



# FY 2022-2023

# Annual Action Plan

## CDBG, HOME, ESG, NSP, HOME-ARP



Marion County  
Board of County  
Commissioners

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Community Services  
Marion County Consortium

**2710 E. Silver Springs, Blvd.  
Ocala, FL 34470**

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# Executive Summary

## AP-05 Executive Summary - 91.200(c), 91.220(b)

### 1. Introduction

Marion County Community Services Department is responsible for administering the Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), and the Emergency Solutions Grant (ESG) as an entitlement community. Marion County's Community Services Department is the lead agency to administer the HOME funds on behalf of the Marion County Consortium. The City of Ocala (City) receives CDBG funds directly from HUD as an entitlement city.

This Action Plan's goals and objectives are intended to be accomplished during the period from October 1, 2022, through September 30, 2023. The Marion County Board of County Commissioners is the responsible entity for approving the various activities outlined in this Action Plan.

This 2022-2023 Annual Action Plan consists of information provided by the Marion County Consortium (defined as Unincorporated Marion County as the lead entity and Ocala as a participating member) as required by 24 Code of Federal Regulations (CFR) Part 91 for the Community Planning Department. This plan is updated annually, in accordance with federal regulations and serves as a basis for assessing performances.

As the authorized jurisdiction and entitlement community identified and approved by the U.S. Department of Housing and Urban Development (HUD), Marion County submitted the 2019-2023 5 Year Consolidated Plan in 2019. The Consolidated Plan identifies the County's housing goals and priorities, special populations, and community development needs. Each Annual Action Plan identifies specific projects and activities and outlines anticipated resources in accordance with the goals of the Consolidated Plan.

### 2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

The current Consolidated Plan indicates that funds should be expended to achieve the following priority needs and goals for low- to moderate-income households and/or predominantly low-income areas: Essential Housing, Homelessness, and Community Development.

**Priority Need 1 - Essential Housing-** HOME and CDBG

**Objective** - maintain the existing and increase the availability of essential, affordable units for rent and homeownership

**Outcome** - Affordability and Sustainability

**Specific Outcome Indicator** – HOME will provide Housing Rehab for eight (8) families, New Construction of 10 homes, Acquisition and Rehab of 10 units for rental, and will provide direct financial assistance to five (5) first time homebuyers.

**Priority Need 2 - Homelessness-** ESG

**Objective** - prevent further instances of homelessness and reduce the number of those currently experiencing literal homelessness

**Outcome** - Affordability and Sustainability

**Specific Outcome Indicator** – ESG Homeless Rapid Rehousing to assist 10 families/individuals and ESG Homeless Prevention to assist 20 families/individuals. Outreach

**Priority Need 3 - Community Development-** CDBG (projects may include public service, public infrastructure, and non-profit facilities)

**Objective** - provide assistance to non- and for- profit businesses to increase capacity, create/retain jobs, and improve neighborhoods

**Outcome** - Sustainability

**Specific Outcome Indicator** – Public Service to serve 120 people; Public Infrastructure to serve 450 families; improvement to a non-profit facility will benefit 3,500 people.

**3. Evaluation of past performance**

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

Marion County is approaching the completion of its third year of the 2019-2024 Five-Year Consolidated Plan. Currently, we are in the Fiscal Year 2021-2022 for U.S. Department of Housing and Urban Development grant funding.

During the 2021-2022 grant year to date, the following activities were initiated or accomplished towards the goals outlined in the 2019-2024 Consolidated Plan:

- Economic Development
- Owner-Occupied Residential Rehab
- Public Facility New Construction
- Public Facility Renovations
- Public Infrastructure
- Public Service
- Community Housing Development Organization (CHDO) New Construction
- Purchase Assistance

Marion County consistently reaches expected outcomes for public service, while the costs within the housing market have been an obstacle in reaching expected outcomes in rehabilitation, construction, and purchase assistance goals. The County will continue to allocate annual CDBG and HOME entitlement funds to the categories of activities outlined in the list above, while also reprogramming unspent prior year funds to supplement expected funds in order to make the most impact. This is especially true for those rehabilitation, construction, and infrastructure projects that are often more costly and require more funding streams outside of HUD CPD funding.

#### **4. Summary of Citizen Participation Process and consultation process**

Summary from citizen participation section of plan.

The Community Services Department hosted and participated in many meetings with the public and stakeholders leading up to the development of the 2022-2023 Annual Action Plan. The Department explored needs, as well as providing technical assistance to those organizations that may be interested in pursuing a CDBG, HOME, or ESG application for funding.

Community Services staff participated in over 20 meetings between January 2022 and June 2022 that informed the development of this 2022-2023 Annual Action Plan. Those meetings explored needs of the community as well as provided technical assistance to some organizations interested in pursuing funds described in the Marion County Notice of Funding Availability.

#### **5. Summary of public comments**

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

Marion County committed to a 30-day public comment period which began as advertised in the local media, social media, and the Community Services webpage, on July 1, 2022, and completed with an open

public comment period at the properly advertised and commenced Commission Hearing on August 2, 2022. Marion County did not receive any public comment concerning the Annual Action Plan.

**6. Summary of comments or views not accepted and the reasons for not accepting them**

Not applicable as our office did not receive any public comment(s).

**7. Summary**

In program year 2022, Community Services posted a Notice of Funding Availability (NOFA) through the Ocala Star Banner and online social platforms, informing the public that the Community Services Department was accepting applications for funding based on priorities established in the five-year Consolidated Plan. Once projects are selected through a scoring committee, the County will close the application process; it may reopen the online application process to accept applications in the event a selected project is unable to move forward. This process also allows staff to review proposals for eligibility and educate interested applicants on grant funded processes to ensure they are successful. Those projects that are eligible but not chosen to be funded, may be included on a waitlist the County maintains.

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## PR-05 Lead & Responsible Agencies - 91.200(b)

### 1. Agency/entity responsible for preparing/administering the Consolidated Plan

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	MARION COUNTY	Community Services Department
HOME Administrator	MARION COUNTY	Community Services Department
ESG Administrator	MARION COUNTY	Community Services Department

Table 1 – Responsible Agencies

### Narrative

Marion County Community Services is an entitlement recipient of CDBG, HOME, and ESG funds. Community Services is also the lead agency in the HOME Consortium with the City of Ocala, the largest incorporated city in Marion County.

### Consolidated Plan Public Contact Information

Marion County Community Services

2710 E. Silver Springs Blvd.

Ocala, FL 34470

352-671-8770

[www.marionfl.org/communityservices](http://www.marionfl.org/communityservices)

## **AP-10 Consultation - 91.100, 91.200(b), 91.215(l)**

### **1. Introduction**

In preparation for the 2022 Annual Action Plan, the County consulted with other public and private agencies that provide housing, health, and social services, including those focusing on services to homeless persons, children, elderly persons, and people with disabilities. The public and private agencies contacted include, but are not limited to: Marion County Continuum of Care (CoC), United Way, Ocala Housing Authority, Housing Finance Authority of Marion County and City and County staff.

**Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l)).**

Marion County's Community Services Department consults with the Ocala Housing Authority (OHA) concerning public housing needs and any planned grant program activities. This ongoing consultation ensures and provides a basis for the certification, by the Marion County's Board of County Commissioners, that the current Annual Action Plan is consistent with Marion County's assessment of low-income housing needs. It also helps ensure that any proposed activities that are directed towards neighborhood improvement and/or any resident programs and/or services funded under or by the Ocala Housing Authority, and those funded under any programs covered by the Consolidated Plan, are fully coordinated to achieve comprehensive community development goals.

Similarly, the County works closely with other government agencies as well as service provider networks to readily understand needs and develop reliable infrastructure to program funds based around those needs.

**Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.**

In partnership with the City of Ocala, Marion County manages the Continuum of Care as the lead agency for FL-514 region through the "Ocala/Marion County Joint Office on Homelessness". Marion County oversees all administrative aspects of the local HUD CoC program and network, and the Community Services Department in which it is housed has been structured in a way that separates entitlement funding management from CoC management between 3 division managers who work together for enhanced collaboration and alignment between entitlement CDBG, HOME, ESG, SHIP, and all CoC-based funding sources and local allocation procedures.

Marion County is involved in all CoC strategic planning and coordination events to cater to the local policy that guides rapid rehousing and homeless prevention of individuals, families, families with children, veterans, and unaccompanied youth. This includes funding alignment with the network's needs and CoC-

identified assistance gaps for low-income and homeless aid. Marion County works with the CoC Board of Governors to gain insight into the local program needs to ensure HUD and/or State NOFA priorities include the housing-related requirements identified by the CoC network. The Ocala/Marion County Joint Office on Homelessness develops and leads the regional Coordinated Entry program to prioritize clients based on vulnerability level for timely assignment to case management and wrap-around services funded by ESG and CoC-based grants.

**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS**

County staff attends all CoC membership and Board of Governors (BOG) meetings for monthly insight into the successes and challenges of the CoC network. Funding alignment is monitored by the County in partnership with the CoC in a way that allows for an all-inclusive view into the local resources available between Entitlement ESG, CoC ESG, CoC TANF, CoC CHALLENGE, and CoC NOFO grant funding awarded within the region. As CoC lead agency, performance standards are developed by Ocala/Marion County Joint Office of Homelessness through CoC Board of Governors and CoC Membership consultation on an annual basis to ensure alignment in local performance standard setting and program intent between all ESG-based funding sources available within the community. Marion County Community Development Department also contributes HUD CPD-based insight as a reoccurring CoC Strategic Planning Committee member to guide CoC policy and procedure development based on the resources available within Marion County and CoC-driven data collection relevant to affordable housing needs, shelter needs, programmatic needs, and policy/ordinance needs at both the city and county level.

**2. Agencies, groups, organizations and others who participated in the process and consultations**



**Table 2 – Agencies, groups, organizations who participated**

1	<b>Agency/Group/Organization</b>	Heart of Florida Health Center, Inc.
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Health Services-Education Health Agency Publicly Funded Institution/System of Care Regional organization
	<b>What section of the Plan was addressed by Consultation?</b>	Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Anticipated outcomes of this consultation are to expand their existing services to the rural portions of our county, align them with the county's and the community's priorities, as well as the county's strategic plan.
2	<b>Agency/Group/Organization</b>	Marion County Hospital District
	<b>Agency/Group/Organization Type</b>	Services-Health Services-Education Health Agency Publicly Funded Institution/System of Care Regional organization Planning organization Business and Civic Leaders Foundation

	<b>What section of the Plan was addressed by Consultation?</b>	Homelessness Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Anticipated outcomes of this consultation are to expand their existing services to the rural portions of our county, align them with the county's and the community's priorities, as well as the county's strategic plan.
3	<b>Agency/Group/Organization</b>	Florida Department of Health-Marion County
	<b>Agency/Group/Organization Type</b>	Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Health Services-Education Health Agency Child Welfare Agency Publicly Funded Institution/System of Care
	<b>What section of the Plan was addressed by Consultation?</b>	Homelessness Strategy HOPWA Strategy Anti-poverty Strategy Lead-based Paint Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Anticipated outcomes of this consultation are to expand their existing services to the rural portions of our county, continue providing data on Lead based paint hazard in our County. In addition, the Health Department administers HOPWA for on behalf of Marion County.

4	<b>Agency/Group/Organization</b>	Ocala/Marion County Chamber & Economic Partnership
	<b>Agency/Group/Organization Type</b>	Regional organization Planning organization Business and Civic Leaders
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Public Housing Needs Homelessness Strategy Market Analysis Economic Development Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Anticipated outcomes of this consultation are to expand their existing services to the rural portions of our county, align them with the county's and the community's priorities, as well as the county's strategic plan.

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5	<b>Agency/Group/Organization</b>	United Way of Marion County
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing Regional organization Business and Civic Leaders Foundation
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homelessness Strategy Market Analysis Economic Development
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Anticipated outcomes of this consultation are to expand their existing services to the rural portions of our county, align them with the county's and the community's priorities, as well as the county's strategic plan.

6	<b>Agency/Group/Organization</b>	Marion County Veterans Helping Veterans
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-homeless Services-Education Services-Employment Business and Civic Leaders Foundation
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Strategy Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Anticipated outcomes of this consultation are to expand their existing services to the rural portions of our county, align them with the county's and the community's priorities, as well as the county's strategic plan.

7	<b>Agency/Group/Organization</b>	City of Ocala
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-homeless Service-Fair Housing Other government - Local Planning organization Business Leaders
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Economic Development Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The County partners with the City of Ocala through its HOME program and the Continuum of Care. Consultation occurs on projects inside and outside the City to ensure needs are being met particularly with housing and homeless services.
8	<b>Agency/Group/Organization</b>	Ocala Housing Authority
	<b>Agency/Group/Organization Type</b>	Housing PHA Services - Housing Services-homeless Service-Fair Housing

	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Ocala Housing Authority provides the County with Housing needs analysis based on its current waiting list and housing supply. The CEO of OHA is a board member of the CoC in which the Ocala/Marion Joint Office on Homelessness report to. It is anticipated to increase partnership with OHA to expand housing supply in Marion County through vouchers and creation of new affordable housing.
9	<b>Agency/Group/Organization</b>	City of Belleview
	<b>Agency/Group/Organization Type</b>	Other government - Local Business Leaders
	<b>What section of the Plan was addressed by Consultation?</b>	Anti-poverty Strategy Infrastructure needs in low income areas
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	City of Belleview renewed its Participation as an Urban County Entitlement. Anticipated outcomes are to increase consultation.
10	<b>Agency/Group/Organization</b>	City of Dunnellon
	<b>Agency/Group/Organization Type</b>	Other government - Local Business Leaders

	<b>What section of the Plan was addressed by Consultation?</b>	Infrastructure needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	City of Dunnellon renewed its Participation as an Urban County Entitlement. Anticipated outcomes are to increase consultation.
11	<b>Agency/Group/Organization</b>	Marion County Children's Advocacy Center, Inc.
	<b>Agency/Group/Organization Type</b>	Services-Children Services - Victims Child Welfare Agency
	<b>What section of the Plan was addressed by Consultation?</b>	Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Marion County Children's Advocacy they serve abused children in partnership with law enforcement. They have indicated a need for expansion to increase their services for the increased need. The expected outcome is they have received funding through the State of Florida to help with expansion which will improve coordination.

**Identify any Agency Types not consulted and provide rationale for not consulting**



**Other local/regional/state/federal planning efforts considered when preparing the Plan**

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Joint Office on Homelessness	The Joint Office consists of Community Services and the City of Ocala Community Development Services department. This allows the two local governments to delegate and align CoC resources with existing resources to homeless service providers by reducing duplication of funding towards the same activities.

**Table 3 – Other local / regional / federal planning efforts**

**Narrative**

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## **AP-12 Participation - 91.401, 91.105, 91.200(c)**

### **1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting**

Citizen Participation was a key component in the development of the 2022 Annual Action Plan. The 2019-2024 Consolidated Plan included a Citizen Participation Plan (Plan) that summarizes outreach efforts to engage the public and provides a list of locations where information and copies of the Plan may be obtained; explains the process to submit complaints or grievances; and explains the provision of technical assistance, if needed. As noted in the Citizen Participation Plan, public input is encouraged through timely public notices, public hearings and publication of information relating to proposed activities. Notices and agendas are published and/or posted at least seven (7) days before the date of all public meetings. All meetings are held at the Marion County McPherson Governmental Complex, which is centrally located in the community and accessible to all persons, including disabled persons. If special accommodations are necessary for participation of a physically disabled or non-English speaking person in the Consolidated Planning process, the County will provide the appropriate accommodations.

