

Community Development

- ◉ **Applies for and administers housing, community development, and brownfield grants.**
- ◉ **Manages contracts and maintains compliance with laws, regulations, and standards**
- ◉ **Implements programs that provide community improvements, serve special needs populations, revitalize & stabilize neighborhoods, and produce housing units & services.**
- ◉ **Represents the County as the lead agency in a consortium of unincorporated areas & 20 cooperating municipalities within the County**

Overview of Reductions

- **Loss of State Housing Initiatives Partnership Program (SHIP) funding (\$4.4M reduction)**
- **Elimination of the County Connection Center program (\$749K reduction), impacting 5 FTE's**
- **Elimination of the \$5 Million contribution to Pinellas Community Housing Trust Fund**

Key Programs & Service Levels

- ◉ Capital projects in Community Revitalization Areas and low- & moderate income neighborhoods of unincorporated Pinellas and 20 cooperating cities.
- ◉ Neighborhood sustainability programs such the Brownfield program, energy efficiency & green building
- ◉ Home rehabilitation, hurricane hardening, and independent living improvements for home owners
- ◉ Down payment assistance, mortgages, interest rate buy downs and other financing mechanisms for home buyers
- ◉ Acquisition, construction, or rehabilitation of workforce and affordable rental housing units
- ◉ Homebuyer education & pre-foreclosure counseling
- ◉ Facilities, operational funding, & essential services for agencies that serve special needs populations.

Impacts to the Public

- **Elimination of County Connection Center Program:**
 - **Elimination of direct customer service to help citizens navigate the maze of County government. (12,000 customers served annually)**
 - **Elimination of intra-County coordination for citizen outreach, including hurricane preparedness, annexation information, Town Hall meetings**
 - **Elimination of neighborhood clean-up programs to neighborhoods with insufficient trash pickup. (3,000 households; 100 tons of trash removed annually)**
 - **End of direct citizen engagement in Feather Sound, Coral Heights, & Tierra Verde, as well as outreach to USEM Community Association & North County Council of Neighborhoods**

Impacts to the Public

- **Elimination of scheduled \$5M contribution to Pinellas County Community Housing Trust Fund**
 - **Need to find alternative funding sources for units currently in the pipeline. Those units will not be available for future needs.**
 - **Limited ability to take advantage of opportunities to acquire land and develop or preserve units at deeply discounted costs.**

Impacts to the Public

- **Elimination of \$4.4M of State Housing Initiatives Partnership (SHIP) funding:**
 - **Loss of programs that preserve the affordable housing stock for persons with incomes at workforce levels**
 - **Loss of down payment assistance to help families take advantage of newly affordable opportunities.**
 - **Loss of funding to provide special needs housing and Supportive Housing**
 - **Reduced access to homebuyer education & housing counseling services, including foreclosure counseling**
 - **Loss of match-funding which could result in loss of ~\$1,800,000 of annual Federal HOME Program dollars**

Impacts to the Public

- **Reduction of Neighborhood Planning Activities:**
 - **Reduced citizen engagement for residents of the Greater Lealman Area & other federally designated Target Areas**
 - **Fewer properties addressed by the County Action Teams, increasing the number problem properties & abandoned structures that negatively impact neighborhoods**
 - **For community activists and Target Area residents, lack of availability and access to County staff and reduced pace of improvements and activities.**

Operational Changes

- **Elimination of County Connection Center Program Results in:**
 - **Neighborhood services focused solely in target neighborhoods vs. unincorporated areas as a whole**
 - **Increased workload for County main number (464-3000) vs. satellite offices in north and south County**
 - **Change in the means of citizen involvement from a proactive approach to a complaint driven system.**
 - **(Silver Lining) Though the Police Athletic League, neighborhood recreational services for youth are now being offered out of the former South County site in Lealman Park. These are much needed services that the County was never able to provide.**

Operational Changes

- **General Changes due to FY10 Reduction in Force:**
 - Reduction in the quantity & quality of customer service
 - Lack of cross trained staffers to handle issues when primary project managers are not available.
 - Greater time spans to respond to citizen inquiries.
 - Reduced personal contact with the citizens and more reliance on recorded messages, web based communication, and email.

Unintended Consequences

- ◉ Staff has assumed challenge of doing “more with less.” However, the result appears to be a trend of increased instances of multiple staff being on sick leave at the same time as well as longer absences due to illness.
- ◉ More mistakes, errors, things “falling through the cracks.”
- ◉ More reliance on team work, shared responsibility, and organizational agility.

Challenges & Lessons Learned

○ Challenges

- Remaining on-schedule with FY10 performance measures and expenditure targets
- Maintaining a clean compliance record

○ Lessons Learned

- High performing employees will continue to strive to do “more with less,” rather than “less with less,” without regard to their physical & emotional health. There is a period of adjustment when clearly defined performance limits are as important as performance goals.