



November 4, 2015

The Honorable Allan H. Kittleman,
Howard County Executive
3430 Courthouse Drive
Ellicott City, Maryland 21043

Re: Recommendations from the Joint Task Force to the Departments of Housing and Citizens Service

Dear Mr. Kittleman:

Enclosed, please find a copy of the recommendations that were prepared by the Joint Task Force that you established to review the current functions of both the Department of Citizens Services and the Department of Housing and Community Development.

Your Joint Task Force is composed of the many employees and residents of Howard County who are listed in an attachment to the Report. As you can see, it was a diverse group of individuals representing many facets of Howard County. Specifically, the Housing Subcommittee of the Joint Task Force had 7 members and the DCS Subcommittee had 13 members. Joanne Davis and I also served on each Subcommittee. Each and every one of these individuals participated significantly in preparing and proposing the enclosed recommendations.

With regard to DCS, the Transition Team had suggested as one of its recommendations that the need for and feasibility of creating a Department of Aging be reviewed. As the DCS Subcommittee reviewed the overall mission of DCS, it was decided that breaking up DCS was not in the best interest of the community. Segregating services and programs based on age was viewed as being shortsighted when the core needs for everyone were essentially the same: finance, housing, food, childcare, transportation, and health care, including mental health care. Instead, it was decided that steps need to be recommended that would help DCS and its component Offices and Programs better meet the needs of everyone across the lifespan of their lives.

The Honorable Allan H. Kittleman
Howard County Executive
November 4, 2015
Page 2

Also, in accord with the recommendations of the Transition Team, the Department of Housing and Community Development was reviewed for the purpose of determining whether a separate Howard County Housing Commission should be created. In this case, the Housing Subcommittee determined that separating the Commission from that Department does make sense. On the one hand, a separate Housing Commission will be better situated to create affordable housing for the County. On the other hand, it was determined that the Divisions and Programs that were not a part of the Housing Commission had a natural home in the reconstituted Department of Citizen Services.

Generally, the subcommittees looked at the need for programs and services that addressed the needs of our “vulnerable population,” as that population appears throughout the lifespan of our residents.

In July 2015, DCS issued an important planning document entitled “Creating an Age-Friendly Community.” This is an in-depth report that looks to the future to address many of the needs of our aging community. There is no doubt that Howard County’s demographic is changing. It is currently estimated that the percentage of those persons 65 and older will increase from 10.12% in 2010 to 21.63% in 2035. However, also dramatically changing will be the needs of this age group since we are also aging in a healthier manner. New technologies will also be introduced that will allow members of this age group to age in the community for a much longer period of time. Couple these changes with the relative affluence of the County and we can say that we are not just getting older, we are getting better. That said, there will be a growing need by members of this age group for the services provided by the Office on Aging. Therefore, the Joint Task Force is recommending that the recommendations contained in Creating an Age-Friendly Community be prioritized, taking into account the changing nature of this demographic, and that the plan proposed in this report be implemented as time and resources will allow.

The members of the Joint Task Force were supportive of the County Executive’s 24/7 Initiative and the role that the Local Children’s Board, the Howard County Public School System, and other government agencies will have in addressing the “achievement gap” experienced by many students throughout the County. One of the key agencies that should participate at a higher level in addressing the achievement gap is the Office of Children and Families (the current Office of Children’s Service). It will be critical for that Office to continue its current services, and be positioned, both physically and with sufficient resources, to play its role in closing the achievement gap.

The Board to Promote Self-Sufficiency was created “to act as a planning and coordinating body for initiatives that promote the economic stability of individuals and families and reduce the incidence of poverty in Howard County. The Board envisions a

The Honorable Allan H. Kittleman
Howard County Executive
November 4, 2015
Page 3

community where those in need have the opportunities and pathways for getting ahead.” As such, it is the key County agency that addresses the needs adults have to become self-sufficient. While that Board does not in itself provide services to adults in need, it can and does create pathways that can be used by such adults to escape poverty.

Veterans are also a group that often needs help. While many County services are available to help everyone, including veterans, there is also a need to be able to involve some of those veterans in benefit programs offered through state and federal initiatives. With a population of approximately 20,000 veterans, we need to be able to help them through the maze of benefits and programs that are available to them.

Key partners for DCS are the members of Howard County’s nonprofit community. There is no doubt that our County is much better due to the outstanding work performed by these organizations. To the degree the County can strategically work with this community in a cooperative and collaborative manner on agreed upon goals and initiatives, we should be able to accomplish so much more on behalf of our vulnerable populations however those populations are defined.

