

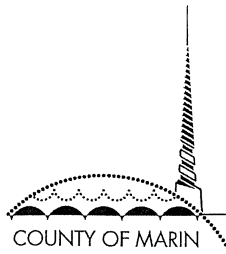
**Consolidated Annual Performance
and Evaluation Report (CAPER)**

**for the Program Year
July 1, 2014 - June 30, 2015**

County of Marin, California



Fireside Affordable Housing, Mill Valley California



COMMUNITY DEVELOPMENT AGENCY
FEDERAL GRANTS DIVISION

September 25, 2015

Mr. Winston Moy
Senior Community Planning and Development Representative
Community Planning and Development Division
U.S. Department of Housing and Urban Development
One Sansome Street, Suite 1200
San Francisco, CA 94104-4430

Subject: Consolidated Annual Performance and Evaluation Report (CAPER)

Dear Mr. Moy:

Enclosed are an original and two copies of Marin County's Consolidated Annual Performance and Evaluation Report for the program year ending June 30, 2015. We appreciate the opportunity to participate in the Community Development Block Grant and HOME Programs.

If you have any questions about the report or need any additional information, please call me at (415) 473-6698 or Shelly Ingram at (415) 473-6695.

Sincerely,

Roy Bateman
Community Development Manager

cc: Anné Quesada

K:\CAPER\2014-15\Text\Transmittal Letter To HUD.Docx/com

**CONSOLIDATED ANNUAL PERFORMANCE AND
EVALUATION REPORT (CAPER) FOR THE PROGRAM YEAR
JULY 1, 2014 - JUNE 30, 2015**

GENERAL NARRATIVE

1a. Assessment of Five-Year Goals and Objectives

The following housing priorities for the use of Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME) funds were identified in the County of Marin Consolidated Plan for Fiscal Years (FY) 2010-2014 (the 2010 Consolidated Plan):

Priority #1 (High Priority): Extremely Low-Income and Very Low-Income Individuals and Families (excluding homeowners and first-time homebuyers).

This includes renters in elderly, small, and large households; homeless persons and those at risk of homelessness; and individuals with special needs. Activities undertaken in this category were housing construction and rehabilitation. Some of the housing projects also provided support services.

Priority #2 (Medium Priority): Low Income Individuals and Families, and Very Low Income and Low Income Homeowners (excluding first-time homebuyers), especially in low income neighborhoods. The second highest priority for allocating housing funds was acquisition, rehabilitation, new construction, and rental assistance for low-income individuals and families. Activities undertaken in this category were housing construction and rehabilitation.

Priority #3 (Low Priority): First-Time Homebuyers. The third-ranked priority is homeownership programs. Marin County provides CDBG and HOME support for a limited number of homeownership projects, particularly those projects with a major impact on the surrounding community. Habitat for Humanity is currently building a homeownership project on a site in Novato which was purchased with CDBG assistance.

In addition to housing needs, Marin County also identified a number of non-housing community development needs in its Consolidated Plan for FY 2010-14. In the public facilities category, the highest priority needs include senior centers, youth centers, child care centers, neighborhood centers, health facilities, community parks, and the removal of architectural barriers for persons with disabilities. Marin County has also designated all categories of public service projects serving low income persons as a high priority.

During the reporting period (July 1, 2014 to June 30, 2015), Marin County continued to fund a wide variety of housing programs including rehabilitation, new construction, and fair housing activities. Marin County also continued its commitment to fund a variety of

public facility projects including rehabilitation of a child care center, accessibility modifications for people with physical disabilities, and rehabilitation of senior center. As in previous years, Marin County continued to fund a wide array of public services at close to the maximum allowable limit of 15% of available CDBG funds. Beneficiaries of all categories of funding included low-income individuals, families, children, seniors, and people with disabilities. Exhibits A and B and the IDIS-generated reports provide details of activities undertaken and the amount of CDBG and HOME funds allocated and expended for each of the identified priorities. For a discussion of how Marin County addressed homelessness and special needs, see section 1c of this report.

1b. Actions Taken to Affirmatively Further Fair Housing

In 2010, the County of Marin contracted with Fair Housing of Marin (FHOM) to update its Analysis of Impediments (AI), originally published in 1994. The draft report was completed and submitted to the County in July 2010. The Marin County Board of Supervisors voted unanimously to accept the Analysis of Impediments on October 11, 2011, and it was subsequently submitted to HUD. The AI concluded that substantial impediments to housing choice exist across the rental, sale, and lending markets in Marin County. Hispanic, Asian, and particularly Black households are not moving into Marin County in appreciable numbers. Black and Latino renters experience differential treatment in the housing market. Families with children also experience discrimination. People with disabilities face a range of barriers including physically inaccessible housing and housing providers' unwillingness to rent to "troublesome" tenants who will need reasonable accommodations. As the generation of baby boomers ages, there is an increasing demand for a limited number of beds in residential care facilities for the elderly (RCFEs). Studies have shown that people with disabilities, particularly people of color, have unequal access to senior housing, RCFEs, and continuing care facilities. Discriminatory advertising, particularly on internet sites such as Craigslist, limits housing choice for people in many protected classes.

Examples of discriminatory practices include:

- Telling only white applicants about all the available units;
- Quoting higher rents, security deposits, or longer approval processes to applicants who are members of one or more protected classes;
- Offering rental applications to white applicants, but telling applicants who are members of one or more protected classes that the applications are not available;
- Not returning phone calls to prospective tenants who are members of one or more protected classes, while returning calls to callers who are or are believed to be white;
- Discriminating on the basis of familial status, such as: refusing to rent to families with children; refusing to rent to families with children when only upper-floor units are available; steering families with children to certain, often less desirable, sections of the building; adhering to occupancy standards that exclude children;

- and establishing rules which discourage families with children from living in a complex; and
- Not allowing a disabled tenant a reasonable accommodation or modification as required by fair housing law.

