



City of Toledo

Housing & Community

Development

Budget Hearing

January 8, 2025

Presented by Rosalyn Clemens, Chief of Housing and Neighborhood Sustainability

Our 2026 General Fund Budget Request

General Fund Budget Items for Year 2026 \$1,943,117

- A. Ask for Salary and Fringe Cost: \$1,061,739
- B. Ask for Programming: \$586,004
 - 1. Tenants' Right to Council, \$175,000 (Reflects reduction of \$75,000)
 - 2. Tenant Outreach, \$8,222 (Reflects reduction of \$1,778)
 - 3. Source of Income Testing for Landlords, \$25,000
 - 4. Lead Resource Center, \$27,779 (Reflects reduction of \$22,221)
 - 5. Lead Ordinance Enforcement, \$10,003 (Reflects reduction of \$39,997)
 - 6. Continued Zablocki Center Strategic Planning, \$75,000
 - 7. Urban Agriculture Micro Grant Program, \$15,000
 - 8. Strategic Neighborhood Initiative, \$250,000
- C. Ask for Training: \$10,073
- D. Ask for Office Supplies: \$8,878 (Office Supplies, Postage)
- E. Ask for Chargebacks: \$276,423 (Water, Phone, Copier, Insurance, Sewer, Muni Garage, Data)

Researching ways to bring this number down – making sure we are being charged correctly

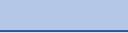
Total 2026 Budget Request from General Fund: \$1,943,117

Total 2025 Amended Budget from General Fund: \$1,757,959

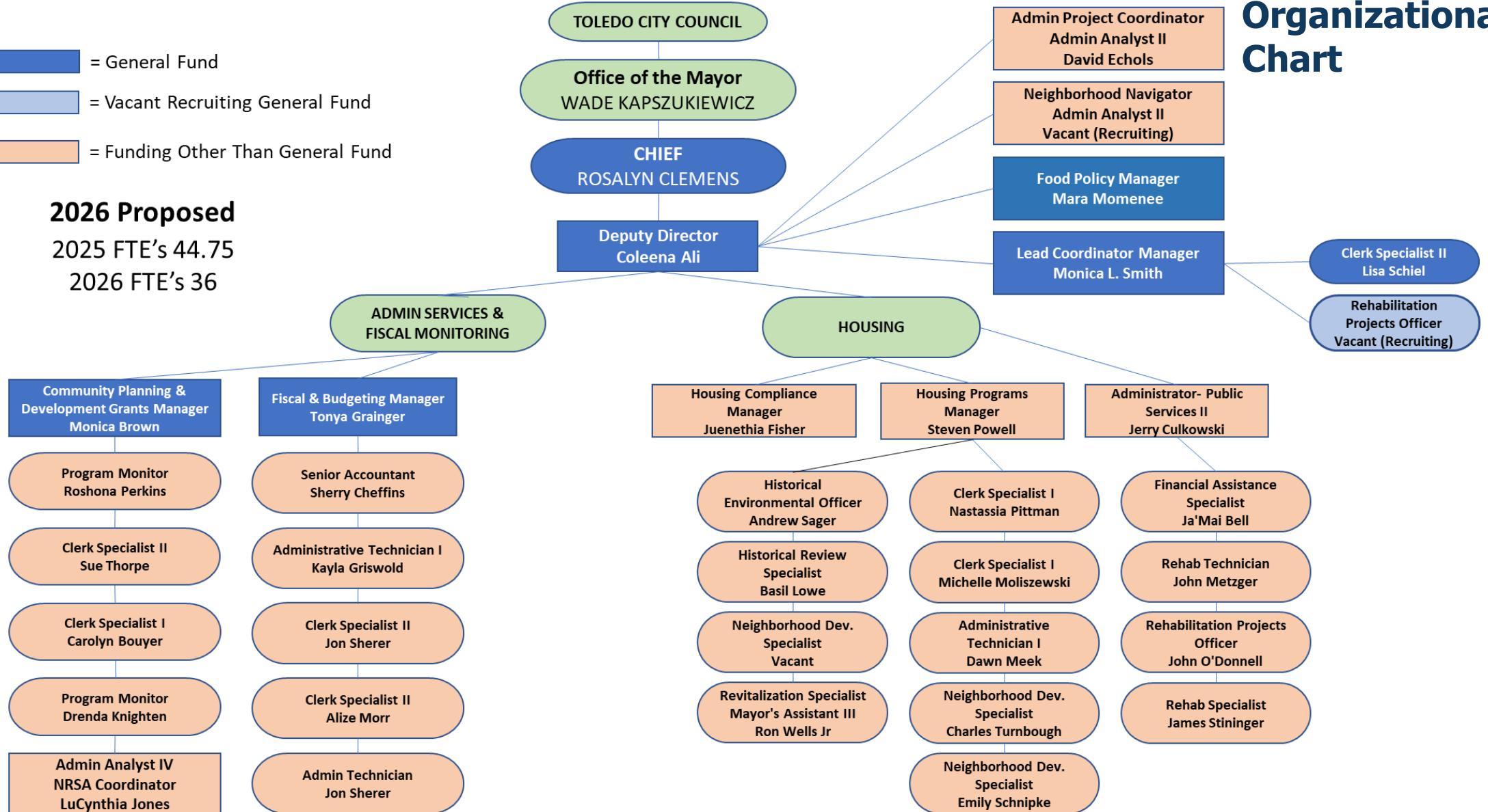
The 2026 Budget request is a 9.5% increase above the 2025 Amended General Fund Budget

