



COMMUNITY DEVELOPMENT AGENCY
HOUSING AND FEDERAL GRANTS DIVISION

Brian C. Crawford
DIRECTOR

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Building and Safety
Environmental Health Services
Planning
Environmental Review
Housing
Sustainability
Code Enforcement
GIS
Federal Grants

www.marincounty.org/cda

DATE: Thursday, August 30, 2018

TO: Countywide Priority Setting Committee

FROM: Molly Kron, Planner
Leelee Thomas, Planning Manager

SUBJECT: Workshop appointing new Priority Setting Committee members and discussion of potential funding priorities for the 2019-20 funding cycle

MEETING LOCATION: Marin County Civic Center
Board of Supervisors Chambers
3501 Civic Center Drive, Room 330
San Rafael, CA 94903

RECOMMENDATIONS:

1. Appoint three Countywide Priority Setting Committee members representing protected classes for Corte Madera/Larkspur/Kentfield/Greenbrae, Novato, and San Rafael.
2. Identify and discuss potential funding priorities and provide staff with ranked preferences for the 2019-20 grant cycle.

DISCUSSION:

Appoint New PSC Members

Community residents have been invited to apply to be members of the Countywide Priority Setting Committee to oversee the distribution of Community Development Block Grant (CDBG) and HOME Investment Partnership Program (HOME) funds in Marin County. The Countywide Priority Setting Committee establishes funding priorities and reviews applications from local nonprofit and public agencies.

The Countywide Priority Setting Committee was expanded in 2012 with the goal of bringing greater diversity to the group that:

- (1) advises the Board of Supervisors on the CDBG and HOME funding allocation process and
- (2) provides input on the County's implementation of the Analysis of Impediments to Fair Housing Choice.

Therefore, this recruitment is specifically for individuals who are members of a racial and ethnic minority and/or people with disabilities, or who represent these interests.

The Countywide Priority Setting Committee currently includes a member of the Board of Supervisors, city/town council members, as well as seven (7) community members representing six (6) regions spanning Marin and an at-large member representing the County. The regions include the following:

- Countywide (All Marin County)
- Larkspur, Corte Madera, and adjacent unincorporated communities, including Kentfield and Greenbrae
- Novato and adjacent unincorporated communities
- Sausalito, Tiburon, Belvedere, Mill Valley, and adjacent unincorporated communities, including Marin City and Tam Valley
- San Rafael including the Canal neighborhood, and adjacent unincorporated communities
- San Anselmo, Fairfax, Ross, and adjacent unincorporated communities
- West Marin consisting entirely of unincorporated communities

There are three (3) openings on the Countywide Priority Setting Committee for community members representing the interests of racial and ethnic minorities and/or people with disabilities. This year, the openings are for community members from the following regions: Corte Madera and Larkspur, Novato, and San Rafael. Upon selection, community members will sit for a two-year term from September 2018 through September 2020.

The following applications were received for the three openings on the Committee:

Region	Applicant
Corte Madera/Larkspur/Kentfield/ Greenbrae	Moses Gittens
Novato	Ericka Erickson
	Veda Florez
	Kim Stafford (Incumbent)
San Rafael	Suzanne Jensen
	Susan Reynolds
	Margaret Woodring

Copies of applications and interview questions are attached to this report. Staff recommends that you review the applications, conduct interviews, and select three Committee members.

Discussion of Funding Priorities

The CDBG and HOME programs are federally-funded by the U.S. Department of Housing and Urban Development (HUD) to provide support for housing, community facilities, and community services for low income households. CDBG funds are divided into three activity categories consisting of: 1) housing, 2) capital

projects, and 3) public services. Examples of CDBG and HOME funded projects are throughout the County and have included development of affordable housing, rehabilitation of affordable housing and group homes. Public service projects would include childcare scholarships, older adult programs, and fair housing services. Federal regulation stipulates at least 85% of the CDBG funds must be spent on housing and capital projects, and up to 15% may be spent on public services. HOME funds provide affordable housing options for people with lower incomes.

Over the past several years, the Priority Setting Committee has established local funding priorities to enhance the overarching national objectives of the CDBG program established by HUD which include: (1) Benefiting low- and moderate-income persons, (2) Preventing or eliminating blight, or (3) Meeting other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to health or welfare of the community.

The local funding priorities identified as threshold requirements for funding include:

- Supporting projects that Affirmatively Further Fair Housing and have the commitment and capacity to engage in Affirmative Marketing.
- Prioritizing projects that serve members of the protected classes as defined by HUD.¹
- Prioritizing fewer applications.
- Funding fewer housing projects per year.