One of the County's major actions to affirmatively further fair housing is to provide CDBG funding to FHOM for its counseling, educational, and enforcement activities, supplementing funding FHOM has successfully accessed through HUD's Fair Housing Initiatives Program. The activities undertaken by FHOM during the reporting period are described below.

FHOM is a valuable community resource, helping to educate landlords and neighbors about the fair housing laws and helping to maintain and encourage a healthy diversity of population in Marin. The CDBG funding for FHOM pays for staff to provide community education and outreach concerning fair housing laws and services; recruit and train fair housing testers; monitor discrimination in the housing market; investigate and verify claims of alleged discrimination; counsel victims of housing discrimination, and to pursue fair housing cases in court. CDBG regulations require that the County take affirmative action to further fair housing, and providing CDBG funding for FHOM is a part of meeting that obligation.

General Client Services

FHOM provides fair housing outreach, education, and counseling services. From July 1, 2014 through June 30, 2015, FHOM assisted 1013 clients on a range of housing issues, of which 369 involved housing discrimination complaints. Of the discrimination complaints, the range included: Disability – 227; National Origin – 56; Race – 43; Gender – 40; Familial Status – 20; Age – 13; Marital Status – 7; Color – 5, Source of Income – 3; Religion – 3; and Sexual Orientation – 2.¹ Of these complaints, 14 were referred to the U.S. Department of Housing and Urban Development or to the California Department of Fair Employment and Housing. FHOM continued to help clients file administrative complaints and lawsuits to address discrimination based on all protected bases.

The largest number of fair housing complaints FHOM receives comes from people with disabilities. During the reporting period, FHOM assisted 38 disabled clients with requests for reasonable accommodations, of which 25 were granted and the rest are still pending resolution. FHOM assisted many additional clients with advice on writing letters or making accommodation requests on their own.

Services for People with Disabilities

As a result of a lawsuit settlement in 2010, FHOM established the FHOM/Spanos Accessibility Fund to provide funding to clients with disabilities for accessibility structural modifications. In administering this fund, FHOM works in partnership with the

¹ Totals are greater than 100% because many complaints involved more than one basis for discrimination.

Marin Center for Independent Living in Marin County and the Disability Services and Legal Center in Sonoma County.² During this reporting period, FHOM approved and funded 5 applications for the Spanos Accessibility Fund. In addition, more than 500 disabled consumers received accessibility education. Given the aging population in Marin County, and the concomitant increase in people with disabilities, FHOM assumes that the need for such assistance will only increase over time. FHOM staff continues to provide information to the public and to housing providers on the legal rights of persons with disabilities under federal and state fair housing laws, and the responsibilities of housing providers to make reasonable accommodation to persons with disabilities.

Foreclosure Prevention and Pre-Purchase Counseling

The economic crash of 2008 and the ensuing housing crisis brought to light increasing troubles caused by unaffordable mortgages and predatory lending. FHOM received many calls from individuals at risk of foreclosure, often because they had been victims of predatory lending. FHOM is a HUD-approved housing counseling agency (the only agency with this certification in Marin County), and regularly counsels homeowners at risk of foreclosure, or in foreclosure. FHOM staff includes a foreclosure prevention counselor who helps homeowners obtain loan modifications and other loss mitigation options. Many clients are extremely frustrated with lenders who are slow to respond to their requests for assistance in modifying loans, and the foreclosure prevention counselor is able to help some of these clients to stay in their homes.

This year, FHOM established a pre-purchase homeownership counseling program to respond to a growing community need for pre-purchase services in Marin County. FHOM conducted a very successful pre-purchase counseling workshop in collaboration with the Marin Housing Authority, with 65 prospective low-income homebuyers attending this workshop.

Services to Limited English Proficiency Clients

FHOM continually strives to reach out to Marin residents with Limited English Proficiency (LEP). To assist Spanish-speaking clients, FHOM's bilingual housing counselor met with clients at Canal Alliance, a social service agency. While the majority of the cases brought to the counselor's attention are landlord-tenant related issues, national origin discrimination and familial status discrimination continue to play a role in the mistreatment that tenants often face when approaching landlords. In addition, much of FHOM's website is translated into Spanish.

FHOM counsels tenants and homeowners with the help of an interpreter from the Asian Advocacy Project (AAP) as needed.

² The agency lawsuit filed over accessibility violations was based on investigations by FHOM and four other National Fair Housing Alliance member organizations. The \$7.4 million settlement includes the creation of national and local accessibility funds, a national media campaign, damages, coalition building, and attorney's fees. FHOM was awarded \$135,292 in damages and \$150,000 to establish accessibility funds in Marin and Sonoma counties. This was a landmark agreement, marking it as the largest and most comprehensive accessibility settlement to date. FHOM has published information about the settlement and the availability of funds to Marin County residents with disabilities who need modifications.

Outreach and Education Programs

FHOM's ongoing outreach and educational activities included monitoring the internet for discriminatory housing advertising, conducting fair housing tester training workshops (training 22 testers), participating in the Northern California Fair Housing Coalition and the National Fair Housing Alliance, conducting outreach to service providers and community groups, training members of the local housing industry, distributing fair housing literature, and several e-newsletters, educational announcements, and news bulletins throughout the year.

