



COMMUNITY DEVELOPMENT AGENCY
HOUSING AND FEDERAL GRANTS DIVISION

May 4, 2021

Thomas K. Lai
DIRECTOR

Marin County Board of Supervisors
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San Rafael, CA 94903

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SUBJECT: Federal Fiscal Year 2021 Annual Action Plan amending the 2020-24 Consolidated Plan, including budgets for the Community Development Block Grant Program (CDBG) and the HOME Investment Partnerships Program (HOME).

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

www.marincounty.org/cda

Dear Board Members,

RECOMMENDATIONS:

1. Hold a public hearing on May 4, 2021, for comment on:
 - A. Marin County's housing and community development needs and performance addressing these needs.
 - B. 2021 Annual Action Plan amending the 2020-24 Consolidated Plan, including local Policies and Procedures, proposed activities, and budget recommendations for Federal Fiscal Year 2021 funding from CDBG and HOME.
 - C. Proposed reprogramming of past years' CDBG and HOME funds to new activities and the proposed use of CDBG and HOME program income included in the 2021 Annual Action Plan amending the 2020-24 Consolidated Plan.
2. Following public testimony, approve:
 - A. 2021 Annual Action Plan amending the 2020-24 Consolidated Plan and related documents, in substantially the form attached, including the items listed above, and authorize any budget changes necessary to implement these actions.
 - B. Resolution authorizing staff to submit the 2021 Annual Action Plan amending the 2020-24 Consolidated Plan to the U.S. Department of Housing and Urban Development (HUD), and authorize staff to act in connection with the submission to provide such corrections or additional information as HUD may require.
3. Announce that copies of the 2021 Annual Action Plan amending the 2020-24 Consolidated Plan and related documents, records regarding past use of CDBG and HOME funds, and local Policies and Procedures are available for inspection at the Community Development Agency.

SUMMARY:

The 2021 Annual Action Plan amending the 2020-24 Consolidated Plan guides the distribution of funding and serves as the grant application to HUD for formula funding from the CDBG and HOME programs. These federally funded programs of HUD provide resources for housing, community facilities, and services for low-income households.

The 2021 Annual Action Plan is prepared in HUD’s Integrated Disbursements & Information System, using their required format. Attachment 2 summarizes the required information in a more accessible format.

DISCUSSION:

On May 12, 2020, your Board approved the 2020-24 Consolidated Plan. This five-year plan includes an analysis of affordable housing and community development needs and statements of policies for the entire period, as well as CDBG and HOME project budgets for the first year of the five-year period. In the second, third, fourth, and fifth years, the Consolidated Plan must be amended with an “Annual Action Plan” to add each year’s CDBG and HOME project budgets.

July 1, 2021 is the beginning of the second year covered by the 2020-24 Consolidated Plan. The attached proposed 2021 Annual Action Plan updates the policy section and adds budgets for federal fiscal year 2021 entitlement funds of \$1,597,998 in CDBG funds and \$800,856 in HOME. In order to meet HUD’s strict time limits on spending, the budget also includes CDBG and HOME funds from prior years which are recommended for reprogramming (reallocation) to new projects, and allocations of CDBG and HOME program income.

Marin’s entitlement grant amounts are affected by changes in the overall program funding in the federal budget and Marin’s ranking in comparison with other grantees based on demographic factors, such as the percent of low income households and the number of households living in overcrowded situations. This year’s CDBG funding is projected to increase slightly and HOME funding is projected to decrease modestly from the prior fiscal year funding level.

The attached 2021 Annual Action Plan recommendations have been reviewed and recommended by the Novato and San Rafael Planning Area Subcommittees, comprised of their respective City Councils, and the Countywide Priority Setting Committee (PSC), which is made up of community members representing protected classes and elected representatives from city, town, and County jurisdictions.

The CDBG and HOME budget expenditures identified in the 2021 Annual Action Plan were developed following three public hearings held in the Planning Areas—one hearing held by the Novato City Council on March 23, 2021; one hearing held by the San Rafael City Council on March 15, 2021; and one hearing held by the PSC on April 1, 2021.

Program Enhancements, Threshold Requirements, and Priorities:

In 2020 the PSC recommended and your Board approved two program enhancements including a minimum grant size of \$15,000 and a two-year application

cycle. Under the two-year application cycle structure which began in 2020, Public Service projects are eligible for funding renewal based on accomplishing goals and subject to available CDBG funds, whereas Capital and Housing projects apply for funding using a two-year project timeline and budget.

These two enhancements increase impact of funded organizations and enables nonprofit partners to better plan their programs. While applications are only received every two years, funding allocations must be approved annually based on the past performance of the project and expected funding allocated by HUD. In addition staff reserve the ability to open mid-cycle applications as deemed necessary.

The County has adopted a local emphasis on the extent to which members of the protected classes are served by CDBG and HOME projects, and the quality and effectiveness of each project sponsor's affirmative marketing plan. At the December 5, 2019 meeting, the Priority Setting Committee (PSC) established local funding priorities and reaffirmed requirements for the funding cycle. These priorities and requirements are used by staff in evaluating applications. As required by HUD, staff also focus on project monitoring and measurable outcomes.

All project applications are evaluated based on their ability to meet HUD's national objectives, the PSC's enhanced thresholds for evaluating projects, and standard project evaluation criteria as follows:

National Objectives Thresholds:

- Benefit low- and moderate- income persons,
- Prevent or eliminate blight, or
- Meet other community development needs for low- and moderate-income persons.

PSC Enhanced Thresholds:

- Support projects that Affirmatively Further Fair Housing and have the commitment and capacity to engage in Affirmative Marketing.
- Prioritize projects that serve members of the protected classes as defined by HUD.
- Prioritize projects that serve low-income persons.

Project Evaluation Criteria:

- Readiness—can awarded funds be completely expended during the grant year?
- Sustainability—does the organization have capacity to sustain a project or program beyond this federal funding period?
- Effectiveness and Accountability—does the organization have the capacity and track record to effectively conduct the project and administer federal funds?
- Prioritize greatest impact.

In addition to HUD's criteria, through both the Consolidated Plan and Analysis of Impediments to Fair Housing Choice process, the Countywide Priority Setting Committee established additional priorities for funding CDBG and HOME housing projects:

- Family Housing

- Land trust model in eastern Marin that provides home ownership opportunities. (Eastern Marin in this case is defined as all of the areas of Marin, except for West Marin)

The PSC also established the following priorities for CDBG funds allocated to public service projects during Fiscal Year 2021:

- Basic Health Services - includes services that prevent or treat medical conditions for individuals who are un-insured, under-insured, or people with low-incomes who cannot afford their deductible. Programs and services include but are not limited to preventative health such as immunizations, well-childcare from birth, periodic health evaluations for adults, voluntary family planning services, children’s eye and ear examinations conducted to determine the need for vision and hearing correction, and hygiene services. Services may also include medically necessary emergency health care, inpatient and outpatient treatment, diagnostic laboratory and diagnostic and therapeutic radiologic services, and provision of prescription drugs.
- Children, Youth, and Parent Support Services - includes services that address disparities in access to early childhood education and high costs of childcare countywide by targeting low-income families. Programs and services include but are not limited to supporting childcare scholarships, student extracurricular activities, parent engagement and training, therapeutic services, teacher salaries, transportation, and home visitations.
- Housing Support Services - includes services that assist individuals in accessing stable housing, prevent discrimination in housing choice, and aid renters in maintaining stable housing. Programs and services include but are not limited to fair housing counseling, legal support, housing locators, down payment, and rental assistance.

Additional detail regarding application evaluation criteria can be found in Attachment 4.

Annual Action Plan Process

The application, review, and approval process for CDBG and HOME funding is designed to encourage community participation. As the 2nd year of the two-year application cycle, the 2021 Annual Action Plan process required fewer public meetings—four versus the typical seven. While a full application process was not conducted, staff chose to open a limited CDBG Housing application for affordable housing rehabilitation and acquisition projects. This was done to ensure an adequate pool of viable projects after many year one projects suffered delays caused by COVID-19.

CDBG and HOME funding requests for Fiscal Year 2021-22 exceeded the anticipated funding available from HUD. The expected entitlement from HUD for Marin County is estimated to be just under \$2.4 million as compared to over \$3.4 million in funding requests received from 28 applications covering both CDBG and HOME programs. Unfortunately, due to the gap in resources, difficult choices were made, and many valuable projects did not receive funding or received less funding than requested for this cycle.

The local Planning Area and PSC meetings provide an opportunity for community members, funding applicants, and decision makers to hear from each other and discuss the merits of specific proposals. Due to COVID-19 these meetings were held

virtually in order to facilitate public comment of organizations and individuals advocating for projects and providing input on the 2021 Annual Action Plan.

Recommended Funding

Following the PSC meeting staff received a request from San Rafael Rotary Manor to change the scope of their project which received a funding recommendation from the San Rafael Planning Area. Due to elevated health and safety concerns, San Rafael Rotary Manor determined it necessary to begin the proposed project earlier than funds could be made available. Given the many rehabilitation needs at the senior affordable housing project, and to honor the recommendation made, staff request your Board approve these recommended funds be applied to another CDBG eligible project at the San Rafael Rotary Manor, to be determined in consultation with the project sponsor.

Included in this years recommendations is a considerably large amount of program income received from the sale of a CDBG funded property in San Quentin Village totalling \$476,896. Whenever possible, staff prioritize reallocating program income in the planning area the funds originated from to ensure continuity and equity across planning areas. To this end, the PSC has recommended these funds be allocated to a project placeholder identified as the San Quentin Surplus Public Land Project. The San Quentin Surplus Public Land Project is development of affordable and market rate housing under consideration on surplus state-owned land across from San Quentin Prison. Given this rare occasion that a housing project comes up in the San Quentin area, staff recommend holding these funds in the placeholder project until the 2022-24 application cycle opens and the nonprofit developer can apply for funding.

The funding recommendations before your Board are consistent with the considerations and direction from the Novato and San Rafael City Councils as well as the PSC.

For the 2021-22 funding period, the PSC recommends a funding package that includes administration and support for 24 CDBG projects with \$2,103,054 in combined new entitlement funds, reprogrammed funds, and program income; and administration and support for two HOME projects with \$981,109 in combined new entitlement funds, reprogrammed funds, and program income.

FISCAL/STAFFING IMPACT:

The 2021 Annual Action Plan has no impact on the General Fund and net County costs. CDBG and HOME grants will be held in HUD Fund 2970 and Fund 2770, respectively, Program 5130 CDA Federal Grants until the 2021-22 fiscal year begins, at which time the funds will be transferred to Org Code 29755132 (HUD CDBG Program), and Org Code 27755133 (HUD HOME Program).

For all funding recommendations approved as part of the 2021 Annual Action Plan public hearing, contract approval for commitments of \$50,000 or less, shall be delegated to the County Administrator, or their designee. This is consistent with approval authority for Professional Services as described in the Countywide Procurement Manual, effective February 2018.

REVIEWED BY:

- | | |
|--|---|
| <input checked="" type="checkbox"/> County Administrator | <input type="checkbox"/> N/A |
| <input type="checkbox"/> Department of Finance | <input checked="" type="checkbox"/> N/A |
| <input type="checkbox"/> County Counsel | <input checked="" type="checkbox"/> N/A |
| <input type="checkbox"/> Human Resources | <input checked="" type="checkbox"/> N/A |

Respectfully submitted,

Molly Kron
Planner

Leelee Thomas
Planning Manager

ATTACHMENTS:

1. Resolution approving the 2021 Annual Action Plan amending the 2020-24 Consolidated Plan.
2. Draft 2021 Annual Action Plan.
3. CDBG and HOME Requests and Recommendations for all Planning Areas.
4. Additional guiding principles for funding recommendations.
5. Local Policies and Procedures:
 - i. The Local Standard for Affordable Rents.
 - ii. The Civil Rights Policy.
 - iii. The Residential Antidisplacement and Relocation Assistance Plan.
 - iv. Notice of Nondiscrimination Policy.

RESOLUTION NO. 2021-_____
RESOLUTION OF THE MARIN COUNTY BOARD OF SUPERVISORS
AUTHORIZING SUBMISSION OF THE 2021-22 ANNUAL ACTION PLAN AMENDING THE 2020-24
CONSOLIDATED PLAN FOR THE USE OF COMMUNITY DEVELOPMENT BLOCK GRANT
PROGRAM AND HOME INVESTMENT PARTNERSHIPS PROGRAM FUNDS

WHEREAS, the Board of Supervisors of the County of Marin, in cooperation with eleven cities in the County, has adopted a community development strategy establishing three interjurisdictional Community Development Block Grant (CDBG) citizen participation/planning areas, allocating a portion of Federal Fiscal Year 2021 (2021-22 local program year) CDBG funding to the planning areas; and

WHEREAS, one community meeting and three local public hearings were held to elicit public response and program ideas; and

WHEREAS, the Countywide Priority Setting Committee, the countywide citizen participation body for the CDBG Program and the HOME Investment Partnerships Program (HOME), conducted a public hearing on April 1, 2021 to solicit public testimony on community development objectives and the projected use of CDBG and HOME funds, and to make funding recommendations to be forwarded to the Board of Supervisors of the County of Marin; and

WHEREAS, a notice of availability of the draft 2021-22 Annual Action Plan, including the proposed CDBG and HOME Fiscal Year 2021 budgets, was published on April 4, 2021 in the Marin Independent Journal, a newspaper of general circulation; and

WHEREAS, the Board of Supervisors of the County of Marin conducted a public hearing on May 4, 2021, to hear public testimony and consider in full the draft 2021 Annual Action Plan and associated documents; and

WHEREAS, the Board of Supervisors of the County of Marin has certified that the Community Development Program has been developed with citizen input and gives maximum feasible priority to activities which will principally benefit low- or moderate-income persons.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Supervisors of the County of Marin hereby authorizes County staff to sign and submit the 2021 Annual Action Plan, including the required Certifications and associated documents, to the United States Department of Housing and Urban Development, and authorizes staff to act in connection with the submission of the 2021 Annual Action Plan and to provide such additional information and non-substantial budget adjustments as may be required.