Due to the increasing demand for funding within the public services category, staff is requesting assistance from the Countywide Priority Setting Committee to further define guidelines for prioritizing applications once they meet the above Federal and Local thresholds. Last year, for example, staff received applications totaling \$742,137, for only \$307,428 in new funds available for distribution. No change is recommended to Housing or Capital funding, as they are typically not as oversubscribed. Priorities for public services funds could be used to focus funding in areas of specific community needs and to indicate to applicants the type of activities the Committee would like to fund. Below is a list of potential priorities to be discussed, enhanced, and ranked in order of priority.

- Basic health services
- Childcare and parenting services
- Disaster preparedness and community resilience
- Economic/employment development
- Fair housing services
- Homeless services and interventions
- Legal services
- Senior services
- Youth programs

¹ Under federal laws protected classes include race, color, religion, national origin, sex, disability, and familial status.

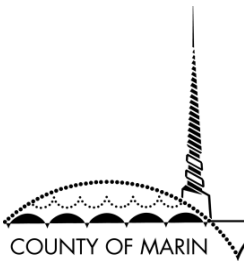
Today's session is intended as an opportunity for the Committee to brainstorm and discuss these and other potential funding priorities. At your next meeting in September, the Committee will be asked to make a recommendation on specific priorities which staff will use in evaluating applications.

ACTIONS REQUIRED:

1. Select community members for appointment to the Countywide Priority Setting Committee.
2. Provide staff with rank order of public service funding priorities.

ATTACHMENTS:

- Attachment 1: Countywide Priority Setting Committee Applications
- Attachment 2: Countywide Priority Setting Committee Interview Questions
- Attachment 3: Community Development Block Grant Public Service Funding Priorities Raking Form



COMMUNITY DEVELOPMENT AGENCY
HOUSING AND FEDERAL GRANTS DIVISION

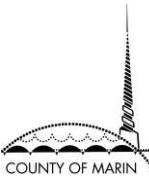
ATTACHMENT 1

Countywide Priority Setting Committee Applications

Region	Applicant
Corte Madera/Larkspur/Kentfield/Greenbrae	Moses Gittens
Novato	Ericka Erickson
	Veda Florez
	Kim Stafford (Incumbent)
San Rafael	Suzanne Jensen
	Susan Reynolds
	Margaret Woodring

Countywide Priority Setting Committee Representative for Corte Madera/Larkspur/Kentfield/Greenbrae Region

Applications received (1): Moses Gittens, 2 pages



APPLICATION FOR APPOINTMENT TO THE COUNTYWIDE PRIORITY SETTING COMMITTEE

Name Moses V. Gittens Email [REDACTED]

Home Address [REDACTED]

Larkspur Street 94939 Telephone: [REDACTED]
City Zip

Protected Class(es)¹ Member or Representative of Black Americans

Present Occupation Tennis Teaching Professional Are You Over 18 Years of Age? yes

Employer's Name Prory Tennis and Swim Club Telephone: 415-519-5809

If you represent an organization, please list it _____

County Region to Represent [check one]: Corte Madera and Larkspur, Novato, San Rafael

Reasons for Applying:

I believe this could be a way to give back to my community, but also allows me to be involved in helping the committee in identifying ways to better our neighborhoods. I know housing is an issue in Marin, so I would like to be part of a group that is looking to improve the situation, which I hope will help with the growth of our community in a healthy manner.

Under fair housing laws, it is illegal to discriminate in the sale, rental, and financing in housing-related transactions based on race, color, religion, national origin, sex, disability, and familial status (including households with children under the age of 18, pregnant women, and people securing custody of children under the age of 18). What services, if any, do you see are needed in Marin County for members of the protected classes to access information, opportunity, and options to live where they choose without discrimination?

This should be our mission in the community, to find better ways to help the under privileged. First we can provide better transit service for those individuals by making sure they can get to and from the serviced facilities.

I know Whistle Stop does some of that already but maybe we can find new ways to make it more effective.

¹ Under federal laws protected classes include race, color, religion, national origin, sex, disability, and familial status.

Other Relevant Experience:

Additional pages and information may be attached. Please indicate number of pages: _____

List any organizations of which you are an officer or an employee that are funded by, or may request funding from, the Community Development Block Grant or HOME programs:

None.

Signature Moses V Gittens Date 8/13/18

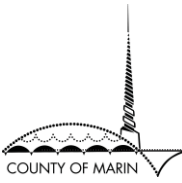
Please return to: Federal Grants Office
Housing and Federal Grants Division
Marin County Community Development Agency
3501 Civic Center Drive, Room 308
San Rafael, CA 94903-4157
Phone: (415) 473-6279
Fax: (415) 473-7880
Email: federalgrants@marincounty.org

Please note that an applicant who is an employee or an officer of an organization that receives CDBG or HOME funding may not be eligible to serve as a committee member due to a potential conflict of interest. For more information about the full scope of the conflict of interest regulations, see <http://www.gpo.gov/fdsys/pkg/CFR-2012-title24-vol3/xml/CFR-2012-title24-vol3-sec570-611.xml> .