FHOM continued to monitor Craigslist.com, an internet-based community bulletin board, for discriminatory advertisements, due to the growth of Internet advertising in the past several years and the reliance that the housing industry has come to place on this form of advertising for rental units. This is especially important because, unlike newspapers, Craigslist does not monitor the wording of posted advertisements. FHOM implemented a method of searching for key words and phrases on Craigslist.com that may indicate discriminatory housing practices, such as: "no kids," "no children," "children," "male," "married," "couple," "Latino," "Hispanic," "Mexican," "Spanish," "Christian," "no," "adult," "black," "Muslim," and "female." Advertisements were earmarked as discriminatory based on familial status, source of income, age, marital status, and gender. Various advertisements contained language that discriminated against both state- and federally-protected classes. FHOM sent e-mails to those placing the advertisements, with largely positive responses. In cases of egregious discriminatory wording, particularly involving management companies or owners who own several units, it is FHOM's policy to test and/or file an agency administrative complaint. FHOM responded to more than 200 Craigslist postings during this reporting period.

Fair Housing of Marin conducted the following outreach activities to educate protected classes, tenants, and the general public about fair housing issues:

- *Fair Housing Law and Practice* seminar for the housing industry, including apartment owners and managers, public housing staff, real estate professionals, attorneys, and other housing providers, attracting 80 Bay Area housing professionals.
- Fair housing education presentations for nonprofits and community organizations, reaching 150 agency staff and tenants.
- Distribution of 5,000 pieces of literature, including tenant booklets in English, Spanish and Vietnamese; "Looking for Housing" brochures in English and Spanish; Reasonable Accommodation brochures in English and Spanish; Housing Providers' brochures, and predatory lending/foreclosure materials in English and Spanish.

- 20 print newspaper ads in English and Spanish (in La Voz and the Marin Independent Journal), the “Rent Watch” column in both newspapers, and articles and letters to the editor in response to pressing fair housing issues.
- Fair housing awareness radio campaign with 40 public service announcements.
- 12 proclamations issued by Marin cities and towns and the County of Marin in conjunction with Fair Housing Month.
- Periodic e-newsletters, news updates, and educational bulletins.

Affirmatively Furthering Fair Housing (AFFH) Activities

This year, as part of a HUD-funded training initiative, and with the support of the County of Marin, FHOM hosted a very successful Fair Housing Conference. The all-day conference took place on January 29, 2015 at the Marin Center Showcase Theater in San Rafael. FHOM brought together a number of fair housing and affordable housing experts such as Sara Pratt, Lisa Rice, Lauren Walker, Ken Carroll, Jeff Jackson, Scott Chang, and Tim Iglesias.

There were approximately 150 people attending, including service providers, housing advocates, staff from fair housing agencies, government officials, representatives from the business community, public and private housing providers, attorneys, city planners, and community leaders.

The conference had the following sessions, with two tracks, one for advocates and one for government:

- Fair Housing 101: What is Fair Housing and Why Does it Matter?
- Keynote address: Affirmatively Furthering Fair Housing
- Session 1: Broadening Housing Opportunity: Strategies for Removing Barriers to Housing Choice
- Session 2: The Intersection of Fair Housing and Affordable Housing
- Movie: “A Matter of Place”
- Session 3: The Nexus Between Fair Housing and Education, Employment, Transportation, and Public Health
- Session 4: Best Practices: Building Collaborative Relationships
- Closing Session: Why Inclusive Neighborhoods? How Diversity Enriches Our Communities

The event was very well received by both speakers and participants.

In addition, Fair Housing of Marin conducted 3 fair housing and Affirmatively Furthering Fair Housing (AFFH) training modules for the Marin Housing Authority and CDBG recipients. FHOM staff also met with the Marin Housing Authority to discuss policies and fair housing issues.

Storytelling Program

FHOM human rights programs seek to educate school children and their teachers on the value of diversity in our schools and neighborhoods. During this reporting period, FHOM's storytelling shows for children K-8 featured stories about diversity and respect told by master African-American storyteller, Kirk Waller. FHOM reached more than 1,000 children through this program.

Advocacy

During the reporting period, FHOM participated in public discussions of affordable housing planning, which were particularly controversial because certain locations in Marin County had been designated as priority development areas for affordable housing. While many concerned citizens voiced support for the affordable housing priority designations, others expressed opposition to development of new affordable housing in their neighborhoods. FHOM believes that much of the opposition to affordable housing in Marin reflects certain assumptions about residents of affordable housing, many of whom may be members of protected classes. FHOM reached out to individuals and organizations involved in the public discussion surrounding the affordable housing planning process, to explain the relationship between fair housing and affordable housing planning, and to dispel common myths and misconceptions about the impact affordable housing development will have on the community. As the affordable housing debate continues and the proposed County Housing Element has come under increased scrutiny, FHOM has continued to be involved in the civic process, meeting with grassroots organizations and other concerned groups, as well as submitting comments whenever the opportunity arises on the fair housing implications of affordable housing developments.

1c. Continuum of Care

The Marin County Department of Health and Human Services (HHS) is responsible for coordinating applications for HUD Continuum of Care Homeless Assistance Program funds. HHS also supports community- and faith-based organizations (including the Marin Partnership to End Homelessness³, a coalition of service and housing providers) to

³ The Marin Continuum of Housing and Services was created in 1993 to serve as an umbrella agency to plan and coordinate housing and related services for the homeless and other populations with special service needs. The Marin Continuum of Housing and Services has changed its name to the Marin Partnership to End Homelessness. Its responsibilities with regard to coordinating the applications for HUD Continuum of Care Homeless Assistance Program funds have been transferred to the Marin County Department of Health and Human Services.

plan and coordinate housing and related services for homeless and other populations with special service needs. The Marin County Continuum of Care 10 Year Plan to Prevent & End Homelessness (2013-2023) is attached as Exhibit I.

HHS also staffs the County's Homeless Policy Steering Committee and has been providing assistance to the REST Committee, which is seeking a site for an additional year-round homeless shelter.