A public hearing was held prior to the submission of the 2022-2023 Annual Action Plan to HUD to allow for comment on community development needs, housing priorities, and issues of homelessness. The public hearing was held on August 2, 2022, and provided an opportunity for citizens, community groups, and/or agencies to comment on goals and action plans identified in the Consolidated Plan, as well as fair housing issues in the community.

The 30-day public comment period began on July 1, 2022, and concluded on July 31, 2022 followed by the public hearing, at which time the draft Annual Action Plan was presented to County Commissioners for approval. Citizens were allowed to comment during all public hearings and public meetings or were able to submit comments in writing before or during the public hearings and public meetings.

**Citizen Participation Outreach**

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Newspaper Ad	Non-targeted/broad community	Applications received for housing assistance, community development funding and homeless shelter support	No comments received	N/A	
2	Newspaper Ad	Non-targeted/broad community	Public comment period notification	N/A	N/A	
3	Public Hearing	Non-targeted/broad community	Public hearing held 8/2/2022. Approximately 75 people in attendance. No comments were received.	No comments received	N/A	<a href="https://marionfl.granicus.com/player/clip/499?view_id=1&amp;redirect=true&amp;h=04bab9598a2b86d0b810dd6a3260cf5a">https://marionfl.granicus.com/player/clip/499?view_id=1&amp;redirect=true&amp;h=04bab9598a2b86d0b810dd6a3260cf5a</a>
4	Internet Outreach	Non-targeted/broad community	Unable to assess how many viewed the plan on the web site.	No comments received.	N/A	<a href="https://www.marionfl.org/agencies-departments/departments-facilities-offices/community-services">https://www.marionfl.org/agencies-departments/departments-facilities-offices/community-services</a>

**Table 4 – Citizen Participation Outreach**

**Expected Resources**

**AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)**

**Introduction**

Marion County Community Services anticipates receiving \$2,078,472 in CDBG Program funds for the 2022 program year. These funds will be used to address priority needs identified in the Strategic Plan under housing, homelessness, and community development. Similarly, the County anticipates receiving \$1,027,080 in HOME funds and \$171,589 in ESG funds. These funds will also work to achieve the goals and meet the priority needs outlined in the Strategic Plan. The County is also anticipating the receipt of \$3,217,585 of American Rescue Plan (ARP) funds through its HOME program. The HOME-ARP funds will further support addressing pandemic relief efforts, supporting CDBG, HOME, and ESG funded programs. Lastly, the County expects to receive \$2,579,555 in Neighborhood Stabilization Program (NSP) funds for the 2022 program year. These

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funds will be used to support communities with high rates of abandoned and foreclosed homes.

**Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	2,078,472	140,000	739,705	2,958,177	2,078,472	CDBG funds are prioritized by aligning County priorities to meet an underserved need. It has been identified for an increase need in housing and housing services to include case management that allows for housing stability in addition to infrastructure to support an increase supply to housing.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	1,027,080	397,332	1,047,040	2,471,452	1,027,080	HOME funding will assist with increasing the supply of affordable housing, maintaining affordable housing and providing rent assistance to those in need of affordable housing.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	171,589	0	0	171,589	171,589	ESG funds will be prioritized towards outreach service, and rapid re-housing.
Other	public - federal	Acquisition Housing New construction for ownership	0	0	0	0	0	

**Table 2 - Expected Resources – Priority Table**

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

**CDBG:**

Although the CDBG program does not require matching funds from its sub-recipients, Marion County asks for a 25% match to ensure all agencies are financially invested in the project. These matching funds come from the agency itself in the way of volunteer and donated labor and materials, and other public and private non-federal funding sources.

**HOME:**

To satisfy the 25% HOME match requirement, the County relies on the Community Services receives State Housing Initiative Program (SHIP) funding from the Florida Housing Corporation. Marion County is anticipated to receive \$3,155,547 in SHIP funding for the FY 2022-2023 program year, enough to satisfy the HOME match requirements. These funds provide assistance to current homeowners, those wishing to become homeowners and to developers who can build new single and multi-family housing.

**ESG:** Through the Ocala/Marion Joint Office on Homelessness Marion County receives approximately \$107,000 in State funding. In addition, the County includes in its agreements with ESG subrecipients a 100% match responsibility for the total amount awarded.

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**If appropriate, describe publicly owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

Marion County Community Services works closely with the Office of the County Engineer to identify County owned property suitable for single and multi-family units for rent and ownership. These properties are evaluated by location, proximity of services, and transportation availability. Some properties are put up to bid for developers to construct new units; others are donated to appropriate non-profits to construct units for rent and homeownership.

**Discussion**

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## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

#### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Acquisition	2019	2023	Affordable Housing Homeless Non-Homeless Special Needs Non-Housing Community Development	Marion County	Essential Housing	HOME: \$758,844	Rental units rehabilitated: 15 Household Housing Unit
2	Housing Rehabilitation/Reconstruction	2019	2023	Affordable Housing	Marion County	Essential Housing	HOME: \$900,000	Homeowner Housing Rehabilitated: 10 Household Housing Unit
3	Public Service	2019	2023	Affordable Housing Homeless Non-Homeless Special Needs Non-Housing Community Development	Marion County	Community Development	CDBG: \$311,770	Public service activities for Low/Moderate Income Housing Benefit: 200 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	Public Infrastructure	2019	2023	Non-Housing Community Development	Marion County	Community Development	CDBG: \$1,000,000	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 450 Households Assisted
5	Non-Profit Facility	2019	2023	Affordable Housing Homeless Non-Homeless Special Needs Non-Housing Community Development	Marion County	Community Development	CDBG: \$1,492,483	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 3500 Households Assisted
6	Tenant Based Rental Assistance and Rapid Rehousing	2019	2023	Affordable Housing Homeless Non-Homeless Special Needs	Marion County	Essential Housing	HOME: \$697,292	Tenant-based rental assistance / Rapid Rehousing: 40 Households Assisted
7	Homeless Prevention	2019	2023	Affordable Housing Homeless Non-Homeless Special Needs	Marion County	Homelessness	HOME: \$209,900 ESG: \$171,589	Tenant-based rental assistance / Rapid Rehousing: 15 Households Assisted Homelessness Prevention: 20 Persons Assisted Other: 2 Other

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
8	New Housing Construction	2019	2023	Affordable Housing Homeless Non-Homeless Special Needs	Marion County	Essential Housing	HOME: \$500,000	Rental units constructed: 5 Household Housing Unit Homeowner Housing Added: 5 Household Housing Unit
9	Administration	2019	2023	Administrative	Marion County	Community Development Essential Housing Homelessness	CDBG: \$415,694 HOME: \$102,708	Other: 1 Other

**Table 3 – Goals Summary**

**Goal Descriptions**

1	<b>Goal Name</b>	Acquisition
	<b>Goal Description</b>	Acquisition of housing to include but not limited to: Conversion of hotel/motel into housing and down payment assistance Alternate Projects to include: New Construction, Housing Rehab, TBRA