NOTE: This application will remain valid for a period of one year. If you would like information on conflict of interest or other eligibility requirements for positions, or want to check on the status of your application, please contact the Federal Grants office at federalgrants@marincounty.org or 415-473-6279. Committee members may be required to file a financial disclosure form (listing sources of income, interests in real property, investments, and business positions) with the County which will be a public document.

Countywide Priority Setting Committee Representative for Novato Region

Applications received (3): Ericka Erickson, 4 pages
 Veda Florez, 2 pages
 Kim Stafford (Incumbent), 4 pages



APPLICATION FOR APPOINTMENT TO THE COUNTYWIDE PRIORITY SETTING COMMITTEE

Name Ericka Omena Erickson Email [REDACTED]

Home Address [REDACTED]

Novato 94947 [REDACTED]
City Street Zip Telephone:

Protected Class(es)¹ Member or Representative of Latinxs

Present Occupation Child Care Planning Councils Coordinator Are You Over 18 Years of Age? Yes

Employer's Name Marin County Office of Education/ECE Dept. Telephone: 415-499-5827

If you represent an organization, please list it _____

County Region to Represent [check one]: Corte Madera and Larkspur, Novato, San Rafael

Reasons for Applying:

I have dedicated my career to the mission of addressing poverty by focusing on its roots causes and alleviating its impact on families and children. The Countywide Priority Setting Committee's work is aligned with this mission. Committee members have a very important role in advancing the impact of federal funds in community-based and public programs and services and I would like to contribute to it. I strongly believe that my unique perspective of our county in general, and Novato specifically, can enhance the Committee's decision-making processes. I also would like learn more about the innovative services and programs being offered by various local nonprofit and public organizations involving the protected classes.

Under fair housing laws, it is illegal to discriminate in the sale, rental, and financing in housing-related transactions based on race, color, religion, national origin, sex, disability, and familial status (including households with children under the age of 18, pregnant women, and people securing custody of children under the age of 18). What services, if any, do you see are needed in Marin County for members of the protected classes to access information, opportunity, and options to live where they choose without discrimination?

The community-based programs in our county are very important and provide services needed in Marin County for members of the protected classes. Among these programs, the ones that I believe are the most impactful in the long term are the ones providing educational services that strengthen communities' ability to advocate for systems change that advance inclusion and increase their ability to access information, opportunity, and options to live where they choose without discrimination. The quality of all public decision-making processes related to the services that are most needed would be enhanced with the inclusion of the voices of protected classes members. I also consider of the upmost priority services that address the the housing crisis affecting our area, especially the ones related to tenants' rights, housing affordability, and the availability of shelters. Other services in the area of child care and economic development supports are also extremely needed in our county.

¹ Under federal laws protected classes include race, color, religion, national origin, sex, disability, and familial status.

Other Relevant Experience:

My professional history includes 12 years as a staff member at the Marin County Grassroots Leadership Network, a nonprofit organization that was a grantee of the Community Development Block Grant Program as well as a key advocate for the 2012 policy changes that allowed the increase in the number of seats in the Countywide Priority Setting Committee. I also served as a volunteer at other local public decision-making and advisory bodies such as the County of Marin Planning Commission and the Marin Women's Commission. I am very familiar with the work of this Committee and its position in the social infrastructure of our county. Please find attached my resume for more information about other related experiences.

Additional pages and information may be attached. Please indicate number of pages: _____

List any organizations of which you are an officer or an employee that are funded by, or may request funding from, the Community Development Block Grant or HOME programs:

N/A

Signature Ericka Erickson Date 08/14/18

Please return to: Federal Grants Office
Housing and Federal Grants Division
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Ericka Omena Erickson, MPA

August 2018



PROFILE

A dynamic and resourceful professional with comprehensive administrative knowledge, advanced communication skills, excellent analytical abilities, and over 15 years of national and international experience in organizational development, community education, public affairs, and intercultural communication. A highly motivated team player, who is passionate about advancing social equity and supporting the success of organizations dedicated to addressing the root causes of poverty.

