4656 | Miriam.Carrillo@copbfl.com        |
| Port St Lucie , FL       | SHIP    | AnnnAo Fidge                | Coordinator                                  | 772-871-5220 | afidge@cityofpsl.com              |
| Putnam County, FL        | SHIP    | Billu Lazar                 | Director                                     | 386-530-9042 | blazar@sjhp.org                   |
| Santa Rosa County,<br>FL | SHIP    | Erin Malbeck                | Housing Program<br>Coordinator               | 850-981-7092 | erinm@santarosa.fl.gov            |
| Sarasota County, FL      | SHIP    | Donald Hadsell              | SHIP Administrator                           | 941-951-3608 | donald.hadsell@sarasotaFL.gov     |
| Seminole County, FL      | SHIP    | Donane King                 | Community<br>Development Division<br>Manager | 407-665-2362 | dking@seminolecountyfl.gov        |
| St. Johns County, FL     | SHIP    | Jospet Cone                 | Housing Manager                              | 904-827-6898 | jccone@sjcfl.us                   |
| St. Lucie County, FL     | SHIP    | Diaant Wesloski             | Housing Manager                              | 772-462-1777 | wesloskid@stlucieco.gov           |
| St. Petersburg, FL       | SHIP    | Terry Salerno               | Fiscal Manager                               | 727-893-4118 | terry.salerno@stpete.org          |
| Sumter County, FL        | SHIP    | Denna Lafferty              | SHIP Administrator                           | 352-569-1515 | denna.lafferty@sumtercountyfl.gov |
| Sunrise, FL              | SHIP    | Stephu Hahn                 | Special Projects<br>Coordinator              | 954-578-4767 | shahn@sunrisefl.gov               |
| Suwannee County,<br>FL   | SHIP    | Stephu Barrington           | SHIP Director                                | 386-362-4115 | sbarrington@suwanneec.net         |
| Tallahassee, FL          | SHIP    | Joyce Olaves                | Housing and Grants<br>Administrator          | 850-891-6526 | joyce.olaves@talgov.com           |
| Tamarac, FL              | SHIP    | Maxine Calloway             | Director of Community<br>Development         | 954-597-3530 | maxine.calloway@tamarac.org       |
| Tampa, FL                | SHIP    | Qiana Daughtry              | SHIP Administrator                           | 813-274-7998 | qiana.daughtry@tampagov.net       |

# SHIP Grantees

| Grantee               | Program | Contact           | Title   | Phone        | Email                                  |
|-----------------------|---------|-------------------|---|--------------|--|
| Taylor County, FL     | SHIP    | Melody Cox        | Director of Grants Administration                 | 850-838-3553 | grants.coordinator@taylorcountygov.com |
| Titusville, FL        | SHIP    | Ibis Berardi      | Grants Manager                                    | 321-567-3997 | ibis.berardi@titusville.com            |
| Union County, FL      | SHIP    | Stephn Barrington | SHIP Director                                     | 386-362-4115 | sbarrington@suwanneeec.net             |
| Volusia County, FL    | SHIP    | Diaano Phillips   | Housing and Grants Manager                        | 386-736-5955 | dphillips@volusia.org                  |
| Wakulla County, FL    | SHIP    | Jamsea Moseley    | SHIP Administrator                                | 352-381-1975 | jmosley@govserv.com                    |
| Walton County, FL     | SHIP    | Garett Griffin    | Planner   | 850-332-7976 | garett.griffin@wfrpc.org               |
| Washington County, FL | SHIP    | Karnea Shaw       | SHIP Administrator                                | 850-638-6058 | kshaw@washingtonfl.com                 |
| West Palm Beach, FL   | SHIP    | Jenine Ferriol    | Housing and Community Development Program Manager | 561-822-1250 | JFerriol@wpb.org                       |
| Winter Haven, FL      | SHIP    | Eriici Labbe      | Planning Manager                                  | 863-291-5600 | elabbe@mywinterhaven.com               |

*\*Please note that grantee contact information is the most recent provided on HUD Exchange and cannot be verified as correct in the case of staff turnover.*



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