An important key for this system of services to work effectively is the ability to leverage the County’s Boards and Commissions who are associated with the various component agencies within DCS. It is to those citizens who sit on these Boards and Commissions that the government can turn to ensure that there are no gaps in service, that the needs of our community are truly being met.

Finally, while there are some “best practice” suggestions contained in this report, these suggestions are being made in the spirit of taking an already excellent workforce and looking for those situations where, through refocusing and retraining, employees will have the tools to have an even greater impact on the mission of DCS.

Together, the Offices and Programs within the restructured Department of Community Resources should be nimble enough to address identified needs of the vulnerable members of our community in an environment of continuous change. For this effort to succeed, it will truly be a community-wide effort that will involve all of its resources, talents, creativity, and imagination.

The Joint Task Force was staffed by Grace Fielhauer, who helped coordinate the meetings, take notes, and manage the drop box, and I thank her. Also, as a point of personal privilege, I would like to thank Joanne Davis for her contributions to the discussions in both

The Honorable Allan H. Kittleman
Howard County Executive
November 4, 2015
Page 4

Subcommittees and the Joint Task Force, and also did so much work behind the scenes to insure that everyone's opinion was heard – even mine! And, of course, I would like to thank you, Allan, for giving us the privilege to participate in the Joint Task Force – it was a remarkable and educational experience where we could meet so many of the wonderful people both inside and outside of government who work every day for the people of Howard County.

Sincerely,



Michael W. Davis.
Chair, Joint Task Force

Enclosures:

Final Recommendations of the Housing Subcommittee
Final Recommendations of the Citizens Services Subcommittee
Joint Task Force Members List
Joint Task Force Meeting Notes and Works Consulted

cc: B. Diane Wilson, Chief of Staff (by e-mail)
Members, Joint Task Force (by e-mail)

JOINT TASK FORCE FOR THE REORGANIZATION OF THE DEPARTMENT OF CITIZEN SERVICES AND THE DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

FINAL RECOMMENDATIONS OF THE CITIZEN SERVICES SUBCOMMITTEE

November 2, 2015

INTRODUCTION: As suggested by the Kittleman Transition Team in March 2015 and at the direction of County Executive Allan Kittleman, a Joint Task Force was established to provide recommendations regarding the reorganization of the Departments of Housing and Community Development and Citizen Services.

The goal of the Joint Task Force was to recommend changes that would provide improved services to the community through greater efficiency and effectiveness in County Government.

The Joint Task Force was divided into two subcommittees, one to study each of the Departments. Michael Davis, appointed chair by the County Executive, invited County and State Department Directors, County Administrators, Advisory Board members and community representatives of advocacy organizations. The list of participants is attached.

The DCS subcommittee reviewed relevant documents submitted by committee members and filed in an electronic drop box available to all subcommittee members. A listing of the documents is attached. Following the research and discussion during five meetings of the DCS subcommittee, the subcommittee proposes the following recommendations for the reorganization of the Department of Citizen Services.

DESCRIPTION OF DEPARTMENT OF CITIZEN SERVICES

As the County's human service agency, the Department of Citizen Services touches the lives of county residents across the lifespan. The department provides services to children and youth, their parents and guardians, persons with disabilities, family caregivers and older adults. The department plays a significant role in oversight, training, and monitoring of early childcare and education, assisted living providers, and the County's compliance with the Americans with Disabilities Act. It also mediates, investigates and resolves consumer complaints, and provides support for individuals in crisis and the non-profits who serve them.

Our mission is to ensure that Howard County residents have the resources they need to grow, thrive, and live with dignity.

The Department of Citizen Services (DCS) is comprised of the Office of Children's Services, Office of Consumer Affairs, and the Office on Aging. Other components of the Department include: Disabilities Services and ADA Compliance, the Community Service Partnerships program (which provides County funding to nonprofit human services agencies), Coordinated System of Homeless Services, and specific Emergency Management responsibilities.

RECOMMENDATIONS FOR DCS AND OFFICES:

The overarching goal of the Joint Task Force is to strengthen the capacity of the Department to implement a lifespan approach, which meets the full spectrum of needs of the Howard County community. In order to achieve this goal the Department will need to acquire a broader focus, strategic resources, and some reorganization of existing offices.