2	<b>Goal Name</b>	Housing Rehabilitation/Reconstruction
	<b>Goal Description</b>	<p>Rental and owner-occupied rehabilitation of single and multi-family units through both CDBG and HOME Consortium funding.</p> <p>Housing Rehabilitation funds may also be leveraged using State Housing Initiative Program (SHIP) funds.</p> <p>Alternate projects may include public infrastructure, public service, new housing construction, Declared State of Emergency (Urgent Need), non-profit facility, Acquisition, ADA compliance, projects located in declared Opportunity Zones, purchase assistance, Tenant Based Rental Assistance, Rapid Re-Housing and Homeless Prevention.</p>
3	<b>Goal Name</b>	Public Service
	<b>Goal Description</b>	<p>Assist local non-profits with funds for staff, training, materials, and equipment; to increase capacity to serve low- to moderate-income clients in Marion County, specifically those that provide housing, job skills or improve quality of life. Partner with the Community Foundation for Ocala/Marion Non-Profit Resource Center to create a source for education, best practices and management training.</p> <p>Alternate projects may include public infrastructure, Housing Rehabilitation/Demolition, Declared State of Emergency (Urgent Need), Acquisition, Non-Profit Facility, ADA compliance, and projects located in declared Opportunity Zones.</p>
4	<b>Goal Name</b>	Public Infrastructure
	<b>Goal Description</b>	<p>Public utilities projects (water, sewer), neighborhood lighting, facade improvements, streets, sidewalks.</p> <p>Alternate projects may include public service, Housing Rehabilitation/Demolition, Declared State of Emergency (Urgent Need), Acquisition, Non-Profit Facility, ADA compliance, and projects located in declared Opportunity Zones.</p>
5	<b>Goal Name</b>	Non-Profit Facility
	<b>Goal Description</b>	<p>Assistance to non-profit agencies with facility construction/renovation. Specifically serving those agencies that provide housing, job skills and/or improve quality of life for low- to moderate-income clients and the homeless.</p> <p>Alternate projects may include public infrastructure, public service, Housing Rehabilitation/Reconstruction, Declared State of Emergency (Urgent Need), Acquisition, ADA compliance, and projects located in declared Opportunity Zones.</p>

<b>6</b>	<b>Goal Name</b>	Tenant Based Rental Assistance and Rapid Rehousing
	<b>Goal Description</b>	<p>Assistance for monthly rent, deposits and/or utilities payments for individuals and or families, both homeless and those faced with homelessness. Funds to provide housing relocation, stabilization services and short and/or medium-term rental assistance. This is necessary to help a homeless individual or family move as quickly as possible into permanent housing and achieve stability in that housing through HOME and ESG funding.</p> <p>Alternate projects may include Housing Rehabilitation/Reconstruction, Declared State of Emergency (Urgent Need), Acquisition, ADA compliance, projects located in declared Opportunity Zones, Purchase Assistance, Emergency Shelter, and Homeless Prevention</p>
<b>7</b>	<b>Goal Name</b>	Homeless Prevention
	<b>Goal Description</b>	<p>Assistance to provide housing relocation and stabilization services and short and/or medium-term rental assistance necessary to prevent an individual or family from moving into an emergency shelter or becoming homeless through ESG and HOME funds.</p> <p>Alternate projects may include Housing Rehabilitation/Reconstruction, Declared State of Emergency (Urgent Need), Acquisition, ADA compliance, projects located in declared Opportunity Zones, Purchase Assistance, Emergency Shelter, and Rental Assistance and Rapid Rehousing.</p>
<b>8</b>	<b>Goal Name</b>	New Housing Construction
	<b>Goal Description</b>	<p>The development of newly constructed units for rental or owner occupied, single and multi-family units. CDBG funds will be used for acquisition, in anticipation of developing a possible partnership with a developer who may qualify as a CBDO for new construction. HOME funds will be used for new home construction. This category includes CHDO funding and projects. NSP program income funds will be used to construct new homes for sale to low- to moderate-income individuals/families.</p> <p>Alternate projects may include public infrastructure, public service, Housing Rehabilitation/Reconstruction, Declared State of Emergency (Urgent Need), non-profit facility, Acquisition, ADA compliance, projects located in declared Opportunity Zones, Purchase Assistance, Tenant Based Rental Assistance, Rapid Re-Housing and Homeless Prevention.</p>

9	<b>Goal Name</b>	Administration
	<b>Goal Description</b>	Funding for staff to administer the CDBG, HOME, and ESG programs.

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## AP-35 Projects - 91.420, 91.220(d)

### Introduction

The following projects are planned for the FY 2022-2023 using CDBG, HOME and ESG funding sources. The County received approximately \$28 mil in funding request for CDBG, HOME and ESG. All applications were reviewed for program eligibility, scored and ranked. The County will maintain the proposed project list and may fund projects as they become shovel ready and are consistent with the 5 Year Consolidated Plan and Action Plans.

#	Project Name
1	Housing Acquisition
2	Housing Rehab/Reconstruction
3	Public Service
4	Public Infrastructure
5	Non - Profit Facility
6	Tenant Based Rental Assistance and Rapid Rehousing
7	ESG 22 Marion County
8	Administration
9	New Housing Construction

Table 4 – Project Information

### Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

Underserved needs in Marion County include the lack of affordable housing, services in rural areas, and improving coordination among organizations to the underserved population. Funding Priorities were and are made based on how organizations were going to increase and maintain affordable housing, improve homeless services, expand services within the County's rural areas, and how funds would be leverage for long term sustainability. All projects have to serve a low to moderate income population.



**AP-38 Project Summary**  
**Project Summary Information**

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1	<b>Project Name</b>	Housing Acquisition
	<b>Target Area</b>	Marion County
	<b>Goals Supported</b>	Housing Acquisition Rehabilitation/Reconstruction
	<b>Needs Addressed</b>	Essential Housing
	<b>Funding</b>	HOME: \$758,844
	<b>Description</b>	Acquisition of existing housing, hotel/motel for conversion into rental housing and single family residential. Eligibility Citation: 24 CFR 92 National Objective: Low to moderate income Matrix Code: 01 and 02 Objective: Provide decent affordable housing Outcome: Affordability
	<b>Target Date</b>	9/30/2026
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Marion County intends to serve approximately 15 households of which 5 will be at 50% of the area median income (AMI) and 10 will be at or below 80% AMI.
	<b>Location Description</b>	Hotel/Motel conversion will be undertaken in Marion County and may include projects in City limits through its HOME Consortium  Acquisition of Single Family Residential for Low to moderate families through undertaken in Marion County and the City of Ocala through its HOME Consortium
	<b>Planned Activities</b>	Acquisition of existing single-family residents, hotel/motel to include renovations as needed to increase rental housing.
2	<b>Project Name</b>	Housing Rehab/Reconstruction
	<b>Target Area</b>	Marion County
	<b>Goals Supported</b>	Housing Rehabilitation/Reconstruction
	<b>Needs Addressed</b>	Essential Housing
	<b>Funding</b>	HOME: \$900,000

	<b>Description</b>	Marion County intends on assisting a minimum of 5 owner occupied housing rehabilitation/reconstruction through the HOME Consortium with the City of Ocala's Housing Rehab program to assistance low- moderate income families. Alternate Projects may include: acquisition, new construction, TBRA and purchase assistance. Eligibility Citation: 24 CFR 92.254 and 24 CFR 570.202 National Objective: Low to Moderate Income Matrix Code: 14 Objective: Create suitable living environments Outcome: Sustainability
	<b>Target Date</b>	9/30/2025
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The City of Ocala will serve approximately 5 low to moderate income families through the Marion County HOME consortium.
	<b>Location Description</b>	Projects will be inside the City limits of Ocala.
	<b>Planned Activities</b>	Housing Rehabilitation/Reconstruction
3	<b>Project Name</b>	Public Service
	<b>Target Area</b>	Marion County
	<b>Goals Supported</b>	Public Service
	<b>Needs Addressed</b>	Community Development
	<b>Funding</b>	CDBG: \$50,000
	<b>Description</b>	Public service projects will be focused on job creation, homeless services, financial stability and nonprofit capacity to expand services. Eligibility Citation: 24 CFR 570.201 (e) National Objective: Low to moderate income Matrix Code: 05H or 05Z Objective: Create suitable living environments Outcome: Sustainability
	<b>Target Date</b>	9/30/2023
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 120 low to moderate income families will be served.
	<b>Location Description</b>	Public Service projects will occur in unincorporated portions of the County.