Department of Housing and Community Development – ORG CHART

2026 Proposed Organizational Chart

 = General Fund
 = Vacant Recruiting General Fund
 = Funding Other Than General Fund

2026 Proposed
 2025 FTE's 44.75
 2026 FTE's 36



2026 Proposed Budget Highlights & Initiatives

Personnel

1. Director - Administrative Services (Director)
100% General Fund
2. Deputy Director - Administrative Services (Deputy Director / Tenant Services Manager)
100% General Fund
3. Manager – Administrative Services (Community Planning and Development Grants Manager)
100% General Fund
4. Manager - Administrative Services (Manager of Budgeting and Fiscal Affairs)
100% General Fund
5. Manager - Administrative Services (Food Policy Manager)
100% General Fund
6. Manager – Housing (Lead Coordinator)
70% General Fund
7. Clerk Specialist 2 – Housing, in support of Lead Ordinance Implementation
100% General Fund
8. Rehabilitation Projects Officer - Housing (Lead Risk Assessor),
100% General Fund

Fiscal Monitoring Schedule of Full-Time Equivalent Positions

Position Title	2024 Budget	2025 Budget	2026 Proposed Budget	% Funded by G.F.
Admin Analyst 2 (1 Vacant Not Funded)	3	3	2	
Admin Analyst 4	1	1	1	
Admin Assistant	1	0.5	0	
Admin Tech 1	0.92	0.6	0.85	
Admin Tech	1	1	1	
Clerk Specialist 1	1	1	1	
Clerk Specialist 2	3	3	3	
Commissioner - Admin Services (Vacant Not Funded)	1	1	0	
Director - Admin Services	1	1	1	100%
Manager - Admin Services	2.75	3	3	100%
Program Monitoring Specialist	2	2	2	
Senior Accountant	1	0.95	1	
Total	18.67	18.05	15.85	

Housing Schedule of Full-Time Equivalent Positions

Position Title	2024 Budget	2025 Budget	2026 Proposed Budget	% Funded by G.F.
Admin Assistant	0	0.5	0	
Admin Tech 1	1	1.4	1.15	
Administrator - Admin Services 2	1	0	0	
Administrator - Public Services 2	0	1	1	
Clerk Specialist 1	2	2	2	
Clerk Specialist 2	0.75	1	1	100%
Financial Assistance Specialist	1	1	1	
Deputy Director - Admin Services	0	0	1	100%
Historical Review Specialist (Hire Pending)	1	1	1	
Historical / Environmental Officer	1	1	1	
Manager - Admin Services (1 Vacant Not Funded)	5	5	3	*
Mayor's Assistant 2	7	0	0	
Mayor's Assistant 3	0	5	0.5	
Neighborhood Development Specialist (1 Vac. N. F.)	3	4	2.5	
Rehab Project Officer	1.5	1.75	2	**
Rehab Specialist	1	1	1	
Rehab Tech	1	1	1	
Senior Accountant	0	0.05	0	
Total	26.25	26.7	19.15	
* Of the 3 Managers only 1 is 70% funded by GF				
** Of the 2 Rehab Project Officers 1 is 100% funded by GF				