PASSED AND ADOPTED at a regular meeting of the Board of Supervisors of the County of Marin held on this 4th day of May, 2021, by the following vote:

AYES: SUPERVISORS

NOES:

ABSENT:

PRESIDENT, BOARD OF SUPERVISORS

ATTEST:

DEPUTY CLERK

County of Marin

2021 Annual Action Plan



Prepared by
Marin County Community Development Agency
Housing & Federal Grants Division

Draft May 4, 2021

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Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The Office of Community Planning and Development (CPD) of the U.S. Department of Housing and Urban Development (HUD) requires that all jurisdictions entitled to receive funding under the Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with Aids (HOPWA) programs develop a Consolidated Plan for community development no less than every five years, and an Action Plan every year. Marin County's current Consolidated Plan is a five-year strategic plan that covers the time period of July 1, 2020 through June 30, 2025. The two federal grant programs included in this plan are 1) the Community Development Block Grant program and 2) the HOME Investment Partnerships program. Developing the plan is a collaborative process that relies on community input and provides an opportunity for strategic planning to ensure that actions taken at the local level are coordinated and comprehensively address priority housing and community development needs. The Action Plan is required annually to provide specific information on how the funds awarded will be used to meet the priority needs identified in the Consolidated Plan, and annual evaluation and performance reports are prepared to track progress and measure accomplishments.

The 2021 Annual Action Plan, serves as Marin County's application for CDBG and HOME funds for Fiscal Year 2021 (July 1, 2021 – June 30, 2022). The Annual Action Plan addresses the goals established in the 2020-24 Consolidated Plan and represents the annual implementation plan for the second year of the Plan. The Action Plan addresses ways the County intends to meet its community development and affordable housing goals and discusses specific programs and projects that have been recommended for funding for the 2021-22 program year with CDBG and HOME funds. The Housing and Federal Grants Division (HFGD) of the Marin County Community Development Agency (CDA) is the lead agency responsible for the submission of the Annual Action Plan to HUD.

Participation by the community, nonprofit organizations, and input by local public entities enriched the planning process for the Consolidated Plan and allowed the County to identify strategies for investments to support individuals, families, and communities countywide. The 2021 Annual Action Plan identifies current projects addressing priorities and strategies stated in the Consolidated Plan. All the proposed projects and activities are intended to benefit residents of Marin county who have extremely low, low, and moderate-incomes, and populations that have special needs, and members of protected classes which include race, color, national origin, religion, sex, familial status, and disability.

2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview

The County aims to address the following identified goals for the planning period:

- Create and preserve housing affordability, accessibility, and quality – Invest in the acquisition, new construction, and rehabilitation of rental and homeownership opportunities and assist first-time homeowners with down payment assistance to preserve housing affordability, stabilize residents at risk of involuntary displacement, and promote equitable access to housing options.
- Assist populations with special needs – Invest in activities that help persons with special needs to access needed supportive services, facilities, and provide affordable and accessible housing.
- Enhanced community and public facilities and spaces – Invest in rehabilitating and enhancing community facilities and public spaces in low-income neighborhoods and community facilities serving low-income residents including homeless populations.
- Services to foster security and economic advancement – Invest in public services that support low-income communities including basic health services; children, youth, and parent support services; domestic violence services; economic development assistance for business including microenterprise; education and job training; food security; housing support services; legal services; senior services; and subsistence payments.

3. Evaluation of past performance

In general, the community development and affordable housing activities that were implemented during the previous Consolidated Plan time period served the identified needs. The five-year performance measures matrix and the one-year annual performance measures matrix in the County's Consolidated Annual Performance and Evaluation Reports (CAPERs) show how the County performed against the goals that were set in the five-year strategic plan and the one-year action plan. The comparison of accomplishment data to goals indicate that the Consolidated Plan activities made a positive impact on the identified needs.

Marin County has funded a variety of programs and activities with HUD block grants and continues to work to address the greatest housing, community and economic development needs in the county. However, due to the complexity and extent of needs in relation to the limited resources available, these needs persist. Marin intends to continue funding programs and activities that make progress in ensuring safe, accessible, affordable housing and move residents towards economic security.

The COVID-19 pandemic has created challenges for the County to implement the 2020 Annual Action Plan. Due to the Shelter-in-place orders that began in March of 2020 and remain in place, all of the capital and housing projects have faced delays and increased project costs. In addition, public services providers have completely reconfigured their service delivery models and worked to address increased demand for services.

4. Summary of citizen participation process and consultation process

Marin County is committed to making local government open, accessible, and responsive to its residents. To this end, Marin County consulted with community members, nonprofit housing and service providers, advocacy groups, government and industry representatives to discuss housing

and community development needs. Avenues for engagement included community meetings, workshops, and public hearings.

The Annual Action Plan approval process consisted of one workshop, two public hearings conducted by cooperating jurisdictions, and two public hearings conducted by the County. All meetings were noticed according to the County's Citizen Participation Plan requirements. Materials for all County led meetings were available in English, Spanish, and Vietnamese. In addition, the final public hearing where the Annual Action Plan was presented to the County Board of Supervisors was simulcast in Spanish. Due to COVID-19, all public hearings were conducted virtually. The transition to virtual hearings has limited the ability for staff to accurately track the number of participants participating in hearings. The confirmed number of participants is 40.

In addition to the Annual Action Plan outreach, the County of Marin continues efforts to develop an Assessment of Fair Housing, which include considerable community engagement in the form of virtual one-on-one meetings, community meetings hosted by community-based organizations and coalitions, and County led public hearings, steering committee, and community advisory group meetings.

5. Summary of public comments

Public comment regarding the Annual Action Plan was generally favorable with applicants expressing gratitude for funding recommendations. The following is a summary of comments from Countywide Priority Setting Committee and members of the community at the hearings:

- Support of the considerable work done to address the challenges facing the community due to COVID-19.
- Support of the strategies and goals identified in the Plan.
- Support for prioritizing projects serving the protected classes and low-income residents.
- Concern regarding the lasting impacts of COVID-19 on the County's most vulnerable populations.
- Discussion regarding the necessary and challenging work of making Marin a more equitable and desirable place for communities of color to call home.
- Discussion regarding the inability to support projects due to the limited amount of funding available and increased demand due to added affirmative marketing outreach of the federal grants program.

No written comments were received pertaining to the draft Annual Action Plan.

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

All comments were accepted during this process.

7. Summary

See above.

The Process

PR-05 Lead & Responsible Agencies 24 CFR 91.200(b)

1. Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source

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

Agency Role	Name	Department/Agency
Lead Agency	MARIN COUNTY	
CDBG Administrator	MARIN COUNTY	Community Development Agency, Federal Grants
HOME Administrator	MARIN COUNTY	Community Development Agency, Federal Grants
ESG Administrator		

Table 1 – Responsible Agencies

Narrative

N/A

Consolidated Plan Public Contact Information

Leelee Thomas, Planning Manager – lthomas@marincounty.org

Molly Kron, Planner – mkron@marincounty.org

Jillian Zeiger, Planner – jzeiger@marincounty.org

Genevieve Hahn Kerr, Budget and Grants Analyst – ghahnkerr@marincounty.org

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

1. Introduction

Consultation for the Annual Action Plan occurred over a nine (9) month period that included hosting and participating in virtual workshops and community meetings with service providers, local government officials, and citizens. Marin County has committed itself to citizen engagement and conducted a wide variety of outreach and consultation throughout the County to ensure that citizens are informed of the County's federal grant monies.

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

In preparing the Annual Action Plan, the HFGD consulted with agencies and organizations that provide services to the community. These consultations were in addition to ongoing interactions between County departments and divisions, local Public Housing Authority, neighboring public agencies, and numerous nonprofit providers.

The County facilitates and participates in several committees and groups to extensively engage in strategy and planning discussions between public and assisted housing providers and private and governmental health, mental health, and service agencies. These forums allow public and nonprofit agencies to more effectively coordinate service programs, and include: the Homeless Policy Steering Committee, Youth Prevention Collaboration Steering Committee, Housing Acquisition Group, Fair Housing Advisory Committee, Fair Housing Steering Committee, Planning Directors Housing Working Group, Opening Doors Marin, Aging Action Initiative, Green and Healthy Homes, Alcohol and Drug Advisory Board, Marin County Mental Health Board, Mental Health Services Act Advisory Committee, Healthy Marin Partnership, and the Community Health Improvement Plan Steering Committee, among others.

In addition, the County’s Emergency Operation Center (EOC) has been in operation since March of 2020 because of COVID-19. The EOC has led a multidisciplinary collaboration of government, nonprofit, and for-profit partners from all sectors to address the health, economic, and housing needs of the community due to the pandemic.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness (Additional information being supplied by H&HS)

The County of Marin’s Health and Human Services Department (H&HS) plays the pivotal role of coordinating and implementing the Continuum of Care (CoC) and its efforts to prevent and eliminate homelessness. This work is overseen by the Homeless Policy Steering Committee (HSPC), which is the governing body of the Marin CoC and includes members representing homeless services and housing providers, faith-groups, veterans services, mental health, nonprofit social services providers, services users, city officials and county representatives, and other stakeholders who have a role in preventing and ending homelessness. The HPSC develops long-term strategic plans and facilitates year-round efforts to identify the needs of homeless individuals and families in Marin. The core responsibilities include:

- Involving key local stakeholders in establishing a community-wide response to the complex problem of homelessness.
- Analyzing relevant data to identify the most effective mix of homeless services and housing for Marin.
- Setting priorities for programs and designing evaluation processes.

- Providing final approval for the Marin Continuum of Care application submission to the Department of Housing and Urban Development.
- Overseeing implementation of the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH) at a local level.
- Oversight of the CoC's Homeless Management Information System (HMIS)
- Monitoring implementation of the CoC's 10 Year Plan

The Marin CoC provides a full continuum of housing services to homeless persons including outreach and engagement, emergency and transitional shelter, rapid re-housing, and permanent supportive housing.

In past years housing and service providers focused on efforts toward prevention of homelessness because of the perceived cost-effectiveness of this approach. However, there has been a shift nationally towards prioritizing resources to get people off of the streets and into housing. In 2017, the County along with other local public agencies and service providers adopted a series of new strategies for ending chronic homelessness including Coordinated Entry, Homeless Outreach Team, Housing First, and Whole Person Care. The vision behind these strategies is to build a sustainable, evidence-based, outcomes-focused coordinated system of care to efficiently and effectively house and serve Marin's most vulnerable communities. As of March 2020, Marin CoC reports that 190 individuals have been housed since the launch of these strategies.

In 2020-21, these collaboration efforts were expanded to address increasing need during the pandemic. HFGD staff partnered extensively with EOD, HHS, and the Department of Public Works to implement Rental Assistance (approximately \$21 million is assistance for residents who were unable to pay rent due to COVID-19), Roomkey (non-congregate shelter options for people experiencing homelessness or recovering from COVID-19), and Homekey programs (purchase and rehabilitation of a motel and vacant commercial building, for conversion to permanent supportive housing for homeless).

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

The County of Marin does not receive Emergency Solutions Grants (ESG) program funding from the U.S. Department of Housing and Urban Development (HUD). Marin Continuum of Care providers receive noncompetitive funding through the ESG Balance of State process, and participate in the ESG Balance of State regional competition for competitive funding. Marin Continuum of Care develops local performance standards in alignment with criteria outlined in the ESG Balance of State NOFA, evaluates applicant performance according to these standards, and recommends applicants to the ESG Balance of State process. CoC providers are awarded ESG Balance of State funding through grant agreements administered by the Department of Housing and Community Development.

