

COMMUNITY DEVELOPMENT AGENCY

## HOUSING AND FEDERAL GRANTS DIVISION

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Ngày 10 tháng 5 năm 2022

Hội Đồng Giám Sát Quận Marin  
3501 Civic Center Drive  
San Rafael, CA 94903

**CHỦ ĐỀ:** Kế Hoạch Hành Động Hàng Năm 2022 theo Năm Tài Chính Liên Bang sửa đổi Kế Hoạch Hợp Nhất 2020-24, bao gồm ngân sách cho Chương Trình Tài Trợ Khởi Phát Triển Cộng Đồng (CDBG) và Chương Trình Đối Tác Đầu Tư HOME (HOME).

Kính gửi các Thành Viên Hội Đồng,

### **KHUYẾN NGHỊ:**

1. Tổ chức một phiên điều trần công khai vào ngày 10 tháng 5 năm 2022, để thu nhập ý kiến về:
  - A. Các nhu cầu phát triển nhà ở và cộng đồng của Quận Marin và hoạt động giải quyết những nhu cầu này.
  - B. Kế Hoạch Hành Động Hàng Năm 2022 sửa đổi Kế Hoạch Hợp Nhất 2020-24, bao gồm các Chính Sách và Thủ Tục của địa phương, các hoạt động được đề xuất và các khuyến nghị về ngân sách cho Năm Tài Chính Liên Bang 2022 do CDBG và HOME tài trợ.
  - C. Đề xuất lập trình lại quỹ CDBG của những năm trước cho các hoạt động mới và đề xuất việc sử dụng thu nhập của chương trình HOME được đưa vào Kế hoạch Hành động Hàng năm 2022 sửa đổi Kế Hoạch Hợp Nhất 2020-24.
2. Sau khi có ý kiến đóng góp của công chúng, phê duyệt:
  - A. Kế Hoạch Hành Động Hàng Năm 2022 sửa đổi Kế Hoạch Hợp Nhất 2020-24 và các tài liệu liên quan, về cơ bản là biểu mẫu đính kèm, bao gồm các mục được liệt kê ở trên và cho phép bất kỳ thay đổi ngân sách nào cần thiết để triển khai những hành động này.
  - B. Nghị quyết ủy quyền cho phép nhân viên đệ trình Kế Hoạch Hành Động Hàng Năm 2022 sửa đổi Kế Hoạch Hợp Nhất 2020-24 cho Bộ Gia Cư và Phát Triển Đô Thị Hoa Kỳ (HUD), đồng thời ủy quyền cho phép nhân viên thực hiện hành động liên quan đến việc đệ trình để cung cấp các chỉnh sửa hoặc thông tin bổ sung khi HUD có thể yêu cầu.
3. Thông báo rằng các bản sao của Kế Hoạch Hành Động Hàng Năm 2022 sửa đổi Kế Hoạch Hợp Nhất 2020-24 và các tài liệu liên quan, hồ sơ về việc sử dụng nguồn quỹ CDBG và HOME trong quá khứ cũng như các Chính Sách và Thủ Tục của địa phương có sẵn để kiểm tra tại Cơ Quan Phát Triển Cộng Đồng.

**TÓM TẮT:**

Kế Hoạch Hành Động Hàng Năm 2022 sửa đổi Kế Hoạch Hợp Nhất 2020-24 hướng dẫn việc phân bổ nguồn quỹ và xem như là đơn đăng ký xin nhận tài trợ cho HUD đối với nguồn quỹ thể thức từ các chương trình CDBG và HOME. Những chương trình tài trợ liên bang này cung cấp nguồn lực cho nhà ở, cơ sở cộng đồng, và các dịch vụ cho các hộ gia đình thu nhập thấp.

Kế Hoạch Hành Động Hàng Năm 2022 được chuẩn bị trong Hệ Thống Thông Tin và Giải Ngân Tích Hợp của HUD, sử dụng Theo định dạng bắt buộc. Tài liệu đính kèm 2 tóm tắt thông tin được yêu cầu ở định dạng dễ tiếp cận hơn.

**THẢO LUẬN:**

Vào ngày 12 tháng 5 năm 2020, Hội Đồng đã phê duyệt Kế Hoạch Hợp Nhất 2020-24. Kế hoạch 5 năm này bao gồm phần phân tích nhu cầu phát triển cộng đồng và nhà ở giá cả phải chăng và tuyên bố về các chính sách cho toàn bộ giai đoạn cũng như các ngân sách dự án CDBG và HOME cho năm đầu tiên của giai đoạn 5 năm. Vào năm thứ hai, thứ ba, thứ tư, và thứ năm, Kế Hoạch Hợp Nhất phải được sửa đổi với “Kế Hoạch Hành Động Hàng Năm” để bổ sung ngân sách dự án CDBG và HOME của mỗi năm.

Ngày 1 tháng 7 năm 2022 là ngày bắt đầu năm tài chính của Quận Marin và là ngày bắt đầu của năm thứ ba trong Kế Hoạch Hợp Nhất 2020-24. Kế hoạch Hành động Hàng năm 2022 đề xuất đính kèm cập nhật phần chính sách và bổ sung ngân sách cho các quỹ được hưởng năm tài chính liên bang 2022. Vào năm tới, ước tính ngân sách phân bổ cho chương trình CDBG của Quận Marin vào khoảng \$1,614,000, ít hơn một chút so với ngân sách tài trợ giai đoạn 2021-22 đã nhận được là \$1,621,547. Việc phân bổ ngân sách chương trình HOME ước tính xấp xỉ khoảng \$800,000. Ước tính ngân sách tài trợ được xác định dựa trên ngân sách đề xuất cho các chương trình HUD, và có thể thay đổi theo ngân sách liên bang đã được Quốc Hội phê chuẩn và các thỏa thuận tài trợ chính thức nhận được từ HUD. Số tiền trợ cấp của quận Marin bị ảnh hưởng bởi những thay đổi ngân sách tài trợ chương trình tổng thể trong ngân sách liên bang và xếp hạng của quận Marin so với những địa phương nhận tài trợ khác dựa trên các yếu tố nhân khẩu học.

Các khuyến nghị về ngân sách tài trợ đề xuất cho việc sử dụng ngân sách tài trợ cho CDBG và ngân sách tài trợ cho HOME vào Năm Tài Chính 2022 liên bang có trong Tài Liệu Đính Kèm 3. Để đáp ứng các giới hạn về thời gian sử dụng ngân sách của HUD khi dự án bị trì hoãn, ngân sách cũng bao gồm các quỹ CDBG từ những năm trước được khuyến nghị để lập lại (phân bổ lại) cho các dự án mới và phân bổ từ thu nhập của chương trình HOME.

Các khuyến nghị về Kế Hoạch Hành Động Hàng Năm 2022 đính kèm đã được xem xét và khuyến nghị bởi Tiểu Ban Khu Vực Quy Hoạch Novato và San Rafael, bao gồm các Hội Đồng Thành Phố tương ứng và Ủy Ban Thiết Lập Ưu Tiên Toàn Quận (PSC), được thành lập từ các thành viên cộng đồng

đại diện cho những tầng lớp được bảo<sup>1</sup> vệ và những người đại diện được bầu từ các khu vực pháp lý tại thành phố, thị trấn và Quận.

Các khoản chi ngân sách CDBG và HOME được xác định trong Kế Hoạch Hành Động Hàng Năm 2022 được phát triển sau ba phiên điều trần công khai được tổ chức tại các Khu Vực Quy Hoạch—một phiên điều trần do Hội Đồng Thành Phố San Rafael tổ chức vào ngày 21 tháng 3 năm 2022; một phiên điều trần do Hội Đồng Thành Phố Novato tổ chức vào ngày 22 tháng 3 năm 2022; và một phiên điều trần do PSC tổ chức vào ngày 7 tháng 4 năm 2022.

Các Cải Tiến trong Chương Trình, Các Yêu Cầu về Ngưỡng và Các Ưu Tiên:

Vào năm 2020, PSC đã khuyến nghị và Hội Đồng đã phê duyệt hai cải tiến trong chương trình bao gồm quy mô tài trợ tối thiểu là \$15,000 và chu kỳ đăng ký hai năm. Theo cấu trúc chu kỳ đăng ký hai năm, bắt đầu từ năm 2020, các dự án Dịch Vụ Công đủ điều kiện để gia hạn tài trợ hàng năm dựa trên việc hoàn thành các mục tiêu và tùy thuộc vào nguồn vốn CDBG sẵn có, trong khi các dự án Nguồn vốn và Nhà ở xin tài trợ theo thời gian dự án và ngân sách hai năm .

Hai cải tiến này tăng cường tác động của các tổ chức được tài trợ và tạo điều kiện cho các đối tác phi lợi nhuận lập kế hoạch chương trình của họ tốt hơn. Trong khi các đơn đăng ký được nhận mỗi hai năm, việc phân bổ nguồn tài trợ phải được phê duyệt hàng năm dựa trên hiệu quả trước khi của dự án và và việc phân bổ quỹ dự tính. Ngoài ra, nhân viên có quyền mở đơn đăng ký giữa chu kỳ khi thấy cần thiết.

Trong những năm gần đây, các địa phương ngày càng chú trọng đến mức độ các dự án CDBG và HOME phục vụ cư dân của các tầng lớp được bảo vệ, cũng như chất lượng và hiệu quả của kế hoạch tiếp thị khẳng định của từng nhà tài trợ dự án<sup>2</sup> .

Tất cả các đơn đăng ký dự án được đánh giá dựa trên khả năng đáp ứng các mục tiêu quốc gia của HUD, các ngưỡng cải thiện của PSC để đánh giá dự án và các tiêu chí đánh giá dự án tiêu chuẩn như sau:

Các Mục tiêu Quốc gia:

- Đem lại lợi ích cho những người có thu nhập từ thấp tới trung bình.
- Ngăn ngừa hoặc loại bỏ tình trạng tòi tàn.
- Đáp ứng các nhu cầu phát triển cộng đồng khác cho những người có thu nhập thấp và trung bình.

<sup>1</sup> Theo luật pháp liên bang bảo vệ các tầng lớp bao gồm chủng tộc, mà gia, nguồn gốc quốc gia, tôn giáo, giới tính (bao gồm định hướng tính dục và bản dạng giới tính), tình trạng gia đình, và khuyết tật.

<sup>2</sup> Các phương pháp quảng cáo và tiếp cận cộng đồng được thiết kế để tiếp cận với những người ít có khả năng biết về hoặc đăng ký tham gia chương trình, bao gồm tiếp thị ở các hình thức dễ tiếp cận đối với người khuyết tật và bằng các ngôn ngữ không phải tiếng Anh.

Các ngưỡng cải thiện của PSC:

- Hỗ trợ các dự án Thúc Đẩy Nhà Ở Công Bằng<sup>3</sup> và có cam kết và năng lực tham gia Tiếp Thị Tích Cực.
- Ưu tiên các dự án phục vụ cư dân thuộc các tầng lớp được bảo vệ theo định nghĩa của HUD.
- Ưu tiên các dự án phục vụ những người có thu nhập thấp.

Tiêu Chí Đánh Giá Dự Án:

- Sự sẵn sàng—các khoản tài trợ được cấp có thể được sử dụng hết trong năm tài trợ không?
- Tính bền vững—tổ chức có đủ năng lực để duy trì một dự án hoặc chương trình sau thời hạn nhận tài trợ liên bang này không?
- Tính hiệu quả và trách nhiệm giải trình—tổ chức có năng lực và hồ sơ chuyên môn để triển khai dự án và quản lý khoản tài trợ liên bang một cách hiệu quả không? Có sự chuyển tiếp trong ban lãnh đạo của tổ chức vào thời điểm hiện tại hoặc sắp tới không?
- Ưu tiên tác động lớn nhất—số lượng người được phục vụ nhiều nhất và/hoặc tác động nhiều nhất trên cơ sở cá nhân, và/hoặc phục vụ những nhóm dân cư khó tiếp cận.