Recommendation NO. 1: *Change the name of the Department to the Department of Community Resources, and rename the offices within DCS to better reflect their respective missions as set forth below. In addition, provide to the Director of DCS the same authority provided to other Department Directors to reorganize DCS from time to time.*

<i>Office on Aging</i>	<i>to Office of Adult, Aging, and Independence Services</i>
<i>Office of Children’s Services</i>	<i>to Office of Children and Families</i>
<i>Office of Consumer Affairs</i>	<i>to Office of Consumer Protection</i>

RATIONALE: The name changes better reflect what each office does.

RECOMMENDATION NO. 2: *Create an Office of Housing and Community Partnerships within which will be the following programs:*

- 1. Housing Grants Management*
- 2. Housing Opportunities*
- 3. Coordinated System of Homeless Services*
- 4. Community Partnerships*
- 5. Multi-Service Center*

RATIONALE: See the recommendation of the Housing Subcommittee of the Joint Task Force that creates an Office of Housing and Community Partnerships within DCS and authorizes moving the Housing and Community Development Board to DCS. Community Service Partnerships, the Multi-Service Center and the Coordinated System of Homeless Services have similar clients to the clients of those divisions that will come over from DHCD.

RECOMMENDATION NO. 3: *Create a function within DCS that would be charged with the staffing and training of a certified Veterans Service Officer.*

RATIONALE: The County must recognize the need to serve the veteran population in the County. The function of the Veteran Service Officer would be to help veterans access the federal and state benefits they have earned, and to serve the veterans by connecting them to the various County departments and community partnership programs that meet their needs. Carroll County is one of the neighboring counties that has such a program and has offered to act as advisor and mentor in starting up this function in Howard County. There are currently about 20,000 veterans in Howard County (7% of the population).

RECOMMENDATION NO. 4: *Develop and implement marketing and communications plans for DCS and for each of the Offices and significant programs within DCS.*

RATIONALE: Each of the Offices, as well as the DCS Director, identified the need to create better visibility within the community for the programs they administer. By increasing visibility, people with needs can more easily identify the program they need, and, therefore, obtain easier access to services. It will also improve the public's understanding of the valuable range of programs and services that are available to them.

RECOMMENDATION NO. 5: *Institute a “no wrong door” approach to service delivery to provide seamless access to information about service options.*

RATIONALE: A consistent Department-wide approach to service delivery is required to provide information and to refer people to the help they need. The Department currently houses an Information and Referral system (MAP) that was designed by the State for the clients of the Office of Adult and Disability Services and a 410-313-CARE line for the Office of Children and Families. These mandated systems currently have some limited coordination and resource sharing. Improving the connection between them is a necessary step to improving access. An additional option, currently underway, would be to more formally partner with the United Way 211 on a community-wide basis which would support the no wrong door model to access resources within Howard County – either government, private or non-profit. Providing better coordination will strengthen the Department's capacity to offer services and supports that speak to the growing lifespan needs of individuals and families in the community.

RECOMMENDATION NO. 6: *Move the Office of Children's Services to the Gateway Building with the other DCS offices and identify designated space for their Training Division.*

RATIONALE: Currently, OCS is located in an isolated location on Ridge Road in Ellicott City. Moving OCF to the Gateway Building will connect the Office with the rest of DCS and, more importantly, employees operating the programs within OCS will be better able to coordinate with employees in the other Offices of DCS and create synergies for the clients being served by DCS. Also, in their role as the County's Child Care Resource Center, OCS would need to have designated space for their Training Division, which generates the revenue that supports several staff positions, events and contractual services as well as supplementing County General Funds for general office operations.

RECOMMENDATION NO. 7: *Support and participate in the creation of the Consolidated Human Services Center and move certain client interface elements of the Offices and Programs within DCS as appropriate to that Center so that clients will be able to have a “one-stop shop” to access the services for which they are qualified.*

RATIONALE: From the clients' perspective, being able to access the services they need in one location will create a much more efficient and user-friendly service, especially when a client must rely on public transportation to avail themselves of the services needed. From the perspective of DCS and the human service network, coordinating the services should result in fewer gaps in service being created, and a more efficient and effective approach to providing those services.

RECOMMENDATION NO. 8: *Ensure that all services offered to the community, or that may be offered to the community in the future, are available to members of various ethnic and cultural groups within Howard County.*

RATIONALE: The County is experiencing dramatic shifts in its ethnic and cultural demographic and is now “majority minority.” Asian and Hispanic populations are two of the fastest growing populations in this shift. In an effort to ensure that these and other populations continue to have access to high quality services, DCS will need to further commit to implementing culturally proficient practices to ensure that all populations are served.