1d. Other Actions

Actions to Address Obstacles to Meeting Underserved Needs

Despite the dip in real estate values caused by the national recession, in June 2012, the median price for a single-family house in Marin County was \$790,850.⁴ Prices have risen steadily since that time. Between May 2014 and May 2015, prices rose 7.2%, bringing the median price for single family housing in Marin County to \$1,160,500.⁵ For many years, low-income people in Marin have been likely to experience rent burden, making it harder for them to afford health care, food, and other expenses. That situation is getting worse. High housing costs result in personal financial pressures that create a range of underserved populations. By emphasizing the production and preservation of affordable housing, the Marin CDBG and HOME Programs help to address the needs created by an inflated housing market. During the 2014-2015 program year, the Marin CDBG Program also funded services to traditionally underserved populations, such as child care programs, support services for people with brain injuries, a day program for seniors with memory loss, and academic support services for minority youth.

Actions to Foster and Maintain Affordable Housing

During the program year, Marin County allocated and expended CDBG and HOME funds for affordable housing development projects. Oma Village (formerly known as Housing for Working Families) in Novato obtained development approvals from the City of Novato, and began construction in the 2014-15 program year. Oma Village will provide 14 rental units for low-income families at extremely low rents. The Habitat for Humanity Fourth Street Homes, now under construction in Novato, will provide 10 homes for low income families. CDBG and HOME funds have been budgeted for the development of the Peace Village Senior Housing in Fairfax and the Whistlestop Renaissance senior housing in downtown San Rafael. The attached tables list progress on specific projects. In addition, the County of Marin has an Affordable Housing Strategist on staff, whose role is to facilitate the development of affordable housing through technical assistance to potential project sponsors and by working to facilitate systems change.

Actions to Eliminate Barriers to Affordable Housing

The primary cause of the high cost of housing in Marin County continues to be the high level of market demand for housing in Marin and the relative shortage of developable

⁴ Vision Real Estate Group (www.westbayre.com/newsletter.htm), July 2012.

⁵ Vision Real Estate Group (www.westbayre.com/newsletter.htm), May 2015

land. Public policies have some impact on the cost of housing and the incentives to develop, maintain, and improve affordable housing in Marin County, but are greatly overshadowed by the impact of market demand.

It is very difficult to obtain sites for housing development (both market-rate and subsidized) in Marin County. Much of the land in the county is in public ownership or has been zoned for agricultural use and is not available for housing development. Within the county's urbanized U.S. Highway 101 corridor, most of the desirable sites with suitable zoning have already been developed. Many of the remaining vacant sites are small and have environmental constraints, such as steep hillsides, wetlands, or toxic contamination. In many cases, community opposition to subsidized housing or to housing development in general, often framed in terms of environmental conservation and maintaining community character, limits buildable density to a lower level than is permitted by zoning. Actual approved housing densities are typically at the low end of financial feasibility, even with available subsidies. In order to achieve economies of scale in property management, it is generally considered necessary to build at least 45 to 100 units in one location (depending on the type of housing), something which rarely occurs in Marin. Project delays caused by litigation can significantly increase the price of a project, making the project financially infeasible or requiring an additional infusion of subsidy. In either case, scarce resources are drained by the cost and delay of litigation. Even when litigation does not occur, neighborhood opponents are often able to obtain a reduction from the proposed density by threatening to initiate litigation.

Many public agencies have implemented land use and zoning policies to encourage the development of subsidized housing. For example, in order to achieve economic, racial, and ethnic integration, Marin County has adopted inclusionary zoning policies that require developers of market-rate housing projects in unincorporated areas to set aside a proportion of units for low- and moderate-income households. For projects with only two units, and in cases where it is not feasible to provide inclusionary units on-site, the County will collect "in lieu" fees from the developer and deposit these funds in the Marin County Housing Trust Fund. Proceeds from the Housing Trust Fund are used for the preservation, acquisition and construction of affordable housing. Subdivisions with three or more lots or dwelling units are required to dedicate or develop 20% of the total number of units or lots to affordable housing as a component of the development. State of California density bonuses are allowed for projects that provide housing for seniors and housing that is affordable to very low, low, and moderate-income households. The County offers pre-application consultation and expedited application review for proposed affordable housing developments. The County processes permits for second units ministerially in single-family and multi-family districts if not otherwise subject to a discretionary permit (e.g. coastal permit, design review, or variance). Nine of the eleven cities in Marin also have inclusionary housing ordinances.

Most housing developments in the county undergo extensive discretionary review, which slows the process of development. Permit review fees continue to rise in Marin County, adding to the already expensive development process. Because local tax revenues are not keeping up with the increase in the cost of maintaining local government services, and

because the public is unwilling to spend tax funds to subsidize market-rate development, a continued rise in development application review fees and impact fees is unavoidable. Many local jurisdictions in Marin County waive or reduce application fees for affordable housing developments, and most strive to expedite and simplify the processing of applications for affordable housing, which can result in substantial cost savings. Fee waiver policies of school districts and utility districts vary, and their desire to assist the development of subsidized housing is increasingly at odds with the financial pressure that all local public agencies are experiencing.

Most of the cities in Marin have ordinances encouraging second units (also known as “granny” or “in-law” units), as well as ordinances restricting conversion of rental units into condominiums. These ordinances may limit the long-term return on investment in rental housing, but they have assisted in preserving some of Marin's stock of rental housing. The Cities of Novato and San Rafael have rent control ordinances affecting only mobile home parks. The San Rafael rent control ordinance has faced legal challenges, but the City prevailed after a twelve-year legal battle.