Ngoài các tiêu chí của HUD trong Kế Hoạch Hợp Nhất và quá trình Phân Tích Các Trở Ngại Đối Với Lựa Chọn Nhà Ở Công Bằng (AI), Ủy ban Thiết lập Mức độ Ưu tiên Trên Toàn Quận đã thiết lập các ưu tiên để tài trợ cho các dự án **nhà ở** CDBG và HOME:

- Nhà Ở Gia Đình—các căn hộ không bị giới hạn đối với các nhóm dân cư cụ thể.
- Mô hình ủy thác đất đai ở phía đông Marin cung cấp cơ hội sở hữu nhà. (Phía Đông Marin trong trường hợp này được định nghĩa là tất cả các khu vực của Marin, ngoại trừ phía Tây Marin).

PSC cũng thiết lập các ưu tiên sau đối với các khoản tài trợ CDBG được phân bổ cho các dự án **dịch vụ cộng đồng** trong Năm Tài Chính 2022-23:

- **Các Dịch Vụ Y Tế Cơ Bản** – bao gồm các dịch vụ phòng ngừa hoặc điều trị bệnh trạng cho những cá nhân không có bảo hiểm, bảo hiểm không đủ hoặc những người có thu nhập thấp không có khả năng chi trả khoản khấu trừ của họ. Các chương trình và dịch vụ bao gồm nhưng không chỉ giới hạn ở y tế dự phòng như chủng ngừa, chăm sóc sức khỏe trẻ em từ sơ sinh, đánh giá sức khỏe định kỳ cho người lớn, dịch vụ kế hoạch hóa gia đình tự nguyện, khám mắt và tai cho trẻ em để xác định nhu cầu điều chỉnh thị lực và thính giác, và các dịch vụ vệ sinh. Các dịch vụ cũng có thể bao gồm chăm sóc sức khỏe cấp cứu cần thiết về mặt y tế, điều trị nội trú và ngoại trú, xét nghiệm chẩn

<sup>3</sup> Thực hiện các biện pháp có ý nghĩa, bên cạnh việc chống phân biệt đối xử, khắc phục các mô thức chia rẽ và nuôi dưỡng các cộng đồng dung hòa phi rào cản làm hạn chế khả năng tiếp cận cơ hội dựa trên các đặc điểm được bảo vệ, đó là: chủng tộc, màu da, nguồn gốc quốc gia, tôn giáo, giới tính (bao gồm định hướng tình dục và bản dạng giới), tình trạng gia đình, và khuyết tật.

đoán, các dịch vụ chụp chiếu hình ảnh chẩn đoán và điều trị, cũng như cung cấp thuốc theo toa.

- **Các Dịch Vụ Hỗ Trợ Trẻ Em, Thanh Thiếu Niên và Phụ huynh** – bao gồm các dịch vụ hướng mục tiêu đến những gia đình có thu nhập thấp và giải quyết những khác biệt trong tiếp cận giáo dục mầm non, chi phí chăm sóc trẻ em cao trên toàn quận, và gia đình tự cung tự cấp. Các chương trình và dịch vụ bao gồm nhưng không chỉ giới hạn ở việc hỗ trợ học bổng chăm sóc trẻ em, các hoạt động ngoại khóa của học sinh, gắn kết và đào tạo cha mẹ, quản lý trường hợp, dịch vụ trị liệu, phương tiện đưa đón, đến nhà hỗ trợ, và hỗ trợ pháp lý cho gia đình.
- **An Ninh Thực Phẩm** – bao gồm những dịch vụ cho phép tiếp cận lương thực về mặt vật chất và/hoặc kinh tế nhằm đáp ứng các nhu cầu ăn uống để có một cuộc sống đạt năng suất và khỏe mạnh. Các chương trình và dịch vụ bao gồm nhưng không chỉ giới hạn ở những địa điểm cung cấp bữa ăn miễn phí, ngân hàng thực phẩm, phụ cấp mua hàng tạp hóa, bữa ăn giao tận nhà, và các chương trình khác cung cấp thực phẩm cho những người có nhu cầu.
- **Các Dịch Vụ Hỗ Trợ Nhà Ở** – bao gồm các dịch vụ hỗ trợ mọi người tiếp cận nhà ở ổn định, ngăn ngừa sự phân biệt đối xử trong việc lựa chọn nhà ở, và hỗ trợ người thuê nhà duy trì nhà ở ổn định. Các chương trình và dịch vụ bao gồm nhưng không chỉ giới hạn ở việc tư vấn nhà ở công bằng, hỗ trợ pháp lý, tìm nhà ở, cũng như hỗ trợ thanh toán tiền đặt cọc mua nhà và tiền thuê nhà.

Đính kèm 4 bao gồm các chi tiết bổ sung liên quan đến các tiêu chí đánh giá đơn đăng ký.

#### Quy Trình Kế Hoạch Hành Động Hàng Năm

Vì là chu kỳ đăng ký hai năm lần đầu tiên, quy trình đăng ký đầy đủ được thực hiện vào đầu năm 2022. Việc đăng ký, xem xét và quy trình phê duyệt cho tài trợ CDBG và HOME được thiết kế nhằm khuyến khích cộng đồng tham gia và kết quả là chín buổi họp công cộng đã được thực hiện liên quan đến Kế hoạch Hành động Hàng năm 2022.

Yêu cầu tài trợ của CDBG và HOME cho Năm Tài Chính 2022-23 đã vượt quá mức tài trợ dự kiến sẵn có từ HUD. Số tiền HUD dự kiến cấp cho Quận Marin ước tính xấp xỉ dưới \$2.4 triệu so với hơn \$4.9 triệu yêu cầu tài trợ nhận được từ 45 đơn đăng ký bao gồm cả hai chương trình CDBG và HOME. Không may, do chênh lệch trong các nguồn lực, các lựa chọn khó khăn phải được đưa ra và có nhiều dự án giá trị đã không nhận được tài trợ hoặc nhận được mức tài trợ thấp hơn yêu cầu.

Các cuộc họp của Khu Vực Quy Hoạch địa phương và PSC tạo cơ hội cho các thành viên cộng đồng, những người nộp đơn đăng ký nhận tài trợ và các nhà ra quyết định lắng nghe ý kiến của nhau và thảo luận về giá trị của các đề xuất cụ thể. Do COVID-19, các cuộc họp này được tổ chức trực tuyến để tạo điều kiện cho các tổ chức và cá nhân ủng hộ các dự án và đóng góp ý kiến cho Kế Hoạch Hành Động Hàng Năm 2022.

### Tài Trợ Được Khuyến Nghị

Các khuyến nghị tài trợ trước Hội Đồng nhất quán với các cân nhắc và chỉ đạo từ Hội Đồng Thành Phố Novato và San Rafael cũng như PSC.

Đối với kỳ tài trợ 2022-23, PSC khuyến nghị gói tài trợ bao gồm hành chính và hỗ trợ cho 20 dự án CDBG với khoản tiền \$1,985,300 kết hợp với các nguồn tài trợ mới được nhận, nguồn tài trợ tái cấu trúc và hành chính. PSC khuyến khích hỗ trợ hai dự án HOME với khoản tiền \$903,417 kết hợp với nguồn tài trợ mới được nhận, thu nhập chương trình và hành chính.

Nếu khoản tài trợ của quận Marin từ HUD khác với các giả định đề xuất, để tránh việc cần thêm buổi điều trần bổ sung, nhân viên khuyến nghị khoản tài trợ được phê duyệt bởi Ủy ban Thiết lập Ưu tiên có thể được xem xét lại. Vào thời điểm đó, các nhân viên sẽ tính toán lại số tiền có sẵn cho từng khu vực quy hoạch và cho từng hạng mục hoạt động. Trong phạm vi cần cắt giảm, nhân viên sẽ điều chỉnh số tiền tài trợ sơ bộ của dự án phù hợp với khuyến nghị của PSC và Hội đồng Thành phố để không giảm xuống dưới \$15.000 cho mỗi khoản tài trợ. Nếu có thêm kinh phí, việc điều chỉnh sẽ được hạn chế để không dự án nào nhận được nhiều hơn số tiền mà cơ quan tài trợ đã yêu cầu.

### Các Nguồn Thay thế Tài trợ

Tài trợ của Khối Phát triển Cộng đồng - Nhân viên gần đây đã được thông báo rằng Các Dịch vụ Cộng đồng Episcopal có thể cần tiến hành mà không có vòng tài trợ CDBG này do thời gian phê duyệt của HUD và thời hạn hoàn thành dự án Homekey. Trong điều kiện điều này xảy ra, PSC yêu cầu Hội đồng Giám sát phê duyệt việc chuyển hướng các khoản tiền đó tới dự án Nhà ở Homeward Bound cho Lực lượng lao động và Cựu chiến binh Marin's Novato. Mục đích và dân số được phục vụ bởi hai dự án này tương đồng đáng kể với nhau. Mặc dù Homeward Bound chưa yêu cầu các khoản tiền này, các nhân viên nhận thức được nhu cầu tài chính đáng kể cho việc phát triển dự án nhà ở hỗ trợ lâu dài mới này.

Chương trình Hợp tác Đầu tư HOME - Bolinas Community Land Trust (BCLT - Quỹ Tín thác Đất Cộng đồng Bolinias) đã đăng ký trở thành Tổ chức Phát triển Nhà ở Cộng đồng (CHDO) cho Năm Tài chính 2022-23, tuy nhiên, chúng vẫn chưa được chứng nhận. Chứng nhận bao gồm đảm bảo BCLT đáp ứng định nghĩa "tổ chức phát triển nhà ở cộng đồng" theo §92.2; có một dự án hội đủ điều kiện làm bằng chứng trích dẫn rằng tổ chức sẽ sở hữu, phát triển hoặc tài trợ theo §92.300(a); và có các nhân viên nhận lương với kinh nghiệm đã được chứng minh đang làm việc trong các dự án HOME. Nếu BCLT không đáp ứng các yêu cầu để được chứng nhận trong thời gian yêu cầu, PSC yêu cầu Hội đồng Giám sát chấp thuận chuyển hướng các khoản tiền đó đến dự án Căn hộ Eden Housing's Oak Hill. Mặc dù Eden Housing không nộp đơn đăng ký các khoản tài trợ năm 2022-23, đây là CHDO được chứng nhận duy nhất có đơn đăng ký đang hoạt động trong chu kỳ đơn đăng ký 2 năm. Các khoản tài trợ sẽ bị mất đi nếu không được phân bổ cho một CHDO.

Ngoài ra, gần đây nhân viên nhận thấy sự chênh lệch tài trợ dự án trong dự án 31 Wharf của Bolinas Community Land Trust (Quỹ Tín thác Đất Cộng



**TÀI LIỆU ĐÍNH KÈM:**

1. Quyết định phê duyệt Kế Hoạch Hành Động Hàng Năm 2022 sửa đổi Kế Hoạch Hợp Nhất 2020-24.
2. Dự thảo Kế Hoạch Hành Động Hàng Năm 2022.
3. Yêu Cầu và Khuyến Nghị của CDBG và HOME cho tất cả các Khu Vực Quy Hoạch.
4. Nguyên tắc hướng dẫn bổ sung cho các khuyến nghị tài trợ.
5. Các Chính Sách và Thủ Tục Địa Phương:
  - i. Tiêu Chuẩn Địa Phương cho Nhà Thuê Giá Phải Chăng.
  - ii. Chính Sách về Dân Quyền.
  - iii. Kế Hoạch Hỗ Trợ Giải Tỏa và Tái Định Cư cho Dân Cư.
  - iv. Thông Báo về Chính Sách Không Phân Biệt Đối Xử.



