



COUNTY ADMINISTRATOR
220 NORTH MAIN STREET, P.O. BOX 8645
ANN ARBOR, MICHIGAN 48107-8645
(734) 222-6850
FAX (734) 222-6715

TO: Barbara Levin Bergman, Chair
Ways & Means Committee

THROUGH: Robert E. Guenzel
County Administrator

FROM: Mary Jo Callan, Director
Office of Community Development

DATE: February 20, 2008

SUBJECT: Revised Reorganization Plan and Revenue Contracts with the
City of Ann Arbor OCD

BOARD ACTION REQUESTED:

It is requested that the Board of Commissioners authorize the creation and elimination of positions in the Office of Community Development and authorize the County Administrator to sign revenue contracts with the City of Ann Arbor for a total amount not to exceed \$67,337 for the period of February 1, 2008 to June 30, 2008 to receive one-half of the costs of the Operations Manager and Compliance Specialist.

BACKGROUND:

In November 2003, as part of the Community Services Area reorganization, a design team of City and County managers was formed to study coordination between the City of Ann Arbor Community Development Unit and the Washtenaw County Department of Planning and Environment. These separate units were responsible for administering CDBG and HOME programs within their respective geographic areas. In addition, both were accountable for granting general fund dollars to non-profit housing and human service providers.

After reviewing the functions of both community development units, the design team concluded in April, 2004 that bringing together County and City staff under one roof would be an important first step in increasing the impact of these housing and human services funds in the community. A joint manager would supervise the two units in a single office, while retaining separate funding and current employment assignments.

The joint office has been in operation since October 2004 and a number of significant service improvements have been made since its creation. Additionally, financial savings have been realized by reducing duplicate administrative functions. The office

currently shares one-half of the costs for management and financial administrative services.

DISCUSSION:

These proposed changes extend the City and County's efforts to maximize efficiencies in the joint City/County Office of Community Development (OCD) through the integration of work duties between the Housing, Rehabilitation, and Human Services programs. Since the consolidation of the two offices in October 2004, the primary goal has been to combine cross-functional operations within the office to deliver seamless services to our customers and stakeholders. In August 2006, OCD staff participated in a retreat to outline the needs of the office to provide the best services. A proposed reorganization took shape from this retreat, and was approved by the BOC in July 2006. This proposal is a refinement of that reorganization, and further enhances the efficiency and effectiveness of the joint Office of Community Development. After the proposed positions were developed, a City and County finance team worked with OCD to provide personnel and administrative projections to determine the cost of the reorganization.

In July 2007, the BOC approved a reorganization of the Office of Community Development. That reorganization eliminated the overly flat organizational structure in which the director had 10 direct reports by employees who work for both the City and the County, and created a more manageable structure for oversight and supervision. The following position changes are refinements to the July 2007 reorganization, which will further maximize the successful operation of the office. (Please see attached organizational charts that graphically display the current and proposed structures.) To achieve the refined structure, the following actions are proposed:

- Creation of a Community Development Operations Manager. The new position will report to the Director of the OCD, and will oversee the work of the Housing Rehabilitation staff. In addition, the Operations Manager will coordinate and oversee the planning and execution of the projects of the Urban County Executive Committee, and day-to-day office business systems. This position will replace the authorized but vacant Rehabilitation Analyst, including fulfillment of all duties and functions. This position will be funded 50% by the City and 50% by the County.
- Creation of the Compliance Specialist position. The new position will report to the existing Housing Manager to assist with ensuring regulatory compliance of nonprofits and other contractors receiving funding through the Office of Community Development. This position will replace the authorized but vacant Sr. Management Analyst position. This position will be funded 50% by the City and 50% by the County.

These actions, once completed, will improve the consolidated office with the structure and functions necessary for robust provision of services that meet the objectives of the City and the County for housing and human services.

A revenue contract with the City of Ann Arbor for each position is required to implement the changes described above. The duration of the proposed revenue contracts is February 1, 2008 through June 30, 2008. The contracts enable the County to enter into an agreement with the City of Ann Arbor wherein the City will provide up to \$67,337 to pay for one-half of the projected annual salary and benefits for the Compliance Specialist and one-half of the projected annual salary and benefits for the Operations Manager.

Over time and through attrition, all positions will be integrated into one seamless County department. The City will continue to contract with the County for Community Development services. On July 2, 2007, City Council approved a Resolution to create a taskforce to examine the City of Ann Arbor joining the Urban County. Recommendations from this task force will be made to City Council on April 7, 2008.