The County of Marin and all the cities in Marin have adopted Housing Elements as part of their General Plans. In the past, the cities and the County have worked together on the revision of their Housing Elements, using the same consulting team to produce model provisions. This cooperative effort has resulted in better policy research than each jurisdiction could accomplish on its own with a limited budget, and has made it easier for communities to adopt more creative and proactive housing policies. However, Marin jurisdictions continue to struggle to identify sufficient sites to accommodate their share of regional housing needs as established by the Regional Housing Needs Allocation (RHNA) process.

As Exhibit E indicates, Marin County has been successful at using CDBG and HOME funds to develop affordable housing, despite the following constraints: a lack of sites suitable for development, the high cost of development, sophisticated and well-organized citizen opposition, and diminishing funding sources. The key to the County's success is the competence and tenacity of dedicated nonprofit housing developers who work to design housing that meets the needs of the residents and is acceptable to the community. In addition, although local elected officials are closely involved in directing the allocation of CDBG and HOME funds, they have consistently kept the CDBG and HOME funding allocation process separate from local land use controversies. Marin County receives CDBG and HOME funds as an urban county, and most funding decisions are made by inter-jurisdictional committees, which have a perspective that is broader than the neighborhood land use controversies that can overwhelm a small local government.

Note that the priority categories referenced in Exhibit E are:

- Priority #1 (High Priority): Extremely Low-Income and Very Low-Income Individuals and Families (excluding homeowners and first-time homebuyers).

- Priority #2 (Medium Priority): Low Income Individuals and Families, and Very Low Income and Low Income Homeowners (excluding first-time homebuyers), especially in low income neighborhoods.
- Priority #3 (Low Priority): First-Time Homebuyers.

Actions to Overcome Gaps in Institutional Structure and Enhance Coordination

Marin County's institutional structure for implementing its housing and community development plan includes a combination of public and private nonprofit agencies, with some participation from the for-profit sector. The Marin County Community Development Agency, part of the County government, is responsible for administration of the CDBG and HOME Programs. The CDBG Countywide Priority Setting Committee, which now includes members of city councils and non-elected community representatives of protected classes, and is chaired by a member of the Board of Supervisors, makes recommendations for the use of these funds. Final decisions about the use of CDBG and HOME funds are made by the Marin County Board of Supervisors.

For any CDBG Planning Area which includes a city with a population of 50,000 or more (according to population estimates issued by the U.S. Department of Housing and Urban Development), the system for allocation of CDBG funds in that Planning Area is, at the option of the largest city in the Planning Area, modified so that the Planning Area's "proportional share" of CDBG Countywide Housing funds is added to, and becomes part of, its planning area allocation. For such Planning Areas, the City Council of the largest city in the Planning Area takes on the role ordinarily assumed by a subcommittee of the CDBG Countywide Priority Setting Committee for that planning area. The City of San Rafael and the City of Novato are currently exercising this option. (The City of San Rafael exercises this option for housing and capital funds, but not for public service funds. The City of Novato exercises the option for all types of CDBG funds.) Staff coordination among the City of San Rafael, the City of Novato, and the County of Marin on making recommendations for the use of CDBG funds has been excellent.

Beginning on July 1, 2014, the State of California replaced the City and County of San Francisco as the administrator of Marin's Housing Opportunities for Persons with AIDS Program (HOPWA) allocation, and HOPWA funds now flow directly from the State to the Marin Housing Authority, bypassing the County government.

The Marin Housing Authority administers public housing and rental assistance programs, including Section 8, Family Self-Sufficiency, Shelter Plus Care, HOPWA rental assistance, and the Housing Stability Program (formerly the Rebate for Marin Renters). The Housing Authority also administers inclusionary below-market-rate homeownership programs on behalf of most local governments in the county, and operates a CDBG-funded rehabilitation program for single-family homes, including group homes for people with disabilities, second units within existing houses, and liveaboard floating homes. A wide range of private nonprofit organizations use CDBG, HOME, and other funding sources to provide affordable housing and human services to people in need. Private for-

profit firms provide goods and services and perform rehabilitation and construction to implement housing and community development projects. The strength of this system can be credited to the many nonprofit agencies that specialize in each aspect of housing and community development activities, the many volunteers associated with local nonprofit organizations, and the excellent quality staff in the nonprofit sector.

The Marin Housing Authority is governed by a Board of Commissioners, which consists of members of the Marin County Board of Supervisors and two members who receive some form of housing assistance from the Housing Authority. The Housing Authority handles its hiring, contracting, and procurement independently of the County government, although County and Housing Authority staffs share technical expertise when appropriate. The Housing Authority implements the Rehabilitation Loan Program, which receives substantial CDBG funding from the County. The Housing Authority's proposed development sites and its Annual Agency Plan are reviewed and approved by the Housing Authority's Board of Commissioners, but, because there is substantial overlap between the Housing Authority's Board of Commissioners and the Marin County Board of Supervisors, decisions are well-coordinated between the two bodies.

There are, however, some gaps in the delivery system. As financial pressure on public and nonprofit agencies increases, it appears that some nonprofit agencies will be forced to merge, consolidate, or cease to exist. Sources of operating funds have not kept up with the plans of local nonprofit organizations to expand services and facilities. Local government staff working in different departments on similar issues do not always coordinate as well as they might. Service agencies and local governments are seeking better ways to assist homeless people who also struggle with substance abuse and/or mental illness.

The County has consolidated its mental health and substance abuse treatment services, to better serve clients who have both types of needs. The County has instituted a mid-management training program that helps to improve communications between mid-level staff in different departments. The County Community Development Agency and the County Department of Health and Human Services have collaborated on the use of state funds for a residential facility for the mentally ill. The Housing Authority has assigned a substantial amount of staff time to coordinate collaborative efforts among public and private agencies on housing and human service issues. Housing Authority staff has been active in the Marin Partnership to End Homelessness (formerly known as the Marin Continuum of Housing and Services). As a result, the Housing Authority has been at the forefront of efforts to overcome gaps in housing and community development services.