Fiscal Monitoring Schedule of Full-Time Equivalent Positions

Position Title	Name	Duties	2025	2026 Proposed	% Funded by G.F.
Administrative Assistant			0.5	0	
Administrative Technician 1	Kayla Griswold	Assists Fiscal team has great knowledge of SAP	0.6	0.85	
Administrative Analyst 2 (Vacant)	Recruiting	Neighborhood Navigator	1	1	
Administrative Analyst 2	David Echols	Admin Project Coordinator	1	1	
Administrative Analyst 2 (Vacant NF)			1	0	
Administrative Analyst 4	LuCynthia Jones	NRSA Coordinator	1	1	
Administrative Technician	Jon Sherer	Reviews all Third-Party Partners Request for Funds (RFFs) and supporting documentation for reimbursement.	1	1	
Clerk Specialist 1	Carolyn Bouyer	DHCD Receptionist	1	1	
Clerk Specialist 2	Sue Thorpe	Provides clerical support to staff in both divisions of the DHCD, including preparing contract documents, distributing payroll and vendor checks, order supplies, and performing various other administrative duties.	1	1	
Clerk Specialist 2	Recruiting	Prepares departmental payroll, processes invoices and purchase orders (POs), makes check deposits, and handles requests for checks, A1s and A2s, track employee time off request, along with various other financial duties. Also serves as the alternate Administrative Technician.	1	1	

Fiscal Monitoring Schedule of Full-Time Equivalent Positions

Position Title	Name	Duties	2025	2026 Proposed	% Funded by G.F.
Clerk Specialist 2	Alize Morr	Prepares departmental payroll, processes invoices and purchase orders (POs), makes check deposits, and handles requests for checks, A1s and A2s, track employee time off request, along with various other financial duties.	1	1	
Commissioner - Admin. Services (Vacant NF)			1	0	
Director - Admin Services	Rosalyn Clemens	Director of Housing and Community	1	1	100%
Manager - Admin Services	Monica Brown	Community Planning and Development Grants Manager	1	1	100%
Manager - Admin Services	Tonya Grainger	Fiscal and Budgeting Manager	1	1	100%
Manager - Admin Services	Mara Momonee	Food Policy Manager	1	1	100%
Program Monitoring Specialist	Drenda Knighten	Monitors all CDBG-funded Third-Party Partners	1	1	
Program Monitoring Specialist	Roshana Perkins	Monitors all CDBG-funded Third-Party Partners	1	1	
Senior Accountant	Sherry Cheffins	Works with Fiscal Manager to maintain reports and provide information to Dept Director	0.95	1	

Housing Schedule of Full-Time Equivalent Positions

Position Title	Name	Duties	2025	2026 Proposed	% Funded by G.F.
Administrative Assistant		Assistant to the Director	0.5	0	
Administrative Technician 1	Dawn Meek	This position works as a liaison between Housing staff and Purchasing	1	1	
Administrative Technician 1	Kayla Griswold		0.4	0.15	
Administrator - Public Services 2	Gerald Culkowski		1	1	
Clerk Specialist 1	Michelle Moliszewski	Clerical - HOME-at-Last, Special Projects	1	1	
Clerk Specialist 1	Natassia Pittman	Clerical - LEAD, Rooftops, and Special Projects	1	1	
Clerk Specialist 2	Lisa Schiel	Works with the Lead Safe Coordinator	1	1	100%
Deputy Director - Admin Services	Coleena Ali	Deputy Director of Housing and Community Development / Tenant/Landlord Services Manager	0	1	100%
Financial Assistance Specialist	Ja'Mai Bell	Lead, special project underwriting, rooftop applicant qualifications	1	1	
Historical Review Specialist	Basil Lowe	This position is a support position for the H/E Officer	1	1	