CONTACT



RELEVANT EXPERIENCE

Coordinator | [Marin & Solano Local Child Care and Development Planning Councils](#)

February 2015 – Present

- Collaborate with council members to develop and implement strategic plans
- Lead public policy advocacy and represent the councils at various events and collaborative partnerships
- Facilitate countywide needs assessments and macro planning
- Ensure operational and fiscal accountability in compliance with state regulations
- Strengthen and build diverse, inclusive, and engaged councils
- Develop multimedia communication strategies involving various stakeholders

Consultant | [Omena Consulting](#)

2007 – Present

- Management and facilitation services in the areas of community education, policy advocacy, leadership development, and strategic planning. Recent clients include:
 - [The Center for Volunteer and Nonprofit Leadership](#) – Project management for a year-long AmeriCorps planning process sponsored by California Volunteers (2017)
 - [California Coalition for Equity in Early Care and Education](#) – Stakeholder outreach in Marin for the State Budget ECE Advocacy Campaign (2016)
 - [Marin Grassroots](#) – Coordination of a 4-month community leadership program sponsored by Marguerite Casey Foundation: the Boards and Commissions Leadership Institute (2016)
 - [EARN](#) - Facilitation of a strategic planning meeting of the Californians for Shared Prosperity Coalition (2015)

Lecturer | [School of Social Work, San Francisco State University](#)

July 2014 – December 2015

Courses: MSW Program - Global Poverty, Evaluative Research, Ethnic and Cultural Concepts and Principles
BASW Program - Social Differences in Social Work Practice

- Developed syllabi, related materials, and assignments based on standardized learning objectives
- Facilitated class instruction and evaluate students' performance

Associate Director | [Marin Grassroots Leadership Network](#)

October 2007 – January 2015

- Coordinated the implementation of collaborative community education and engagement programs, projects, and services, successfully meeting planned timelines and outcomes while ensuring compliance with financial, legal and administrative contractual requirements
- Wrote successful grant proposals and reports to foundations and government agencies
- Managed the design and implementation of strategic plans and communications plans

- Planned and lead staff training as an element of organizational capacity building projects
- Oversaw the creation and update of institutional collateral, including website, publications, and social media

Program Director | Marin Grassroots Leadership Network

August 2005 – September 2007

- Managed various programs and events, including evaluation and reporting
- Coordinated collaborative efforts involving various organizations
- Supervised program staff, provide orientation to new personnel, and conducted performance evaluations

Community Education Coordinator | Marin Grassroots Leadership Network

June 2002 – August 2005

- Developed programs and events according to local community needs
- Coordinated the annual Leadership Academy
- Produced TV Shows with local leaders on various public issues

Associate Professor | Business School, Grande Rio University (Brazil)

April 1999 – January 2001

Substitute Professor | Management School, Federal Fluminense University (Brazil)

May 1998 – October 1999

Courses: Project Management, Marketing Research, Environmental Impact Management

- Developed syllabi, related materials, and assignments based on standardized learning objectives
- Facilitated class instruction and evaluate students' performance

EDUCATION

Sonoma State University 2017/2018
Graduate Certification in Early Childhood Education

Women's Foundation of California 2016/2017
Women's Policy Institute

Gaia University International 2014
Post-Graduate Diploma in Integrative Ecosocial
Design/Women's Leadership Development

University of California, Berkeley 2006
Extension Course - Project Management

**Getúlio Vargas Foundation, Brazilian School
of Public Administration (Brazil)** 2001
Master of Public Administration (MPA)

**Universidade Federal Fluminense,
Business School (Brazil)** 1996
Bachelor's Degree - Business Administration

SKILLS Computer Proficiency in: Microsoft Office • Visio • Basecamp • Constant Contact • CiviCRM •
Social media (Facebook, LinkedIn, Twitter, Instagram) • Prezi • WordPress

Foreign Languages Advanced Spanish • Fluent in Portuguese

COMMUNITY SERVICE

Co-Chair, Public Policy Committee | California Child Care Coordinators Association June 2018 - Present

Commissioner, Planning Commission | County of Marin 2013 - 2014

Board Chair | Brazilian Alliance 2011-2013

Board Member | Alcohol Justice 2007-2011

Commissioner, Marin Women's Commission | County of Marin 2003-2006

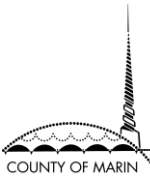
AWARDS & HONORS

Civic Leadership Award | Marin City Dr. Martin Luther King, Jr. Coalition 2014

Humanitarian Award | County of Marin Human Rights Commission 2013

Marin & Sonoma Latino Leader Award | 10th Assembly District Democrats 2013

Latina Leadership Award | Social Justice Center of Marin 2012



APPLICATION FOR APPOINTMENT TO THE COUNTYWIDE PRIORITY SETTING COMMITTEE

Name _____ Email _____

Home Address _____

Street

Telephone: _____

City

Zip

Protected Class(es)¹ Member or Representative of _____

Present Occupation _____ Are You Over 18 Years of Age? _____

Employer's Name _____ Telephone: _____

If you represent an organization, please list it _____

County Region to Represent [check one]: Corte Madera and Larkspur, Novato, San Rafael

Reasons for Applying:

Under fair housing laws, it is illegal to discriminate in the sale, rental, and financing in housing-related transactions based on race, color, religion, national origin, sex, disability, and familial status (including households with children under the age of 18, pregnant women, and people securing custody of children under the age of 18). What services, if any, do you see are needed in Marin County for members of the protected classes to access information, opportunity, and options to live where they choose without discrimination?