The County of Marin employs two staff in its Community Development Agency whose role is to facilitate the development of affordable housing through technical assistance to potential project sponsors and by advocacy to make systems work better within the local government and nonprofit sectors. In addition, the County Health and Human Services Department has a policy analyst who plans and implements housing and service programs for homeless people and extremely low income people who are precariously housed.

In February 1995 and again in May 2012, the Marin County Board of Supervisors adopted a policy to reduce the number of projects funded by the Community Development Block Grant Program, so that funds could more effectively be focused on a more limited number of housing and public service activities, and this policy has been implemented and maintained. However, a further reduction in the number of CDBG projects may be needed to keep administrative expenses within the limits established by the CDBG regulations.

Public Housing and Resident Initiatives

The Marin Housing Authority (MHA) administers Section 8 and public housing programs, as well as a residential rehabilitation loan program, various homeownership programs, and several programs that provide supportive services to special needs groups. Section 8 housing is located throughout the County, and the public housing is located in six complexes, of which one, Marin City, is a general occupancy complex and the others are for senior and disabled residents.

As part of the Agency Plan process, MHA and its Board of Commissioners, with input from the Resident Advisory Board, have identified seven key goals. Each of these broad goals consists of several practical sub-goals designed to help MHA meet its targets over the next five years. The seven main goals are:

1. Maximize affordable housing options in Marin County.
2. Enhance services to clients, business partners and the community at large through delivery of efficient and responsive programs.
3. Continue to build collaborations with other agencies, local jurisdictions, and the private sector.
4. Implement asset management for public housing.
5. Access additional resources for new development of affordable housing and for the rehabilitation/modernization of existing MHA housing stock.
6. Continue to work with residents/participants to build community and self-sufficiency.
7. Explore ways to improve energy efficiency for public housing.

The MHA Agency Plan includes the following components:

1. Housing Needs
2. Financial Resources
3. Policies on Eligibility, Selection, and Admissions
4. Rent Determination Policies

5. Agency Operations and Management
6. Grievance Procedures
7. Capital Improvement Needs
8. Demolition and Disposition
9. Public Housing Designation Listing
10. Conversion of Public Housing to Tenant-Based Assistance
11. Homeownership
12. Community Service and Family Self-Sufficiency Programs
13. Safety and Crime Prevention Measures
14. Pets
15. Audit
16. Asset Management Statement
17. Resident Advisory Board Comments
18. Required Certifications

The Housing Authority has identified the following major challenges facing Marin County:

- An inadequate supply of affordable housing and significant barriers to creating more affordable housing.
- An aging rental housing stock.
- Changing demographics and needs of program participants that increasingly extend beyond the need for shelter.

The MHA Plan attempts to address these issues, and MHA is dedicated to working in a collaborative structure with other agencies in the County to create solutions.

MHA has worked closely with the County of Marin in completing an accurate picture of the needs of the County, based on the County's Consolidated Plan. In addition, MHA is an active member of the Marin Partnership to End Homelessness (formerly known as the Marin Continuum of Housing and Services) and is involved in many programs throughout the County including Shelter Plus Care, HOPWA, Residential Rehabilitation Loan Program, Below Market Rate home sales, Mortgage Credit Certificates, and others.

Section 8 and public housing tenant selection, admissions, and occupancy policies are reviewed on an annual basis and updated as needed. These policy changes are presented in the Agency Plan and are available at the offices of MHA as well as on the MHA web site. Every policy update goes through a public process, with review by the Resident Advisory Board and approval by the Board of Commissioners for submission to HUD.

As part of the Agency Plan review process, MHA appointed a Resident Advisory Board, including recipients of rental assistance from the Section 8 Program and Public Housing residents. The Resident Advisory Board held eight meetings to review and comment on

components of the Agency Plan. The Resident Advisory Board's comments will be included in the final Plan scheduled to be submitted to the Board of Commissioners on October 6, 2015. The Agency Plan will also include the proposed use of Capital Funds for fiscal year 2016, which has been presented to the Resident Advisory Board and made available for a 45-day public comment period prior to the public hearing.

Financial constraints, staffing limitations, and the challenge of new technology all continue to have an effect on choices MHA must make in order to fulfill its mission. The Capital Fund and other grant sources are important to MHA in order to maintain the necessary funding to carry out its mission to create a safe and livable environment for all tenants and residents. Marin Housing has contracted with Bridge the Gap College Prep, a comprehensive educational support program for students in Marin City, to provide tutorial and other academic support services with a goal of targeting Marin City public housing residents. In early 2012, Bridge the Gap opened its new facility, located in the heart of the Golden Gate Village Public Housing Development.

Golden Gate Village (the Marin City public housing) is a 300-unit family complex constructed in 1960 in Marin City, an unincorporated community in southern Marin. It has been an economically depressed area for more than fifty years. It is the only family public housing resource in Marin County. Marin City is one of the most impoverished areas of the County. The \$17,711 average annual income of family public housing residents is in stark contrast to the \$91,700 median income of a family of three of the broader population.

Not surprisingly, low educational achievement, unemployment, alcohol and drug abuse, and violent and drug-related crime are more common in the Marin City public housing population than in the County or in the broader Marin City community.