**RESOLUTION NO. 2022-\_\_\_\_\_**  
**RESOLUTION OF THE MARIN COUNTY BOARD OF SUPERVISORS**  
**AUTHORIZING SUBMISSION OF THE 2022-23 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 2022 (2022-23 local program year) CDBG funding to the planning areas; and

**WHEREAS**, six local public hearings and three community meetings 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 7, 2022 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 2022-23 Annual Action Plan, including the proposed CDBG and HOME Fiscal Year 2022 budgets, was published on April 10, 2022 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 10, 2022 to hear public testimony and consider in full the draft 2022 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 2022 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 2022 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 10<sup>th</sup> day of May, 2022, by the following vote:

AYES: SUPERVISORS

NOES:

ABSENT:

\_\_\_\_\_  
PRESIDENT, BOARD OF SUPERVISORS

ATTEST:

\_\_\_\_\_  
DEPUTY CLERK

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# County of Marin

## 2022 Annual Action Plan



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

*Draft May 10, 2022*

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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, community-guided process that provides an opportunity for strategic planning to ensure coordination of local actions to comprehensively address priority housing and community development needs. The Action Plan is updated and submitted 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 2022 Annual Action Plan serves as Marin County's application for CDBG and HOME funds for Fiscal Year 2022 (July 1, 2022 – June 30, 2023). The Annual Action Plan addresses the goals established in the 2020-24 Consolidated Plan and represents the annual implementation strategy for the third year of the Plan. The Action Plan addresses ways in which the County intends to meet its community development and affordable housing goals and discusses specific programs and projects that have been recommended for CDBG and HOME funding for the 2022-23 program year. The Housing and Federal Grants Division (HFGD) of the Marin County Community Development Agency (CDA) is the lead agency responsible for submitting 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 funding strategies that best support individuals, families, and communities countywide. The 2022 Annual Action Plan identifies current projects that address the priorities and strategies stated in the Consolidated Plan. All the proposed projects and activities are intended to benefit Marin County residents who have extremely low, very low, low, and moderate incomes, 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 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 provide 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 supportive services and facilities and provide affordable and accessible housing.
- Enhanced community and public facilities and spaces – Invest in rehabilitating and enhancing community facilities and public spaces, particularly in neighborhoods serving low-income residents and people experiencing homelessness.
- 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 implemented during the previous Consolidated Plan time period served the identified needs. A comparison of performance data to the performance measures matrices in the County’s Consolidated Annual Performance and Evaluation Reports (CAPERs) shows how the County performed successfully in accomplishing the goals that were set in the five-year strategic plan and the one-year action plan.

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 locally. However, due to the complexity and extent of needs paired with limited resource availability, a gap persists. Marin intends to continue funding programs and activities that help ensure safe, accessible, and affordable housing and move residents toward economic security.

The COVID-19 pandemic has created challenges for the County in implementing the 2020 and 2021 Annual Action Plans. Due to the shelter-in-place orders that began in March 2020 and COVID workplace protocols that remained in place throughout 2021, all of the Capital and Housing projects have faced delays and increased project costs, and some have been abandoned altogether. In addition, Public Services providers have been forced to reconfigure their service delivery models while adjusting to an 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, other government jurisdictions, and industry representatives to discuss housing and community development needs. Avenues for engagement included community meetings, workshops, and public hearings.

The Annual Action Plan process consisted of three workshops, two public hearings conducted by cooperating jurisdictions, four public hearings conducted by the County, and a combined total of 15 office hours. All meetings were noticed according to the County's Citizen Participation Plan requirements. Materials for all County-led hearings were available in English, Spanish, and Vietnamese. In addition, the final public hearing wherein 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 staff's ability to accurately track participant numbers; however, the number of confirmed community member participants is 165.

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

## **5. Summary of public comments**

Public comment on the Annual Action Plan was generally favorable, with applicants expressing gratitude for funding recommendations. The following is a summary of comments from the Countywide Priority Setting Committee and community members 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 increased levels of food insecurity.
- Concern regarding the impacts of COVID-19 on the foster youth population.
- 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 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 resulting from affirmative marketing outreach.

No written comments have been 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

Table 1 – Responsible Agencies

#### Narrative

N/A

#### Consolidated Plan Public Contact Information

Leelee Thomas, Deputy Director – [lthomas@marincounty.org](mailto:lthomas@marincounty.org)

Molly Kron, Senior Planner – [mkron@marincounty.org](mailto:mkron@marincounty.org)

Genevieve Hahn Kerr, Budget and Grants Analyst – [ghahnkerr@marincounty.org](mailto:ghahnkerr@marincounty.org)

Chelsea Hall, Housing and Environmental Planning Aide – [chall@marincounty.org](mailto:chall@marincounty.org)

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

#### 1. Introduction

Consultation for the Annual Action Plan occurred over a nine-month period that included hosting and participating in virtual workshops and community meetings as well as office hours 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 activities throughout the County to ensure that citizens are informed of the federal grant programs available.



**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, the Community Health Improvement Plan Steering Committee, and the Canal Working Group, among others.

In addition, the County’s Emergency Operation Center (EOC) has been active since the onset of COVID-19. The EOC leads 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**

The County of Marin’s Health and Human Services Department (HHS) 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 (HPSC), which is the governing body of the Marin CoC and includes members representing homeless services and housing providers, faith groups, mental health and veterans’ services, nonprofit social services providers, services beneficiaries, city officials and county representatives, and other stakeholders with a role in preventing and ending homelessness. The HPSC develops long-term strategic plans and facilitates year-round efforts to identify the needs of individuals and families experiencing homelessness in Marin. 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 for submittal 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 spectrum of housing services to persons experiencing homelessness, including outreach and engagement, emergency and transitional shelter, rapid re-housing, and permanent supportive housing.

In past years, housing and service providers were focused on homelessness prevention efforts because of the perceived cost-effectiveness of this approach. However, there has been a shift nationally toward prioritizing resources to get people off 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, and coordinated system of care to house and serve Marin's most vulnerable communities efficiently and effectively. As of April 2022, Marin CoC reports that 474 individuals have been housed in permanent supportive housing since the launch of these strategies.

In 2021-22, these collaboration efforts were expanded to address increasing need during the pandemic. HFGD staff partnered extensively with EOC and HHS to implement Rental Assistance (\$33.5 million in 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, a vacant commercial building, and a former skilled nursing facility for conversion to permanent supportive housing for people experiencing homelessness).

**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 annual Emergency Solutions Grants (ESG) program funding from the U.S. Department of Housing and Urban Development (HUD). Marin Continuum of Care providers receive a noncompetitive funding allocation through the ESG Balance of State process, and participate in the associated regional competition for competitive funding opportunities. 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 California 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.

The County of Marin’s Health and Human Services department acts as the administrative entity for Emergency Solutions Grants-Coronavirus (ESG-CV) funding. Funding priorities for ESG-CV were determined in public CoC subcommittee meetings staffed by HHS and attended by HFGD staff.

**2. Describe Agencies, groups, organizations, and others who participated in the process and describe the jurisdiction’s consultations with housing, social service agencies and other entities.**

1. Aging Action Initiative
2. Bambini Yoga Project – Marin County Cooperation Team
3. Bayside MLK School
4. Belvedere-Tiburon Joint Recreation Committee
5. Bolinas Community Land Trust
6. Bridge the Gap College Prep
7. Buckelew Programs
8. Canal Alliance
9. Center for Employment Opportunities, Inc.
10. Center for Domestic Peace
11. City of Alameda
12. City of Belvedere
13. City of Fairfax
14. City of Napa
15. City of Novato
16. City of Redding
17. City of San Rafael
18. Commission on Aging
19. Community Action Marin
20. Community Land Trust of West Marin
21. Covia Foundation
22. Downtown Street Team
23. EAH Housing
24. Eden Housing
25. Episcopal Community Services
26. ExtraFood.org
27. Fair Housing Advocates of Northern California
28. Fairfax-San Anselmo Children's Center
29. Family and Children’s Law Center
30. First 5 Marin
31. First Mission Baptist Church
32. Galilee Harbor
33. Golden Gate Village Resident Council
34. Habitat for Humanity Greater San Francisco, Inc.
35. Hannah Project Partnership for Academic Achievement
36. Homeward Bound of Marin
37. Hope Housing of Marin

38. InSpirit
39. ISOJI
40. Legal Aid of Marin
41. Marin Asian Advocacy Project
42. Marin Center for Independent Living
43. Marin City Community Development Corporation
44. Marin City Community Services District
45. Marin City Health & Wellness Center
46. Marin City Ministerial Alliance
47. Marin Community Foundation
48. Marin County Administrator's Office
49. Marin County Board of Supervisors
50. Marin County Dental Care Foundation
51. Marin County Free Library
52. Marin County Racial Equity Action Team
53. Marin County Education Office
54. Marin County Whole Person Care
55. Marin Health and Human Services Department
56. Marin Horizon Community School
57. Marin Housing Authority
58. Marin Organizing Committee
59. Multicultural Center of Marin
60. North Bay Children's Center
61. North Marin Community Services
62. Opening Doors Marin
63. Performing Stars of Marin
64. Petaluma Health Center, DBA Costal Health Alliance
65. Pickleweed Preschool
66. San Geronimo Valley Affordable Housing Association
67. San Geronimo Valley Community Center
68. Shoreline Unified School District
69. Systems Thinking Marin
70. Tomales Town Hall
71. Town of Fairfax
72. Town of San Anselmo
73. Vivalon (formerly Whistlestop)
74. West Marin Collaborative
75. West Marin Community Services
76. West Marin Fund
77. West Marin Senior Services
78. Wise Choices for Girls

**Table 2 – Agencies, groups, organizations who participated.**

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

The County made a concerted 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, the County’s ability to engage and consult in person 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 funding prioritization.
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 in the County.
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**

##### Countywide Priority Setting Committee, Planning Area, and Board of Supervisors Public Meetings

The initial public meeting for the 2022 Annual Action Plan was held on September 30, 2021 with the Countywide Priority Setting Committee (PSC), 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 reviewed goals identified in the 2020-24 Consolidated Plan and funding priorities elevated in past funding cycles. The PSC directed staff on data collection and next steps to inform funding priorities for the upcoming application cycle. The PSC held another public meeting on November 4, 2021 to review data collected on community needs and approve funding priorities for the upcoming application cycle. Subsequently, on February 24, 2022, the PSC conducted an application workshop wherein 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 21, March 22, and April 7, 2022 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 10, 2022. 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 10, 2022. The comment period began on April 11, 2022 and concluded on May 11, 2022.

##### Funding Application Outreach

On December 3, 2021, staff issued public notice in the Marin Independent Journal and contacted 893 email subscribers to inform the community that the Federal Grants application period would open on January 3, 2022. In addition, on January 11, 2022, two bidding conferences were held via Zoom, one focused on Public Services projects and the second focused on Capital and Housing projects. Between January 4, 2022 and January 24, 2022, staff provided 15 hours of technical assistance to potential applicants through Zoom office hours. Staff presented at the ISOJI meeting for the Marin City community on December 3, 2021 and January 7, 2022. Staff also conducted targeted email outreach to community partners in West Marin and the Canal neighborhood of San Rafael. These meetings and outreach were all intended to inform the

public and prospective applicants about the opportunity to apply for CDBG and HOME funds, elicit project ideas, and discuss CDBG and HOME eligibility requirements.