RECOMMENDATION NO. 9: *Boards and Commissions associated with DCS should be empowered to provide advice on policies and budget issues, identify gaps in service, and advocate in collaboration with their respective Offices or Programs.*

RATIONALE: Better engagement of the citizens serving on the Boards and Commissions should create a feedback loop for each Office or Program with the community to help ensure that the needs of the community are being met.

RECOMMENDATION NO. 10: *Create within County Administration a council consisting of the Chairs of each of the boards and commissions that serve DCS, the Mental Health Authority, the Department of Health, and the Department of Social Services for the purpose of information sharing.*

RATIONALE: A quarterly or more frequent meeting of these leaders will promote a wider understanding of the needs of the community overall and the services provided by the County. This will be a way for DCS and County Administration to be made aware of trends, outcomes and concerns within the context of human services, allowing for a more proactive response to constituents.

RECOMMENDATION NO. 11: *Review existing positions within DCS (class, job descriptions and current responsibilities) to ensure that they relate to and support the functions that will be performed to meet the mission of each unit within the new structure of DCS.*

RATIONALE: A timely audit of existing positions will provide an opportunity to strengthen the capacity of DCS by repurposing and realigning positions to meet the goals of the newly configured Department and will ensure that there is organizational parity between existing DCS positions and those being absorbed from the Department of Housing and Community Development. Unless existing employees can be refocused and retrained as necessary, DCS will be unable to meet its ongoing mission. This is especially true in an employment environment, such as in DCS, where the needs of all the Offices, including the Office of the Director, are continually evolving, but there are limited financial resources to address any such change. Position descriptions should be reviewed and audited on a periodic basis within the context of the annual budgeting process as a best management practice.

RECOMMENDATION NO. 12: *Ensure that the Offices and Programs within DCS have the ability to maximize technological and communication enhancements to improve each Office's and Program's ability to meet their missions.*

RATIONALE: Enhanced technology and communications can provide the means for efficient and effective services and improve productivity of employees.

RECOMMENDATION NO. 13: *Create greater transparency of the grant program within the Community Service Partnership program.*

RATIONALE: The nonprofit community has identified a need to create transparency in the grant process and to balance accountability for how the nonprofits use their respective grants funds without burdening them with unnecessary requirements. In addition, consideration should be given to determining how County procurement practices can incorporate the use of renewable grants and/or multi-year contracts with nonprofits. The grant process should also be open to incorporating new efforts, such as evidence-based best practices and culturally proficient programs and services.

RECOMMENDATION NO. 14: *Implement the recommendations of the Creating an Age-Friendly Community Report.*

RATIONALE: A comprehensive, expert and forward-looking report issued in July 2015 by DCS provides a blueprint for the implementation of an Age-Friendly Community over the next 20 years. DCS should prioritize and implement the key provisions in that report, as time and resources will allow, to ensure planning and service development for the rapidly growing older adult population in Howard County. One of the key provisions is the expansion of the current and future 50+ Centers into facilities that would continue to serve as community focal points for older adults, per their funding requirements and mission, as well as continue to offer programs to integrate multiple generations and ethnically diverse groups to serve community needs throughout the lifespan.

RECOMMENDATION NO. 15: *Work closely with nonprofits and other relevant organizations, such as faith organizations and businesses in the community, who are dedicated to working on issues relevant to current and emerging needs of the community.*

RATIONALE: Engaging in partnerships and collaborations with nonprofits and other organizations is an essential strategy in fulfilling DCS's mission to meet the human service needs of people living in Howard County.

JOINT TASK FORCE FOR THE REORGANIZATION OF THE DEPARTMENT OF CITIZEN SERVICES AND THE DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

FINAL RECOMMENDATIONS OF THE HOUSING SUBCOMMITTEE

November 1, 2015

Introduction and Summary: As suggested by the Kittleman Transition Team in March 2015 and at the direction of County Executive Allan Kittleman, a Joint Task Force was established to provide recommendations regarding the reorganization of the Departments of Housing and Community Development and Citizen Services.

The goal of the Joint Task Force was to recommend changes that would provide improved services to the community through greater efficiency and effectiveness in County Government.

The Joint Task Force was divided into two subcommittees, one to study each of the Departments. Michael Davis, appointed chair by the County Executive, invited County and State Department Directors, County Administrators, Advisory Board members and community representatives of advocacy organizations. The list of participants is attached.