The Marin County Housing Authority supports several resident initiatives on the site of the Marin City public housing:

- The Phoenix Project of Marin is a collaborative partnership with Performing Stars of Marin, the Marin County Probation Department, the District Attorney's Office, the Public Defender's Office, Conservation Corps North Bay, the Marin County Sheriff's Department, and other community agencies. The Marin Housing Authority has been aggressive in addressing the multiple barriers faced by at-risk public housing youth and young adults.
- MHA is working in partnership with the Sausalito School District to establish the School Attendance Rewards Program to help children from Public Housing to be successful in school. This partnership is also a collaborative with The Phoenix Project of Marin and the Marin County Probation Department.

- Performing Stars of Marin continues to provide activities for youth to build self-esteem through the arts.
- Work Incentive Program (WIP) is a case management and service coordination program to help reduce the cycle of poverty by providing basic life skills, money management, parenting skills, and referrals. Families referred to WIP are eventually graduated into the Family Self-Sufficiency Program, where they have the opportunity to save using an interest-bearing escrow account as their earned income increases.
- The Family Self-Sufficiency Program provided services to 50 Marin City Public Housing residents and 100 Section 8 participants.

Lead Based Paint Hazards

A total of 88,723 housing units in Marin were built before 1979. In 1994, the Marin County Housing Authority spent a significant portion of its Comprehensive Grant Program funds for lead-based paint testing and abatement in Marin City public housing. All units were tested and traces of lead were found. Lead-based paint has been abated in all Housing Authority units.

Subrecipients of CDBG and HOME Program funds are contractually responsible for the testing and elimination of lead-based paint. The CDBG and HOME Program contracts include the following language:

Any grants or loans made by the Operating Agency for the rehabilitation of residential structures with assistance provided under this Agreement shall be made subject to the provisions for the elimination of lead-based paint hazards under 24 CFR Part 35. Operating Agency will comply with the requirements of 24 CFR 570.608 [for CDBG, or 24 CFR 92.355 for HOME] for notification, inspection, testing, and abatement procedures concerning lead-based paint.

Subrecipients with rehabilitation projects test for lead-based paint during the Phase I toxics study. If lead-based paint hazards are found, abatement is performed as part of the project rehabilitation.

Ensuring Compliance with Program and Planning Requirements

Staff of the Marin County Community Development Agency is responsible for monitoring activities funded by the Community Development Block Grant (CDBG) Program and the HOME Program. We have two basic standards for monitoring:

- (1) Did the project meet its stated objectives and the requirements of its grant contract?
- (2) Compared with the outcome of other grant-funded projects, did the project have sufficient impact on high-priority needs of low income people, as identified in our

Community Development Objectives, Action Plan, Consolidated Plan, the Housing Element and other portions of the General Plan, and other local plans?

Other questions used to determine whether a project meets the basic standards include:

- Is the project, as carried out, clearly eligible under both the letter and the spirit of the program regulations and the statutes that govern the program?
- Is the information being supplied by the project sponsor correct and complete?
- Did the project provide significant benefit to very low income people, as well as to low income people?
- Did the project contribute to economic, social, and racial integration? Did it carry out a good faith effort for affirmative marketing? How effective was its affirmative marketing? Is the project sponsor committed to evaluating and improving its affirmative marketing?
- Did the project sponsor have the capacity to implement the project alone, and if not, did its sponsor make appropriate use of consultants and partnerships with other organizations?
- Is the project cost-effective in comparison with other ways to meet the same need?
- Is the activity conducted in a manner that respects the rights of people with disabilities for equal access?
- How responsive is the project sponsor to emerging community needs? What modifications have been made to make the project more welcoming to minorities?
- Has the project sponsor made appropriate outreach to show a commitment to providing culturally sensitive services to all people?
- Has the project sponsor planned the project implementation process to consider timing issues and minimize financial risk?
- Has the project sponsor made efforts to utilize volunteers and to raise funds from sources other than HUD grants?

Our main procedure for monitoring is on-site visits, most of which are conducted in the period between December and March in conjunction with our annual proposal review and budget-setting process. Project monitoring is performed by the same staff representative who administers the project contract and approves billings from the project sponsor. This helps integrate our monitoring with our ongoing efforts to provide assistance, advice, and support to the project sponsors.

Our goal is to conduct a monitoring visit of each project within a two-year cycle. We identify high-risk subrecipients and target them for more frequent on-site programmatic and fiscal monitoring. Our criteria for identifying high-risk projects are:

- 1) Project sponsors receiving their first grant allocation.
- 2) New project sponsors which lack experience in program administration.
- 3) Project sponsors which have had substantial staff turnover or have recently hired a new executive director.
- 4) Project sponsors which are chronically slow to submit bills.
- 5) Project sponsors which consistently present bills which have errors.
- 6) Project sponsors which attempt to bill CDBG or HOME for clearly ineligible items or show a lack of awareness of CDBG or HOME regulations which apply to their project(s).
- 7) Project sponsors which have been allocated unusually large CDBG or HOME grants.
- 8) Project sponsors which frequently change the scope of their project(s).
- 9) Project sponsors which have a reputation in the community for being troubled.
- 10) Projects where service delivery has been disrupted because of internal organizational changes.
- 11) Projects which must comply with Davis-Bacon wage standards.
- 12) Projects which generate an inordinate number of complaints from the public.
- 13) Projects which are the focus of community controversy related to program effectiveness.
- 14) Projects which are not meeting contract goals; for example, if a project is serving a much smaller number of clients than projected.
- 15) Projects or project sponsors which have lost significant funding sources.
- 16) Other factors that suggest special scrutiny would be appropriate.

Federal Grants Division staff, working as a group, performs a qualitative ranking of projects based on the above criteria. Projects which trigger one or more of the above criteria are classified as high-risk projects. These high-risk projects are monitored at least

once a year. In addition, as time permits, staff offers sponsors of high-risk projects additional guidance and technical assistance. This may involve meeting with staff, meeting with board members, and suggesting resources to improve project effectiveness.