**Citizen Participation Outreach**

<b>Sort Order</b>	<b>Mode of Outreach</b>	<b>Target of Outreach</b>	<b>Summary of response/attendance</b>	<b>Summary of comments received</b>	<b>Summary of comments not accepted and reasons</b>
1	Public Hearing/Priority Setting	Non-targeted/broad community	On 9/30/2021 and 11/04/2021, the PSC reviewed Consolidated Plan goals and data on community needs, and determined funding priorities for the upcoming application cycle. Due to COVID-19 the meetings were held virtually, and 28 community members attended.	Comments were made in support of the strategies, goals, and potential priorities. Concerns were voiced about limited funding and increased community need. Consensus was reached on funding priorities.	N/A
2	Bidders Conference	Non-targeted/broad community	On 1/11/2022, the County held 2 information sessions regarding the application process and eligible projects. Due to COVID-19 the meetings were held virtually, and 68 community members attended.	Comments consisted of project eligibility, total funding available, and process for allocating funds.	N/A
3	Public Meeting/ Application Workshop	Non-targeted/broad community	On 2/24/2022, the County held a workshop to review applications, hear from applicants, and provide staff with direction on recommendations. 33 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
4	Public Hearing	Non-targeted/broad community	On 3/21/2022 and 3/22/2022, Cooperating Jurisdictions 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
5	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 hearing on 4/7/2022. Due to COVID-19 the meeting was held virtually, and 36 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 thus valuable projects are left unfunded. Questions were raised on the process for determining which projects received funding. 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
6	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 5/10/2022. Due to COVID-19 the meeting was held virtually, and it is unknown how many community members attended.</p> <p>The public hearing provided oral interpretation in Spanish.</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. A community member raised concerns about minimizing rent increases on affordable housing units and requested more monitoring of affordable housing properties. Consensus was reached on recommending funds to meet local and national priorities.</p>	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
7	Listserv Digital Outreach	Non-English Speaking - Specify other language: Spanish and Vietnamese  Non-targeted/broad community	Staff sent emails to the Federal Grants listserv reaching 837 to 958 subscribers each time on 8/2/2021, 9/24/2021, 10/29/2021, 12/13/2021, 1/3/2022, 1/10/2022, 1/21/2022, 1/25/2022, 2/17/2022, 3/8/2022, 3/29/2022, and 4/11/2022 regarding public hearings and funding applications. The materials linked in the emails were translated into Spanish and Vietnamese.	N/A	N/A
8	Newspaper Ad	Non-targeted/broad community	County published notices in the Marin Independent Journal announcing public hearings and the funding application period on 8/2/2021, 12/3/2021, 1/21/2022, and 3/7/2022. County also published a notice on 4/10/2022 announcing that the draft Annual Action Plan was available for public review on 04/10/2022.	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 for Year 3 for CDBG and HOME assumes 2021-22 funding levels. The Program Income for HOME represents the actual amounts received in 2021-22, less 10% allowed for Administration and Planning costs. The amount of HOME Program Income is included in the 2022-23 Annual Action Plan.

**Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 3				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	1,614,000	0	372,640	1,986,709	2,793,898	Includes the expected 2022-23 CDBG entitlement as of March 2022; 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	800,000	104,118	0	903,417	1,451,820	Includes the expected 2022-23 HOME entitlement as of March 2022; 2021 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 additional funds from several 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 on a case-by-case basis, through its existing excess match log. The County generally requires each project to provide the 25% match. Match is often achieved through project-specific 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**

The County is currently engaged in the Housing Element process and is evaluating County-owned land for possible affordable housing development. Most of the publicly owned land in Marin County is protected as parkland or designated open space, typically in remote areas without sewer or water utilities. However, the County is actively evaluating County-owned properties for affordable housing potential, including corporation yards in Inverness and Nicasio and an underutilized area in Lucas Valley.

In addition, the State of California is pursuing the development of deed restricted affordable housing and public employee 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 (APNs are 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	2022	2023	Affordable Housing	Countywide Areas with High-Need Populations; Countywide Areas of Opportunity	Affordable Housing; Equity and Access to Opportunities	CDBG: \$318,842 HOME: \$903,416	Rental units constructed – 9 Units Rental units rehabilitated – 3 Units Homeowner units constructed – 40 Units Homeowner Housing Rehabilitated – 15 Units
2	Assist populations with special needs	2022	2023	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	CDBG: \$896,818	Rental units constructed – 50 Units Rental units rehabilitated – 58 Units

3	Enhanced community and public facilities and spaces	2022	2023	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: \$480,054	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit – 4,196 Individuals
4	Services to foster security and economic advancement	2022	2023	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: \$289,585	Public Service Activities other than Low/Moderate Income Housing Benefit – 13,371 Individuals Public Service Activities for Low/Moderate Income Housing Benefit – 580 Households

Table 6 – Goals Summary

### Goal Descriptions

1	<b>Goal Name</b>	<b>Create and preserve housing affordability, accessibility, and quality</b>
	<b>Goal Description</b>	Invest in the acquisition, new construction, and rehabilitation of rental and homeownership opportunities and provide 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	<b>Goal Name</b>	<b>Assist populations with special needs</b>
	<b>Goal Description</b>	Invest in activities that help persons with special needs to access supportive services and facilities and provide affordable and accessible housing.
3	<b>Goal Name</b>	<b>Enhance community and public facilities and spaces</b>
	<b>Goal Description</b>	Invest in rehabilitating and enhancing community facilities and public spaces, particularly in neighborhoods serving low-income residents and people experiencing homelessness.

<b>4</b>	<b>Goal Name</b>	<b>Services to foster security and economic advancement</b>
	<b>Goal Description</b>	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; senior services; and subsistence payments

Table 7 – Goal Descriptions

**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 49 families will benefit from affordable housing through HOME investments.



## 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 – New Construction
4	Homeowner Housing – Rehabilitation
5	Accessibility Improvements
6	Community and Public Facility Improvements
7	Children, Youth, and Parent Support Services
8	Food Security
9	Housing Support Services
10	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 as demonstrated by the data collected during the preparation of the Annual Action Plan and includes consideration of the Consolidated Plan’s Needs Assessment and Market Analysis, 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 residents’ underserved needs is funding availability. The Countywide Priority Setting Committee established priorities for projects that Affirmatively Further Fair Housing (AFFH) and serve members of protected classes. In addition, Public Services funding priorities have been narrowed down to: Basic Health Services; Children, Youth, and Parent Support

Services; Food Security; and Housing Support Services. No Basic Health Services applications were recommended for funding for the 2022-23 program year.

## AP-38 Project Summary

### Project Summary Information

<b>1</b>	<b>Project Name</b>	<b>Rental Housing – New Construction</b>
	<b>Target Area</b>	Countywide Areas with High-Need Populations
	<b>Goals Supported</b>	Create and preserve housing affordability Assist populations with special needs
	<b>Needs Addressed</b>	Affordable Housing Equity and Access to Opportunities
	<b>Funding</b>	CDBG: \$250,000 HOME: \$550,000
	<b>Description</b>	Support development soft costs, construction hard costs, and public infrastructure enhancements to make new affordable housing units available for extremely low, very low, and low-income residents.
	<b>Target Date</b>	6/30/2023
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	59 low, very low, or extremely low-income households will be served.
	<b>Location Description</b>	New construction activities will take place in rural West Marin at 31 Wharf Road, Bolinas, CA Public infrastructure activities to support new housing will take place in southern Novato at 1385 N. Hamilton Parkway, Novato, CA
	<b>Planned Activities</b>	Bolinas Community Land Trust: HOME, CHDO Allocation - Presumed Benefit – N, Units – 9 Homeward Bound of Marin Veteran and Workforce Housing: CDBG, NO – LMH, Presumed Benefit – Parital, Matrix Code – 03I, 03J, 03L, Units – 50

<b>2</b>	<b>Project Name</b>	<b>Rental Housing – Rehabilitation</b>
	<b>Target Area</b>	Countywide, Areas with High-Need Populations Countywide, Areas of Opportunity
	<b>Goals Supported</b>	Create and preserve housing affordability Assist populations with special needs
	<b>Needs Addressed</b>	Affordable Housing Equity and Access to Opportunities
	<b>Funding</b>	CDBG: \$414,500
	<b>Description</b>	Support the renovation of former residential facility into 43 units of permanent supportive housing for chronically homeless adults. Funding will support the addition of shower and kitchenettes in each unit, converting the existing commercial kitchen into a community kitchen, and converting office space into community space.  Support the rehabilitation and preservation of three units of affordable senior housing serving six low-income seniors. Funding will support exterior repairs and painting.
	<b>Target Date</b>	6/30/2023
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	46 low, very low, or extremely low-income households will be served.
	<b>Location Description</b>	Renovation activities will take place at 1251 South Eliseo Drive, Larkspur, CA. Rehabilitation activities will take place at 7, 11, and 15 Sage Lane, San Geronimo, CA.
	<b>Planned Activities</b>	Episcopal Community Services: NO - LMH, Presumed Benefit – Y, Matrix Code - 14B, Units - 43 San Geronimo Valley Affordable Housing Association: NO – LMH, Presumed Benefit – Y, Matrix Code - 14B, Units - 3
<b>Project Name</b>	<b>Homeowner Housing – New Construction</b>	

3	<b>Target Area</b>	Countywide, Areas of Opportunity
	<b>Goals Supported</b>	Create and preserve housing affordability
	<b>Needs Addressed</b>	Affordable Housing Equity and Access to Opportunities
	<b>Funding</b>	HOME: \$263,000
	<b>Description</b>	Support the development of 40 affordable single-family homes on a surplus land site in Northern Novato. Funding will support general development and construction expenses.
	<b>Target Date</b>	6/30/2023
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	40 low, very low, or extremely low-income households will be served.
	<b>Location Description</b>	New construction activities will take place in Northern Novato at 8161 Redwood Boulevard, Novato, CA.
	<b>Planned Activities</b>	Habitat for Humanity of Greater San Francisco: HOME, Presumed Benefit – N, Units – 40
4	<b>Project Name</b>	<b>Homeowner Housing – Rehabilitation</b>
	<b>Target Area</b>	Countywide, Areas with High-Need Populations
	<b>Goals Supported</b>	Create and preserve housing affordability, accessibility, and quality Assist populations with special needs
	<b>Needs Addressed</b>	Affordable Housing Equity and Access to Opportunities
	<b>Funding</b>	CDBG: \$250,000
	<b>Description</b>	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 nonprofit 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.
	<b>Target Date</b>	6/30/2023

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	15 low, very low, and extremely low-income homeowners will benefit from housing improvements and added accessibility.
	<b>Location Description</b>	Rehabilitation loans are provided throughout the County of Marin.
	<b>Planned Activities</b>	NO – LMH, Presumed Benefit – N, Matrix Code - 14A & 14B, 15 Units Rehabilitated for low/mod-income affordable housing
5	<b>Project Name</b>	<b>Accessibility Improvements</b>
	<b>Target Area</b>	Countywide, Areas with High-Need Populations
	<b>Goals Supported</b>	Assist populations with Special Needs Enhance community and public facilities and spaces
	<b>Needs Addressed</b>	Community and Public Facilities and Spaces Equity and Access to Opportunities
	<b>Funding</b>	CDBG: \$182,000
	<b>Description</b>	Support upgrades to patient restrooms to meet all ADA and bariatric standards; install emergency pull cord in the waiting area restroom to help alert staff when a patient is in need; add ADA accessible sinks to all patient exam rooms; and add a push-button for the main entrance to assist patients entering the building. Support critical renovations to the facility's laboratory and sterilization areas.
	<b>Target Date</b>	6/30/2023
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 2,200 rural patients will benefit from access to the enhanced facilities.
	<b>Location Description</b>	The project is located at 3 6th Street, Point Reyes Station, CA.
	<b>Planned Activities</b>	Coastal Health Alliance: NO – LMC, Presumed Benefit – N, Matrix Code – 03P, 3,830 low/mod-income persons to benefit from health services
6	<b>Project Name</b>	<b>Community and Public Facility Improvements</b>
	<b>Target Area</b>	Countywide, Areas of Opportunity Countywide, Areas with High-Need Populations