Below is a summary of the recommendations of the Housing Subcommittee of the Joint Task Force:

1. **Separate the Housing Commission from the Department of Housing and Community Development.** The Howard County Housing Commission is the public housing authority for Howard County and already a separate legal entity. The Commission develops and manages affordable housing in the County and administers the federal Housing Choice Voucher (Section 8) rental assistance program. The Commission is authorized under Subtitle 13 of Title 13 of the Code. Approximately 30 of the Department's 38 employees provide services on a full- or part-time basis to the Commission. The Commission reimburses the Department for the costs (salaries and benefits) of these employees' services. The Office of Law provides legal counsel to the Commission (as required by statute). The Subcommittee agreed that there is no advantage to the community to keep the Commission within the County Government. In fact, common practice within county governments is that the Commission be a separate entity and be allowed greater flexibility and nimbleness in fulfillment of its mission.
2. **Transfer all Department of Housing and Community Development statutory programs to the Department of Citizen Services; move the Grants Management Division and Housing Opportunities Division to a new Office of Housing and Community Development within DCS.** Through the statutory programs, eight (8) full-time employees administer a variety of housing and community development programs that are authorized under Title 13 of the Howard County Code. These programs are funded substantially from an allocation of transfer tax revenues and from federal grants. The people who are served by the Housing programs are primarily the same people served by the Department of Citizen Services. The synergies between the Housing programs and

some of those within the Department of Citizen Services would make combining the agencies logical and will allow for more holistic assistance to those who need help.

MISSION OF THE CURRENT DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT:

Howard County Department of Housing and Community Development's mission is to provide safe, quality, affordable, and sustainable housing opportunities for low- and moderate-income families who live or work in Howard County, and to assist them in moving toward economic independence. Howard County Housing will pursue this mission through open, efficient, innovative, and accountable processes.

DESCRIPTION OF THE DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT:

The Department of Housing and Community Development works to provide affordable housing opportunities for low and moderate income residents of Howard County. The Department administers a range of Federal, State, and County funded programs providing opportunities for affordable home ownership, loans and grants for special needs housing programs, rental assistance, community facilities, and programs. The Department also provides loans for settlement and downpayment assistance, assists in home ownership preparedness, operates the Community Development Block Grant, Community Legacy, and the HOME program.

DESCRIPTION OF THE HOWARD COUNTY HOUSING COMMISSION:

The Howard County Housing Commission, an independent State chartered Public Housing Authority, began in 1990. Its Board of Commissioners consists of 7 members and are appointed by the County Executive and approved by the County Council. The Housing Commission develops and manages housing resources for low and moderate income residents of Howard County. The Commission also owns and manages 1700 residential properties (850 market-rate and 850 affordable housing units), maintains these properties, develops affordable housing opportunities for the citizens of Howard County through partnerships with developers or land acquisition for development and operates the Housing Choice Voucher Program.

SERVICE POPULATION: Families with low or moderate incomes. Median household income in Howard County is approximately \$113,000. Families with low incomes are generally those with income less than \$45,200 per year (40% of median). Families with moderate incomes earn between 40% and 60% of median income, or between \$45,200 and \$67,800.

RECOMMENDATION #1: SEPARATE THE HOUSING COMMISSION FROM THE DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT.

RATIONALE: The purpose of the Housing Commission is to build and manage diverse housing units for low- and moderate-income families. It is already a separate public authority created pursuant to the provisions of Subtitle 13 of Title XIII of the Howard County Code, with the County Executive appointing the members to the Commission, with approval of the County Council. By setting up the Commission to be a truly separate entity, with only the appointment of Commission members tethering it to County

government, the Commission should be able to develop more units that are affordable using enhanced financing methods and more nimble processes.

CONCERNS ABOUT THE CURRENT STRUCTURE BETWEEN DCHD AND THE COMMISSION:

1. *Inefficient Personnel System.* Because the Commission acts as a developer and property management business, it competes with employers from the private sector for employees. In order to be able to attract the best people to work for a public enterprise, the Commission needs to move affirmatively and with fewer restraints to retain specialized personnel and find new employees. In other words, the County's classification and pay plan does not fit with the nature and needs of its business.

2. *Conflicts of Interest.* Conflicts often arise when the Commission and DCHD are separate parties to an agreement, such as with loans and grants. These are legal conflicts of interest that impact both the staff and legal counsel. From the perspective of the Maryland Rules of Professional Conduct, attorneys within the same office are generally not supposed to represent different clients in the same matter. These conflicts are often difficult to resolve.