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Other Relevant Experience:

Additional pages and information may be attached. Please indicate number of pages: _____

List any organizations of which you are an officer or an employee that are funded by, or may request funding from, the Community Development Block Grant or HOME programs:

Signature _____ Date _____

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Other Relevant Experience:

LVHOA Board of Directors - Community Development Liaison
HFCDF Board of Directors
Hamilton Forum Liaison
AFH Committee Member
Partnership Health Plan, Community Advisory Group
Health, Education and Welfare Advocate

Additional pages and information may be attached. Please indicate number of pages: _____

List any organizations of which you are an officer or an employee that are funded by, or may request funding from, the Community Development Block Grant or HOME programs:

NA

Signature _____ Date _____

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APPLICATION FOR APPOINTMENT TO THE COUNTYWIDE PRIORITY SETTING COMMITTEE

(What services, if any, do you see are needed in Marin County for members of the protected classes to access information, opportunity, and options to live where they choose without discrimination)

- HHS: Navigational Specialists: This position could gross a spectrum of services to include Health, Education, Legal and Welfare. PFPC are continuously faced with challenges in the access to information, opportunity and options. A NS would follow identified high risk PFPC to insure quality case management across modalities. PFPC face discriminatory practices inherent in the legal system which resulted in one case, of a newly appointed judge specializing in Labor Law appointed to the family courts ruled in favor of a mother moving out of state with her two sons. This same father has only phone access, the mother has denied visitation. This mother took her sons away from two sets of grandparents, a large extended family and father. This example of reckless legal practices never would have occurred if the judge with knowledge of the case history hadn't been rotated off the case.
- MCC: The Marin Community Clinic system of care provides many services which are adequate. A NS could assist the complex patient to access information and options. A NS would function to insure patient options and expedite outside referrals. Patients come into the system and are assigned a PCP or NP. PFPC require a patient advocate in this setting to make sure they get appropriate referrals to specialists in a timely manner. Patients with disabilities, parents of children with special needs would benefit from a specialist with the time to follow the progression of care needs.
- CMH: The County of Marin CMH system if adequately funded could retain quality professionals. High turnover, the inability to retain staff has a significant impact on quality of care for PFPC. MD's to NP to Case Managers are vital in the administration of a working system of care. NS's could function to support staff efforts in the delivery of services and the continuity of care. NS would work directly with housing services providers both independent and county to assist in the support of options for living, access information and assist with opportunities.
- ED: Children with special needs or learning differences require annual IEP's. Federal Law requires school districts to provide services in the least restrictive environment and to provide accommodations and services to further educational and social goals outlined in the IEP. Parents of children with special needs are often overwhelmed with the challenges of raising children with learning differences, and may not fully understand a school districts obligations under federal funding laws to provide services. Parents may not be able to attend an IEP, may have language barriers and would benefit from a NS to work as an advocate for their children, and as a professional liaison, to access services and information resulting in greater equity.

Countywide Priority Setting Committee Representative for San Rafael Region

Applications received (3): Suzanne Jensen, 2 pages
Susan Reynolds, 5 pages
Margaret Woodring, 2 pages



APPLICATION FOR APPOINTMENT TO THE COUNTYWIDE PRIORITY SETTING COMMITTEE

Name Suzanne Jensen Email [REDACTED]

Home Address [REDACTED]
San Rafael, CA 94901 Street Telephone: [REDACTED]
City Zip

Protected Class(es)¹ Member or Representative of _____

Present Occupation Crossing Guard/IHSS Provider Are You Over 18 Years of Age? Yes

Employer's Name Lyn Menard, Supervisor ACMS Telephone: 415 858-2148

If you represent an organization, please list it _____

County Region to Represent [check one]: Corte Madera and Larkspur, Novato, San Rafael

Reasons for Applying:

I am the 60 year old divorced, single Mother of two disabled, young adult sons, both of whom have been raised from infancy here in Marin. My entire nuclear family has lived in Marin for well over 35 years. My Father and his Partner (my Mother is deceased) and my brother and his wife and family are homeowners here in Marin. I do not have the financial means to be a homeowner here in Marin with the real estate market being what it is. I have dedicated my life, since my sons were born, to caring for them. They both suffer with Serious Mental Illnesses.