	<b>Goals Supported</b>	Assist populations with Special Needs Enhanced community and public facilities and spaces
	<b>Needs Addressed</b>	Community and Public Facilities and Spaces Equity and Access to Opportunities
	<b>Funding</b>	CDBG: \$323,500
	<b>Description</b>	Support the renovation and rehabilitation two childcare facilities serving low-income families. Replace a failing child play structure with a safe, age-appropriate structure at a rural pre-school. Rehabilitate a residential support services facility serving 15 adults diagnosed with serious mental illness.
	<b>Target Date</b>	6/30/2023
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 366 individuals will benefit from access to the enhanced facilities.
	<b>Location Description</b>	The projects are located at 1123 Court Street, San Rafael, CA; 199 Porteous Avenue, Fairfax, CA; Mesa Way & Bay View Way, Inverness, CA; 1333 Seventh Street, Novato, CA.
	<b>Planned Activities</b>	Community Action Marin: NO – LMC, Presumed Benefit – N, Matrix Code – 03M, 144 low/mod-income persons to benefit Fairfax-San Anselmo Children’s Center: NO – LMC, Presumed Benefit – N, Matrix Code – 03M, 177 low/mod-income persons to benefit Shoreline Unified School District: NO – LMC, Presumed Benefit – N, Matrix Code – 03M, 30 low/mod-income persons to benefit Buckelew Programs: NO – LMC, Presumed Benefit – Y, Matrix Code – 03B, 15 low/mod-income persons to benefit
7	<b>Project Name</b>	<b>Children, Youth, and Parent Support Services</b>
	<b>Target Area</b>	Communities of Minority Concentration Countywide, Areas with High-Need Populations Countywide, Areas of Opportunity

	<b>Goals Supported</b>	Services to foster security and economic advancement
	<b>Needs Addressed</b>	Equity and Access to Opportunities Services to Stabilize Low-Income Populations
	<b>Funding</b>	CDBG: \$98,000
	<b>Description</b>	Support the provision of domestic violence legal services for families, academic enrichment and afterschool programs, childcare, and transportation services.
	<b>Target Date</b>	6/30/2023
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 541 low, very low, and extremely low-income individuals will benefit from the provision of child, youth, and family services.
	<b>Location Description</b>	Services are provided throughout the County of Marin at 1401 Los Gamos Dr., Suite 200, San Rafael, 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.
	<b>Planned Activities</b>	<p>Family &amp; Children's Law Center: NO – LMC, Presumed Benefit – Y, Matrix Code – 05C, 165 low/mod-income persons to benefit</p> <p>Performing Stars of Marin: NO – LMC, Presumed Benefit – N, Matrix Code – 05D, 125 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, 79 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, 68 low/mod-income persons to benefit</p>
8	<b>Project Name</b>	<b>Food Security</b>
	<b>Target Area</b>	Countywide, Areas with High-Need Populations
	<b>Goals Supported</b>	Services to foster security and economic advancement

	<b>Needs Addressed</b>	Equity and Access to Opportunities Services to Stabilize Low-Income Populations
	<b>Funding</b>	CDBG: \$30,000
	<b>Description</b>	Support the provision of food access and food distribution services for individuals and families.
	<b>Target Date</b>	6/30/2023
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 12,830 low, very low, and extremely low-income individuals will receive free fresh and packaged food.
	<b>Location Description</b>	Services are provided throughout the County of Marin and administered from 907 Sir Francis Drake Blvd, Kentfield, CA; and 6350 Sir Francis Drake Blvd, San Geronimo, CA..
	<b>Planned Activities</b>	ExtraFood.org: NO – LMC, Presumed Benefit – Partially, Matrix Code – 05W, 8,000 low/mod-income persons to benefit San Geronimo Valley Community Center: NO – LMC, Presumed Benefit – Partially, Matrix Code – 05W, 4,830 low/mod-income persons to benefit
9	<b>Project Name</b>	<b>Housing Support Services</b>
	<b>Target Area</b>	Countywide, Areas with High-Need Populations
	<b>Goals Supported</b>	Services to foster security and economic advancement
	<b>Needs Addressed</b>	Equity and Access to Opportunities Services to Stabilize Low-Income Populations
	<b>Funding</b>	CDBG: \$114,500
	<b>Description</b>	Support the provision of home and roommate matches, comprehensive fair housing services by a HUD-certified Housing Counseling Agency, and eviction legal services.
	<b>Target Date</b>	6/30/2023
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	580 low, very low, and extremely low-income households will receive housing support services.



	<b>Location Description</b>	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.
	<b>Planned Activities</b>	Covia Foundation: NO – LMC, Presumed Benefit – N, Matrix Code – 05X, 30 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
10	<b>Project Name</b>	<b>Administration</b>
	<b>Target Area</b>	Communities of Minority Concentration Countywide, Areas with High-Need Populations Countywide, Areas of Opportunity
	<b>Goals Supported</b>	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
	<b>Needs Addressed</b>	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
	<b>Funding</b>	CDBG: \$322,800 HOME: \$90,417
	<b>Description</b>	2022-23 CDBG and HOME Program Administration.
	<b>Target Date</b>	6/30/2023

<b>Estimate the number and type of families that will benefit from the proposed activities</b>	<p>160 housing units will benefit from CDBG and HOME investments.</p> <p>4,196 low, very low, and extremely low-income individuals will benefit from community infrastructure improvements.</p> <p>13,371 low, very low, and extremely low-income individuals will receive community services.</p> <p>580 low, very low, and extremely low-income households will benefit from housing support services.</p>
<b>Location Description</b>	<p>The CDBG and HOME programs will be administered from County of Marin offices at 3501 Civic Center Drive, Suite 308, San Rafael, CA.</p>
<b>Planned Activities</b>	<p>2022-23 CDBG and HOME Program Administration</p>

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 areas of low-income and minority concentration: 1) the Canal Neighborhood of San Rafael, and 2) the Marin City community of unincorporated Marin County. While the County makes an intentional effort to support Capital and Public Services 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 -**

<b>Target Area</b>	<b>Percentage of Funds</b>
Communities of Minority Concentration	<b>2%</b>
Countywide, Areas with High-Need Populations	<b>65%</b>
Countywide, Areas of Opportunity	<b>33%</b>

Table 10 - Geographic Distribution

### **Rationale for the priorities for allocating investments geographically**

The County contains two cities with populations exceeding 50,000 that have opted to be included in the CDBG Urban County rather than receive 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 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 among the planning areas and facilitate implementation of countywide goals.

After deduction of administrative expenses, planning areas make recommendations on the net CDBG Urban County allocation, which is sub-allocated to the planning areas according to the general HUD-established distribution formula . The formula is based on the latest available countywide data on population, extent of poverty, and extent of housing overcrowding, with the provision that extent of poverty be counted twice. However, a different distribution formula 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. In addition, historically zoning is primarily single unit homes. Many of today's housing problems such as low vacancy rates, escalating housing prices and rents, and the overall demand for housing and pressure for growth are a result of the attractive qualities and constraints on new development.

The County of Marin 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, persons experiencing and at risk of homelessness, and individuals with special needs, including elderly and disabled households throughout the county.

To meet our affordable housing goals, Marin County will evaluate opportunities for production through both new construction and acquisition of existing market rate homes to preserve them as affordable. In addition, the County will prioritize protection of existing renters. 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.

Marin County and all of its jurisdictions are in the process of updating the 2023-2031 Housing Element, a mandatory element of the General Plan and Countywide Plan. The State of California requires the County to show how it will meet the total Regional Housing Needs Allocation (RHNA) for 14,405 units in all jurisdictions and unincorporated County. Of those 14,405 units, there is a requirement of 6,571 for very low and low-income units. The very low and low-income unit requirement for unincorporated Marin County is 1,734 units.

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

Timing requirements and federal funding usage restrictions can act as barriers to creating new units in an already tight real estate market. This is partly due to the extended process that many projects must 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 construction timelines. For this reason, County staff prioritizes projects that are ready to move forward. County staff will remain committed to the acquisition and construction of new development, but anticipate greater progress in the rehabilitation and acquisition of existing units due to the nature of federal funding and timely spending requirements.

<b>One Year Goals for the Number of Households to be Supported</b>	
Homeless	43
Non-Homeless	67
Special Needs	65
<b>Total</b>	<b>175</b>

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

<b>One Year Goals for the Number of Households Supported Through</b>	
Rental Assistance	0
Production of New Units	99
Rehab of Existing Units	76
Acquisition of Existing Units	0
<b>Total</b>	<b>175</b>

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 November 30, 2010, in effect for a 5-year period and expiring on December 22, 2015. However, HUD requested that the County update and renew a VCA for three additional years based on continued concerns with developing affordable housing outside of areas of minority concentration and 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 agreement, the County will not utilize local preferences, although family-serving rental projects located in areas outside impacted census tracts are prioritized. The County makes the following key commitments during the three-year term of the new VCA:

- Encourage and facilitate the creation of at least 100 affordable housing units available to families outside areas of racial or ethnic minority 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 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 minority 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 Protections, 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 affordable housing units available to families outside areas of racial or ethnic minority 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 from the U.S. Coast Guard in 2019. 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 to strategically address the local housing crisis.
2. Work with Eden Housing to develop the Oak Hill property located on surplus State-owned land across from San Quentin Prison in Unincorporated Marin County.
3. Evaluate existing property owned by the County for opportunities to encourage development of affordable rental housing for families, including corporation yards in Inverness and Nicasio and an underutilized area in Lucas Valley.
4. 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.
5. Continue to support Habitat for Humanity’s Redwood Blvd. project in Novato to create affordable homeownership opportunities for low-income families.
6. Identify ways to support emerging family housing developments through technical assistance and financial support.

## **AP-60 Public Housing – 91.220(h)**

### **Introduction**

The Marin Housing Authority's (MHA) public housing program continues to operate at appropriation levels that are too low for the long-term sustainability of the properties. Over the last few years, the Housing Authority has significantly reduced its administrative costs and continues to implement less cumbersome policies and procedures and more efficient systems including a resident and applicant portal to process paperwork effectively and safely for both housing participants and staff. 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 public housing needs**

The Capital Fund Program (CFP) has generally been the only federal funding source 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. Federal CFP funding has declined dramatically and is inadequate to cover replacement costs for the aging public housing stock.

Golden Gate Village, the agency's only public family housing complex, has significant capital improvement needs. HUD has emphasized and MHA concurs, that a revitalization plan for GGV must be expeditious and be thoroughly analyzed to ensure that it is in the best interest of the GGV residents. After years of considering an extensive redevelopment of GGV and as a result of many discussions with the GGV Resident Council and HUD, in March of 2022 the MHA Board of Commissioners decided to pursue a rehabilitation only option for GGV.

The rehabilitation only option that MHA proposed to HUD must meet the following goals ("HUD Feasibility Criteria"):

1. Solve over-housing in a timely manner
2. Recognize historic preservation criteria
3. Recapitalize GGV and be financially feasible
4. Address the \$63 million in capital needs identified in the Physical Needs Assessment completed in 2021.