IMPACT ON HUMAN RESOURCES:

- Create 1.0 FTE Community Development Operations Manager
- Create 1.0 FTE Compliance Specialist
- Eliminate 1.0 FTE Sr. Management Analyst on hold vacant
- Eliminate 1.0 FTE Rehabilitation Analyst on hold vacant

IMPACT ON BUDGET:

The positions will be funded through several funding sources which include the Administrative dollars available through the County's HOME Investment Partnership and Community Development Block Grant (CDBG) programs, as well as the Revenue contracts with the City of Ann Arbor (to pay for 50% of the Operations Manager and Compliance Specialist). The proposed staffing changes in this reorganization are cost neutral to the County and will not create an increase in the General Fund allocation to Community Development.

IMPACT ON INDIRECT COSTS:

None.

IMPACT ON OTHER COUNTY DEPARTMENTS OR OUTSIDE AGENCIES:

The requested Board action will allow for further collaboration between the City of Ann Arbor and Washtenaw County.

CONFORMITY TO COUNTY POLICIES:

The requested Board action conforms with County policies.

ATTACHMENTS:

Revised Community Development Organization Charts
Job Description for Community Development Operations Manager
Job Description for Compliance Specialist

Director
1.0 FTE
County

Fiscal Analyst
1.0 FTE
County

Housing Manager
1.0 FTE
County

**Operations
Manager**
1.0 FTE
County

Financial Service
Specialist
1.0 FTE
City

HMIS Analyst
1.0 FTE
County

Community Services
Analyst
1.0 FTE
County

Intake Specialist
1.0 FTE
County

Administrative Office
Coordinator
0.5 FTE
City

**Compliance
Specialist**
1.0 FTE
County

Inspector
1.0 FTE
County

Inspector
1.0 FTE
City

Inspector
1.0 FTE
City

**Proposed Refinement Structure
Office of Community Development**

County Employees – 9 FTE
City Employees – 3.5 FTE
Total Employees – 12.5 FTE

A RESOLUTION CREATING AN OPERATIONS MANAGER POSITION AND A COMPLIANCE SPECIALIST IN THE OFFICE OF COMMUNITY DEVELOPMENT, ELIMINATING A VACANT SR. MANAGEMENT ANALYST POSITION AND A VACANT REHABILITATION ANALYST POSITION, AND AUTHORIZING THE COUNTY ADMINISTRATOR TO SIGN REVENUE CONTRACTS WITH THE CITY OF ANN ARBOR FOR SERVICES PROVIDED BY THE OPERATIONS MANAGER AND COMPLIANCE SPECIALIST FOR A TOTAL AMOUNT NOT TO EXCEED \$67,337 FOR THE PERIOD OF FEBRUARY 1, 2007 TO JUNE 30, 2008 FOR THE OFFICE OF COMMUNITY DEVELOPMENT

WASHTENAW COUNTY BOARD OF COMMISSIONERS

February 20, 2008

WHEREAS, a design team of City and County managers met from November 2003 to April 2004 and determined that the combined knowledge of City and County community development staff would provide a better understanding of community needs, streamline administrative processes, and encourage innovation in community programming and technical assistance to non-profits; and

WHEREAS, in October 2004, the City of Ann Arbor and Washtenaw County created a joint Office of Community Development (OCD); and

WHEREAS, the City of Ann Arbor and Washtenaw County are working toward more collaborative efforts in other areas of the organization; and

WHEREAS, the City of Ann Arbor and Washtenaw County are committed to continuing to gain efficiencies and cost savings in their operations while improving delivery of coordinated services; and

WHEREAS, the City of Ann Arbor and Washtenaw County administer CDBG and HOME funds through the Office of Community Development for their respective geographic areas and have the responsibility of oversight of General Fund allocations designated for non-profit housing and human services providers; and

WHEREAS, the City of Ann Arbor and Washtenaw County are extending their efforts to maximize efficiencies in the Office of Community Development by creating one comprehensive Rehabilitation Service Delivery unit that will oversee a Single Family and Multi-Family Rehabilitation, Relocation and Down Payment Assistance program for the City and the County; and

WHEREAS, the Office of Community Development would like to establish a consolidated office of County staff with a partnership and contractual relationship with the City for the provision of activities that meet the objectives of the City for housing and human services needs; and

WHEREAS, this matter has been reviewed by Corporation Counsel, the Finance Department, the Budget Department, Human Resources, the County Administrator's Office and the Ways and Means Committee;

NOW THEREFORE BE IT RESOLVED, that the Washtenaw County Board of Commissioners authorizes the County Administrator to sign revenue contracts with the City of Ann Arbor for services provided by the Operations Manager and Compliance Specialist for a total amount not to exceed \$67,337 for the period of February 1, 2008 to June 30, 2008 for the Office of Community Development, to be filed with the County Clerk upon review of Corporation Counsel.