3. *Public Misperception/Confusion.* The public, including local officials, are often confused by role that the Commission plays vis-à-vis DCHD. Housing projects developed by the Commission or in which the Commission may be involved are criticized as being government-funded projects when in fact, they are Commission projects. The Commission has its own budget and is totally self-funded, under the direction of the Commissioners. No revenue from the General Fund is used, and the County Executive has no direct authority over the projects that the Commission chooses to initiate. This confusion is exacerbated, of course, by the fact that the two agencies are staffed by the same people, thereby leading to even greater misunderstandings and mistrust. Separating the Commission from DCHD will allow the Commission to better address these issues, allowing it to enhance its ability to meet the needs of the citizens of Howard County in an efficient, cost-effective, and inclusive manner.

PROCESS:

(a) **Hiring personnel.** The Commission already has the authority to hire staff directly without further authorization from the County (13.1317), except that:

(1) The Commission must adopt personnel procedures with approval of the County Executive and the County Council.

(2) Pension coverage for employees would require amendment to the Code, as was done for both the Economic Development Authority ("EDA") and Soil Conservation. (1.406(h)(4))

(3) Health benefits could be provided by contract with the County, as has been done for EDA.

(b) **Legal Counsel.** Use of legal counsel other than the Office of Law would require Code amendment (13.1307(d)).

(c) **Available Resources.** The Commission has sufficient resources to obtain its own office space and IT services, or contract back with the County for those services.

IMPACT ON DCHD:

(a) **Personnel:** If the Commission hires its own staff, this would remove approximately 30 positions from DCHD. This would leave approximately 8 positions in the Grants Management and Housing Opportunities (i.e., homeownership programs) Divisions. It would not, however, have a practical effect on the Department's budget, as the Commission currently pays 100% of the salary and benefits for Commission-function positions.

(b) **Transfer of Remaining DCHD Personnel.** Given the smaller number of employees remaining, the Grants Management and Housing Opportunities Divisions would be moved into a different Department, most likely the Department of Citizens Services (or its reorganized equivalent) as a separate Office.

(c) **Synergistic Opportunities within DCS.** As individuals and families are provided opportunities to live in housing provided by the Commission, these same people will often benefit from other services offered by DCS. By grouping the programs offered by DCHD with the programs offered by DCS, it is likely that the affected populations will be better served.

IMPACT ON HOUSING COMMISSION:

(a) **General Concerns.** By addressing all of those concerns described above, the Commission will be able to better meet its mission to provide and manage low- and moderate-income housing units needed by the citizens of Howard County.

(b) **Fiscal Impact. None.**

IMPACT ON COMMUNITY:

(a) **Public Perception.** Employment of separate staff would help the Commission and Department with their public education and outreach efforts by clarifying the respective agencies' roles and functions within government, and by eliminating any conflicts of interest that might arise from using the same legal counsel.

(b) **Nimbleness of Organization.** By being more nimble, it is expected that the Commission will be able to develop and manage more affordable housing units for the community.

RECOMMENDATION #2: TRANSFER ALL DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT STATUTORY PROGRAMS TO THE DEPARTMENT OF CITIZEN SERVICES; MOVE THE GRANTS MANAGEMENT DIVISION AND HOUSING OPPORTUNITIES DIVISION TO A NEW OFFICE OF HOUSING WITHIN DCS.

RATIONALE: If the Housing Commission is separated from DHCD so that it is a separate and autonomous organization, the need for a separate Department to focus on the housing needs of low to moderate income families will be reduced. Since it is expected that all but eight current DHCD employees will be transferred to the Commission, it would make sense to create an Office within DCS that would focus on the housing needs of the target populations.

PROCESS:

(a) Provide Statutory Authority. Amend Title XIII of the Code to transfer statutory authority for the administration of housing and community development programs from DHCD to DCS, and establish an Office of Housing within DCS to consist of the Division of Grants Management and Division of Housing Opportunities, among other things. One of the functions of this Office would be to “develop a comprehensive county-wide vision and plan for all housing in Howard County and... assume overall leadership for the implementation of the plan,” as recommended by the Transition Team.

(b) Authorize Moving the Housing and Community Development Board to DCS. Amend the statute creating the Housing and Community Development Board to provide that it shall serve as an advisory body to DCS.

(c) Transfer Budget Authority. Transfer budget authority for DHCD programs, including the eight staff positions in the two above-named divisions, to DCS.