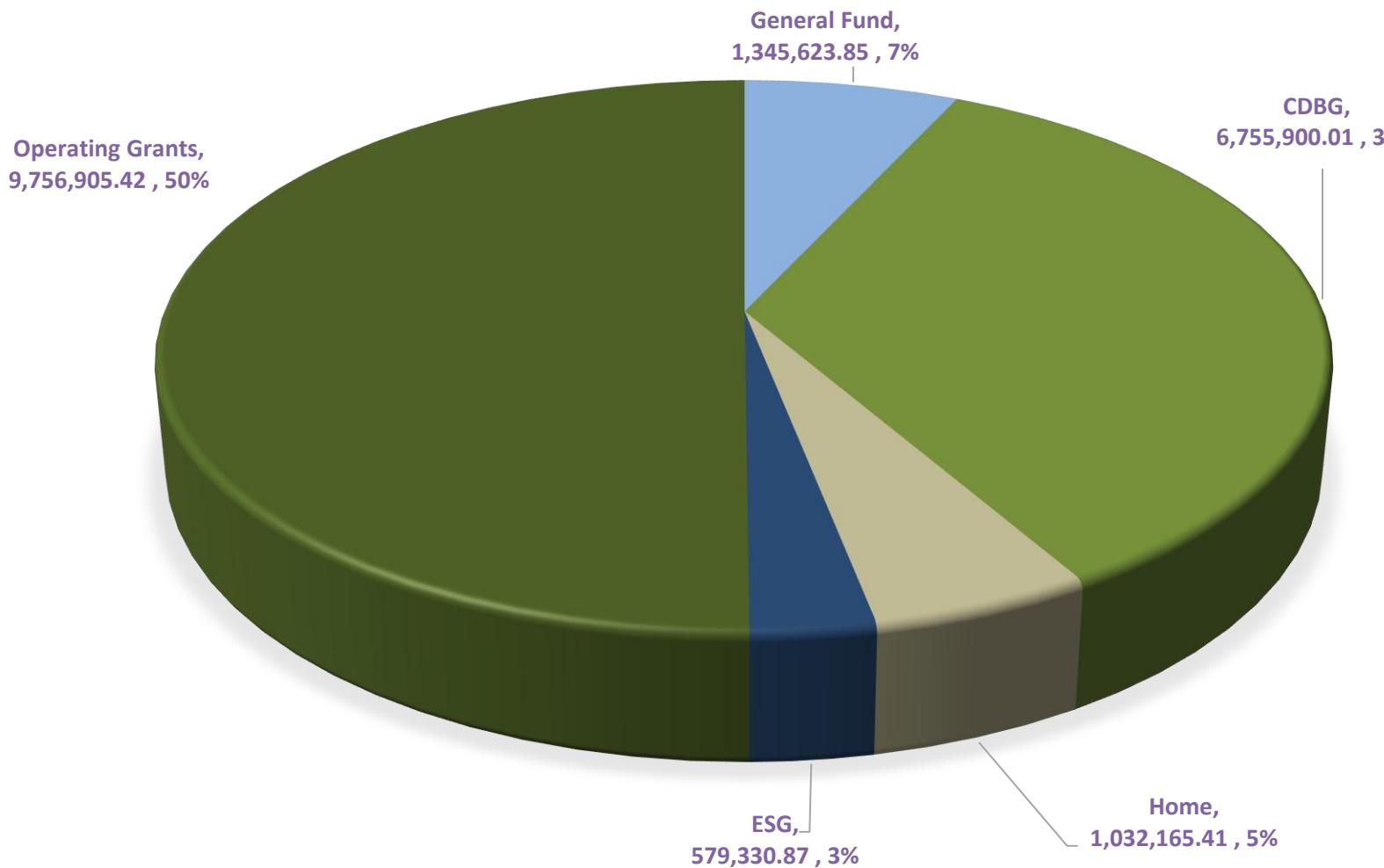
Housing Schedule of Full-Time Equivalent Positions