Housing and Federal Grants Division staff sit on the CoC oversight committee to provide better coordination between the two processes.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities. (Additional information being supplied by Social Equity Program and Policy Coordinator)

Adopt A Family
Aging Action Initiative
Artworks Downtown
Bayside MLK School
Bolinas Community Land Trust
Bridge Housing
Bridge the Gap
Buckelew Programs
Canal Alliance
Center for Domestic Peace
City of Belvedere
City of Fairfax
City of Novato
City of San Rafael
Coastal Health Alliance
Commission on Aging
Community Action Marin
Community Land Trust Association of Marin
County of Marin Staff
EAH Housing
Eden Housing
Empowerment Clubhouse
Fair Housing Advocates of Northern California
Fairfax San Anselmo Children's Center
Family and Children Law Center
First 5 Marin
Galilee Harbor
Golden Gate Village Resident Council
Habitat for Humanity Greater San Francisco, Inc.
Hannah Project Partnership for Academic Achievement
Homeward Bound of Marin
ISOJI
Legal Aid of Marin
Marin Asian Advocacy Project
Marin Center for Independent Living
Marin Childcare Commission
Marin Childcare Council
Marin City Community Development Corporation
Marin City Community Services District
Marin City Health & Wellness Center
Marin Community Foundation

Marin County Administrators Office
Marin County Board of Supervisors
Marin County Council of Mayors & Councilmembers
Marin County Employment and Training Division
Marin County Homeless Team
Marin County Whole Person Care
Marin Health and Human Services Division
Marin Horizon Community School
Marin Housing Authority
Marin Organizing Committee
North Bay Children's Center
North Marin Community Services
Performing Stars of Marin
Petaluma Health Center
Pickleweed Preschool
Ritter Center
RotaCare Bay Area
San Geronimo Valley Affordable Housing Association
San Geronimo Valley Community Center
San Rafael Rotary Manor
St Vincent de Paul
Tomales Town Hall
Town of Fairfax
Town of San Anselmo
West Marin Collaborative
West Marin Community Land Trust
West Marin Community Services
Vivalon (formerly Whistlestop)

Table 2 – Agencies, groups, organizations who participated.

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

The County made an effort to contact and consult with a wide variety of agency types and partnering organizations interested in affordable housing, homelessness, persons with special needs, and community/economic development. No agencies were intentionally excluded from consultation. However, due to COVID-19 and the Shelter-in-Place orders the County’s ability to engage and consult was reduced dramatically.

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

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Analysis of Impediments to Fair Housing Choice	Marin County Community Development Agency	Both address housing and service issues in the County for members of the protected classes. Findings directly inform broader goals of the Consolidated Plan and prioritization of funding.
Continuum of Care Strategic Plan	Marin County Health and Human Services	Both address housing and service issues in the County
Housing Element	Marin County Community Development Agency	Both address housing issues in the County
General Plan	Marin County Community Development Agency	Both address housing and development issues
Draft 2021-2025 Agency Plan	Housing Authority of the County of Marin	Both address housing issues in the County

Table 3 – Other planning efforts.

Narrative (optional):

N/A

AP-12 Participation – 91.105, 91.200(c)

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

The initial public meeting for the 2021 Annual Action Plan was held on February 18, 2021 with the Countywide Priority Setting Committee, which is comprised of community members representing protected classes and city, town, and County elected officials representing the entire county. At this meeting the committee conducted an application workshop where funding applications were reviewed and discussed with members of the public and project sponsors. Next, three local planning area public hearings were held on March 15, March 23, and April 1, 2021 to elicit public comment and make decisions about the use of CDBG and HOME funds. Finally, the Board of Supervisors held a public hearing to receive public comment and adopt the final Annual Action Plan and funding recommendations for submission to HUD on May 4, 2021. Public comments were received regarding the Annual Action Plan, funding amounts, funding trends, prioritization of funds for members of the protected classes, and eligibility for CDBG/HOME funded projects.

Formal notice of the 30-day comment period for the Annual Action Plan was published in the Marin Independent Journal on April 4, 2021. The comment period began on April 4, 2021 and concluded on May 5, 2021.

Funding Application Outreach –

On January 13 staff informed the Housing Acquisitions working group of funding availability. Between January 25 and February 1 personalized communications were sent to affordable housing developers. On February 5, 2021 staff presented at the virtual ISOJI community meeting. These were all intended to inform the public and prospective applicants about the opportunity to apply for funding, elicit project ideas, and to discuss eligibility requirements.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons
1	Public Meeting/ Application Workshop	Non-targeted/broad community	On 2/18/2021 the County held a workshop to review applications, hear from applicants, and provide staff with direction on recommendations. 26 community members attended.	Comments consisted of project eligibility, total funding available, and process for allocating funds.	N/A

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons
2	Public Hearing	Non-targeted/broad community	On 3/15/2021 and 3/23/2021 Cooperating Jurisdiction's reviewed Annual Action Plan goals and funding recommendations during public City Council hearings. Due to COVID-19 the meetings were held virtually, and it is unknown the number of community members who attended.	Comments were made in support of the strategies, goals, and funding recommendations. Consensus was reached on recommending funds to meet local and national priorities.	N/A
3	Public Hearing	Non-targeted/broad community	County held a session finalizing the Annual Action Plan goals and funding recommendations at the Countywide Priority Setting Committee meeting on 4/1/2021. Due to COVID-19 the meeting was held virtually, and 14 community members attended.	Comments were made in support of the strategies, goals, and funding recommendations proposed. It was highlighted that the need for funds is much greater than funds available and valuable projects are left unfunded. Consensus was reached on recommending funds to meet local and national priorities.	N/A

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons
4	Public Hearing	<p>Non-English Speaking - Specify other language: Spanish</p> <p>Non-targeted/broad community</p>	<p>County held a public hearing approving the Annual Action Plan on 5/4/2021. Due to COVID-19 the meeting was held virtually, and it is unknown how many community members attended.</p>	<p>Comments were made in support of the strategies, goals, and funding recommendations proposed. It was highlighted that the need for funds is much greater than funds available and valuable projects are left unfunded. Consensus was reached on recommending funds to meet local and national priorities.</p>	N/A
5	Listserv Digital Outreach	<p>Non-English Speaking - Specify other language: Spanish and Vietnamese</p> <p>Non-targeted/broad community</p>	<p>Staff sent emails to the Federal Grants listserv with 825 subscribers on 1/22/2021, 1/25/2021, 2/5/2021, 2/13/2021, 3/23/2021, and 4/27/2021 regarding public hearings and funding applications.</p>	N/A	N/A

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons
6	Newspaper Ad	Non-targeted/broad community	County published notices in the Marin Independent Journal announcing the funding application and public hearings on 1/25/2021. County published notice in the Marin Independent Journal announcing the draft Annual Action Plan was available for public review on 4/4/2021.	N/A	N/A

Table 4 – Citizen Participation Outreach

Annual Action Plan

AP-15 Expected Resources – 91.220(c)(1,2)

Introduction

The expected amount available Year 2 for CDBG and HOME assumes 2021-22 funding levels as of March 2021. CDBG Program Income is comprised of actual amounts that were received in 2019-20 and 2020-21 and were not included in the 2020-21 Annual Action Plan allocations. The total of CDBG Program Income reflects the actual amount received (no deductions were made for Public Services allowed from the Program Income received in 2020-21). The Program Income for HOME represents the actual amounts received in 2020-21, less 10% allowed for Administration and Planning. The amount of HOME Program Income is included in the 2021-22 Annual Action Plan.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 2				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	Public-Federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,597,998	499,462	5,593	2,103,053	4,431,447	Includes the expected 2021 CDBG entitlement as of March 2021; 2019 and 2020 actual program income not included in 2020 AAP; assumes level CDBG funding for all years; and assumes \$39,000 of Program Income for all years.
HOME	Public-Federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership	800,856	80,253	100,000	981,109	2,251,119	Includes the expected 2021 HOME entitlement as of March 2021; 2020 actual program income; assumes level HOME funding in all years; and assumes \$0 HOME Program Income for all years.

Table 5 - Expected Resources – Priority Table

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

The County leverages local, State, and Federal funds in order to support the acquisition, rehabilitation, and new construction of affordable housing and to offer rental assistance to lower income households. Historically, these funds are leveraged by funds from a number of sources, including local County Housing Trust funds, philanthropy, private investments, State housing funds, including the cap and trade funds, and other programs. These funds come to the developments and programs in several ways, through grants, low interest loans, and other investments/program support.

The County will meet the match requirement through its existing excess match log and on a case-by-case basis. The County generally requires each project to provide the 25% match. Match is often achieved through project investments by the Marin Community Foundation.

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

During the Housing Element process, County owned land was evaluated and vetted for possible affordable housing development. Most of the publicly owned land in Marin County is protected as parkland or designated open space, which is typically in remote areas and does not have sewer or water utilities available. However, the County is evaluating County owned properties including the property on Los Gamos Way in San Rafael.

In addition, as of 2021 the State of California is considering the development of affordable and market rate housing on surplus state-owned land across from San Quentin Prison in Unincorporated Marin County. This project is a direct result of 2019 actions by the California State Legislature and the California State Governor to significantly expand the Surplus Lands Act requirements for local agencies in an effort to achieve more affordable housing on surplus properties. The California Department of Housing and Community Development (HCD) identified approximately 100 state-owned sites for potential affordable housing development statewide. This site is one of three potentially suitable sites identified by County staff within unincorporated Marin County (018-152-12, 018-154-15, and 052-041-27). Two sites are owned by the State Department of Corrections and Rehabilitation and one site is owned by Caltrans.

Discussion

N/A

AP-20 Annual Goals and Objectives

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Create and preserve housing affordability, accessibility, and quality	2021	2022	Affordable Housing	Countywide Areas with High-Need Populations; Countywide areas of opportunity	Affordable Housing; Equity and Access to Opportunities	CDBG: \$1,393,054 HOME: \$402,631	Rental units constructed – 267 Units Rental units rehabilitated – 194 Units Homeowner Housing Rehabilitated – 14 Units
2	Assist populations with special needs	2021	2022	Affordable Housing; Homeless; Non-Homeless Special Needs	Communities of Minority Concentration; Countywide Areas with High-Need Populations; Countywide areas of opportunity	Affordable Housing; Emergency Shelter and Transitional Housing for Homeless; Equity and Access to Opportunities; Services to Stabilize Low-Income Populations	HOME: \$578,478	Rental units constructed – 50 Units

3	Enhanced community and public facilities and spaces	2021	2022	Non-Housing Community Development	Communities of Minority Concentration; Countywide Areas with High-Need Populations; Countywide areas of opportunity	Emergency Shelter and Transitional Housing for Homeless; Community and Public Facilities and Spaces; Equity and Access to Opportunities;	CDBG: \$408,920	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit – 16,385 Individuals
4	Services to foster security and economic advancement	2021	2022	Non-Housing Community Development	Communities of Minority Concentration; Countywide Areas with High-Need Populations; Countywide areas of opportunity	Equity and Access to Opportunities; Services to Stabilize Low-Income Populations	CDBG: \$301,080	Public service activities other than Low/Moderate Income Housing Benefit – 2,144 Individuals Public service activities for Low/Moderate Income Housing Benefit – 565 Households

Table 6 – Goals Summary

Goal Descriptions

1	Goal Name	Create and preserve housing affordability, accessibility, and quality
	Goal Description	Invest in the acquisition, new construction, and rehabilitation of rental and homeownership opportunities and assist first-time homeowners with down payment assistance to preserve housing affordability, stabilize residents at risk of involuntary displacement, and promote equitable access to housing options.
2	Goal Name	Assist populations with special needs
	Goal Description	Invest in activities that help persons with special needs to access needed supportive services, facilities, and provide affordable and accessible housing.
3	Goal Name	Enhance community and public facilities and spaces
	Goal Description	Invest in rehabilitating and enhancing community facilities and public spaces in low-income neighborhoods and community facilities serving low-income residents including homeless populations.

4	Goal Name	Services to foster security and economic advancement
	Goal Description	Invest in public services that support low-income communities including basic health services; children, youth, and parent support services; domestic violence services; economic development assistance for business including microenterprise; education and job training; food security; housing support services; legal services; microenterprise business support services; and senior services; and subsistence payments

Table 7 – Goals Description

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)

Roughly 117 families will benefit from affordable housing through investments from HOME.

AP-35 Projects – 91.220(d)

Introduction

A summary of the eligible programs or activities, also called projects, that will take place during the program year to address the Priority needs and specific objectives identified in the Strategic Plan.

Projects

#	Project Name
1	Rental Housing – New Construction
2	Rental Housing – Rehabilitation
3	Homeowner Housing – Rehabilitation
4	Community and Public Facility Improvements
5	Basic Health Services
6	Children, Youth, and Parent Support Services
7	Housing Support Services
8	Administration

Table 8 – Project Information

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

Priority is assigned based on the level of need that is demonstrated by the data that has been collected during the preparation of the Consolidated Plan, specifically in the Needs Assessment and Market Analysis; the information gathered during community engagement and the citizen participation process; and the availability of resources to address these needs. One of the primary obstacles to meeting underserved needs of residents is the availability of funding. The Countywide Priority Setting Committee established priorities for projects which affirmatively further fair housing and serve members of protected classes. In addition, public service funding priorities have been narrowed down to: Basic Health Services; Children, Youth, and Parent Support Services; and Housing Support Services.