I am interested in this Committee, and I believe uniquely qualified for it, because of my life experience and background in Parenting and Advocating for my special needs family, which has provided me with quite an "education" in addressing and attempting to conquer the many, many challenges and roadblocks that have been constant barriers, not only to my family, but many others we have met along the way. We have and still do face constant/continual barriers, of all kinds, in our daily lives. Things like Affordable Housing and applicable Services that are so necessary to fostering independence and productivity for families like mine. I am also a Senior Citizen and do not have the financial resources necessary to own a home, let alone, to even think about retiring.

I would like to have the opportunity to serve on a Committee such as this one, to bring a special and dual perspective to the planning process in advising the BOS as to how to best utilize Federal grant monies.

Under fair housing laws, it is illegal to discriminate in the sale, rental, and financing in housing-related transactions based on race, color, religion, national origin, sex, disability, and familial status (including households with children under the age of 18, pregnant women, and people securing custody of children under the age of 18). What services, if any, do you see are needed in Marin County for members of the protected classes to access information, opportunity, and options to live where they choose without discrimination?

Where to start.....well informed, culturally competent, disability knowledgeable and sensitive, and diverse representation of Outreach Team(s) who are well versed in USEFUL and timely services, that actually exist and have stats kept, proving existence and efficacy. So much time and motivation get wasted and lost in the shuffle between first contact with potential clients and an actual plan of action being implemented.....also, as a Society, we need to start teaching in school's very early on, and throughout, about "differences" that exist all around us and the issues and challenges those "differences" create and more importantly, how all of us can work together to make life easier for all of us. Some Communities are not familiar with differences and the needs associated with them. The tendency is to keep a distance from that which we do not understand. That, at times, prohibits people from living where they might want to live for fear of stigma.

¹ Under federal laws protected classes include race, color, religion, national origin, sex, disability, and familial status.

Other Relevant Experience:

I have worked for March of Dimes, and for Matrix Parent Network and Resource Center and am currently an In Home Support Services Provider. I am used to and comfortable with working with many different types of people. I have also been on the Section 8 Voucher list for 10 years and am still #301 out of 900 on the list. Expect for not being a Veteran or currently Homeless, I have the highest points needed for a Section 8 Voucher. I am in desperate need of a Section 8 Voucher to stave off homelessness at some point. I know from personal experience what it is to truly struggle and know where Grant Monies are needed and where they could be of most benefit. I am also a Crossing Guard and provide safe passage to both children and adults of all ages across a very busy and dangerous thoroughfare. I have extensive public contact and hear from many different people, what some of the most pressing issues and needs are that many people in Marin County are faced with.

Additional pages and information may be attached. Please indicate number of pages: _____

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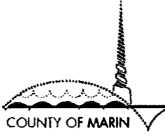
Not applicable.

Signature Suzanne Jensen Date 7/27/2018

Please return to: Federal Grants Office
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Phone: (415) 473-6279
Fax: (415) 473-7880
Email: federalgrants@marincounty.org

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APPLICATION FOR APPOINTMENT TO THE COUNTYWIDE PRIORITY SETTING COMMITTEE

Name Susan Reynolds

Email [REDACTED]

Home Address [REDACTED]

San Rafael

City

Street
94903

Zip

Telephone: [REDACTED]

Protected Class(es)¹ Member or Representative of N/A

Present Occupation Retired Are You Over 18 Years of Age? yes

Employer's Name _____ Telephone: _____

If you represent an organization, please list it _____

County Region to Represent [check one]: Corte Madera and Larkspur, Novato, San Rafael

Reasons for Applying:

My previous experience working with low to moderate income communities to determine CDBG funding eligibility is beneficial to your process.

Under fair housing laws, it is illegal to discriminate in the sale, rental, and financing in housing-related transactions based on race, color, religion, national origin, sex, disability, and familial status (including households with children under the age of 18, pregnant women, and people securing custody of children under the age of 18). What services, if any, do you see are needed in Marin County for members of the protected classes to access information, opportunity, and options to live where they choose without discrimination?

Affordable housing for current workforce
Education of workforce for job creation and small business development

¹ Under federal laws protected classes include race, color, religion, national origin, sex, disability, and familial status.