Over the next several months MHA will work closely with the GGV Resident Council and a Revitalization Working Group through a community process to discuss and analyze how a rehabilitation only option can meet the above HUD Feasibility Criteria. The goal of this process is to develop consensus on a feasible rehabilitation only option for GGV and present it to the MHA Board of Commissioners by the end of 2022.

## **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. MHA was recently awarded a renewal grant by HUD to continue the ROSS program for the next three years.

The Family Self-Sufficiency Program (FSS) assists 100 families in the Housing Choice Voucher (HCV) program and 30 to 40 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 families' economic situations by ultimately increasing their earned income.

On March 16, 2022, the MHA Board approved a homeownership preference for Golden Gate Village public housing residents under the HCV program and expanded use of the Marin City Down Payment Assistance Program approved by the Board to support homeownership among public housing residents. Since this time, five Golden Gate Village households have received vouchers through this preference, and four of those households have utilized their vouchers. There are an additional two GGV households currently on the HCV waiting list to receive vouchers through the homeownership preference.

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 basic skills that trainees can take to more permanent jobs in maintenance, construction, landscaping, property management, or office support. MHA will be selecting a Section 3 contractor to build capacity and assist Golden Gate Village residents in developing resident-owned businesses and increase job training opportunities. This vendor will partner with employers and funders to increase access and training.

In addition, MHA continues to participate in Resident Advisory Board (RAB) meetings on a regular basis. The RAB is made up of residents from Public Housing and representatives holding Housing Choice Vouchers.

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

On May 14, 2021, HUD issued MHA a directive to submit a corrective action plan for Golden Gate Village to address failing physical assessment scores and the ongoing planning process for a comprehensive redevelopment of the site. MHA has historically had high Public Housing



Assessment System (PHAS) scores for financial, management, and Capital Fund, and achieved an overall PHAS score of 'Standard' or 'High Performer. However, for many years Golden Gate Village has been issued failing or near-failing physical scores. As a result, in March of 2022 the MHA Board of Commissioners decided to pivot from the previously pursued redevelopment to a rehabilitation only option for GGv.

## **Discussion**

In addition to the programs for public housing residents, Marin Housing Authority also offers supportive housing programs to holders of its approximately 2,600 vouchers. 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). Program eligibility includes individuals and families who are chronically homeless and have a severe and persistent mental illness. The Shelter Plus Care Program serves at least 90 households. MHA has set aside 50 vouchers for the most medically vulnerable people experiencing chronic homelessness, and these participants will also be provided with wrap-around supportive services.

Emergency Housing Voucher program provides vouchers and case management services for homeless individuals and families.

Veterans Administration Supportive Housing (VASH) provides housing vouchers and supportive services to chronically homeless veterans.

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

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 13 households in 2022-23.

The Below Market Rate (BMR) Homeownership Program manages a portfolio of over 332 homes for low and moderate-income first-time homebuyers. 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. MHA 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 Programs, MHA continues to collaborate with Habitat for Humanity, Hello Housing, and Marin City Community Development

Corporation to publicize opportunities for first-time homebuyers.

During COVID-19, MHA has continued to provide essential services to residents and housing program participants. MHA was awarded 117 emergency housing vouchers and a total of 177 mainstream vouchers. As a result of strong partnerships with the County of Marin and other Community Based Organizations to provide case management services as well as MHA's Housing Locator program, MHA has been able to utilize the vast majority of the EHV and additional mainstream vouchers issued by HUD in response to the COVID-19 pandemic.

## **AP-65 Homeless and Other Special Needs Activities – 91.220(i)**

### **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 jurisdiction's 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 experiencing homelessness. They staff the Homeless Policy Steering Committee, which is the Continuum of Care organization for the County. Organizations such as Community Action Marin, Homeward Bound of Marin, St. Vincent De Paul Society, Ritter Center, and Downtown Streets Team have established a strong presence within the unsheltered homeless community. Marin County has implemented a Coordinated Entry system with 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-INFO resource hotline to refer older adults and those with disabilities to resources. Additional efforts include:

- The Behavioral Health and Recovery Services Division has placed a mental health clinician in the field to conduct eligibility and intake assessments for mental health services for people experiencing homelessness.
- The County hired a Senior Outreach Coordinator, who coordinates all homeless outreach activities across the county to eliminate gaps and overlap in effort.
- All key homeless providers (housing and non-housing) participate in the Homeless Management Information System (HMIS), which helps identify unsheltered persons, and are able to assess clients for the Coordinated Entry system.
- Dedicated encampment/street outreach activities (conducted by Mental Health Transition Teams, CARE Teams, Marin Interfaith Street Chaplaincy, and a San Rafael Police Department Mental Health Outreach Worker) identify and engage unsheltered individuals daily and are participating in outreach planning meetings to ensure

countywide geographic and population coverage.

- With the CoC, the County used ESG-CV funds to create two new outreach teams to improve outreach coverage throughout the County, including boat rental to reach Marin's unique "anchor-out" population moored offshore in Richardson Bay.
- 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 program provides housing-based case management, paired with Housing Choice Vouchers from Marin Housing Authority to create up to 50 additional Permanent Supportive Housing beds each year.
- The County's COVID Emergency Operations Center used FEMA and CARES funds to run a Project Roomkey emergency shelter at several local motels, keeping COVID-vulnerable people off the street and out of congregate settings. Roomkey motels collaborate with Coordinated Entry to identify those who are most vulnerable.
- The County Community Development Agency, Health and Human Services, and Department of Public Works collaborated to use state Project Homekey funding to purchase three properties for use as interim housing and then Permanent Supportive Housing, ultimately creating 105 new units of permanent supportive housing.

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 8/811 and Emergency Housing 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.
- 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 people experiencing homelessness**

Efforts to establish and provide emergency shelter and transitional housing increased considerably during COVID-19 through the County's participation in the State-sponsored Roomkey and Homekey programs. All transitional housing and emergency shelters in Marin

participate in HMIS. The Continuum of Care regularly analyzes HMIS data to develop strategies for improving utilization of transitional housing and shelter by those most in need, identify services and programs that will help households achieve housing stability and self-sufficiency, and 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 chronic homelessness.

**Helping persons experiencing homelessness (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 they experience homelessness, facilitating their access to affordable housing units, and preventing recurring homelessness**

Homeward Bound of Marin creates new permanent supportive housing beds for individuals and families experiencing homelessness 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 individuals, and they have placed 70% of their clients into permanent, non-supportive housing throughout the county. St. Vincent De Paul Society 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 HHS have teamed up to pair Section 8, Section 811, and Emergency Housing 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. Marin currently has 649 units of permanent supportive housing, up from 336 in 2016.

HHS uses County general funds, CalWORKs Housing Support Program funds, and federal Emergency Solutions Grants 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 have recently implemented rapid rehousing for coordinated entry, which will streamline referrals, improve targeting of resources, and enhance communication and coordination between providers.

HHS has placed a Rapid Rehousing program in a Project Roomkey emergency COVID shelter to assist clients with transitioning into permanent housing when the program ends, preventing exits to the street.

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 experiencing homelessness.
- 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 providing support to people experiencing mental health crises to prevent mental health-related housing loss.
- Evaluating annual agency performance to deliver targeted technical assistance.
- Enhancing 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 also invested 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 into homelessness. Furthermore, HHS employs a

staff person to coordinate between the 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.

Further, throughout the COVID-19 pandemic the Housing and Federal Grants staff, in collaboration with Health and Human Service, Emergency Operations Center, and nonprofit partners, has developed a rental assistance program to disburse \$33.5 million in funds to support renters who have lost income due to the pandemic.

## **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 staff to client 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 County's Analysis of Impediments to Fair Housing Choice submitted to HUD, the following are identified as 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 of the County's neighborhoods, but is especially prevalent in majority White neighborhoods. The opposition is often based 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, misperceptions of the type of housing that would be created, and stereotyped impressions of the people who will occupy the housing.

An increased understanding of 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 and local government 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 grant and loan funding, 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 costs 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, opportunities to purchase land or properties for non-affordable housing may reduce the availability for affordable developments.

### Lack of Opportunities for Home Ownership by People of Color and Ongoing 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 of the 1940s – 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 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 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 housing challenges 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 to 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 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 raise 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.
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 continually.
  - 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 comply with State housing law. Consider objective development and design standards for housing projects that qualify for streamlined permit review.

Lack of Opportunities for Home Ownership by People of Color and Ongoing Concerns of Gentrification



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

In addition, the County has been working with six other jurisdictions from within the county to update and adopt inclusionary policies. Two of the six jurisdictions do not have inclusionary policies requiring that affordable units be included in market rate developments. These policies are slated to be adopted by 6/30/2022.

## **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 for single-family residential. For example, recent sales show land zoned for multi-family developments in Marin County average over \$2 million dollars per acre. Total development costs for a subsidized multi-family development are over \$650,000 per 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 limits set for many funding programs. Additionally, smaller projects often require significant time investments from developers. Because the overall budget is smaller and a developer's operating income is based on a percentage of total costs, the projects are often infeasible 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, COVID-related supply chain issues and labor shortages, and ongoing inflation. These 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 is 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 (examples are nurses, teachers, and law enforcement personnel). In many cases, it is impossible to target housing to select groups. These concerns are often expressed during project review phases 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 to provide gap financing. In addition, the Housing Element process includes an exercise for members of the public to identify eligible development sites.

## **AP-85 Other Actions – 91.220(k)**

### **Introduction:**

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

Due to high costs, economic conditions, poverty and unemployment, and a high occurrence of low-wage service industry jobs, a significant number of low-income Marin County residents struggle to make ends meet. The available resources to support programs and services that help individuals and families become self-sufficient are inadequate. The situation is made worse by the COVID-19 pandemic and its disproportionate effects on low-income persons of color. Marin's unemployment rate is currently at 2.4%.

### **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 in partnership with the Community Development Agency's Environmental Health Services operates the Childhood Lead Poisoning Prevention Program (CLPPP). This program is currently undergoing reorganization and outreach planning. COVID-19 greatly impacted CLPPP, with staff time taken up with serving as disaster service workers during the emergency response. CLPPP only addressed urgent matters during this time. Beginning in September 2021, a new CLPPP Coordinator/Public Health Nurse (PHN) and Environmental Health Specialist were hired.

The new CLPPP coordinator has been working with the State Childhood Lead Poisoning Prevention Branch (CLPPB) and following up on recommended actions to strengthen the program. New policies and procedures have been written and the coordinator is planning future outreach with the guidance of CLPPB. In addition, the Marin CLPPP is working with State and local partners to collect data and use it to identify high-risk areas in hopes of targeting messaging and outreach to those at higher risk for lead exposure. Marin CLPPP is establishing its list of community outreach partners to create a broad network of resources for lead exposure prevention to Marin County children.

### **Actions planned to reduce the number of poverty-level families (Additional information being supplied by HHS)**

As a provider of employment services to public assistance recipients, the Employment & Training Branch within Marin County Health and Human Services (HHS) is in the unique position to blend services that help low-income persons to obtain and retain employment. The Employment and Training Branch (ETB) houses the CalFresh Employment and Training and General Relief programs. The integration of these programs creates an efficient combination of employment services that provides job search readiness and vocational and on-the-job training for participants, with the ultimate goal of creating multiple pathways to self-sufficiency.

Employment services include:

- Workshops on resume building, interview skills, and career exploration.
- Self-directed use of the Marin's Career Resource Center (temporarily closed for

construction).

- 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 \$4,500 for classroom training in a growth industry.
- “Earn and learn” training that 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 field-specific skills and employment competencies.
- Retention services are provided for three months after exiting a program with unsubsidized employment.