	<b>Planned Activities</b>	Financial sustainability projects, homeless services, expanded case management.
4	<b>Project Name</b>	Public Infrastructure
	<b>Target Area</b>	Marion County
	<b>Goals Supported</b>	Public Infrastructure
	<b>Needs Addressed</b>	Community Development
	<b>Funding</b>	CDBG: \$1,000,000
	<b>Description</b>	Infrastructure in Low to moderate income areas to improve the quality of lives for Marion County residents. Eligibility Citation: 24 CFR Part 570. 201 (c)National Objective: Low to moderate income area Matrix Code: 031 Objective: Create suitable living environments Outcome: Availability/accessibility
	<b>Target Date</b>	9/30/2027
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 150 low income families will benefit from infrastructure improvements in low to moderate income areas.
	<b>Location Description</b>	Stanton Weirsdale, Silver Springs Shores, and Silver Springs CRA are all identified in low income census tracts.
<b>Planned Activities</b>	Stormwater drainage project in Stanton Weirsdale, Water/Sewer expansion project in Silver Springs Shores and Phase II of the Silver Springs CRA project to revitalize its neighborhoods, combat slum and blight and improve economic development opportunities.	
5	<b>Project Name</b>	Non - Profit Facility
	<b>Target Area</b>	Marion County
	<b>Goals Supported</b>	Non-Profit Facility
	<b>Needs Addressed</b>	Community Development
	<b>Funding</b>	CDBG: \$1,492,483

	<b>Description</b>	To assist nonprofits who serve a Low to Moderate Population and a County priority. Eligibility Citation: Section 105(a)(2), Section 105(c)24 CFR 570.201(c), National Objective: Low to moderate income Matrix Code: 03C and 03B Objective: Create Suitable Living Environments Outcome: Availability/accessibility
	<b>Target Date</b>	9/30/2024
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 3500 very low-income persons will benefit from proposed activities.
	<b>Location Description</b>	Marion County outside of the City limits City of Ocala (Serving 75% residents living outside City limits of Ocala, and/or homeless shelters)
	<b>Planned Activities</b>	Phase 1 of an expansion to Marion County's identified Mental/behavioral health facility, Expansion of a homeless shelter and expansion of a nonprofit that serves a blind population.
<b>6</b>	<b>Project Name</b>	Tenant Based Rental Assistance and Rapid Rehousing
	<b>Target Area</b>	Marion County
	<b>Goals Supported</b>	Tenant Based Rental Assistance and Rapid Rehousing
	<b>Needs Addressed</b>	Essential Housing
	<b>Funding</b>	HOME: \$209,900
	<b>Description</b>	HOME TBRA is to be used in coordination with nonprofits who have capacity to provide rental assistance. Eligibility Citation: 24 CFR 92.209 National Objective: Low Income Matrix Code: 05S Objective: Provide decent affordable housing Outcome: Affordability
	<b>Target Date</b>	9/30/2024
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately a total of 50 households can be served with TBRA. 20 Very low income 20 Low income 10 Moderate income
	<b>Location Description</b>	Marion County and the City of Ocala through its Home Consortium
	<b>Planned Activities</b>	TBRA and Rapid Rehousing
	<b>Project Name</b>	ESG 22 Marion County

7	<b>Target Area</b>	Marion County
	<b>Goals Supported</b>	Homeless Prevention
	<b>Needs Addressed</b>	Homelessness
	<b>Funding</b>	ESG: \$171,589
	<b>Description</b>	ESG Project to cover ESG activities including Street Outreach, Rapid Re Housing, Homelessness Prevention, Operation of Shelters and Administration costs (\$12,689.18).
	<b>Target Date</b>	9/30/2024
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	400 for Outreach (identified as Other in Goal Indicator below) 5 for Rapid Rehousing 15 for Homeless Prevention
	<b>Location Description</b>	Marion County to include the Cities of: Belleview, Dunnellon, Reddick and the City of Ocala.
	<b>Planned Activities</b>	Outreach, Rapid Rehousing, and Homeless Prevention.
8	<b>Project Name</b>	Administration
	<b>Target Area</b>	Marion County
	<b>Goals Supported</b>	Administration
	<b>Needs Addressed</b>	Community Development Essential Housing Homelessness
	<b>Funding</b>	CDBG: \$415,694 HOME: \$102,708
	<b>Description</b>	Planning and Administration of CDBG and HOME funds to include Fair Housing Activities.
	<b>Target Date</b>	9/30/2024
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	Marion County
	<b>Planned Activities</b>	

<b>9</b>	<b>Project Name</b>	New Housing Construction
	<b>Target Area</b>	Marion County
	<b>Goals Supported</b>	New Housing Construction
	<b>Needs Addressed</b>	Essential Housing
	<b>Funding</b>	HOME: \$500,000
	<b>Description</b>	New Housing Construction through the HOME Consortium to include single family residents through homeownership or rental. 24 CFR Part 92.206 National Objective: Low to Moderate income households Matrix Code: 12 Objective: Provide decent affordable Housing Outcome: Affordability
	<b>Target Date</b>	9/30/2023
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	10 households are expected to benefit from this project. 5 Low income 5 Moderate Income
	<b>Location Description</b>	New Construction projects will be located in Marion County and the City of Ocala through its Home Consortium.
	<b>Planned Activities</b>	New Construction of affordable housing for rental and homeownership opportunities which will meet the 15% CHDO requirement.

## **AP-50 Geographic Distribution - 91.420, 91.220(f)**

### **Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed**

Neither Marion County nor the City of Ocala implement any HUD designated geographic based priority areas such as Neighborhood Revitalization Strategy Areas (NRSA), Empowerment Zones, Racially/Ethnically Concentrated Areas of Poverty (R/ECAP), or Brownfields. Marion County utilizes an application process to select eligible projects throughout Unincorporated Marion County. Applications include:

- 16 CDBG Projects
- 10 Affordable Housing Projects
- 5 Homeless Services Projects

A geographic location map and Low-income census tract map is available and attached to the plans appendices.

The majority of funds will be allocated in unincorporated Marion County, while a small portion may be spent to projects located in within the city limits of Ocala. See below for the rationale behind this allocation strategy.

#### **Geographic Distribution**

<b>Target Area</b>	<b>Percentage of Funds</b>
Marion County	100

**Table 5 - Geographic Distribution**

#### **Rationale for the priorities for allocating investments geographically**

While the City of Ocala receives its own CDBG allocation, some Marion County CDBG funds are expended within the city limits of Ocala on public facilities for agencies serving Unincorporated Marion County residents. This may be the case because Ocala is the economic hub of Marion County and many services are provided in Ocala that are utilized by Unincorporated Marion County residents. When a CDBG project is funded in Ocala with Marion County funds, those projects must support at least 70% unincorporated residents. During the project scoring process, Marion County may refer a program to the City of Ocala if the project is not able to support the 70% threshold.

All HOME funds expended by Marion County and the City of Ocala are within their respective jurisdiction



except for CHDO funds which are distributed cooperatively for the best project regardless of location.

**Discussion**

The County is committed to funding projects that support unincorporated residents, specifically those low- and moderate-income households.

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## Affordable Housing

### AP-55 Affordable Housing - 91.420, 91.220(g)

#### Introduction

As noted in the Strategic Plan, the following strategies will be utilized to address affordable housing:

- Increase the current inventory of affordable rental properties, both single- and multi-family.
- Continue to improve the current inventory of owner-occupied single-family units through rehabilitation of major systems, including mobile homes built after 1994.
- Continue the Tenant-Based Rent Assistance (TBRA) for low-income individuals and families exiting temporary shelter to permanent affordable housing units.
- Work with a developer to plan and produce affordable rental units to seniors.
- Partner with Ocala Housing Authority to address the large waiting list by building much needed 1- and 2-bedroom rental units.
- Continue to work with County and City government to create incentives to construct new affordable housing units.