AP-38 Project Summary

Project Summary Information

1	Project Name	Rental Housing – New Construction
	Target Area	Countywide Areas with High-Need Populations Countywide, Areas of Opportunity
	Goals Supported	Create and preserve housing affordability
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$610,424 HOME: \$892,998
	Description	Support acquisition, construction, and public infrastructure enhancements to serve new affordable housing units available for extremely low, very low, and low-income residents.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	317 low, very low, or extremely low-income households will be served.
	Location Description	New construction activities will take place in central San Rafael at 999 Third St., San Rafael, CA New construction activities will take place in southern Novato at 1385 N. Hamilton Parkway, Novato, CA Public infrastructure enhancements to support new housing will take place next to San Quentin Prison in unincorporated Marin County, CA
	Planned Activities	Vivalon Healthy Aging Campus (formerly Whistlestop) – CDBG & HOME, CHDO Allocation – \$120,128, NO – LMH, Presumed Benefit – Y, Matrix Code – 01, Units – 67 Homeward Bound of Marin Veteran and Workforce Housing – HOME, Presumed Benefit – N, Matrix Code – 12, Units – 50 San Quentin Surplus Land Project - NO – LMH, Presumed Benefit – N, Matrix Code – 03J, Units – 200

2	Project Name	Rental Housing – Rehabilitation
	Target Area	Countywide, Areas with High-Need Populations Countywide, Areas of Opportunity
	Goals Supported	Affordable Housing Assist populations with special needs
	Needs Addressed	Affordable Housing Equity and Access to Opportunities
	Funding	CDBG: \$343,890
	Description	Support the rehabilitation and improved accessibility of rental housing units for extremely low, very low, and low-income residents. Funding will support renovation of exterior facades, repair and replacement of roofing, installation of gutters, revitalize units, replace carpeting, improve accessibility, improve building security for residents, and upgrade electrical and hot water systems, install a new manager’s office, and enhance common areas to meet current code standards and improve resident life, weatherize units, and improve energy efficiency.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	194 low, very low, or extremely low-income households will be served.
	Location Description	Rehabilitation and accessibilities activities will take place around the County. Other rehabilitation activities will take place at the following sites: 20 Wharf Road, Bolinas, CA; 21 Calle del Embarcadero, Stinson Beach, CA; 7, 11, 15 Sage Lane, San Geronimo, CA; 1821 Fifth Avenue, San Rafael, CA; and 40 Camino Alto, Mill Valley, CA.

	Planned Activities	<p>Bolinas Community Land Trust: NO - LMH, Presumed Benefit – N, Matrix Code - 14B, Units - 7</p> <p>BRIDGE Housing + EAH Housing: NO – LMH, Presumed Benefit- N, Matrix Code 14B, Units – 60</p> <p>Community Land Trust Association of West Marin: NO - LMH, Presumed Benefit – N, Matrix Code - 14B, Units - 8</p> <p>San Geronimo Valley Affordable Housing Association: NO – LMH, Presumed Benefit – Y, Matrix Code - 14B, Units - 3</p> <p>San Rafael Rotary Manor: NO - LMH, Presumed Benefit – Y, Matrix Code - 14B, Units - 97</p> <p>The Redwoods: NO – LMH, Presumed Benefit – Y, Matrix Code - 14B, Units - 19</p>
3	Project Name	Homeowner Housing – Rehabilitation
	Target Area	Countywide, Areas with High-Need Populations
	Goals Supported	<p>Create and preserve housing affordability, accessibility, and quality</p> <p>Assist populations with special needs</p>
	Needs Addressed	<p>Affordable Housing</p> <p>Equity and Access to Opportunities</p>
	Funding	CDBG: \$231,000
	Description	Support the provision of rehabilitation loans to low, very low, and extremely low-income homeowners in Marin County. Loans are available to owner-occupants of single-family homes, condominiums, floating homes docked in approved berths, mobile homes located within a mobile home park, and non-profit group homes serving special populations. Funding will support the completion of urgent home repairs, correcting substandard housing conditions, eliminating health and safety hazards, and legalizing and/or creating second units within an existing house where permitted by local ordinance.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	14 low, very low, and extremely low-income homeowners will benefit for housing improvements and added accessibility.
	Location Description	Rehabilitation loans are provided throughout the County of Marin and administered from 4020 Civic Center Drive, San Rafael, CA.

	Planned Activities	Marin Housing Authority: NO – LMH, Presumed Benefit – N, Matrix Code - 14A & 14B, 14 Units Rehabilitated for low/mod-income affordable housing
4	Project Name	Community and Public Facility Improvements
	Target Area	Communities of Minority Concentration Countywide, Areas with High-Need Populations
	Goals Supported	Enhanced community and public facilities and spaces
	Needs Addressed	Community and Public Facilities and Spaces Equity and Access to Opportunities
	Funding	CDBG: \$345,000
	Description	Support the revitalization and expansion of a childcare facility, rehabilitate the gym floor of a childcare facility, rehabilitate the exterior of a community services and recreation facility serving one of Marin's most economically disadvantaged and rationally and ethnically diverse communities, and support improvements to flood pump stations in one of Marin's most economically disadvantaged and rationally and ethnically diverse communities.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 16,385 individuals across all communities will benefit from access to the enhanced facilities.
	Location Description	The projects are located at 630 Drake Avenue Marin City, CA; 932 C Street, Novato CA; 680 Wilson Avenue, Novato, CA; and various pump station sites in the Canal Neighborhood of San Rafael, CA administered from 111 Morphew St, San Rafael, CA.

	Planned Activities	<p>Marin City Community Services District NO – LMA, Presumed Benefit – N, Matrix Code – 03E, 3,173 low/mod-income persons to benefit</p> <p>North Bay Children's Center NO – LMC, Presumed Benefit – N, Matrix Code – 03M, 150 low/mod-income persons to benefit</p> <p>North Marin Community Services NO – LMC, Presumed Benefit – N, Matrix Code – 03M, 755 low/mod-income persons to benefit</p> <p>City of San Rafael Department of Public Works NO – LMA, Presumed Benefit – N, Matrix Code – 03I, 12,307 low/mod-income persons to benefit</p>
5	Project Name	Basic Health Services
	Target Area	Countywide, Areas with High-Need Populations
	Goals Supported	Services to foster security and economic advancement
	Needs Addressed	Equity and Access to Opportunities Services to Stabilize Low-Income Populations
	Funding	CDBG: \$30,000
	Description	Support the provision of prescription medications and nutritional support.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 1,600 low, very low, and extremely low-income individuals will receive services associated with the provision of basic health services.
	Location Description	Services are provided at 1033 Third Street, San Rafael, CA and 6350 Sir Francis Drake Blvd. San Geronimo, CA.
	Planned Activities	<p>RotaCare Bay Area NO – LMC, Presumed Benefit – N, Matrix Code – 05M, 600 low/mod-income persons to benefit</p> <p>San Geronimo Valley Community Center NO – LMC, Presumed Benefit – N, Matrix Code – 05W, 1,000 low/mod-income persons to benefit</p>

6	Project Name	Children, Youth, and Parent Support Services
	Target Area	Communities of Minority Concentration Countywide, Areas with High-Need Populations Countywide, Areas of Opportunity
	Goals Supported	Services to foster security and economic advancement
	Needs Addressed	Equity and Access to Opportunities Services to Stabilize Low-Income Populations
	Funding	CDBG: \$111,500
	Description	Support the provision of domestic violence legal services for families, academic enrichment and afterschool programs, childcare; and transportation services.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 494 low, very low, and extremely low-income individuals will receive services associated with the provision of child, youth and family services.
	Location Description	Services are provided throughout the County of Marin at 1401 Los Gamos Dr., Suite 200, San Rafael, CA; 825 Drake Avenue, Marin City, CA; 271 Drake Avenue, Marin City, CA; 932 C Street, Novato, CA; 680 Wilson Avenue, Novato, CA; 199 Porteous Avenue, Fairfax, CA; and 50 Canal Street, San Rafael, CA.

	Planned Activities	<p>Family & Children's Law Center NO – LMC, Presumed Benefit – Y, Matrix Code – 05C, 90 low/mod-income persons to benefit</p> <p>Hannah Project Partnership for Academic Achievement NO – LMC, Presumed Benefit – N, Matrix Code – 05D, 80 low/mod-income persons to benefit</p> <p>Performing Stars of Marin NO – LMC, Presumed Benefit – N, Matrix Code – 05D, 100 low/mod-income persons to benefit</p> <p>North Bay Children's Center, Inc. NO – LMC, Presumed Benefit – N, Matrix Code – 05L, 44 low/mod-income persons to benefit</p> <p>North Marin Community Services NO – LMC, Presumed Benefit – N, Matrix Code – 05L, 64 low/mod-income persons to benefit</p> <p>Fairfax-San Anselmo Children's Center (FSACC) NO – LMC, Presumed Benefit – N, Matrix Code – 05E, 60 low/mod-income persons to benefit</p> <p>City of San Rafael, Library And Recreation Department NO – LMC, Presumed Benefit – N, Matrix Code – 05L, 56 low/mod-income persons to benefit</p>
7	Project Name	Housing Support Services
	Target Area	<p>Communities of Minority Concentration</p> <p>Countywide, Areas with High-Need Populations</p> <p>Countywide, Areas of Opportunity</p>
	Goals Supported	Services to foster security and economic advancement
	Needs Addressed	<p>Equity and Access to Opportunities</p> <p>Services to Stabilize Low-Income Populations</p>
	Funding	CDBG: \$111,640
	Description	Support the provision of home and roommate matches, comprehensive fair housing services by a HUD-certified Housing Counseling Agency, and eviction legal services.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	565 low, very low, and extremely low-income households will receive housing support services.

	Location Description	Services are provided throughout the County of Marin and administered from 851 Irwin St. Ste 200G, San Rafael, CA; 1314 Lincoln Avenue, Suite A, San Rafael, CA; and 1401 Los Gamos Drive, Suite 101, San Rafael CA.
	Planned Activities	Covia Foundation NO – LMC, Presumed Benefit – N, Matrix Code – 05X, 15 low/mod-income households to benefit Fair Housing Advocates of Northern California NO – LMC, Presumed Benefit – N, Matrix Code – 05J, 250 low/mod-income households to benefit Legal Aid of Marin NO – LMC, Presumed Benefit – N, Matrix Code – 05C, 300 low/mod-income households to benefit
8	Project Name	Administration
	Target Area	Communities of Minority Concentration Countywide, Areas with High-Need Populations Countywide, Areas of Opportunity
	Goals Supported	Create and preserve housing affordability, accessibility, and quality Assist populations with special needs Enhanced community and public facilities and spaces Services to foster security and economic advancement
	Needs Addressed	Affordable Housing Emergency Shelter and Transitional Housing for Homeless Community and Public Facilities and Spaces Equity and Access to Opportunities Services to Stabilize Low-Income Populations
	Funding	CDBG: \$319,600 HOME: \$88,111
	Description	2021-22 CDBG and HOME Program Administration.
	Target Date	6/30/2022

Estimate the number and type of families that will benefit from the proposed activities	<p>525 housing units will benefit from CDBG and HOME investments.</p> <p>16,385 low, very low, and extremely low-income individuals will benefit from community infrastructure improvements.</p> <p>2,094 low, very low, and extremely low-income individuals will receive services.</p> <p>565 low, very low, and extremely low-income households will benefit from housing support services.</p>
Location Description	The CDBG and HOME programs will be administered from County of Marin offices at 3501 Civic Center Drive, Suite 308, San Rafael, CA.
Planned Activities	2021-22 CDBG and HOME Program Administration.

Table 9 – Project Summary Information

AP-50 Geographic Distribution – 91.220(f)

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

Marin County has two (2) areas of low-income and Minority concentration, the Canal Neighborhood of San Rafael and the Marin City community of unincorporated Marin County. While the County makes an intentional effort to support community infrastructure and public service projects in these areas, it does not designate a specific funding amount for these communities. In addition, the County is prohibited from investing federal housing dollars in these communities as part of its Voluntary Compliance Agreement with HUD.

Federal funds are distributed in three planning areas:

1. Novato Planning Area (includes Novato, Ignacio, Bel Marin Keys, and Black Point).
2. San Rafael Planning Area (includes San Rafael, the Canal, Los Ranchitos, Lucas Valley, Marinwood, and Santa Venetia).
3. County Other Planning Area (includes Belvedere, Corte Madera, Fairfax, Greenbrae, Kentfield, Larkspur, Marin City, Mill Valley, Ross, San Anselmo, San Quentin, Sausalito, Strawberry, Tam Valley, Tiburon, Waldo Point and West Marin-encompassing the inland rural and coastal corridors).

Geographic Distribution -

Target Area	Percentage of Funds
Communities of Minority Concentration	11%
Countywide, Areas with High-Need Populations	61%
Countywide, Areas of Opportunity	28%

Table 10 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

The County contains within it two cities with populations exceeding 50,000 that have opted to be included in the CDBG Urban County rather than receiving funding directly from HUD as separate entitlement communities. Funds are distributed as described in the "discussion" section below and according to established HUD procedures.

Discussion

Planning areas make recommendations for the distribution of funds to the Priority Setting Committee and subsequently the Board of Supervisors for approval. Distribution is consistent with HUD guidelines and evaluation criteria developed by participating cities and the county, to ensure consistency and facilitate implementation of countywide goals.

After deduction of administrative expenses, planning areas make recommendations on the net

Community Development Block Grant urban county allocation which is sub-allocated to the planning areas according to the general distribution formula established by HUD based on the latest available countywide data on population, the extent of poverty, and the extent of housing overcrowding, with the provision that the extent of poverty be counted twice. However, a different distribution is hereby expressly authorized if and when necessary to comply with Title I of the Housing and Community Development Act of 1974, as amended.

AP-55 Affordable Housing – 91.220(g)

Introduction

Marin County offers varied and attractive residential environments due to its unique combination of natural beauty and proximity to San Francisco. Many of the housing problems that exist today, such as low vacancy rates, escalating housing prices and rents, and the overall demand for housing and pressure for growth, are a result of these attractive qualities.