Other Relevant Experience:

Resume attached

Additional pages and information may be attached. Please indicate number of pages: 3 pages

List any organizations of which you are an officer or an employee that are funded by, or may request funding from, the Community Development Block Grant or HOME programs:

Retired

Signature



Date

07/25/2018

Please return to: Federal Grants Office
Housing and Federal Grants Division
Marin County Community Development Agency
3501 Civic Center Drive, Room 308
San Rafael, CA 94903-4157
Phone: (415) 473-6279
Fax: (415) 473-7880
Email: federalgrants@marincounty.org

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Susan Reynolds

I have built a reputation of assessing and repairing operational problems. My strengths include professional skills and experience, especially in the areas of organizational management, creative problem solving, leadership, communications, strategic planning and program implementation. Key areas of interest are Operational/Organizational Development, Strategic Planning, Community/Economic Development, Government Relations, Property/Facility Management.

PROFESSIONAL EXPERIENCE

Retired 12/31/2017

PORT OF SAN FRANCISCO: 2006-Present

Current Position: Deputy Director, Senior Advisor to the Executive Director 2016-2017

- Assisting the new Port Executive Director to reorganize divisions for more operational and business efficiency
- Liaison with SFPD to ensure public safety for tenants, employees and 25+ million visitors to the Port annually.

Position: Deputy Director, Port of San Francisco 2006-2016
Director of Real Estate/Operations

Key Duties/Accomplishments:

- Supervise a staff of 20, responsible for 20 million square feet of leasable Retail, Office, Commercial, Industrial, Maritime Real Estate,
- Real Estate and asset management-related activity accounts for \$53 million in annual revenue.
- Increased revenue every year for seven years, to include recession period
- Responsible for generating 75% of Port's operating budget
- When hired, I came in and re-organized, modernized and motivated Real Estate staff to perform more efficiently, with a focus on revenue and lease enforcement which resulted in 3-5% revenue increase annually over a ten-year period.
- Instituted interdepartmental meetings to improve communications and improve project completion timelines.
- Increased customer service goals and results to improve relationships with 550+ tenants and community stakeholders

MAYOR'S OFFICE OF COMMUNITY DEVELOPMENT: San Francisco, 1998- 2006

Position: Project Manager

Key Accomplishments:

- Oversaw relationships with community-based organization grantees delivering Economic Development services to lower income communities with a primary focus on small business development, technical assistance and access to capital.
- Managed a small business loan program that improves access to capital for small businesses unable to obtain bank financing.
- Along with senior staff and community leaders, developed neighborhood economic development strategies to address needs in various low-income census tract neighborhoods throughout San Francisco.

- Provided consulting, training and resource information to small businesses, technical assistance providers and community partners, including banks on needs, services and resources available to benefit both community based organizations and their beneficiaries.
- Managed and coordinated early development of "Project Connect", a City-wide community outreach effort that developed into its own City sponsored non-profit..
- Developed collection and maintenance procedures to ensure quality of \$7 million loan portfolio. This resulted in the recouping of once lost program income.
- Recruited and managed volunteer loan committee members to review loans submitted for funding.
- Provided capacity and personnel development assistance and training to staff at non-profit service providers and to MOCD management and staff.
- Participated in strategic planning of Economic Development funds distributed by the department to ensure Community needs are being met and that CDBG (Community Development Block Grant) dollars are being spent according to plan.

WELLS FARGO BANK, San Francisco, CA

1985-1998

Positions held:

Vice President/Manager, Corporate Community Development Group: (1995- 1998)

Vice President/Manager, Customer Information and Risk Management, Business Banking: (1992-1995)

Vice President/Manager, Risk Asset Review and Examination (1985-1992)

Key Accomplishments:

- Designed, implemented and managed Minority/Women/Disabled-owned Business Enterprise program.
- Managed the Fair Lending Compliance area under CRA/Analysis to ensure that all groups throughout the bank were compliant with for government regulations to ensure continued Satisfactory Rating of the Bank to ensure continued operations and the ability to grow through acquisition.
- Participated in decentralization and outsource of the Purchasing function bank-wide in conjunction with the Wells Fargo/First Interstate merger, and continued to manage the newly formed process and personnel.
- Managed and out-sourced bank-wide Purchasing activities after the Wells Fargo/First Interstate merger which resulted in a corporate savings in operating and personnel costs.
- Served as regulatory compliance and credit risk advisor on credit score development model which resulted in industry standard of streamlined credit approval system for small businesses.
- Served on two high level due diligence teams that investigated the feasibility of purchasing/merging with other banks.
- Planned and conducted bank-wide credit review of the Consumer, Credit Card, Mortgage, Auto and Lease portfolios and management processes. This included writing and presenting final reports to senior management. Trained and managed Credit Training personnel temporarily assigned to the Group. Staff responsibility 2 (1986-1992)
- Extensive experience with Commercial and Real Estate lending risk assessment.