(d) Create New Position. Create a new position within DCS to serve as administrator of the Office of Housing.

(e) Sign a Memorandum of Understanding. Develop a memorandum of understanding between the Housing Commission and Howard County that would delegate to DCS the authority needed to provide certain services to the members of the community who qualify for and receive housing vouchers under the Section 8 program.

IMPACT ON DCS:

The new Office of Housing would operate in much the same fashion as the current programs.

(a) Fiscal Impact. The personnel costs incurred with DCHD as part of the budget for that Department would be continued in DCS. There should be no net impact on the General Fund, though the budget for DCS will be increased accordingly.

(b) Additional Capacity. Because the programs involve the administration of specialized grants and loans, some additional financial expertise/support may be needed within DCS to provide the necessary liaison with the Department of Finance

IMPACT ON COMMUNITY:

Because of the anticipated synergies that will be created by moving the programs operated by the former DHCD, it is expected that persons served by DCS will have access to better coordinated services.

Joint Task Force for the Departments of Citizen Services and Housing Meeting Notes and Works Consulted

Joint Task Force and Subcommittee Meeting Minutes

- DCS Subcommittee Agenda for July 29, 2015
- DCS Meeting Notes for July 29, 2015
- Housing Subcommittee Agenda for July 30, 2015
- Housing Subcommittee Meeting Notes for July 30, 2015
- Joint Task Force Meeting Notes for August 5, 2015
- DCS Subcommittee Meeting Notes for August 24, 2015
- Housing Subcommittee Meeting Notes for August 25, 2015
- DCS Subcommittee Meeting Notes for September 10, 2015
- Housing Subcommittee Meeting Notes from September 28, 2015 and October 5, 2015

Information about the structure of the Department of Citizen Services

- Admin Grand Structure
- Administration of the Department of Citizen Services
- Administration of the Department of Citizen Services Community Service Partnership
- Administration of the Department of Citizen Services Office of Aging
- Administration of the Department of Citizen Services Office of Aging Health & Wellness Division
- Administration of the Department of Citizen Services Office of Aging Home & Community Based Services Division
- Administration of the Department of Citizen Services Office of Aging Maryland Access Point Division
- Administration of the Department of Citizen Services Office of Aging Senior Centers Plus Division
- Administration of the Department of Citizen Services Office of Aging Senior Centers Division
- Administration of the Department of Citizen Services Office of Children's Services
- Administration of the Department of Citizen Services Office of Consumer Affairs
- County Code Sections
- Operating Budget Excerpts 2015
- Operating Budget Excerpts 2016
- OCS Snapshot of Services FY14
- OCS Snapshot of Services FY15
- FY 16 OCS Programs and Services
- FY 16 Office of Children's Services Organizational Chart with Funding
- ADA Team
- Office of Aging Mission Vision

- Current Office on Aging Programs and Services: Appendix A, *Howard County Department of Citizen Services*
- Coordinated System of Homeless Services
- Coordinated System of Homeless Services Data Summary

Significant Studies and related Information - the Department of Citizen Services

- Howard County Government Transition Team Department of Citizen Services Committee Final Report
- Report to County Executive Allan Kittleman for the Commission on Aging, *Commission on Aging Howard County*
- Narrative Description of Future Scenarios: Appendix D, *Howard County Department of Citizen Services*
- Creating an Age-Friendly Community, *Howard County Department of Citizen Services*
- Office on Aging Data Trends FFY12-FFY14, *Aging and Disability Resource Center*
- Office on Aging Highlighted Performance Measures Results Scorecard Outcomes, *Aging and Disability Resource Center*
- Howard County Human Services Master Plan 2005-2010, *Howard County Department of Citizen Services, Association of Community Services of Howard County*
- Board to Promote Self-Sufficiency Annual Report: 2014, *Howard County Board to Promote Self-Sufficiency*
- Community On-Line Survey Results: Appendix C, *Howard County Department of Citizen Services*
- Department of Citizen Services Interaction with Howard County Agencies
- Facilities Master Plan, Appendix E, *Howard County Department of Citizen Services*
- Defense Communities, Education Overhaul Calls for Tracking Military Kids' Performance
- Howard County Office of Military Affairs on Veterans Services Needed
- Introductory Guide to the Continuum of Care Program
- Acronym Dictionary, *Continuum of Care and Community Service Partnership*
- Aging Population Past, Present, and Future Howard County, Maryland
- Demographic Report for the Commission on Aging: Appendix B, *Howard County Department of Citizen Services*
- SWOT Analysis for Office of Aging
- Analytics for Office of Consumer Affairs Web Pages
- Office of Consumer Affairs-FY2015 Annual Report, *Department of Citizen Services*
- Local Consumer Protection Offices
- Howard County Citizens Services Performance Mature Reporting Sheet: Consumer Affairs
- Multiservice Center 2015 Transition Report
- Projected Number of Veterans in Maryland - 2014
- Veteran Data from FFY14 Annual Homeless Assessment Report