Marin County will continue to place the highest priority on meeting the housing needs of extremely low and very low-income individuals and families, including families with children; other members of the protected classes; homeless persons and those at-risk of homelessness; and individuals with special needs, including elderly and disabled households throughout all areas of the county.

As a way to meet our affordable housing goals, Marin County will evaluate opportunities for both new construction and acquisition of existing market rate homes to preserve them as affordable. With whatever resources are available, Marin County will continue to leverage federal, state, and local funds, to support the acquisition, rehabilitation, preservation, and new construction of all types of housing and to offer rental assistance to lower income households.

The number of households served by affordable housing projects is highly dependent on the amount of funding made available by the federal and state governments, the availability of suitably zoned sites, and the initiative taken by community-based nonprofits.

Timing requirements and restrictions on the use of federal funding can be challenging to create new units in an already tight real estate market. This is due, in part, to the extended process projects undergo to acquire entitlements. In addition, limited vacant land and community opposition to multi-unit family housing pose constraints on creating new units. The demanding nature of developing new housing in Marin County makes it difficult to predict project timelines for new construction. For this reason, County staff prioritizes projects that are ready to move forward. County staff will remain committed to the development of new construction but anticipate more progress in the rehabilitation and acquisition of existing units due to the nature of federal funding

and timely spending requirements.

One Year Goals for the Number of Households to be Supported	
Homeless	0
Non-Homeless	478
Special-Needs	50
Total	528

Table 11 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	0
The Production of New Units	317
Rehab of Existing Units	211
Acquisition of Existing Units	0
Total	528

Table 12 - One Year Goals for Affordable Housing by Support Type

Discussion

In 2009, HUD initiated a compliance review of the County’s use of HUD grants. HUD’s review found that the County’s programs were generally in compliance with federal laws and regulations; however, HUD identified several program areas where improvement was necessary to ensure future compliance. The Board of Supervisors entered into a Voluntary Compliance Agreement (VCA) with HUD on Nov. 30, 2010, which was in effect for a 5-year period, expiring on Dec. 22, 2015. However, HUD requested the County update and renew a VCA for three additional years; based on continued concern with developing affordable housing outside of areas of minority concentration and concern that only a small percentage of the units approved or under construction were identified as affordable rental housing for families with children.

On May 7, 2019, the County signed a new VCA. Consistent with the VCA, the County will not utilize local preferences, although rental projects that are located in areas outside impacted census tracts and which serve families are prioritized. The County makes the following key commitments during the 3-year term of the new VCA:

- Encourage and facilitate the creation of at least 100 units of affordable housing available to families outside areas of racial or ethnic concentration.
- Allocate \$4.1M in general funds for affordable housing.
- Issue a Notice of Funding Availability (NOFA) for the construction or acquisition of affordable housing for families with children outside of areas of minority concentration.
- Enhance the multi-family housing inspection program.
- Consider Development Code amendments to expedite the permit process for affordable housing.

- Evaluate the potential for multi-family zoning outside areas of racial or ethnic concentration.
- Continue the Marin Community Foundation/County joint funding partnership for affordable housing.
- Continued funding for the Landlord Partnership Program.
- Provide funding to Fair Housing Advocates of Northern California for public outreach and education regarding tenant protection measures.
- Assist other Marin Cities and Towns to adopt tenant protections including Mandatory Mediation, Source of Income, and Just Cause for Eviction.
- Expand and enhance affirmative marketing and community engagement practices.

To meet the requirement to encourage and facilitate the creation of at least 100 units of affordable housing available to families outside areas of racial or ethnic concentration, Marin County has identified the following opportunities:

1. Work with Eden Housing to develop the former Coast Guard Housing Facility in Point Reyes Station purchased by the County in 2019. The property was owned by the U.S. Coast Guard. As per the legislation, HR 1402 – Point Reyes Coast Guard Housing Conveyance Act, Marin County was able to acquire the property, and designate it as a preferred site for permanently affordable homes as part of the Board of Supervisors’ strategy to purchase existing homes as one of the ways to address the local housing crisis.
2. Marin County will also evaluate existing property owned by the County for opportunities to encourage development of affordable rental housing for families, including property on Los Gamos Way in San Rafael.
3. Marin County will continue to support local grassroots opportunities, including the Bolinas Community Land Trust’s scattered sites project in Bolinas and the San Geronimo Valley Family homes project in San Geronimo.
4. Continue to support Habitat for Humanity’s Redwood Blvd. project in Novato to create affordable homeownership opportunities for low-income families.

AP-60 Public Housing – 91.220(h)

(Additional information being supplied by Marin Housing Authority)

Introduction

The Marin Housing Authority’s (MHA) public housing program continues to operate at appropriation levels that are too low for long-term sustainability of these properties. Over the last few years, administrative costs have been significantly reduced and the Housing Authority continues to implement more efficient systems and less cumbersome policies and procedures. The Marin Housing Authority currently serves approximately 890 household members within nearly 500 units of public housing.

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

The Capital Fund Program (CFP) has generally been the only federal funding for public housing agencies to replace obsolete building systems (heating, electrical, plumbing, ventilation, etc.); make major repairs to elevators, roofs, exteriors, bathrooms, and kitchens; abate hazardous materials; add accessibility modifications; make site improvements; and provide energy upgrades, security, resident services, operating subsidy, and management improvements. CFP funding from the federal government has declined dramatically and has not been adequate to cover replacement costs for the aging public housing stock.

Due to the significant capital improvements needed at Golden Gate Village, the agency's one family public housing complex, MHA, in partnership with community stakeholders, has embarked on a process to explore revitalization options for the property. Through this process a Community Working Group identified and recommended two potential possibilities. Next, a facilitator convened a taskforce of Golden Gate Village residents, community stakeholders, and housing experts to assist MHA in selecting a feasibility consultant to provide deep analysis of the two models with respect to financial, physical, and community impact and viability.

The feasibility consultant's work resulted in the recommendation that MHA engage an experienced developer of public housing and mixed-income sites, whether for-profit or not-for-profit, to advise, assist, and potentially partner with MHA. The feasibility consultant also recommended that the development partner abide by the aforementioned community guiding principles, as well as the following additional guidelines to ensure a final outcome that mitigates community concerns and is derived from a community-driven process:

- Honor, preserve, and celebrate the community and site's historical significance.
- Guarantee zero permanent involuntary displacement.
- Ensure that the final plan is financially feasible and leverages the Agency's limited resources.
- Incorporate green and sustainable technologies into a rehabilitation and new construction.
- Seek ways to incorporate innovative job training and creating programs to address the underlying goals of concepts such as the manufacturing innovation hub.
- Continue to engage site residents and community stakeholders in a community driven planning process.

MHA has hired a developer who is actively engaging with the community in planning workshops to discuss various revitalization efforts and design. Additionally, the developer is working in tandem with MHA on creating a robust human capital strategy in partnership with County stakeholders.

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

The primary goal of the Resident Opportunities and Self-Sufficiency (ROSS) Service Coordinator is to help residents improve their living conditions, enabling them to age-in-place and avoid

placement in a full-care facility to the greatest extent possible. Multi-year HUD funding provides service coordination to 200 elderly and disabled residents in the five MHA complexes designated for this population.

The Family Self-Sufficiency Program (FSS) assists 100 families in the Section 8 program and 40 to 50 families in Marin City Public Housing. Most participants are single parents and are provided case management and referrals toward individually crafted educational or employment goals. With special HUD grants, the Marin Housing Authority has maintained the Family Self-Sufficiency Program in both the Section 8 Voucher Program as well as in Marin City family public housing. This program is directed toward improving the economic situation of residents by ultimately increasing the families' earned income.

Section 3 Resident Training allows the Marin Housing Authority to periodically provide short-term training opportunities to public housing residents in maintenance, landscaping, property management, and administrative support work. Residents work in paid training positions under the supervision of community-based training organizations. These projects typically last four to eight weeks and are designed to provide the basic skills which trainees can take to more permanent jobs in the maintenance, construction, landscaping, property management, or office support fields. In February MHA put out a Request for Proposal (RFP) for a Section 3 contractor to build capacity to assist residents to develop resident owned businesses and to increase training opportunities for jobs offered by any revitalization. This vendor will partner with employers and funders to increase access and training.

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

N/A

Discussion

In addition to the programs above for residents of public housing, Marin Housing also offers supportive housing programs to voucher holders, these include:

The Shelter Plus Care Program, which combines housing subsidy from HUD McKinney Vento Funds with case management services funded by Marin County Mental Health and Substance Use Services (MHSUS). The Shelter Plus Care Program eligibility includes individuals and families who are chronically homeless and have a severe and persistent mental illness. The Shelter Plus Care Program serves 80 households with a housing subsidy and case management services. MHA has set aside 50 vouchers for the most medically vulnerable people experiencing chronic homelessness, these participants will also be provided with wrap around supportive services.

VASH- Veterans Administration Supportive Housing provides housing vouchers and supportive

services to chronically homeless veterans.

Mainstream Vouchers- Vouchers and case management services for non-elderly, disabled and homeless individuals and families.

Coordinated Entry (CE)- The CE provides housing and services to the most vulnerable chronically homeless individuals/families in collaboration with the County, Community Based Organizations, and the medical community.

The HOPWA Program combines housing subsidy from HUD and case management services from local community-based organizations with which the Housing Authority has entered into a Memorandum of Understanding to provide services. Individuals and families must have an HIV/AIDS diagnosis confirmed by an appropriate third party and meet income eligibility guidelines. HOPWA is expected to serve 26 households in 2020-21.

Below Market Rate (BMR) Homeownership Program manages a portfolio of over 340 homes for low and moderate-income first-time homebuyers through the Below Market Rate (BMR) Homeownership Program. MHA recently added seventeen (17) new BMR units. MHA provides a priority preference to families living or working in Marin City for all the re-sell units available in Marin City. MHA offers First Time Homebuyer Education Workshops in both English and Spanish in collaboration with Fair Housing Advocates of Northern California. Staff also collaborates with the Marin City Community Development Corporation to help prepare Marin City residents for homeownership opportunities by addressing credit issues, down payments, and savings.

Through the Below Market Rate and Section 8 Homeownership Program MHA continues to collaborate with Habitat for Humanity, Hello Housing, and Marin City Community Development Corporation to publicize opportunities for first time homebuyers.

AP-65 Homeless and Other Special Needs Activities – 91.220(i) **(Additional information being supplied by H&HS)**

Introduction

Section AP-35 shows the proposed CDBG and HOME activities to be undertaken serving the homeless and special needs populations. In the list of proposed CDBG and HOME projects, activities serving homeless and special needs populations are so noted.

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

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

Marin County Health and Human Services have staff dedicated to ending chronic homelessness

and coordinating and improving services for people who are homeless. They staff the Homeless Policy Steering Committee, which is the Continuum of Care organization for the County. Organizations such as Homeward Bound of Marin, St. Vincent De Paul, Ritter Center, and Downtown Streets Team have established a strong presence within the unsheltered homeless community. Marin County has implemented a Coordinated Entry system to use a standardized assessment process to prioritize the highest-need, most vulnerable individuals and families for supportive housing. County Health and Human Services runs the 473-HOME resource hotline to refer clients to resources. Additional efforts include:

- The County hired a Senior Outreach Coordinator, who coordinates all homeless outreach activities across the county to eliminate gaps and overlap in effort.
- The Homeless Mentally Ill Outreach and Treatment Program has placed two mental health clinicians in the field to conduct eligibility and intake assessments for mental health services for people experiencing homelessness.
- The Homeless Outreach Team (HOT) Program coordinates existing outreach, case management, and housing providers to determine system gaps that prevent high-needs individuals from receiving the housing and services they need.
- All key homeless providers (housing/non-housing providers) participate in the Homeless Management Information System (HMIS), which helps to identify unsheltered persons, and are able to assess clients for the Coordinated Entry system.
- Dedicated encampment/street outreach (HOT outreach workers, Mental Health Transition Teams, CARE Teams, Marin Interfaith Street Chaplaincy, San Rafael Police Department Mental Health Outreach worker) identify and engage people daily and are participating in outreach planning meetings to ensure county-wide geographic and population coverage to reach all unsheltered individuals.
- The County's primary Emergency Shelter for single adults has transitioned to housing-focused shelter, reducing barriers and adding case management to increase housing placements and shorten length-of-time homeless.
- The Whole Person Care Medicaid waiver program allows data-sharing and coordination between housing, health care, and homeless services organizations. The Whole Person Care program provides housing-based case management, which is paired with Housing Choice Vouchers from Marin Housing Authority to create up to 50 additional Permanent Supportive Housing beds each year.

The County's goals to reduce and end homelessness over the next year are:

- Increase housing-based case management through the Whole Person Care Medicaid waiver program to create additional Permanent Supportive Housing beds with Section 8 vouchers.
- Add additional partners to the Whole Person Care release of information to create more

robust data sharing and improve care coordination.

- Apply for new project funding, through various state and federal funding streams.
- Evaluate and improve our housing-focused Emergency Shelter system.
- Increase and improve diversion resources to reduce first-time homelessness.
- Create a system map and by-name list for homeless Transitional-Age Youth.
- Continue to add system entry points for Coordinated Entry to ensure minimal barriers to housing.
- Expand outreach to underserved areas of the county and improve coordination with alternative outreach including police, parks, and public works.
- Continue evaluating the homeless system of care's impact on racial equity and implementing strategies to improve it.