BE IT FURTHER RESOLVED, that the Washtenaw County Board of Commissioners hereby makes the following position changes and adopts the job descriptions as attached hereto and made a part hereof:

<u>Position #</u>	<u>Title</u>	<u>Grade</u>	<u>Group</u>	<u>Create</u>	<u>Eliminate</u>
2946-0001	Rehabilitation Analyst	29	32		1.0
3025-0017	Sr. Management Analyst	30	32		1.0
2450-0001	CD Compliance Specialist	24	32	1.0	
3276-0001	CD Operations Manager	32	32	1.0	

Washtenaw County

JOB DESCRIPTION

Job Code: 3276
Authorization: 08-
Employee Group: 32

CLASS TITLE: COMMUNITY DEVELOPMENT OPERATIONS MANAGER

DEPARTMENT: Community Development

FLSA STATUS: Exempt

JOB SUMMARY:

Under the general direction of the Community Development Director, administers the programs of Single Family and Multi-Family Rehabilitation, Public Infrastructure, Down Payment Assistance for first-time homebuyers, Relocation Services, and Mortgage and Tax Foreclosure Prevention in Washtenaw County and the City of Ann Arbor in accordance with the pertinent Federal, State and local program requirements. Monitors program rule compliance, evaluates effectiveness, and supervises employees who work on these programs.

Serves as the CD process leader, by providing subject-matter expertise, training and support of the business systems supporting CD

EXAMPLES OF DUTIES

Essential Duties:

Reads and analyzes federal and state program regulations, reports and funding guidelines for applicability to local program. Compiles data on community needs and program costs, develops program plans and objectives and prepares grant proposals.

Develops timelines for projects, monitor projects through all phases, to ensure compliance with contractual obligations as well as HUD regulations. Reviews and approves all rehabilitation and public infrastructure projects. Oversee the use of outside professional services (e.g. title company) and consultants (e.g. architects/engineers); prepare contractual agreements. Assist in the development and implementation of goals, objectives, policies and priorities.

Evaluates program and employee performance and assures compliance with program regulations through on-site observations and review of records. Makes recommendations to improve program activities. Demonstrates continuous effort to improve operations, decrease turnaround times, streamline work processes, and work cooperatively and jointly to provide quality seamless customer service.

CD OPERATIONS MANAGER

Page Two

Prepares multiple specialized budgets related to assigned activities; oversees budget implementation; administers the approved budget; reviews and approves all expenditures, and maintains account records. Determine the financial qualifications of loan applicants, perform basic loan underwriting, and recommend loan applications for funding.

Investigates complaints and responds to problems and inquiries concerning work activities, contractual and regulatory compliance; resolves problems and disputes.

Supervises, coordinates and participates in housing loan processing, counseling, and field inspection operations.

Builds and maintains positive working relationships with staff, outside agencies, and the public.

Supervises staff including provision of timely performance evaluations; provides staff development; counsels staff; recommends disciplinary action and maintains high standards necessary for efficient, professional operations.

Maintains appropriate confidentiality of sensitive information; complies with and supports City and County policies and procedures, labor laws, and MOU agreements.

Attends assigned meetings and trainings; interacts with outside agencies and commissions; participates in teams, or committees as needed.

Oversees City and County temporary and permanent housing relocations and financing related to Community Development projects. Track relocation projects and provide information for reporting and monitoring.

Process requests for homeowner subordinations/review and contact lenders and homeowners to verify and complete the intake process.

Understand and interpret complex state and federal regulations, laws, and codes in the areas of housing, relocation, and rehabilitation.

Performs other duties as assigned.

The above statements are intended to describe the general nature and level of work being performed by employees assigned this classification. They are not to be construed as an exhaustive list of all job duties performed by personnel so classified

CD OPERATIONS MANAGER

Page Three

EMPLOYMENT QUALIFICATIONS

Knowledge of:

Administrative principles and practices, including goal setting, and program development and administration.

Principles and practices of employee supervision.

Contract negotiation and administration and the development and administration of grant funded projects.

Applicable federal, state and local laws and regulations.