ETB works with several community organizations to provide vocational 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 toward serving 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, Opening Doors Committee, Child Care Council, First 5 Initiative, Housing Funders Group, committee on housing for farm workers and their families, County Ag team, and Planning Directors 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 provide public housing residents with technical assistance for their initiatives as funds permit. MHA continues to partner with affordable housing developers, thereby securing vouchers that ensure deep affordability of housing projects. The County partners with MHA, 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 creates 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 among nonprofits is another gap in institutional structure. In response, the Marin Community Foundation engages 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 with agencies that 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 available program income to be applied toward projects planned for 2022-23.

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	\$33,954
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.	0
5. The amount of income from float-funded activities	0
Total Program Income	0

## Other CDBG Requirements

- |  |       |
|--|-------|
| 1. The amount of urgent need activities  | 0     |
| 2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income (##.##) | 70.00 |

Overall Benefit - A consecutive period of one, two, or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.

## HOME Investment Partnership Program (HOME) Reference 24 CFR 91.220(l)(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 that may be candidates for HOME funds. Applications are evaluated and awarded funds through a competitive process. Staff review and evaluate each project application against a standard scoring tool. The Countywide Priority Setting Committee then reviews and recommends project funding to the Marin County Board of Supervisors, who issue a final approval.

Beneficiaries: Marin County HOME funds are available for low-income renters and homebuyers with a household income not exceeding 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.

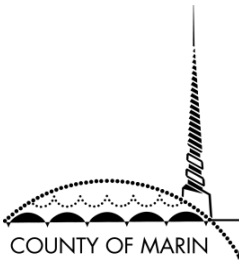
CDBG and HOME Requests and Recommendations for all Planning Areas

	A	B	C	D	E	F	G	H	I	J	K	L
	PROJECT SPONSOR	PROJECT NAME	Year 1 CDBG Request	Year 2 CDBG Request	County Other Year 1 Recommendation	Novato Year 1 Recommendation	San Rafael Year 1 Recommendation	Total Year 1 CDBG Allocation	Year 1 HOME Request	Year 2 HOME Request	Total Year 1 HOME Allocations	YEAR 1 PROJECT TOTAL
1												
2	<b>HOUSING</b>											
3	Bolinas Community Land Trust (CHDO)	31 Wharf Rd							\$ 800,000	\$ -	\$ 550,000	\$ 550,000
4	<i>Eden Housing, Inc (CHDO) - Withdrawn</i>	<i>Point Reyes Coast Guard</i>							\$ -	\$ 500,000	\$ -	\$ -
5	Eden Housing, Inc (CHDO)	Oak Hill Apartments – Lower Income							\$ -	\$ 600,000	\$ -	\$ -
6	Habitat for Humanity Greater San Francisco	Habitat Redwood Blvd.							\$ 800,000	\$ 800,000	\$ 263,000	\$ 263,000
7	Episcopal Community Services	1251 S. Eliseo	\$ 500,000	\$ 500,000	\$ 285,000	\$ 20,000	\$ 92,500	\$ 397,500	\$ -	\$ -	\$ -	\$ 397,500
8	Homeward Bound of Marin	Novato Veterans and Workforce Housing	\$ 250,000	\$ -	\$ 96,500	\$ 61,000	\$ 92,500	\$ 250,000	\$ 500,000	\$ 500,000	\$ -	\$ 250,000
9	Marin Center for Independent Living	Residential Access Modification Program	\$ -	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	TBD	Residential Rehab Loan Program	\$ 267,800	\$ 282,200	\$ 105,000	\$ 65,000	\$ 80,000	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
11	San Geronimo Valley Affordable Housing Association	Sage Lane Units #11, 15 Exterior Painting	\$ 17,000	\$ -	\$ 17,000	\$ -	\$ -	\$ 17,000	\$ -	\$ -	\$ -	\$ 17,000
12	Canal Alliance	Canal Alliance Affordable Housing	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13			\$ 1,034,800					\$ 914,500	\$ 2,100,000		\$ 813,000	\$ 1,727,500
14	<b>CAPITAL</b>											
15	Fairfax-San Anselmo Children's Center	Kitchen Health & Safety Repair	\$ 104,238	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000				\$ 40,000
16	Petaluma Health Center dba Coastal Health Alliance	Point Reyes Station Clinic Laboratory and Accessibility Renovations	\$ 182,270	\$ -	\$ 182,000	\$ -	\$ -	\$ 182,000				\$ 182,000
17	Shoreline Unified School District	Inverness School Play Structure	\$ 30,000	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000				\$ 30,000
18	Buckelew Programs - Recategorized from Housing	Buckelew Programs - Novato House Residential Support Services Facility	\$ 103,500	\$ 33,750	\$ -	\$ 103,500	\$ -	\$ 103,500				\$ 103,500
19	<i>North Bay Children's Center - Withdrawn</i>	<i>Redevelopment of the North Bay Children's Center Headquarters</i>	\$ 150,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -				\$ -
20	North Marin Community Services	NMCS Building Security	\$ -	\$ 183,163	\$ -	\$ -	\$ -	\$ -				\$ -
21	City of San Rafael Department of Public Works	Canal Area Pathway Projects	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -				\$ -
22	Community Action Marin	Renovation of the De Colores Children's Center & Safety Net Services Hub to Increase Childcare for Families of Low Income	\$ 150,000	\$ 50,000	\$ -	\$ -	\$ 150,000	\$ 150,000				\$ 150,000
23			\$ 720,008					\$ 505,500				\$ 505,500



CDBG and HOME Requests and Recommendations for all Planning Areas

	A	B	C	D	E	F	G	H	I	J	K	L
1	PROJECT SPONSOR	PROJECT NAME	Year 1 CDBG Request	Year 2 CDBG Request	County Other Year 1 Recommendation	Novato Year 1 Recommendation	San Rafael Year 1 Recommendation	Total Year 1 CDBG Allocation	Year 1 HOME Request	Year 2 HOME Request	Total Year 1 HOME Allocations	YEAR 1 PROJECT TOTAL
24	<b>PUBLIC SERVICES</b>											
25	Bambini Yoga Project	Wednesday Food Distribution Center at Martin Luther King Jr. Academy	\$ 17,674	\$ 17,674	\$ -	\$ -	\$ -	\$ -				\$ -
26	Center for Employment Opportunities, Inc	Employment and Training Services for Formerly Incarcerated Marin County Residents	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -				\$ -
27	Community Action Marin	Driving to Thriving Project: Commercial Driver's License Workforce Development Project	\$ 65,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -				\$ -
28	Covia Foundation	Home Match Marin	\$ 15,000	\$ 15,000	\$ 4,000	\$ 3,500	\$ 7,500	\$ 15,000				\$ 15,000
29	ExtraFood.org	Building an Equitable and Sustainable Food Safety Net in Marin County	\$ 25,000	\$ 25,000	\$ 5,500	\$ 1,750	\$ 7,750	\$ 15,000				\$ 15,000
30	Fair Housing Advocates of Northern California	Fair Housing Counseling and Education	\$ 75,000	\$ 79,500	\$ -	\$ -	\$ -	\$ 65,000				\$ 65,000
31	Family & Children's Law Center	Domestic Violence Legal Services for Low Income Families	\$ 30,000	\$ 30,000	\$ 3,500	\$ 1,750	\$ 9,750	\$ 15,000				\$ 15,000
32	In Spirit	Food Stipend and Caregiver Financial Aid Expansion Program	\$ 48,800	\$ 48,800	\$ -	\$ -	\$ -	\$ -				\$ -
33	Legal Aid of Marin	Keeping Marin Residents in their Homes	\$ 40,000	\$ 40,000	\$ 7,500	\$ 5,000	\$ 22,000	\$ 34,500				\$ 34,500
34	Marin County Dental Care Foundation	Marin County Dental Care Foundation: Helping Children Smile	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -				\$ -
35	Multicultural Center of Marin	Equity in Access for Self-Sufficiency	\$ 65,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -				\$ -
36	Vivalon	Nourish by Vivalon	\$ 65,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -				\$ -
37	<i>Belvedere Tiburon Joint Recreation Committee - Withdrawn</i>	<i>Scholarships for Recreation Programming</i>	\$ 15,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -				\$ -
38	Bridge the Gap College Prep	Evening Transportation from Sausalito Marin City Elementary Campus to Marin City Allowing for Afterschool Program Participation	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -				\$ -
39	FAIRFAX-SAN ANSELMO CHILDREN'S CENTER	School Age Transportation Program	\$ 17,250	\$ 17,250	\$ 15,000	\$ -	\$ -	\$ 15,000				\$ 15,000
40	First Missionary Baptist Church	Marin City Fatherhood Council / Mentoring Group	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -				\$ -
41	Multicultural Center of Marin	Wise Choices for Girls	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -				\$ -
42	Performing Stars of Marin (PSoM)	Robust Social Services for Southern Marin Residents Including Children, Youth and Families	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 15,000				\$ 15,000
43	San Geronimo Valley Community Center	Human Service Program	\$ 61,098	\$ 61,098	\$ 15,000	\$ -	\$ -	\$ 15,000				\$ 15,000
44	North Bay Children's Center, Inc.	Child Care Scholarships	\$ 20,000	\$ 20,000	\$ -	\$ 15,000	\$ -	\$ 15,000				\$ 15,000
45	North Marin Community Services	NMCS Teacher Workforce Stabilization	\$ 20,000	\$ 20,000	\$ -	\$ 15,000	\$ -	\$ 15,000				\$ 15,000
46	City of San Rafael/Pickleweed Preschool	Preschool/Pickleweed Preschool	\$ 44,424	\$ 45,624	\$ -	\$ -	\$ 23,000	\$ 23,000				\$ 23,000
47			\$ 774,246					\$ 242,500				\$ 242,500
48	<b>ADMINISTRATION</b>											
49	CDBG Administration	County of Marin						\$ 322,800				\$ 322,800
50	HOME Administration	County of Marin									\$ 90,417	\$ 90,417
52	<b>TOTALS</b>		\$ 2,529,054	\$ 2,537,059	\$ 821,000	\$ 291,500	\$ 485,000	\$ 1,985,300	\$ 4,200,000	\$ 2,400,000	\$ 903,417	\$ 2,888,717



## Nguyên Tắc Hướng Dẫn Bổ Sung cho Các Khuyến Nghị Tài Trợ

### Thời Hạn Chi Tiêu của Chương Trình

#### *Community Development Block Grants (CDBG) –*

Các quy tắc HUD quy định việc chi tiêu kịp thời các quỹ tài trợ của dự án và những khoản tiền chưa sử dụng đó nên được phân bổ lại và sử dụng trong các cộng đồng có thể đáp ứng hướng dẫn chi tiêu kịp thời. HUD áp dụng các biện pháp trừng phạt nếu, vào ngày kiểm tra hàng năm vào cuối Tháng Tư, một cộng đồng quyền lợi có khoản tài trợ CDBG chưa chi tiêu cao hơn 1.5 lần so với khoản trợ cấp CDBG hàng năm của cộng đồng đó. Nếu số dư CDBG chưa chi tiêu của một cộng đồng cao hơn chuẩn 1.5 lần vào ngày kiểm tra, HUD sẽ liệt kê cộng đồng đó là bên nhận trợ cấp “có nguy cơ cao” và cũng có thể thu hồi tiền trợ cấp. Việc cắt giảm khoản trợ cấp được thực hiện thông qua một quy trình tự động, do đó không có cơ hội yêu cầu miễn trừ hay gia hạn. Nếu khoản trợ cấp CDBG giảm, số tiền chưa chi tiêu được phép cũng giảm. Do đó, chúng tôi phải ưu tiên khoản tiền CDBG cho các dự án đã tiến hành.