Addressing the emergency shelter and transitional housing needs of homeless persons

Efforts to establish and provide emergency shelter and transitional housing increased considerably during COVID-19 to address growing needs. The County's participating in the state sponsored Roomkey and Homekey programs bolstered these efforts. The Roomkey program provided hotel rooms for homeless quarantining and recovering from COVID-19. The Homekey program supported the purchase of a motel and commercial building to be converted to permanent supportive housing. All transitional housing and emergency shelters in Marin participate in HMIS. The Continuum of Care regularly analyzes HMIS data to develop strategies to help improve utilization of transitional housing and shelter by those most in need, to identify services and programs that will help households achieve housing stability and self-sufficiency, and to determine gaps in inventory and capacity. Existing emergency shelters have transitioned to a housing focus to further improve housing outcomes for clients. By focusing on permanent housing in every area of our homeless system, including emergency shelter, Marin seeks to end the cycle of homelessness rather than have people cycle through shelter for years.

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

Homeward Bound of Marin has created new permanent supportive housing beds for individuals and families each year, including the conversion of several transitional housing projects into permanent supportive housing. Their New Beginnings Center serves as a housing-focused emergency shelter for homeless individuals and they have placed 70% of these clients into permanent, non-supportive housing throughout the county. St. Vincent De Paul has master leased and purchased several properties to provide permanent supportive housing options for clients who are unable to rent directly from landlords due to past evictions, credit history, and presentation. The Marin Housing Authority and Marin County Health and Human Services (HHS) have teamed up to pair Section 8 vouchers with housing-based case management to increase

the available permanent supportive housing in Marin. HHS also directly funds 54 units of permanent supportive housing with local providers, as well as providing the services and matching funds for much of the federally funded homeless housing.

HHS uses County general funds, CalWORKs Housing Support Program funds, and federal Emergency Solutions Grant funding to provide Rapid Rehousing for clients who do not need the ongoing services of permanent supportive housing. In addition, the Marin Housing Authority provides Moving On vouchers: Section 8 vouchers for clients who are in Permanent Supportive Housing and still need the rental subsidy but no longer need the services. This frees up additional Permanent Supportive Housing beds.

HHS and its nonprofit partners are in the process of developing and implementing rapid rehousing for coordinated entry, which will streamline referrals, improve targeting of resources, and enhance communication and coordination between providers.

HHS also coordinates stakeholders and identifies opportunities to increase long-term permanent housing stability. Long-term strategies include:

Increasing access to mainstream services to better stabilize clients in the long-term. Services include outreach, SSI advocacy, and on-site benefits enrollment. HHS uses national best practices to expedite SSI/SSDI enrollment for people with disabilities who are homeless.

- Expanding integrated interagency service teams providing housing-linked wraparound services.
- Integrating mental health and substance abuse programs to form a behavioral health team, which serves as a cross-sector initiative to increase access to integrated services in community clinics.
- Mental health transition teams provide support to people experiencing mental health crises to prevent mental health-related housing loss.
- Evaluating annual agency performance to deliver targeted technical assistance.
- Improving data-sharing between all health, behavioral health, and homeless services to improve care and decrease duplication of services

The County has invested in the Housing Authority's ability to attract and retain landlords willing to accept vouchers through the Landlord Partnership Program, including funding a Housing Locator position, providing funding for deposits, and creating a risk pool to pay for any damages to units.

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

housing, health, social services, employment, education, or youth needs.

Preventing Households from Becoming Homeless: Marin County Health and Human Services staff assists in the coordination of efforts of several key prevention providers, including Adopt A Family, Canal Alliance, Community Action Marin, Legal Aid of Marin, North Marin Community Services, Ritter Center, St. Vincent De Paul Society, and the West Marin Resource Center. In the Ten-Year Plan update process, the Homeless Policy Steering Committee (HPSC) identified prevention as a key priority. Prevention action steps include enhancing the capacity of phone services to assess and link callers to prevention services and expanding outreach to landlords to make them aware of prevention services. County HHS is also investing state Homeless Emergency Aid Program (HEAP) funding into a diversion program to move people who are newly homeless back into housing before entering the homeless system of care.

Additionally, County HHS funds a medical respite program for people being discharged from any of the three local hospitals. HHS's Children and Family Services Division supports foster youth to ensure that they are not discharged to homelessness. Furthermore, HHS employs a staff person to coordinate between our local mental health facility and our County Behavioral Health and Recovery Services (BHRS). HHS's Residential Services Unit also works closely with Institutes for Mental Disease (IMD) to support people during the transition to a lower level of care. To support this effort, people are stepped down from IMDs into local residential supportive units with increasing levels of independence to ensure that people have support adequate to keep them stable and housed. HHS also operates a Transition Team through BHRS which identifies people who are held in our local Crisis Stabilization Unit to connect them with ongoing supports.

Discussion

Marin County providers and government partners are working to implement best practices across the entire homeless system of care to reduce and end homelessness in our community. These include Coordinated Entry, to prioritize the highest-needs clients for permanent supportive housing; diversion to help clients find housing options outside the system of care; specialized approaches for subpopulations including veterans, youth, and families; Housing First; and lowering case management ratios in permanent supportive housing to improve outcomes for the hardest to serve.

AP-75 Barriers to affordable housing – 91.220(j)

Introduction:

According to the Analysis of Impediments to Fair Housing Choice submitted to HUD, the following have been found to be barriers to affordable housing:

Community Opposition to Affordable Housing

Community opposition has been identified as the number one reason for the lack of affordable housing development in the County, particularly for families and in areas outside of minority

concentration. Opposition to new housing developments can arise in all neighborhoods of the County, but it is especially the case in majority White neighborhoods. The opposition is often based primarily on common growth issues such as traffic congestion, water demand versus supply, and increased school enrollment. However, opposition can also reflect underlying fears of reduced property values, the misperceptions of the type of housing that would be created, the stereotyped impressions of the people who will occupy the housing, and safety.

An increased understanding about affordable rental housing and the positive impact it has on individuals, families, and the community at large is instrumental to gaining wide support. The more informed the public, local government County staff, and elected officials are about the need for affordable rental housing and the benefits of avoiding housing insecurity and homelessness, the more leverage supporters will have to advance the development of affordable rental homes.

The Cost of Developing Affordable Housing

The cost of developing affordable housing in Marin is prohibitive even after accounting for funding from grants, loans, direct and indirect subsidies, tax credits and private donors. Many Marin communities require that developers of multi-unit housing set aside a percentage of units as affordable housing, and the County's Housing Trust Fund provides financial assistance to help affordable housing developers create and preserve affordable housing for low and very low-income households. Some cities and towns do not have inclusionary policies or affordable housing impact fees, and for some jurisdictions, the housing trust account balances are too low to be useful. In addition, in-lieu fees do not reflect the actual cost of building affordable housing in the County.

Lack of Affordable Housing Sites

Developers and members of the community are unaware of potential affordable housing sites across the County. Because of this lack of knowledge, opportunities to purchase land or properties may reduce the availability for affordable housing development.

Lack of Opportunities for Home Ownership by People of Color and On-going Concerns of Gentrification

The price of housing in Marin is unaffordable for most residents, but because of historic, discriminatory practices and government policies, African Americans – in particular, people who lived in Marin City during the Marinship years -- have been particularly affected by policies that have created segregated communities with limited access to opportunities.

In addition, gentrification of some Marin communities is forcing people of color and low-income residents to be priced out of their own neighborhoods. Designating land for the purpose of developing affordable housing that will remain affordable in perpetuity will create opportunities for home ownership while acknowledging and affirmatively furthering fair housing. Transforming racially and ethnically concentrated areas of poverty into areas of opportunity can preserve existing affordable housing and protect existing residents from displacement.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting

land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

The County's 2020 Analysis of Impediments to Fair Housing Choice proposes the following actions to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing:

Community Opposition to Affordable Housing

1. Provide ongoing community engagement to educate, include and inform residents about the challenges with housing in Marin, and to highlight the County's prior achievements in developing affordable housing and addressing racial disparities in housing choice.
2. Develop strategies and talking points to address opposition for development including the impact on schools, water, transportation and traffic.
3. Include and expand the number of participants who engage in discussions about barriers to fair housing and disparities in access and opportunities in Marin's communities, and provide opportunities to advance recommendations to address housing challenges in the County.
4. In keeping with the County's 2019 Voluntary Compliance Agreement with the Department of Housing and Urban Development, prioritize the development and funding for rental housing for families, particularly in areas outside of minority concentration.

The Cost of Developing Affordable Housing

1. The County should consider ways to provide a local dedicated source of funding for affordable housing. Options could include bonds, local sales tax, transit occupancy tax, vacant home tax or other measure to create and preserve local affordable housing for low-income households, veterans, seniors, teachers, first responders, persons with disabilities, and those experiencing homelessness.
2. The County should work with cities and towns to pool in-lieu fees to increase funds available for affordable housing and increase the amount of all in-lieu fees to reflect the actual cost of affordable housing development.
3. The County should consider a sub-regional approach to share resources and possibly units to increase collaboration and production of housing.
4. The County should work with cities and towns to adopt inclusionary housing policies to bolster funds available to support affordable housing.
5. The County should encourage cities and towns to reduce developer fees for affordable housing.

Lack of Affordable Housing Sites

1. Prepare and publicize available and easily obtainable maps of all incorporated and unincorporated vacant and underutilized parcels in Marin. Housing sites identified by the County, cities and towns in their respective Housing Elements could be the basis for this information. Additional potential housing sites should also be considered when preparing the maps.
 - Provide public updates and market to affordable housing developers, and
 - Prioritize the VCA commitment to 100 units for family housing for these parcels.

2. Identify underutilized parcels in the County to acquire, convert and develop into affordable housing.
 - Post/advertise information on the County’s website and update ongoingly.
 - Identify whether parcels are privately or publicly held and if there are any public right of ways.
3. Create a public database of potential sites that can be updated regularly.
4. As part of the County’s next Housing Element, consider rezoning sites for affordable housing in areas outside of areas of minority concentration to further local housing goals and to comply with State housing law, and consider objective development and design standards for housing development projects that qualify for streamlined permit review.

Lack of Opportunities for Home Ownership by People of Color and On-going Concerns of Gentrification

Work with communities to develop a community land trust for low income residents of Marin that create opportunities for affordable housing and home ownership, with specific inclusion for African Americans with historic connections to Marin City. Model after the Community Land Trust of West Marin (CLAM) to ensure long-term housing affordability.

Discussion:

The main constraints to new affordable housing include, limited available land and high land costs, lack of funding, and community opposition. Land costs and other market constraints can significantly impact housing development and affordability. Two major factors contribute to high land costs: high demand and limited supply of land zoned for development. In Marin County as a whole, land costs average around 15% to 20% of construction costs for multi-family developments. Generally, land zoned for multi-family and mixed-use developments costs more than land zoned single-family residential. For example, recent sales show land zoned for multi-family developments in Marin County average between \$1 million and \$2 million dollars per acre. Total development costs for a subsidized multi-family development are over \$600,000 a unit.

Construction loans for new housing are difficult to secure in the current market. In past years, lenders would provide up to 80% of the loan-to-value ratio of the new construction cost. In recent years, due to market conditions and government regulations, banks require larger investments by the builder. Affordable housing developments face additional constraints in financing. Although public funding is available, it is allocated on a highly competitive basis and developments must meet multiple qualifying criteria, often including the requirement to pay prevailing wages. Smaller developments may be more difficult to make financially feasible, because the higher per unit costs result in a sale or rental price that is above the affordability levels set for many programs. Additionally, smaller projects often require significant investments of time by developers. But because the overall budget is smaller and a developer’s operating income is based on a percentage of total costs, the projects are often not feasible, without special incentives or significant local funding.

Affordable rental developments tend to be easier to finance than for-sale developments, as there are more sources of funding available. However, recent cuts in public spending statewide have

put pressure on these sources. Tax credits are a valuable source of revenue for low-income housing developers; however, few potential sites in the County qualify for such credits. Today, the cost of construction has grown considerably due to extensive fires in the North Bay that have burned every year since 2017. This combined with stagnant tax credit revenue, puts developers of low-income properties at an even greater disadvantage. Another constraint to housing production in Marin County is community resistance to new developments. Marin County's infrastructure has been strained and this leads to a number of concerns, primarily: 1) new developments may cause increased traffic; 2) long-term sustainability of the local water supply; 3) potential impacts on schools and other local infrastructure; and 4) valuable open space could be lost. Additionally, issues related to community character are often raised, such as how density may adversely affect the visual cohesiveness of the neighborhood, how affordable housing may impact property values, or how affordable housing should be distributed more evenly throughout the County. At times, there is tension between fair housing laws and a desire to provide preferential access to affordable housing for some community segments, such as local workers including nurses, teachers, and law enforcement personnel. In many cases, it is not possible to target housing to select groups. These concerns are often expressed during project review processes and can present significant political barriers to development.

Marin County aims to alleviate specific barriers to housing including lack of funding and lack of suitable sites. New developments in Marin County are financially assisted with Housing Trust, CDBG, and HOME dollars in order to provide gap financing. In addition, the Housing Element process includes an exercise to identify eligible development sites that will be available to the public once the Housing Element update is underway.