Position Title	Name	Duties	2025	2026 Proposed	% Funded by G.F.
Historical / Environmental Officer	Andrew Sager	Responsible for overseeing the environmental and historical concerns for the department	1	1	
Manager - Administrative Services	Steven Powell	Housing Programs Manager	1	1	
Manager - Administrative Services	Juenethia Tooson	Housing Compliance Manager	1	1	
Manager - Administrative Services (Vacant NF)			1	0	
Manager - Administrative Services	Monica Smith	Lead Safe Coordinator	1	1	70%
Manager - Administrative Services		Tenant Services Manager	1	0	
Neighborhood Development Specialist	Emily Dellinger	Special projects, Section 108 loans, and project management	1	1	
Neighborhood Development Specialist	Charles Turnbough	HOME-at-Last, Special projects, underwriting	1	1	
Neighborhood Development Specialist (Vacant)			1	0.5	
Neighborhood Development Specialist (Vacant NF)			1	0	
Rehabilitation Projects Officer	John O'Donnell	Lead, clearances, spec writing, inspections	1	1	
Rehabilitation Specialist	James Stininger	Lead, clearances, spec writing, inspections	1	1	
Rehabilitation Projects Officer	Vacant Recruiting	Will work with the Lead Safe Coordinator	0.75	1	100%

Housing Schedule of Full-Time Equivalent Positions

Position Title	Name	Duties	2025	2026 Proposed	% Funded by G.F.
Rehab Tech	John Metzger	Lead, clearances, spec writing, inspections	1	1	
Mayor's Assistant 3	Ronald Wells Jr	Revitalization Specialist	0	0.5	
Mayor's Assistant 3		Working in the Historical and Environmental Department	1	0	
Mayor's Assistant 3	Destiny Echols	Works with the Emergency Rental Assistance Program	1	0	
Mayor's Assistant 3	Cerita Barber	Works with the Emergency Rental Assistance Program	1	0	
Mayor's Assistant 3	Christina Battle	Works with the Emergency Rental Assistance Program	1	0	
Mayor's Assistant 3	Vaughn Jackson Jr.	Works with the Housing Stability Program	1	0	
Senior Accountant	Sherry Cheffins	Works with Fiscal Manager to maintain reports and provide information to Dept Director	0.05	0	

2025 EXPENDED BUDGET BY FUNDING SOURCE AS OF 11/30/2025



2025 Expended Budget by Funding Source

Staffing and Chargebacks	\$1,025,051.67
Projects and Programming	\$320,572.18
GENERAL FUND TOTAL	\$1,345,623.85
Staffing and Chargebacks	\$1,310,866.45
Direct Program Less Third Party	\$468,420.96
Third Party	\$3,976,612.60
NRSA Commercial Property Revitalization	\$1,000,000.00
CDBG TOTAL	\$6,755,900.01
Staffing and Chargebacks	\$483,060.67
HOME ARP	\$4,000.00
HOME REHAB	\$26,996.99
HOME OWNER OCCUPIED	\$412,739.00
HOME CHDO	\$105,368.75
HOME TOTAL	\$1,032,165.41
ESG TOTAL	\$579,330.87
ERA 2	\$6,065,712.48
Lead Based Paint Hazard Grants	\$1,504,068.71
BP Husky Grant	\$472,055.35
Home Ownership Fair	\$26,404.22
319 EPA Grant	\$20,875.00
Healthy Home Weatherization Grants	\$253,995.79
Ohio Dept of Health Lead Safe	\$1,360,783.03
Swayne Field / Land Bank Grant	\$46,890.16
PRO Housing Grant	\$6,120.68
OPERATING GRANTS TOTAL	\$9,756,905.42
YEAR 2025 TOTAL EXPENDED	\$19,469,925.56

*as of 11/30/2025

A string of lightbulbs hangs from a black cord against a background of a colorful, abstract mural. The mural features horizontal bands of various colors including yellow, pink, purple, blue, and orange. The lightbulbs are clear glass with black bases, and the background is slightly out of focus.