One Year Goals for the Number of Households to be Supported	
Homeless	9
Non-Homeless	22
Special-Needs	3
Total	34

Table 6 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	9
The Production of New Units	10
Rehab of Existing Units	10
Acquisition of Existing Units	5
Total	34

Table 7 - One Year Goals for Affordable Housing by Support Type

#### Discussion

Marion County and the City of Ocala's housing rehabilitation program and down payment assistance to income-qualified families, through both CDBG and HOME, has been instrumental in assisting with sustaining and acquiring affordable housing. Marion County HOME Consortium continues to build new

and renovate existing single- and multi-family affordable units.

Fair Housing Analysis of Impediments (AI) was approved by the County Commission on January 15, 2019. The AI is a comprehensive review and evaluation of Marion County's laws, regulations, administrative policies, housing market, and housing practices to determine whether any barriers (e.g. availability, affordability, and accessibility) to fair housing are present. This report can be found within the Community Services Department's resource page on the Marion County public website (Link: <https://www.marionfl.org/government/departments-facilities-offices/community-services>)

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## **AP-60 Public Housing - 91.420, 91.220(h)**

### **Introduction**

The Ocala Housing Authority (OHA) is the active Public Housing Authority (PHA) in Marion County. The Ocala Housing Authority manages approximately 2,156 subsidized rental units, including Section 8 and Section 202 units in various developments. OHA operates several programs to provide housing to eligible households.

- Public Housing: 186 public housing units, all located within Ocala city limits.
- Housing Choice Voucher (HCV): OHA administers Section 8 vouchers throughout Marion County. OHA received 51 Emergency Housing Vouchers (EHV) to administer in 2021
- Family Self-Sufficiency Program: OHA provides job training, counseling, financial coaching to meet individualized goals.
- Homebuyer's Club: OHA provides services such as credit repair, budgeting support, home inspections, mortgage search, and general mortgage education for residents of any OHA programs.

### **Actions planned during the next year to address the needs to public housing**

Public Housing Authorities in Florida are created as independent organizations under Florida Statutes. Thus, the County interfaces with the local housing authorities on activities as requested by them, and the County has contributed toward safe and sound public housing, as well as the provision of recreational and other social accommodations. The County's policy, however, is not to substitute CDBG funds for funds that are available to the Housing Authority through other Federal programs.

The Ocala Housing Authority manages approximately 2,156 subsidized rental units, including Section 8 and Section 202 units in various developments. The Ocala Housing Authority is the only agency in the County to receive Section 8 housing assistance program funding. The purpose of the Housing Choice Voucher Program is to promote adequate and affordable housing, economic opportunity, and a suitable living environment free from discrimination. Rents associated with the federal developments are in accordance with HUD regulations and are 30% of the total income of the household. This is monitored through a yearly income verification to determine any income changes. Eligible applicants are those whose income is within the limits as determined by HUD.

### **Actions to encourage public housing residents to become more involved in management and participate in homeownership**

The Ocala Housing Authority (OHA) operates several different programs that support residents' path toward home ownership. As mentioned above, OHA's *Homebuyer's Club* is specifically targeted at those residents that desire to pursue homeownership. The Homebuyers Club provides education and support

in monthly classes held at OHA's main office on topics such as:

- Credit repair
- Budgeting
- Mortgage search
- Realtor roles and responsibilities
- Buyers' rights

**If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance**

N/A. OHA is designated as a High Performer as documented through HUD's Public and Indian Housing Information Center with its Housing Choice Voucher Program, and is a standard performer in its Public Housing Program.

**Discussion**

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## **AP-65 Homeless and Other Special Needs Activities - 91.420, 91.220(i)**

### **Introduction**

Marion County responds to the needs of people experiencing homelessness through coordination and collaborative planning with the Continuum of Care (CoC).

Through coordinated entry and strategic funding distribution to non-profit providers for direct services and assistance programs, the Ocala/Marion County Joint Office of Homelessness oversees CoC operations to rehouse homeless individuals and families, minimize trauma and dislocation experienced by the homeless population, boost utilization of mainstream programs by homeless individuals and families, and optimize self-sufficiency among individuals and families experiencing homelessness.

Marion County awards funding through a competitive process to score proposals based on their perceived ability to meet the needs of the community and achieve the goals and priority needs that the County has outlined in this Action Plan and the Five-year Strategic Plan.

### **Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including**

#### **Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

Marion County continues to build and maintain a systematic response to homelessness, utilizing the following goals to guide all actions to progress:

1. Build Board of Governors membership and engagement through member orientation content created to educate incoming leadership of the history of CoC FL-514, to include an overview of the regulatory responsibilities, program components, and more;
2. Organizing and delivering services more effectively through the expansion of outreach services with County entitlement grant dollars, the implementation of diversion practices through CoC and County entitlement grant dollars and system-wide training of program's eligible users, case management expansion, and a central access point via low-barrier day-center;
3. Expanding coordination and partnership of supportive services at the local level by strengthening local partnerships amongst supportive service providers and mandatory use of coordinated entry procedures for services to ensure collaborative case management;
4. Educate CoC membership on the local need for permanent supportive housing, and fund scattered site leasing and subsidized affordable housing development projects for long term households with disabilities; and
5. Continued campaign lower shelter and transitional housing entry barriers.

## **Addressing the emergency shelter and transitional housing needs of homeless persons**

County and CoC funded emergency shelters work to place clients into permanent housing as quickly as possible. The CoC utilizes emergency and transitional housing under the following principles:

1. One hundred (100%) percent of shelter beds and transitional housing comply with the Housing First model;
2. Staff are trained on trauma-informed care, basic behavioral health knowledge, and Housing First principles;
3. Case managers are trained on Housing First, housing focused case management;
4. Emergency shelter length of stay is reduced over time, measured in 6-month increments; and
5. Permanent housing placements are increased over time.
6. Maximum of two (2) shelter staff are trained to conduct the VI-SPDAT.
7. Track the number of individuals diverted from entering their program.
8. Limit the use of motel vouchers.

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again**

Marion County supports local agencies that offer various services to those individuals making a transition to permanent housing and independent living through Public Service agency capacity grants. Agencies such as United Way's Strong Family program offers intensive financial, job skills, and family dynamics training. Several agencies incorporate on-going case management for clients receiving rent, rapid-rehousing, and homeless prevention assistance. The goal of a shelter system is to make homelessness rare, brief, and non-recurring. The County supports service providers throughout the County using both CDBG and ESG funding, while also coordinating with the CoC to achieve this goal.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.**

Through the Joint Office on Homelessness and Marion County's HOME, SHIP and ESG grants, homeless prevention is provided to county residents at risk of losing their housing stability. In addition, the City of

Ocala is lead on coordinated entry and outreach. As a result, individuals identified being discharged from public institutions are assessed and directed to appropriate resources such as shelters, hotel/motel, and housing. The coordinated entry process has aligned service providers and funding opportunities to which has provided more efficient response to aiding low income individuals and families at risk of becoming homeless and those that are homeless.

### **Discussion**

Still recovering from impacts of COVID-19, homelessness is a multi-faceted problem in Marion County. The CoC encourages accurate use of HMIS and conducts regular coordination meetings so service providers understand the capacity of partner agencies. County Community Services and the City of Ocala are committed to partnering with each other and all service agencies to improve the care and outcomes for those individuals and families experiencing homelessness.

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## **AP-75 Barriers to affordable housing -91.420, 91.220(j)**

### **Introduction**

The Affordable Housing Advisory Committee (AHAC) is an 11-member Board, appointed per Florida Statute 420.9076, to review and make recommendations regarding the established policies and procedures, ordinances, land development regulations, and adopted local government Comprehensive Plan, as they pertain to impediments to the development of affordable housing of the local governing bodies' respective jurisdictions in Marion County.