AP-85 Other Actions – 91.220(k)

Introduction:

Obstacles to meeting underserved needs for Marin County are related to the extent of need in the County and its cities and towns and the geographic diversity of the County. Major obstacles include limited funds, extremely high housing costs, land and development costs, and gaps in institutional structure.

Due to high housing costs, economic conditions, poverty and unemployment, a significant number of low-income Marin County residents struggle to make ends meet. The limited resources that are available to support programs and services that help individuals and families to become self-sufficient are inadequate. The situation is made worse by reductions in funding at the federal, state, and local government levels, while at the same time needs are increasing due to the high cost of housing.

Actions planned to address obstacles to meeting underserved needs

To address obstacles to meeting underserved needs, the County proposes to fund activities directed at members of protected classes, including racial and ethnic minorities, people with

disabilities, and families with children. For example, Community Development Block Grant assistance will be used to support public services for children of low-income minority families (such as youth development programs in Marin City and various childcare programs across the County). Conservation and expansion of the supply of subsidized family rental housing will be a major priority for the use of HUD funds.

Actions planned to foster and maintain affordable housing

To foster and maintain affordable housing, the County will use a large portion of its HUD funding for development, preservation, and rehabilitation of subsidized housing. The County will also seek to leverage other funding sources, including Federal, State and local funds.

Actions planned to reduce lead-based paint hazards

To evaluate and reduce lead-based paint hazards, the County will require all recipients of HUD funding to comply with the requirements for lead paint testing and abatement. The Marin Housing Authority will also continue its program of lead paint testing and abatement for public housing.

The Marin County Department of Health and Human Services operates the Childhood Lead Poisoning Prevention Program reaching out to workers about how to protect themselves and their loved ones. On the job, workers need to protect themselves from exposure to lead dust. At home, workers can carry dust on their clothing back to their homes and expose their children to lead. The CLPPP responds to cases of childhood lead poisoning with assistance from the Marin County Community Development Agency's Environmental Health Services (EHS). EHS is charged with the responsibility of following up on complaints regarding violations to lead safe work practices.

Actions planned to reduce the number of poverty-level families (Additional information being supplied by H&HS)

As a provider of embedded Workforce Innovation and Opportunity Act services (WIOA) and Social Services, Marin County Health and Human Services (HHS) is in the unique position to blend services needed by low-income persons to obtain and retain employment. The Employment and Training Branch (ETB) of Marin County HHS houses the Marin Workforce Innovation and Opportunity Act (WIOA), CalFresh Employment and Training, and General Relief programs. The integration of these programs leads to an efficient combination of employment services that provide job search readiness, vocational and on-the-job training for participants with the goal of increasing clients' access to and creating multiple pathways of self-sufficiency. A high percentage of clients are received through their enrollment in one or more public assistance programs (i.e. CalWORKs, CalFresh and/or General Relief), but WIOA also provides services to any member of

the community.

Employment services include:

- Workshops on resume building, interview skills, and career exploration.
- Self-directed use of the Marin's Career Resource Center.
- Individualized career services featuring one-on-one meetings with an Employment Development Counselor for self-assessments, developing an individual employment plan, and counseling.
- Vocational training services where participants are eligible for up to \$3,500 for classroom training in a growth industry.
- On-the-job training places participants in an in-demand, sector-driven occupation that will enhance their prospects for long-term employment and maintain or increase their wage levels with the overall goal of becoming self-sufficient. Through exposure in an actual work setting, participants acquire specific skills and employment competencies for that field. It is an earn-and-learn method for adults who will build on the job competencies and knowledge already mastered while acquiring new skills.
- Retention services are provided for 12 months after exiting a program with unsubsidized employment.

ETB works with several community organizations to provide vocational and on the job training and has a formal partnership with Homeward Bound of Marin's Fresh Starts Culinary Academy. This program provides individuals with 10 weeks (250 hours) of job training, certification and job placement support. The curriculum is certified by the American Culinary Federation and provides comprehensive culinary training with supportive services.

To reduce the number of poverty-level families, Marin County will continue its extensive employment training program and encourage nonprofit organizations to better coordinate their services to families in distress.

Actions planned to develop institutional structure

The Marin County Housing and Federal Grants Division staff participate on the Homeless Policy Steering Committee, the Opening Doors Committee, the Child Care Council, First 5 Initiative, and the Housing Funders Group.

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

To foster public housing improvements and resident initiatives, the Marin Housing Authority will continue to seek funding for public housing improvements and will provide public housing residents with technical assistance for resident initiatives as funds permit. MHA continues to partner with affordable housing developers to secure vouchers to ensure deep affordability of housing projects. The County partners with MHA and affordable housing developers, and local

nonprofits to ensure ongoing supportive housing services.

Discussion:

The large number of nonprofit organizations serving low-income communities in Marin is both an asset and a challenge. The sheer number of nonprofits leads to increased competition for limited resources. Conversely, the benefits of a rich variety of social service organizations often translates to more community-based and culturally competent services for low-income residents. Lack of organizational capacity of nonprofits is another gap in institutional structure. In response, the Marin Community Foundation engages in efforts to work with nonprofits in organizational and programmatic capacity building to improve the effectiveness and efficiency of service delivery. Additionally, the Department of Health and Human Services coordinates agencies which serve homeless individuals and families.

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

Introduction:

This section addresses the program-specific requirements for the Annual Action Plan that are identified in the Consolidated Plan Final Rule.

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(I)(1)

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

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	\$476,896
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan.	\$66,617.62
5. The amount of income from float-funded activities	0
Total Program Income	\$543,513.62

Other CDBG Requirements

1. The amount of urgent need activities	0
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**HOME Investment Partnership Program (HOME)
Reference 24 CFR 91.220(I)(2)**

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:
 - Marin County intends to use its entire HOME allocation for projects described in 24 CFR 92.205(b).
 - The County does not intend to use any HOME funds for projects not described in 24 CFR 92.205(b).

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:
 - No homebuyer activities are currently planned.
3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:
 - No homebuyer activities are currently planned.
4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:
 - No refinancing activities are currently planned.

Discussion

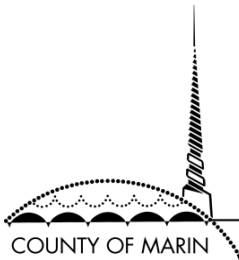
Eligible applicants and application process: Local nonprofit housing developers, owners, and managers are eligible for funding. Funds are available for a wide range of activities including acquisition, development, and/or rehabilitation of affordable housing for rent or ownership by low-income households. HOME applications are reviewed through the Federal Grants application process, which includes both CDBG and HOME funds. All known nonprofit affordable housing providers working in Marin are notified when the application process opens. Throughout the year staff work to identify projects which may be candidates for HOME funds. Applications are evaluated and awarded funds through a competitive process. Staff review and evaluate each project application. The Countywide Priority Setting Committee then reviews and recommend project funding to the Marin County Board of Supervisors who make a final approval.

Beneficiaries: Marin County HOME funds are available for low-income renters and homebuyers with a household income not to exceed 80% of area median income and in accordance with HOME income limits published annually. Consistent with the County's Voluntary Compliance Agreement, family housing projects outside impacted census tracts are prioritized. No other preferences are allowed.

Attachment 3 -- CDBG and HOME Requests and Recommendations for all Planning Areas

	1	2	3	4	5	6	7	8	9	10
	PROJECT SPONSOR	PROJECT NAME	2021-22 CDBG Request	County Other Recommendation	Novato Recommendation	San Rafael Recommendation	CDBG Allocations	2021-22 HOME Request	HOME Allocations	2021-22 Total Recommendation
3	Eden Housing, Inc. (CHDO)	Vivalon Healthy Aging Campus (formerly Whistlestop)	\$ 500,000	\$ -	\$ 45,000	\$ 88,528	\$ 133,528	\$ 500,000	\$ 366,472	\$ 500,000
4	Habitat for Humanity Greater San Francisco, Inc.	Redwood Blvd.	\$ 250,000	\$ -	\$ -	\$ -	\$ -			\$ -
5	Homeward Bound of Marin	Predevelopment and Construction of Veterans and Workforce Housing in Novato	\$ 1,075,000	\$ -	\$ -	\$ -	\$ -	\$ 1,075,000	\$ 526,526	\$ 526,526
6	Marin Center For Independent Living	Residential Access Modification Program	\$ 30,000	\$ -	\$ -	\$ -	\$ -			\$ -
7	Marin Housing Authority	Residential Rehabilitation Loan Program (RLP)	\$ 325,000	\$ 49,109	\$ 80,964	\$ 100,927	\$ 231,000			\$ 231,000
8	TBD	San Quentin Public Land Project TBD	\$ -	\$ 476,896	\$ -	\$ -	\$ 476,896			\$ 476,896
9	Bolinas Community Land Trust	Gibson House Updates	\$ 22,000	\$ 22,000	\$ -	\$ -	\$ 22,000			\$ 22,000
10	Community Land Trust Association of West Marin	Ocean Terrace Electric Panel and Hot Water	\$ 38,632	\$ 38,632	\$ -	\$ -	\$ 38,632			\$ 38,632
11	San Geronimo Valley Affordable Housing Association	Sage Lane Senior Housing Rehab	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 15,000			\$ 15,000
12	The Redwoods	Independent Living Apartments (ILA) Revitalization	\$ 150,000	\$ 148,258	\$ -	\$ -	\$ 148,258			\$ 148,258
17	Bridge Housing	Centertown Apartments	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ 20,000			\$ 20,000
18	San Rafael Rotary Manor	Rotary Manor Rehabilitation	\$ 266,545	\$ -	\$ -	\$ 100,000	\$ 100,000			\$ 100,000
19		Housing Sub-total	\$ 2,692,177	\$ 749,895	\$ 125,964	\$ 309,455	\$ 1,185,314	\$ 1,575,000	\$ 892,998	\$ 2,078,312
20										
23	Marin City Community Services District	Manzanita Center Facility Master Plan	\$ 150,000	\$ 125,000	\$ -	\$ -	\$ 125,000			\$ 125,000
27	Tomales Town Hall	ADA Pathway & Regrading	\$ 28,500	\$ -	\$ -	\$ -	\$ -			\$ -
29	North Bay Children's Center	C Street Campus Renovation/Facility Expansion	\$ 150,000	\$ -	\$ 90,000	\$ -	\$ 90,000			\$ 90,000
30	North Marin Community Services	680 Wilson Enrichment Project	\$ 36,900	\$ -	\$ 30,000	\$ -	\$ 30,000			\$ 30,000
31	City of San Rafael Department of Public Works	Canal Area Pump Station Improvements	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ 100,000			\$ 100,000
32		Capital Sub-total	\$ 465,400	\$ 125,000	\$ 120,000	\$ 100,000	\$ 345,000			\$ 345,000
33										
36	Covia Foundation	Home Match Marin	\$ 15,000	\$ 3,288	\$ 3,712	\$ 8,000	\$ 15,000			\$ 15,000
38	Fair Housing Advocates of Northern California	Fair Housing Counseling and Education	\$ 64,000	\$ 25,000	\$ 14,000	\$ 25,000	\$ 64,000			\$ 64,000
39	Family & Children's Law Center	Domestic Violence Legal Services for Low Income Families	\$ 15,000	\$ 3,150	\$ 5,100	\$ 6,750	\$ 15,000			\$ 15,000
40	Hannah Project Partnership for Academic Achievement	Hannah Freedom School	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 15,000			\$ 15,000
43	Legal Aid of Marin	Keeping Marin Residents in their Homes	\$ 32,640	\$ 10,451	\$ 3,949	\$ 18,240	\$ 32,640			\$ 32,640
45	Performing Stars of Marin	After School and Summer Enrichment Programming of Low-Income Marin County Youth	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 15,000			\$ 15,000
47	RotaCare Bay Area	RotaCare Clinic of San Rafael	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ 15,000			\$ 15,000
51	Fairfax-San Anselmo Children's Center (FSACC)	Afterschool Transportation Program	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 15,000			\$ 15,000
54	San Geronimo Valley Community Center	Human Services/ Food Pantry	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 15,000			\$ 15,000
56	North Bay Children's Center, Inc.	Childcare Scholarships	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000			\$ 15,000
57	North Marin Community Services	Childcare Program	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000			\$ 15,000
59	City of San Rafael, Library And Recreation Department	Pickleweed Preschool	\$ 21,500	\$ -	\$ -	\$ 21,500	\$ 21,500			\$ 21,500
60		Public Services Sub-total	\$ 253,140	\$ 101,889	\$ 56,761	\$ 94,490	\$ 253,140			\$ 253,140
61										
62	CDBG Administration	County of Marin					\$ 319,600			\$ 319,600
63	HOME Administration	County of Marin							88,111	\$ 88,111
64							\$ 319,600		\$ 88,111	\$ 407,711
65										
66	TOTALS		\$3,410,717	\$976,784	\$302,725	\$503,945	\$2,103,054	\$1,575,000	\$981,109	\$3,084,163

Planning Area Key: Countywide County Other Novato San Rafael



COMMUNITY DEVELOPMENT AGENCY
HOUSING AND FEDERAL GRANTS DIVISION

Additional guiding principles for funding recommendations

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Program Spending Deadlines

CDBG - HUD regulations stipulate that projects utilize funds in a timely manner and that unspent funds should be reallocated and used in communities that can meet timely spending guidelines. HUD takes sanctions if, on the annual test date in late April a community has unspent CDBG funds that exceed 1.5 times its annual CDBG grant amount. If a community's unspent CDBG balance exceeds the 1.5 standard on the test date, HUD will designate the community as a "high-risk" grantee and may also take funds away. The reduction of grant awards is done through an automated process, so there is no opportunity to request a waiver or extension. If the CDBG grant declines, the amount of unspent funds permitted also declines. Therefore, we must be careful to target CDBG funds to projects that are ready to proceed.