- Suicide Rate of Female Military Veterans is Called ‘Staggering’, LA Times
- Army OneSource Resource Center Brochure, US Army
- Characteristics of Columbia MD a Demographic and Socio-Economic Profile, Columbia Association
- Child Care in Maryland
- Child Care Demographics Howard County Report, *Maryland Child Care Resource Network*
- Community Service Partnership Funding Map
- Community Service Partnership Grant Funding Breakdown
- The International Center Temple University: The Intergenerational Community Building: Resource Guide

Information related to the Department of Housing and Community Development

- Department of Housing and Community Development Executive Summary
- Excerpts from the Kittleman Transition Team Department of Housing and Community Development
- Howard County Housing Affordable Housing Strategic Plan
- Self-Sufficiency Indicators Report Howard County, Maryland, *Association of Community Services of Howard County*
- Department of Planning and Zoning Research Report 2010 Census Age Characteristics
- Department of Planning and Zoning Research Report 2010 Census Household Type and Relationship Characteristics
- Department of Planning and Zoning Research Report 2010 Census Overview
- Department of Planning and Zoning Research Report 2010 Census Profile of Selected Social, Economic and Housing Characteristics
- Department of Planning and Zoning Research Report 2010 Census Race Characteristics
- Equitable Growth Profile of Fairfax County
- Funding Summary 2016
- Harvard University State Nations Housing Study
- HCBS Data Task Force
- Howard County Code, Section 13.100 through 13.1403
- Operating Budget Excerpts 2015
- Operating Budget Excerpts 2016
- Point-In-Time Data Over Time
- Real Property Research Group 2014 Howard County Rental Survey Summary of Findings

NOTE: This list includes all of the documents that were provided to the Task Force by its members to be included in a drop box that all members could access. This list is not intended to be, nor should it be considered as, an all-inclusive list of documents reviewed by or relied upon by the members of the Joint Task Force.

**Joint Task Force for the Reorganization of the Department of Citizen Services
and the Department of Housing and Community Development**

Department of Citizen Services Subcommittee

Rebecca Bowman -- Administrator, Office of Consumer Affairs

Karen Butler -- Director, Howard County Department of Social Services

Mike Couch -- Executive Director, MakingChange

Joanne Davis -- Partner, Synergies Consulting Group

Michael Davis -- Chair; Senior Partner, Davis, Agnor, Rapaport, & Skalny, LLC

Joan Driessen -- Executive Director, Associations of Community Services of Howard County

Bob Gillette -- Member, Howard County Commission for Veterans and Military Families

Keri Hyde -- Administrator, Office of Children's Services

Elizabeth Kromm -- Senior Director of Population Health and Community Relations, Howard
County General Hospital

Phyllis Madachy -- Director, Department of Citizen Services

Dr. Maura Rossman -- Health Officer, Howard County Department of Health

Starr Sowers -- Administrator, Office on Aging

Anne Towne -- President, Towne Group

Sharonlee Vogel -- Community Member

Ray Wacks -- Former Administrator, Office of Budget

Department of Housing and Community Services Subcommittee

Roy Appletree -- Community Advocate

Tom Carbo -- Director, Department of Housing and Community Development; Executive
Director, Howard County Housing Commission

Joanne Davis -- Partner, Synergies Consulting Group

Michael Davis -- Chair; Senior Partner, Davis, Agnor, Rapaport, & Skalny, LLC

Caroline Harper, Ph.D. -- Chairperson, Housing and Community Development Board

Carol MacPhee -- Chairperson, Howard County Housing Commission's; former Executive
Director -- Columbia Housing Corporation

Phyllis Madachy -- Director, Department of Citizen Services

Michael Riemer -- former Housing Commission Commissioner

Maurice Simpkins -- Former Vice President, Ryland Group; member, HC Housing Commission

Staff from the Office of the County Executive

Diane Wilson -- Chief of Staff

Carl DeLorenzo -- Director of Policy and Programs

Grace Fielhauer -- Special Assistant