Barriers to affordable housing in Marion County include, but are not limited to:

- Low supply and high cost of existing homes
- High cost of materials to construct homes

These barriers make it difficult for the developer/builder to provide an affordable unit to the end user. In addition, Marion County's population is growing fast with 150 families moving to the area every week. Within the last five (5) years major employers such as Amazon, Chewy, and Federal Express have built satellite offices in Marion County. Employees are commuting to work from outside of Marion County due to the lack of housing supply. Similarly, many new jobs are higher paying, which further exacerbates the need for housing affordable to low- and moderate-income households.

### **Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment**

The County, informed by the Affordable Housing Advisory Committee (AHAC) described above, are currently exploring ways to help mitigate barriers to help expedite the production of affordable housing such as:

- Focusing development within the County's Urban Growth Boundary and near employment hubs to assist with transportation disparity for low- to moderate-income residents;
- Review and possibly change land use and zoning near employment centers that will incentivize developers to develop near employment centers;
- Present deferred tax and impact fees to developers for multi-family development within strategic areas that will benefit low to moderate-income families and work force housing;
- Identify a point of contact to act as an affordable housing liaison to expedite the process; and
- Include Community services in the pre-development meetings between staff and developers to facilitate and expedite the development process.

## **AP-85 Other Actions - 91.420, 91.220(k)**

### **Introduction**

The objectives, goals, planned projects, and their associated activities proposed within the Annual Action Plan are intended to meet the needs of the community. Those needs are described in the Consolidated Plan, and were confirmed to still be the priority needs based on consultations and public participation conducted for the development of the 2022-2023 Action Plan.

### **Actions planned to address obstacles to meeting underserved needs**

2020 saw one of the worst economic emergencies following months of quarantine, shuttered businesses, thousands' losing income, and a medical crisis from the COVID-19 pandemic. Since March 2020, priorities shifted to assisting those to prepare for, and recover from, the loss of income, keeping the homeless sheltered, and finding shelter for those living in inadequate conditions. Assisting both non- and for-profit businesses to retain employees and keep good and services in place became a major goal.

Through the HUD allocated CARES Act funding, payments and programs such as the Payroll Protection Plan, Income Tax payments and increased unemployment, funds will be distributed throughout Marion County. Using CDBG-CV, HOME and ESG-CV waivers will enable Marion County Consortium to make changes to the Citizen Participation Plan to distribute funds quickly to meet the changing needs.

However, the needs that existed before the health crisis remain and must be addressed. Through its ongoing CDBG, HOME and ESG programs, the County and City will continue to fund projects that will improve the lives of the neediest of Marion County citizens.

The County and City continue to utilize its CDBG, HOME, and ESG funds to the fullest extent to assist in meeting underserved needs. Leveraging efforts with public and private funding agencies were also made to supplement federal funds and increase the resources available to address community needs.

### **Actions planned to foster and maintain affordable housing**

Marion County will continue to commit its core programs to foster and maintain affordable housing by providing:

- Housing for Veterans, First Responders, and Educators
- Assist Very Low- and Low-income homebuyers with repairs to maintain housing stock as safe and

- decent housing
- Create additional units of affordable rentals, especially one- and two-bedroom units

Marion County does not anticipate the loss of any existing units from the assisted housing inventory.

Marion County uses ESG and, with the City of Ocala, use HOME and CDBG funds to implement various programs that assist in maintaining affordable housing including creating homeownership opportunities and bringing homes up to code through rehabilitation efforts.

At this time, and over the last year, there are no plans for removal of any public housing units. Marion County and the City of Ocala continue to work with the local Housing Authority, as well as other nonprofits, to develop and increase affordable housing options. In addition to dealing with the Housing Authority directly, the County remains committed to assisting and facilitating conversations between government agencies, nonprofit agencies, for-profit agencies, and the Housing Authority.

### **Actions planned to reduce lead-based paint hazards**

Marion County will continue educational efforts to inform residents of lead-based paint hazards in general. In particular, all CDBG, HOME and ESG Program housing assistance program participants will receive specific notice regarding lead-based paint hazards and all contractors will be required to adhere to lead-based paint safe work practices before, during, and after all home improvement projects.

Marion County consults with the Marion County Health Department to review lead-based paint hazard data, educate the public and mitigate housing units in which lead has been found. Property statistic reports are pulled for all housing projects to determine year of construction. If the year is 1978 or earlier, an inspector certified in lead paint assessment completes the testing for the presence of lead and provides the homeowner with the U.S. Environmental Protection Agency (EPA) Lead Awareness brochure. To date, none of the housing projects in Marion County have tested positive for lead, although the City of Ocala has had some lead abatement activity. The Grant Administrator who oversees the HOME TBRA program received certification in the visual inspection for lead paint.

The rehabilitation program offered through the City of Ocala assists in reducing lead-based paint hazards by focusing on code compliance. The City ensures staff are appropriately trained in lead-based paint, pamphlets are distributed, inspections and assessments are conducted when required, and contractors trained in lead safe practices are used. Marion County is planning to fund lead-based paint hazards training to pertinent staff to better address this issue as it pertains to housing renovation/repairs as well as capital projects.

All rehabilitation activities follow HUD regulations concerning lead-based paint assessment and any necessary interim controls. The first step is counseling and/or informing the rehabilitation client of the

danger of lead-based paint when they apply for assistance. Staff determines at this interview whether there is heightened risk due to young children in the household.

### **Actions planned to reduce the number of poverty-level families**

Marion County continues to award CDBG Public Service funding to agencies that offer case management and service programs to very low- and low-income households. These programs will provide support for a Housing First program through ESG. It is a priority to focus on case management services that work towards achievable personal and household goals to help reduce the number of Marion County families living at the poverty level. Services such as employment support or job training, paired with financial support will increase short-term household stability so the household may take steps towards achieving long-term stability.

Marion County requires Purchase Assistance clients to attend financial training to work towards both financial sustainability and the purchase of a home.

### **Actions planned to develop institutional structure**

Marion County's Community Services will continue as the Consortium Collaborative Applicant with regard to planning and implementation of programs and activities noted in the 5 Year Strategic Plan and each Annual Action Plan.

Marion County's Housing and Community Development Plan will be carried out through a combination of public, private and non-profit organizations, many of which participate in the citizen participation process.

Marion County and City of Ocala staff will continue to play active roles in the community organizations dealing with homelessness, children's issues, mental health, veterans' services, senior services, and community issues.

The Community Services Department will consult with the Ocala Housing Authority concerning consideration of public housing needs and any planned program activities. Consultation will help ensure that all proposed activities that are directed towards increasing affordable housing, neighborhood improvement, and/or any resident programs and/or services funded by the Ocala Housing Authority will increase the quality of life of all participating parties.

Further, the City of Ocala Community Development Services Department coordinates with various public, private, and non-profit agencies. Collaboration between local, county, and state agencies is imperative to successfully carry out the goals and objectives identified in the Consolidated Plan and addressing

community needs. Areas of coordination will include broadband and Wi-Fi access to underserved areas; evaluation of flood prone areas; emergency evacuation routes; availability of fire/rescue services; and determination of effect on natural and environmental resources. It is essential that both the City of Ocala and Marion County foster and maintain partnerships with other public and private agencies for the successful delivery of their Housing and Community Development programs.