Current HUD regulations and policy trends suggest increased scrutiny on entitlement communities and the administration of their federal dollars. Funding should therefore be prioritized for projects which can meet timely spending requirements, avoiding funding agencies with unspent balances or agencies lacking the administrative capacity to execute their spending in a timely manner.

HOME - In January 2019, HOME spending deadlines were modified by the passage of the Consolidated Appropriations Act of 2019. This legislation suspends the 24-month commitment requirement for Community Housing Development Organization (CHDO)¹ set-aside funds, as well as continues the suspension of the 24-month commitment requirement for regular HOME Investment Partnerships Program (HOME) funds. Both deadline requirements are suspended through December 31, 2021. In addition, per authority provided to HUD through the CARES Act, there is a waiver available for the four-year project completion requirement, among others.

Prior to the passage of these bills, the County was required to enter into a contract with a CHDO project sponsor, committing the HOME funds to a specific project within 2 years of the HUD allocation. The requirement that HOME funds be placed under contract within two years, is extremely difficult to implement in Marin County. This change combined with the increased time for project completion will ease some burden and risk of losing funds due to projects involved in prolonged entitlement, securing funding, and construction processes. The County is not permitted to enter into a contract to provide a project sponsor with HOME funds unless all other necessary financing has been secured, and there is a reasonable expectation that the project can start construction or rehabilitation within 1 year of the contract date. If the project involves acquisition, there must be a reasonable expectation that acquisition will occur within six months. In practice, the sponsor needs to have

¹ A CHDO is a private nonprofit, community-based organization that has staff with the capacity to develop affordable housing for the community it serves.

secured all local planning approvals before they can obtain the required funding commitments for the entire cost of the project.

Although the 24-month commitment has been suspended and the four-year project completion requirement is available to be waived, there remains a 9-year expiration on funds. If this deadline is not met, HUD can cancel that portion of the community's HOME grant. HUD can also require repayment of funds, even if the County has already spent the money on a project, regardless of whether the project is eventually completed.

The most challenging aspect of HOME funds is the requirement that all other financing must be secured prior to the County entering into a contract to provide a project with HOME funds. Most sponsors of affordable housing find that they need a significant commitment of HOME funds in order to leverage commitments from other sources of funding, particularly if those sources are not local. For example, in order for an affordable housing development project to successfully compete for low-income housing tax credits, it needs a substantial commitment of local funding, which often includes HOME funds.

Priorities

Affirmatively Furthering Fair Housing - Marin County has received criticism for its lack of affordable housing as well as significant gaps in the availability of affordable housing for members of the protected classes. In 2011, the County submitted an Analysis of Impediments to Fair Housing Choice (AI) to HUD which identified 37 specific barriers to fair housing choice. While many of the items have been addressed, several goals are still outstanding. Federal grant funding will be used in a manner consistent with supporting the goals of furthering fair housing choice in Marin County. This will align with recommendation four (4) from the Implementation Plan of the Analysis of Impediments:

Make fair housing and equal opportunity criteria a more visible and comprehensive part of the Community Development Block Grant (CDBG) and HOME Program project selection process by screening all CDBG and HOME applications for compliance with fair housing and equal opportunity criteria and including an analysis of equal opportunity impact in staff reports recommending projects for funding.

In the 2019-20 cycle and beyond, projects which are aligned with Fair Housing goals that have been laid out in the Consolidated Plan and the Assessment for Fair Housing will be prioritized. Addressing the fair housing concerns in Marin County will require a concerted effort on behalf of County staff, Board of Supervisors, cities and towns, and Priority Setting Committee members. One of the first steps is to align our federal funding sources with these fair housing plans and educate and communicate our strategy and goals to our partners to create a more unified effort. An example of this would be considering recommendation 16 from the Implementation Plan of the Analysis of Impediments when funding affordable housing developments:

Encourage and facilitate the development of more subsidized and affordable housing for families with children outside areas of minority concentration. Consider acquisition and shared housing. Screen and prioritize applications for CDBG and HOME funds for housing projects

that will serve families and are located outside areas of minority concentration.

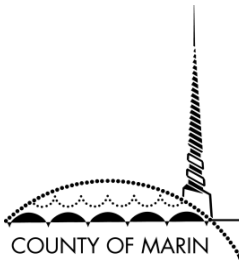
Supporting projects that serve members of the protected classes - The PSC also opted to prioritize projects that serve members of the protected classes. The funding application requires that data be provided which specifically identify how and what members of the protected classes are being served, and that this data be used in making funding recommendations and evaluating whether projects predominantly serve members of protected classes.

All funded projects will be required to affirmatively market their services. In this context it means to market services and give special assistance to groups that have historically been disadvantaged. It is not enough to simply not discriminate; assertive steps aimed at reversing historical trends and discriminatory patterns must be taken. The affirmative marketing plans are one part of that effort. The purpose of the affirmative marketing plan requirement is to promote a condition in which individuals of similar income levels in the same area have available to them a range of choices in housing and services regardless of their race, religion, color, national origin, sex, disability or familial status. Through an affirmative marketing plan, a grantee indicates what special efforts they will make to reach out to potential applicants who might not normally seek housing or services. This requires that the provider study the market area, learn the target population and design methods to reach out to the target population. Affirmative marketing does not limit choices; it expands choices by actively seeking to reverse the patterns of the past and provide for open and fair access to housing and services where the individual is free to live, work, and recreate where they choose. Affirmative marketing does not include specific goals or quotas. However, quantitative data and analysis are essential to planning and monitoring affirmative marketing program effectiveness.

To better support organizations to conduct affirmative marketing, County staff have updated affirmative marketing planning templates and continue to provide technical assistance to increase successful planning by projects. In addition, Fair Housing Advocates of Northern California recently offered a training for public service providers to increase capacity around conducting affirmative marketing.

Prioritizing fewer applications - HUD requested that Marin reconsider the numerous small allocations that have been made and consider funding fewer projects. More funds could be directed to larger projects that address a priority as established by the Priority Setting Committee. This recommendation was based on multiple conversations with the HUD office on ways to utilize funds more efficiently and effectively. Most recently this included comments on the 2016 Consolidated Plan Amendments requesting that we consider funding larger projects; identified by HUD as \$10,000 per project.

Funding fewer housing projects per year - The PSC also recommended that one or two housing projects that are prepared and ready to utilize funds be prioritized. Funding fewer projects per year could allow more substantial funding commitments instead of funding many projects for multiple years. Funding in larger amounts may assist housing projects to meet a timelier completion schedule. However, this may not always be feasible due to the lengthy approval processes common in Marin and HUD's strict timely spending requirements.



COMMUNITY DEVELOPMENT AGENCY
HOUSING AND FEDERAL GRANTS DIVISION

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Local Policies and Procedures

- I. The Local Standard for Affordable Rents
- II. The Civil Rights Policy
- III. The Residential Antidisplacement and Relocation Assistance Plan
- IV. Notice of Nondiscrimination Policy

Availability of Information

Additional information about the Community Development Block Grant (CDBG) Program, the HOME Investment Partnerships Program, and the Housing Opportunities for Persons with AIDS Program, is available from the Housing and Federal Grants Division of the Marin County Community Development Agency at 3501 Civic Center Drive, Room 308, San Rafael, California, phone 415-473-6279, federalgrants@marincounty.org. This information includes copies of the Consolidated Plan, records regarding past use of funds, a plan for minimizing the displacement of persons as a result of CDBG activities, a plan to assist persons actually displaced by CDBG activities, and an assessment of Marin County's housing and community development performance prepared by the U.S. Department of Housing and Urban Development. Copies of documents are available in accessible formats upon request.

I. COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM LOCAL STANDARD FOR AFFORDABLE RENTS

In order for most rental housing projects to qualify for Community Development Block Grant assistance, a specified percentage of the units must be occupied by low- and moderate-income households at affordable rents. The Community Development Block Grant regulations at 24 CFR 570.208(a)(3) require that localities define "affordable rents" for this purpose.

It is the policy of the County of Marin that, for the purposes of 24 CFR 570.208(a)(3), for each dwelling unit, affordable rent equals the greater of:

- (a) 30% of the occupant household's gross income, or
- (b) 30% x 1.3 x the San Francisco Primary Metropolitan Statistical Area Very Low-Income limit, as published by the U.S. Department of Housing and Urban Development, for the appropriate household size for the unit.

<u>Number of Bedrooms</u>	<u>Appropriate Household Size</u>
0	2
1	3
2	5
3	7
4	9

Part (b) of this standard may not be applied to projects with less than four individual dwelling units. Part (b) of this standard may not be applied to existing tenants already in occupancy if it would result in a rent increase beyond normal annual increases in debt service and operating expenses.

This Local Standard for Affordable Rents is to be used solely for determining whether projects meet Community Development Block Grant Program eligibility standards, and does not in any way supersede the requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, Section 104(d) of the Housing and Community Development Act of 1974, as amended, or the federal and local regulations and policies implementing those statutes.

II. CIVIL RIGHTS POLICY

In accordance with requirements for receiving funding from the U.S. Department of Housing and Urban Development, it is the policy of the County of Marin that:

The use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in non-violent civil rights demonstrations is prohibited; and

Applicable state and local laws against physically barring entrance to or exit from a facility or location which is the subject of such non-violent civil rights demonstrations within its jurisdiction will be enforced.

III. RESIDENTIAL ANTIDISPLACEMENT AND RELOCATION ASSISTANCE PLAN

In accordance with the replacement housing requirements of Section 104(d) of the Housing and Community Development Act of 1974, as amended, it is the policy of the County of Marin that:

All reasonable steps, consistent with other goals and objectives of the Community Development Block Grant Program and the HOME Investment Partnerships Program, will be taken to minimize the displacement of families and individuals from their homes and neighborhoods as a result of any activities assisted by the Community Development Block Grant Program or the HOME Investment Partnerships Program. In its evaluation of project proposals, Marin County will give substantially lower priority to projects which will cause involuntary displacement, or which will cause rents to rise so as to cause involuntary economic displacement of residential tenants. In all cases, Marin County will carefully weigh the benefits of a proposed project against any hardship it might impose on potential displacees, giving special consideration to the shortage of low-priced rental housing in Marin County.

In accordance with the requirements of 24 CFR 570.606(c)(1), if any occupied or vacant occupiable low/moderate-income dwelling units are demolished or converted to a use other than low/moderate-income dwelling units in connection with an activity assisted by Community Development Block Grant Program funds or HOME Investment Partnerships Program funds, the demolished or converted units will be replaced with low/moderate-income dwelling units which are located within Marin County, which are sufficient in number and size to house no fewer than the number of occupants who could have been housed in the units that are demolished or converted, which are in standard condition, which are initially available for occupancy during the period required by 24 CFR 570.606(c)(1)(ii)(D), and which will remain as low/moderate-income dwelling units for at least 10 years.

Any eligible displaced person will be given relocation assistance as required by all applicable regulations, including 24 CFR 570.606(c)(2). Any displaced person who is eligible under 24 CFR 570.606(c)(2) will be advised of the option to receive benefits under either Section 104(d) of the Housing and Community Development Act of 1974, as amended, or 49 CFR 24.

If Community Development Block Grant Program funds or HOME Investment Partnerships Program funds are committed for any activity that would directly result in the demolition of low/moderate-income dwelling units or the conversion of low/moderate-income dwelling units to another use, the County will make public and submit to the U.S. Department of Housing and Urban Development the information required by 24 CFR 570.606(c)(1)(iii).

IV. NOTICE OF NONDISCRIMINATION POLICY

The County of Marin does not discriminate on the basis of handicap in violation of 24 CFR Part 8 in admission or access to, or treatment or employment in, its federally assisted programs and activities, including those funded by the Community Development Block Grant Program, the HOME Investment Partnerships Program, and the Housing Opportunities for Persons With AIDS Program. Anyone with questions about this policy or the activities of the programs listed above may contact the Housing and Federal Grants Division of the Marin County Community Development Agency at 3501 Civic Center Drive, Room 308, San Rafael, phone 415-473-6279, federalgrants@marincounty.org. The Disability Access Manager has been designated to process grievances under this policy and may be contacted at 3501 Civic Center Drive, Room 304, San Rafael, California 94903, phone 415-333-4549, disabilityaccess@marincounty.org. Information about the existence and location of accessible services, activities, and facilities is available from the Section 504 Compliance Office at 3501 Civic Center Drive, Room 304, San Rafael, California 94903, phone 415-333-4549, disabilityaccess@marincounty.org. People using TTY devices may reach all County of Marin offices, including the Section 504 Compliance Office and the Housing and Federal Grants Division Office, at 415-473-3232, or through the California Relay Service at 711.