WELLS FARGO CREDIT CORPORATION, Phoenix, AZ

1979-1985

- Various positions including Corporation-wide Loan Examiner and Auditor, Operations Manager, Loan Processing Supervisor, Sales and Training. I joined the Corporation in its infancy, therefore duties included start-up activities ranging from human resource management, hiring and facility management. Staff responsibility: ranged from 6-14.

BANK OF AMERICA, San Francisco, CA.

1970-1979

- Various positions including Branch Operations and National Corporate Account Management. Completed Management Training Program, assisted with region-wide staff relief and audit-finding clean-up. Staff responsibility: 9-18
-

VOLUNTEER ACTIVITIES

- Gellert Family Foundation – University San Francisco present
- Volunteer – Small Business Development Center/Marin County present
- Vice President, Fisherman's Wharf Merchant's Association Board 2007-2017
- USF Alumni, North Bay Chapter Advisory Board 2006- 2014
- University of San Francisco, Alumni Board of Directors 1995-2004
- University of San Francisco, Board of Trustees Academic Affairs Committee 2003

Previously served on Board of Directors of Christmas In April SF, San Francisco Historical Society, Northern California Supplier Development Council and Combined Health Appeal.

EDUCATION

- University of San Francisco, Bachelors of Arts Degree, English/Communications
- Leadership San Francisco 1997
- City and County of San Francisco Leadership Development Program 2013/2014



APPLICATION FOR APPOINTMENT TO THE COUNTYWIDE PRIORITY SETTING COMMITTEE

Name Margaret D. Woodring Email [redacted]

Home Address [redacted] Street San Rafael 94901 Telephone: [redacted] City Zip

Protected Class(es)1 Member or Representative of _____

Present Occupation architect-planner retired Are You Over 18 Years of Age? yes

Employer's Name _____ Telephone: _____

If you represent an organization, please list it _____

County Region to Represent [check one]: [] Corte Madera and Larkspur, [] Novato, [x] San Rafael

Reasons for Applying:

I have worked in housing and urban infrastructure for decades here and abroad, as well as taught and done research at UC Berkeley in the College of Environmental Design. I am concerned with the provision of housing and services for low income people as the county continues to have a widening gap in incomes.

Under fair housing laws, it is illegal to discriminate in the sale, rental, and financing in housing-related transactions based on race, color, religion, national origin, sex, disability, and familial status (including households with children under the age of 18, pregnant women, and people securing custody of children under the age of 18). What services, if any, do you see are needed in Marin County for members of the protected classes to access information, opportunity, and options to live where they choose without discrimination?

Some of my work included projects for the Center for Domestic Peace which provides shelter and services for those affected by domestic abuse. There is never enough housing, nor services to help those in need. As prices for real estate in the continue to increase some way must be found to help families, but also disabled and elderly. Use of under used facilities, especially those located near bus lines might provide additional space - an inventory of such space would be a fine start. Since we have a growing number of homeless people in the county, mostly single males, look into shelter and services that can help these individuals. San Francisco and Oakland have begun to provide centers where individuals can get basic medical services and assessment to check on various programs available. Perhaps the county has such a central service.

1 Under federal laws protected classes include race, color, religion, national origin, sex, disability, and familial status.

Other Relevant Experience:

AS part of my time at Berkeley I did research on grants available for my work. I was at that time Director of of the International Program for Housing and Urban Development Officials (no longer extant). This was a non-degree program at the College of Environmental Design was funded by USAID, World Bank and Fulbright Fellowship for managers of agencies who were recipients of funds for housing . The program funds became more and more scarce as government under Ronald Regan began to cut off funds for international work. By 1990 the Program could no longer function.

Additional pages and information may be attached. Please indicate number of pages: _____

List any organizations of which you are an officer or an employee that are funded by, or may request funding from, the Community Development Block Grant or HOME programs:

I am not an employee or officer, however In the past I did projects on shelter for the Center for Domestic Peace. I am not familiar with HOME except for the info in this grant application.

Signature Margaret D. Woodring Date 24 July 20187

Please return to: Federal Grants Office
Housing and Federal Grants Division
Marin County Community Development Agency
3501 Civic Center Drive, Room 308
San Rafael, CA 94903-4157
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ATTACHMENT 2

Countywide Priority Setting Committee Applicant Interview Questions:

- (1) Describe your interest in joining the Committee?
- (2) How will you represent protected classes defined by the U.S. Department of Housing and Urban Development as including: race, color, religion, national origin, sex, disability, and familial status?
- (3) What unique perspective do you bring to the Committee?
- (4) What are the greatest needs you see in the community?