2025 Accomplishments

2025 ACCOMPLISHMENTS TO DATE

- Construction started on 230 affordable housing units for seniors, families, and youth aging out of foster care (Collingwood Green V, Park Hotel, Glen and Grand, and YWCA rehabilitation, Arlington SR Home / Evergreen).
- Repaired or replaced 41 roofs. Average cost \$20,101.23
- Mortgage Releases prepared on 124 expired COT mortgages.
- Construction started on two single-family homes in the Old South End.
- Completed lead abatement on 96 properties.
- Created 35 new homeowners through the Home At Last down payment and closing cost assistance program.
- Hosted the second annual Homeownership Fair with over 500 attendees.

2025 ACCOMPLISHMENTS TO DATE

- During the first three quarters of 2025, Right to Counsel (RTC) served 210 households, providing full legal representation in approximately 95% of cases. A total of 119 cases were closed, corresponding to 135 eviction filings, with 116 resulting in evictions prevented or delayed. RTC advocates devoted 1,803.4 hours to direct client representation, including court appearances and case support.
- Closed and received funding for two HUD Section 108 Loan Guarantee transactions worth \$4,000,000 for Community Center improvements and the Delta Hotel by Marriott (UTMC).
- Provided \$110,000 for Code Blue. \$30K for 2024-2025 season and \$80K for 2025-2026 season.
- Led Third-Party Partner engagement and compliance efforts by coordinating mandatory CDBG partner trainings for 70 participants, facilitating five Consolidated Plan community meetings with 136 attendees, and analyzing over 500 public survey responses to inform plan development.

2025 ACCOMPLISHMENTS

- Secured a \$4 million grant from the HUD PRO Housing Competition for zoning code reform, housing templates, and the NRSA UPLIFT program.
- Toledo Neighborhood Capacity Building Institute Cohort #2 was completed. Graduation occurred June 2025.
- As the Responsible Entity for reviewing the historic and environmental impact of HUD funded projects, the Historical and Environmental impact team completed 133 reviews to date in 2025.
- Completed 156 monthly monitoring visits of CDBG-funded Third-Party Partners to ensure compliance and program performance
- Reviewed, approved and processed 584 Request for Funds (RFFs) totaling \$3,960,370 in disbursements to Third-Party Partners.
- Third-Party Partners (TPPs) assisted 15,945 individuals and completed repair or preservation work on 68 housing units.

2025 ACCOMPLISHMENTS TO DATE

- ❑ Passage of the Revised Lead Ordinance.
- ❑ ODH grant for \$1.05M used to help 28 homes owners.
- ❑ Approximately 800 LeadSafe Certificates reviewed and processed.
- ❑ LeadSafe administrative duties transitioned from the Health Department to City of Toledo personnel.
- ❑ Hired RPO for the LeadSafe program.
- ❑ 2025 saw the end of the ERA2 program. There were 425 families that were assisted.

A string of lightbulbs hangs from a black cord against a background of colorful, abstract shapes. The shapes are in shades of yellow, orange, pink, and blue, creating a vibrant, artistic backdrop.

2026 Priorities

2026 PRIORITIES

1. Effective and compliant oversight of federal housing and community development funding. Meeting all timeliness with HUD reporting.
2. Efficient management of housing preservation and homeowner initiatives including the Rooftops, Home Rescue, Lead Hazard Control and Healthy Homes, and the Home At Last Program.
3. Secure final approval and launch \$7M Lead Grant and \$750K Healthy Homes Grant
4. Complete Construction of Glen and Grand affordable housing projects.
5. Continue construction on Arlington/Evergreen Senior Housing and Whitney Manor (PSH) projects.
6. Expand affordable housing development pipeline through new developer and project ownership partnerships.
7. Robust enforcement of Lead Ordinance

2026 PRIORITIES cont.

8. Complete revitalization of Swayne Field.
9. Continue our work for a Choice Neighborhood Planning Grant application for the Vistula Neighborhood to be ready at the time HUD releases the grant.
10. Begin Healthy Food Initiative efforts including establishment of Food Policy Commission.
11. Launch the NRSA UPLIFT program to renovate or build 75 new homes in the next five years.
12. Establishment of Neighborhood Housing Preservation Fund targeting the NRSA's.
13. Continue cross cutting staff training and professional development to build agency staff capacity.



Thank you.

➡ toledo.oh.gov