Các quy định và xu hướng chính sách hiện tại của HUD đề xuất xem xét kỹ hơn các cộng đồng quyền lợi và việc quản lý ngân sách tài trợ liên bang của họ. Do đó, ngân sách tài trợ nên được ưu tiên cho các dự án có thể đáp ứng yêu cầu chi tiêu kịp thời, tránh việc trợ cấp cho các cơ quan có số dư chưa chi tiêu hoặc các cơ quan thiếu năng lực quản lý để chi tiêu kịp thời khoản tài trợ của họ.

#### *HOME Investment Partnerships Program –*

Vào Tháng Giêng 2019, thời hạn chi tiêu của HOME được điều chỉnh bằng việc thông qua Đạo Luật Hợp Nhất Ngân Sách. Đạo luật này tạm ngưng yêu cầu cam kết 24 tháng đối với số tiền dành riêng cho Community Housing Development Organization (CHDO)<sup>1</sup> cũng như tiếp tục tạm ngưng yêu cầu cam kết 24 tháng cho các khoản tài trợ HOME Investment Partnerships Program (HOME). Cả hai yêu cầu về thời hạn đều được tạm ngưng cho đến ngày 31 Tháng Mười Hai, 2023. Ngoài ra, theo thẩm quyền được trao cho HUD thông qua Đạo Luật CARES, có sự miễn trừ đối với yêu cầu hoàn thành dự án bốn năm, trong số những yêu cầu khác.

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<sup>1</sup> CHDO là một tổ chức tư nhân, phi lợi nhuận, dựa vào cộng đồng, với đội ngũ nhân viên có năng lực phát triển nhà ở giá phải chăng cho cộng đồng mà mình phục vụ.

Trước khi thông qua những dự luật này, Quận được yêu cầu ký kết một hợp đồng với nhà tài trợ dự án CHDO, cam kết khoản tài trợ HOME cho một dự án cụ thể trong vòng 2 năm kể từ khi phân bổ HUD. Yêu cầu phân bổ khoản tài trợ HOME theo hợp đồng trong vòng hai năm cực kỳ khó thực hiện trong Quận Marin. Sự thay đổi này, kết hợp với việc gia tăng thời gian hoàn thành dự án sẽ giảm bớt một phần gánh nặng và rủi ro mất khoản tài trợ do những dự án có liên quan đến các quyền lợi kéo dài, thu nhận trợ cấp và các quy trình xây dựng. Quận không được phép ký kết hợp đồng để cung cấp khoản tài trợ HOME cho một nhà tài trợ dự án trừ khi mọi khoản tài chính cần thiết khác đã được đảm bảo và dự án được kỳ vọng hợp lý có thể bắt đầu xây dựng hoặc khôi phục trong vòng 1 năm kể từ ngày ký hợp đồng. Nếu dự án liên quan đến việc thu mua, thì phải có một kỳ vọng hợp lý rằng việc thu mua sẽ diễn ra trong vòng sáu tháng. Trên thực tế, nhà tài trợ cần phải có được mọi sự phê duyệt quy hoạch địa phương trước khi họ có thể có được các cam kết tài trợ toàn bộ chi phí của dự án.

Mặc dù cam kết 24 tháng bị tạm ngưng và có yêu cầu hoàn thành dự án trong bốn năm để được miễn trừ, vẫn còn quy định về thời hạn hết hạn khoản tài trợ là 9 năm. Nếu không đáp ứng thời hạn này, HUD có thể hủy khoản tài trợ HOME của cộng đồng. HUD cũng có thể yêu cầu trả lại khoản tài trợ, cho dù Quận đã chi tiêu cho dự án, bất kể dự án cuối cùng có hoàn thành hay không.

Khía cạnh thách thức nhất của các khoản tài trợ HOME là yêu cầu phải có được tất cả các nguồn tài chính khác trước khi Quận ký kết hợp đồng cung cấp khoản tài trợ HOME cho dự án. Phần lớn các nhà tài trợ nhà ở giá phải chăng thấy rằng họ cần một sự cam kết đáng kể các khoản tài trợ HOME để tác động lên các cam kết từ những nguồn tài chính khác, đặc biệt là nếu những nguồn này không phải từ địa phương. Ví dụ, đối với dự án phát triển nhà ở giá phải chăng, để cạnh tranh thành công giành được tín dụng thuế nhà ở cho người thu nhập thấp, cần phải có một sự cam kết quan trọng về nguồn tài chính địa phương, mà thường bao gồm các khoản tài trợ HOME.

## **Các Ưu Tiên**

### *Thúc Đẩy Nhà Ở Công Bằng –*

Quận Marin đã nhận được sự chỉ trích vì thiếu nhà ở giá phải chăng, nhất là cho các cư dân thuộc tầng lớp được bảo vệ. Phân Tích Các Trở Ngại đối với Lựa Chọn Nhà Ở Công Bằng của Quận (AI) năm 2020 xác định bốn (4) danh mục trở ngại lớn đối với sự chọn lựa nhà ở công bằng. Nguồn tài trợ liên bang sẽ được sử dụng nhất quán với việc hỗ trợ các mục tiêu đẩy mạnh lựa chọn nhà ở công bằng tại Quận Marin. Để thực hiện điều này, các tiêu chí nhà ở công bằng và tiếp thị tích cực đã được nâng lên thành một phần toàn diện của quy trình chọn dự án Community Development Block Grant (CDBG) và HOME Investment Partnerships Program (HOME). Tất cả các đơn đăng ký tài trợ CDBG và HOME được đánh giá về năng lực và mức độ tuân thủ theo các tiêu chí này.

Những dự án phù hợp với mục tiêu Nhà Ở Công Bằng được đưa vào Kế Hoạch Hợp Nhất và AI sẽ được ưu tiên. Việc giải quyết các quan ngại về nhà ở công bằng tại Quận Marin cần phải có sự nỗ lực phối hợp thay mặt nhân viên Quận, Ban Giám Sát, thành phố và thị trấn, các thành viên trong Countywide Priority Setting Committee.

#### *Hỗ Trợ Các Dự Án Phục Vụ Cho Cư Dân Thuộc Tầng Lớp Được Bảo Vệ –*

PSC đã chọn ưu tiên cho các dự án phục vụ các cư dân thuộc tầng lớp được bảo vệ. Đơn đăng ký tài trợ thu thập dữ liệu xác định cụ thể các cư dân thuộc tầng lớp được bảo vệ nào sẽ được phục vụ và cách thức phục vụ. Dữ liệu này hỗ trợ các khuyến nghị tài trợ và đánh giá xem các dự án có phục vụ phần lớn cho các cư dân thuộc tầng lớp được bảo vệ không.

Tất cả các dự án được quỹ tài trợ sẽ phải tiếp thị tích cực dịch vụ của mình. Trong ngữ cảnh này, các đơn đăng ký dự án phải tiếp thị dịch vụ và có sự hỗ trợ đặc biệt cho các nhóm trước đây chịu thiệt thòi. Nếu chỉ đơn giản không phân biệt đối xử thì không đủ; phải thực hiện các bước quyết đoán nhằm thay đổi các xu hướng trước đây và mô hình phân biệt đối xử. Kế hoạch tiếp thị tích cực là một phần trong nỗ lực đó với mục đích thúc đẩy điều kiện cho phép những cá nhân có mức thu nhập tương tự trong cùng lĩnh vực có nhiều lựa chọn nhà ở và dịch vụ bất kể chủng tộc, tôn giáo, màu da, nguồn gốc quốc gia, giới tính, tình trạng khuyết tật hoặc tình trạng gia đình là gì. Thông qua kế hoạch tiếp thị tích cực, người được trợ cấp cho biết họ sẽ có những nỗ lực đặc biệt nào để tiếp cận khách hàng tiềm năng không thể tìm kiếm nhà ở hoặc dịch vụ một cách thông thường. Điều này yêu cầu nhà cung cấp tìm hiểu phạm vi thị trường, nhóm dân số mục tiêu và thiết kế cách thức tiếp cận nhóm dân số mục tiêu. Tiếp thị tích cực không giới hạn các lựa chọn; nó mở rộng các lựa chọn bằng cách tích cực yêu cầu thay đổi các mô hình quá khứ và cho phép tiếp cận mở rộng và công bằng nhà ở cũng như dịch vụ ở nơi mà mọi người được tự do sống, làm việc và khôi phục nơi mà họ chọn. Tiếp thị tích cực không bao gồm những mục tiêu hoặc chỉ tiêu cụ thể. Tuy nhiên, dữ liệu và phân tích về số lượng rất quan trọng đối với việc lập kế hoạch và theo dõi tính hiệu quả của chương trình tiếp thị tích cực.

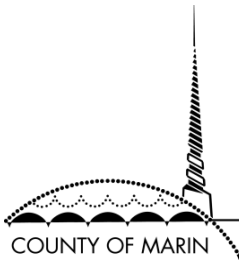
Để hỗ trợ các tổ chức được tốt hơn trong việc thực hiện tiếp thị tích cực, các chuyên viên của Quận đã cập nhật mẫu kế hoạch tiếp thị tích cực và tiếp tục hỗ trợ kỹ thuật nhằm khuyến khích việc lập kế hoạch thành công. Ngoài ra, Fair Housing Advocates of Northern California gần đây có chương trình đào tạo cho các nhà cung cấp dịch vụ công cộng để nâng cao năng lực trong việc thực hiện tiếp thị tích cực.

#### *Ưu Tiên Cho Số Lượng Đơn Đăng Ký Ít Hơn –*

HUD đã đề nghị Marin cân nhắc lại nhiều khoản phân bổ nhỏ được thực hiện để ủng hộ tài trợ cho ít dự án lớn hơn nhằm giải quyết các ưu tiên mà Priority Setting Committee đã thiết lập, “các dự án lớn hơn” được HUD xác định là \$10,000 cho một dự án. Các khuyến nghị này dựa trên nhiều cuộc trò chuyện với văn phòng HUD theo hướng sử dụng ngân sách tài trợ hiệu quả và hiệu suất hơn, gần đây nhất là các ý kiến nhận xét về những Điều Chỉnh Kế Hoạch Hợp Nhất năm 2016.

### *Tài Trợ Ít Dự Án Nhà Ở Hơn Mỗi Năm –*

PSC cũng đã khuyến nghị ưu tiên cho một hoặc hai dự án nhà ở được chuẩn bị và sẵn sàng sử dụng ngân sách tài trợ. Việc tài trợ ít dự án hơn mỗi năm có thể cho phép nhiều cam kết tài trợ đáng kể hơn là tài trợ cho nhiều dự án trong nhiều năm. Việc tài trợ với số tiền lớn hơn cũng có thể hỗ trợ cho các dự án nhà ở đáp ứng kế hoạch hoàn thiện kịp thời hơn. Tuy nhiên, điều này có thể không phải lúc nào cũng khả thi vì các quy trình phê duyệt thường dài dòng của Marin và các yêu cầu chi tiêu kịp thời nghiêm ngặt của HUD.



COMMUNITY DEVELOPMENT AGENCY  
**HOUSING AND FEDERAL GRANTS DIVISION**

Thomas K. Lai  
DIRECTOR

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Community Development Agency  
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GIS  
Federal Grants

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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 [www.marincounty.org/federalgrants](http://www.marincounty.org/federalgrants), 3501 Civic Center Drive, Room 308, San Rafael, California, phone 415-473-6279, [federalgrants@marincounty.org](mailto: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](mailto: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](mailto: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](mailto: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.