Research, data analysis and report preparation techniques.

Computer applications related to the work.

Basic principles of budgetary administration and control.

Standard office practices, including the operation of standard office equipment.

Skill in:

Planning and directing the work of others and training others in work procedures.

Performing professional level planning work including project development and implementation.

Interpreting, applying and explaining complex laws, policies and regulations.

Setting priorities, coordinating multiple projects and meeting critical deadlines.

Using sound, independent judgment within established policy and procedural guidelines.

Preparing clear, concise and effective written materials.

Directing the maintenance of and maintaining accurate records and files.

Representing the City and the County and making effective presentations to governmental, business and community groups.

Entering and retrieving information from a computer with sufficient speed and accuracy to perform the required work.

Establishing and maintaining effective working relationships with those contacted in the course of the work.

LICENSES AND CERTIFICATIONS

Possession of a valid Michigan Driver's license required.

PHYSICAL DEMANDS

Duties require sufficient mobility to work in a normal office setting and use standard office equipment including a computer, vision to read printed materials and a VDT screen and hearing and speech sufficient to communicate in person or over the telephone.

These requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations

CD OPERATIONS MANAGER

Page Four

EDUCATION

Possession of a Bachelor's degree. Possession of an advanced degree in an appropriate field such as Public Policy, Urban Planning or Social Work is desirable.

EXPERIENCE

This class description intends to identify the major duties and requirements of the job and should not be interpreted as all-inclusive. Incumbents may be requested to perform job-related duties other than those outlined above and may be required to have specific job-related knowledge for successful job performance.

Four (4) years of progressively responsible professional experience with a public or private organization in housing program services, public administration, or community development programs to include two years (2) of which were in a supervisory/managerial capacity.

The above statements are intended to describe the general nature and level of work being performed by employees assigned this classification. They are not to be construed as an exhaustive list of all job duties performed by personnel so classified.

Washtenaw County

JOB DESCRIPTION

Job Code: 2450
Employee Group: 32
Authorization: 08-

CLASS TITLE: COMPLIANCE SPECIALIST
DEPARTMENT: COMMUNITY DEVELOPMENT
FLSA STATUS: NON-EXEMPT

JOB SUMMARY

Under the supervision of a higher classified employee, ensures compliance of nonprofit and other contractors. Tracks and manages all files relating to nonprofits contractors. Assists in a variety of other program tasks, including clerical duties.

EXAMPLES OF DUTIES

Essential Duties:

- Under the supervision of the Housing Manager, conducts program site visits for the City of Ann Arbor and Washtenaw County human service and housing providers.
- Facilitates relocation notification and assistance, assuring compliance with all applicable regulations and laws.
- Assures nonprofit contractor compliance with written and documentation requirements, including but not limited to: insurance certificates, living wage and human rights compliance, audits, and other requirements.
- Collect and review annual tenant income certifications in coordination with annual PILOT requirements.
- Prepare agenda items and minutes for monthly Urban County and Housing and Human Services Advisory Board meetings.
- Participate in community planning, program development, and initiatives as assigned.
- Create and post notices as required by the Open Meeting Act and HUD.
- Assists in preparation and maintenance of files and records, and related work as assigned.
- Assist with the development of tools and processes to evaluate contractor compliance.

Compliance Specialist

Page Two

- Performs basic clerical tasks such as (but not limited to) answering the phone, data entry and retrieval, typing, copying, collating, and general filing.
- Performs other related duties as assigned.

The above statements are intended to describe the general nature and level of work being performed by people assigned this classification. They are not to be construed as an exhaustive list of all job duties performed by personnel so classified.

EMPLOYMENT QUALIFICATIONS

EDUCATION

Possession of a high school diploma or its equivalent.

EXPERIENCE

A minimum of six (6) to twelve (12) months experience fulfilling similar duties. Preference will be given to candidates who possess experience working with federal government regulations.

Prior to applying, applicants must pass the clerical exam on the 35th percentile and successfully complete the data entry test (38 fields without error). NOTE: Clerical and data entry test scores must be updated every two (2) years.

NECESSARY SPECIAL REQUIREMENTS

Current possession of a valid Michigan vehicle operator's license or ability to obtain one prior to being hired. Completion of training course offered by grant sponsor by end of probationary period.

This class description intends to identify the major duties and requirements of the job and should not be interpreted as all-inclusive. Incumbents may be requested to perform job-related duties other than those outlined above and may be required to have specific job-related knowledge for successful job performance.