### **Actions planned to enhance coordination between public and private housing and social service agencies**

Several steps are taken to ensure coordination between public and private housing and social service agencies during the program year. Each of these steps will help facilitate information exchange between the County, City, and those providing public services. The following steps are taken to enhance coordination amongst agencies:

- Technical assistance is offered to all sub-recipients to educate them on the grant funds, application process, eligible uses, additional requirements when utilizing these funds and long-term conditions on their use.
- A Lenders' Consortium was created to assist first time homebuyers by protecting them against predatory lending and establish a relationship with our local lenders. The Lenders Consortium meets twice a year to discuss issues.
- Marion County and City of Ocala created the Joint Office on Homelessness to become the lead agencies working with the CoC to draft, teach, and implement policies and procedures impacting people and families experiencing homelessness.
- The Community Foundation of Marion County launched the Nonprofit Resource Center in 2019 to provide services to Marion County nonprofits. Through communication with various funding agencies in the area, the Resource Center learned that many nonprofits needed capacity building in order to attain their mission. The Resource Center created a Strategic Planning process, led by highly skilled leaders, and is offering it to nonprofits.

### **Discussion**

## Program Specific Requirements

### AP-90 Program Specific Requirements - 91.420, 91.220(I)(1,2,4)

#### Introduction

Marion County follows HUD program regulations and federal statutes for its federally funded programs through CDBG, HOME, and ESG. Marion County's priority focus with CDBG, HOME, and ESG is Essential Housing, Job retention/creation, Infrastructure that supports Affordable Housing, services, and housing for the homeless. One hundred (100%) percent of CDBG funds are used for activities that benefit low- and moderate-income persons.

#### Community Development Block Grant Program (CDBG)

##### Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	140,000
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
<b>Total Program Income:</b>	<b>140,000</b>

#### Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	100.00%

**HOME Investment Partnership Program (HOME)  
Reference 24 CFR 91.220(I)(2)**

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

No other forms of investments will be used.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

The Consortium uses the Recapture provision in all HOME mortgages and liens for the direct subsidy received by the homebuyer. Purchase Assistance is provided directly to the qualified homebuyer as a soft second, deferred payment, zero interest loan. The lien document includes HOME affordability period requirements and HUD recapture language and formula. While Marion County uses the entire amount (limited to the net proceeds available from the sale) of loan for recapture, the City of Ocala offers a pro-rated reduction of the recapture funds during the affordability period.

The fully executed (by all applicable parties) and dated Loan Agreement, Promissory Note and Mortgage and Warranty Deed will serve as the security for these loans. The Mortgage and Warranty Deed will also be recorded in the land records of Marion County, Florida. The repayment of the Homeowner Rehabilitation Program Promissory Note is made solely from the net proceeds of sale of the Property (except in the event of fraud or misrepresentation by the Borrower described in the Promissory Note).

A subsequent resale of the property during the HOME Affordability Period is limited to a buyer whose family qualifies as low-income according to the annual Income Limits Adjusted to Family Size for Marion County and there are no additional HOME assistance funds provided. The recapture provisions are in effect for a period of affordability. This period is based on the amount of direct HOME subsidy

to the buyer (recapture), as follows:

Amount of HOME funds-direct subsidy to buyer (recapture) / Period of Affordability

Under \$15,000 / 5 years

\$15,000 to \$40,000 / 10 years

Over \$40,000 / 15 years

All new construction / 20 years

(See attached Provisions in Consolidated Plan)

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

Marion County's HOME Consortium uses a recapture provision according to 24 CFR92.254 requiring repayment upon sale, refinancing for cash out, or if the unit assisted is no longer the homeowner's primary residence. If the homeowner defaults on the loan voluntarily or by operation of law, including, but not limited to, death of the surviving mortgage holder or foreclosure, the minimum HOME affordability will prevail. Under these circumstances, the HOME investment amount will be recaptured from net proceeds. Marion County's enforcement mechanism is a recorded deferred mortgage placed on the property assisted at time of closing. (See attached Provisions in Consolidated Plan)

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

None

<b>Emergency</b>	<b>Solutions</b>	<b>Grant</b>	<b>(ESG)</b>
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1. Include written standards for providing ESG assistance (may include as attachment)

See attached ESG Standards in the attachments.

2. If the Continuum of Care has established centralized or coordinated assessment system that



meets HUD requirements, describe that centralized or coordinated assessment system.

The City of Ocala/Marion Continuum of Care FL-514, generally referenced as the "CoC" is the Governing body, and the Coordinated Intake and Assessment Committee, referenced as the "CIAC" is composed of representatives of relevant service organizations that plan for and provide assistance to people experiencing homelessness. Service delivery includes rapid re-housing and homeless prevention through emergency, transitional, and permanent housing strategies for persons who are homeless or at-risk of becoming homeless in Marion County, Florida. This committee serves as the decision-making body for the process under the CoC as required by the Continuum Interim Rule, to establish and operate a Coordinated Intake and Assessment Service Delivery system. Please see the attached CoC Coordinated Entry Policy and Procedure Manual, in the Unique Appendices. This is a working document undergoing necessary updates as the Committee sees fit.

The CoC funds the employment of an HMIS Coordinator, through the Joint Office on Homelessness. The HMIS Coordinator works with various service providers to ensure that they are both utilizing the HMIS software and inputting the appropriate information into the software. All agencies affiliated with the CoC utilize HMIS to track clients, ensure clients are receiving appropriate services, and prevent duplication of services between local agencies.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

Marion County's Community Services Department will work with the Joint Office on Homelessness on strategies to better provide re-housing services for individuals and families experiencing homelessness as well as persons residing in shelters. The County will grant sub-awards to qualifying not-for-profit agencies with demonstrated experience in providing services to individuals experiencing homelessness. The County's process for making sub-awards includes:

- Posting an advertisement of a "Notice to Interested Applicants" for a formal application was place in the Ocala Star Banner
  - Reviewing applications to determine an organization's experience, financial soundness, and capacity to serve persons experiencing homelessness
  - Notifying qualifying agencies for submittal of proposal
  - Reviewing proposals and scoring by a review committee
  - Awarding funding to selected agencies
4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

Marion County and the City of Ocala are the Ocala/Marion Joint Office on Homelessness and

coordinates with CoC in the development of the ESG programs. This past year CoC Board intentionally added a seat and voted a new board member to the board of governors who was formerly homeless. The CoC Board votes on policy and funding decisions that effect ESG. In addition, as part of the CoC there are formerly homeless individuals who participate in the CoC membership meetings and provide consultation that allows for other considerations in making decisions as it relates to solving homelessness with ESG funds.

5. Describe performance standards for evaluating ESG.

Marion County has contracted with local homeless service providers to identify and determine the eligibility of potential clients. The agencies are monitored on their performance as County staff process applications from these agencies and through on-site monitoring. To date, the agencies have been performing proficiently. Case management services are monitored through monthly reports from the agencies. Client performance is monitored through monthly reports. Agency contracts require the agencies to follow-up with clients for one (1) year after graduating from the program.

Marion County Community Services will consult with the Marion County Continuum of Care to revise already developed Performance Standards that meet the goals of the program. At a minimum, selected agencies must meet the following standards:

- Have trained or adequate staffing to deliver the proposed service or activity.
- Must have the overall organizational strength, including such items as: Established record keeping methods. Filing system. Financial systems. Must have written procedure manuals for financial management and personnel. Must have trained staff to provide case management and counseling. The ESG monthly process is as follows:
  1. Technical support is offered monthly or as needed.
  2. All payment request invoices submitted are checked for accuracy - Rent, Deposits, Utilities, Case Management, etc.
  3. All Case Management notes are read, and fees paid monthly for all ESG clients. Sub-recipient accomplishments will be updated in IDIS as activities are completed and closed out.

Community Services ESG grants assist community homeless providers with funding to provide services to their clients. Rapid re-housing, homeless prevention, and outreach funds are used to assist individuals experiencing unsheltered and sheltered homelessness. Permanent supportive housing continues to be a need in the community and is being addressed by the County and the CoC.

Marion County does not expend more than 7.5% of the annual ESG allocation for planning and administrative costs. The amount budgeted for Street Outreach and Emergency Shelter activities does not exceed 60% of the fiscal year allocation or the amount of FY 2010 funds for homeless assistance activities.