Projects not considered high-risk are considered low-risk projects and are monitored on a less frequent basis.

Reducing the Number of People Below Poverty

The County believes that its goal to substantially reduce the number of households with incomes below the poverty line cannot be achieved because the County's tax revenues are insufficient to provide the financial resources that would be needed. Until the state and federal governments, which have access to income tax revenue, provide substantially increased funding for anti-poverty efforts, local governments will not be able to have a major impact on this national problem. However, the County offers an extensive employment training program, as well as a broad range of social services and medical care, to people in poverty. In addition, the Marin City USA redevelopment project, consisting of a shopping center and affordable housing in Marin City, an area with a high concentration of poverty, provides jobs to Marin City residents. A variety of community development services and projects are also available to address affordable housing and public service needs. Marin County has consistently had a low unemployment rate, so the use of Community Development Block Grant and HOME funds to create affordable housing in Marin has the effect of making it possible for low-income families to live near job opportunities.

1e. Leveraging Resources

The following resources were received by projects in Marin County during the period (July 1, 2014-June 30, 2015), which is the local program year for Fiscal Year 2014 funds:

Federal

- Community Development Block Grant
- HOME
- Section 8 Vouchers
- Public Housing Operating Subsidy
- Shelter Plus Care
- Public Housing Capital Fund
- Resident Opportunity and Self-Sufficiency (ROSS)
- Housing Choice Voucher Family Self-Sufficiency Homeownership (Section 8)
- Public Housing (Marin City and Elderly/Disabled)

Foundations

- Marin Community Foundation (Buck Trust)
- Marin Community Foundation (Donor-Advised Funds)
- Tamalpais Pacific
- Other foundations

Nonprofit agencies in Marin County receive a limited portion of their funding from governmental assistance. They also receive substantial foundation grants and donations from individuals.

The total amount of Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME) funds expended during the reporting period is provided in the IDIS reports.

HOME and CDBG

Marin had a history of funding many small projects with the hope of leveraging non-federal funds. This trend continued through Fiscal Year 1994 but changed during the Fiscal Year 1995 allocation process. In response to monitoring reviews by HUD, the Federal Grants Division staff re-examined the pattern of funding a large number of projects with small grants to assess whether small grants still helped to leverage funding from other sources. Discussion arose regarding the need to meet CDBG and HOME program monitoring guidelines and how best to serve the needs of the community. After consulting with project sponsors and city and county elected officials, staff concluded that allocating grants to fewer agencies, but at greater funding levels, would provide a greater benefit to the community; larger grants would allow projects to proceed more quickly and would avoid diverting too much of the sponsoring agency's resources to fundraising. The

other option would have been to expand the County's CDBG staff to meet the administrative requirements of funding many small grants. This would have further reduced the funds available for grants.

Funding fewer projects has allowed staff to focus more thoroughly on meeting CDBG and HOME program administrative requirements while also providing a higher level of technical assistance to subrecipients than in the past. The Federal Grants Division staff feels that the change has been positive. Project sponsors, many of whom have become accustomed to reduced grants from other funding sources, have been generally accepting of the trend of Marin County funding fewer applicants, and agencies which no longer receive CDBG funding do not appear to have been seriously damaged by the shift in funding.

It has become increasingly difficult to operate the CDBG program within the 20% administrative allowance established by the grant regulations. HUD reporting and recordkeeping requirements continue to increase, as do other compliance activities. In response to the financial crisis in local government, County departments have become more aggressive about billing other departments for all justifiable costs, so our inter-departmental charges have also increased. Long-deferred accrued costs for the pension plan and retiree health benefits are now being charged to County departments on a current basis.

Increased administrative costs and declining grant funds have made it necessary for the County to consider further reductions in the number of CDBG projects. Comparing the number of new CDBG and HOME projects approved by the Board of Supervisors in May 2011 with the number approved in May 2015, there was an increase from 15 to 18 housing projects, a decrease in the number of capital (community facilities) projects from 5 to 3, and a decrease from 19 to 15 public service projects. Further reductions in the number of CDBG projects will likely be necessary to keep administrative expenses closer to the 20% limit on administration set by the CDBG regulations.

Most of the subsidized housing built in Marin in the past decade has benefited from CDBG funding for site acquisition. The County's willingness to provide CDBG funding to new and innovative projects has had substantial local impact. In many cases, the County has provided initial funding commitments for housing projects, enabling the project sponsors to attract major funding from other funding sources.

The County's practice with HOME funds is to provide significant grant allocations in order to leverage funds and to fill funding gaps in the acquisition, new construction, and rehabilitation of housing. Typically, HOME grants to projects are much larger than CDBG grants to projects.

HOME-assisted projects must have a 25% funding match from non-federal sources. Most HOME-funded projects have received grants and/or loans from the Marin Community Foundation. It is anticipated that this pattern will continue for housing projects, especially projects that satisfy priorities of the Foundation, such as construction

of affordable family rental housing. The Novato Redevelopment Agency, the San Rafael Redevelopment Agency, and the Housing Trust Fund of the County of Marin have also been major sources of matching funds for HOME projects in the past. With the elimination of Redevelopment Agencies in California, a significant source of matching funds has been lost. The recession has severely limited the resources available to the County's Housing Trust Fund. The increasingly strict time limits on committing and spending HOME funds, combined with stricter underwriting requirements that must be met prior to committing HOME funds, have resulted in an increased emphasis locally on rehabilitation of existing housing. Some of these rehabilitation projects are unable to raise matching funds, so we have covered their matching funds requirement with over-match from past HOME construction projects.

1f. Citizen Comments

During the 2014-15 program year, Marin County held two public information workshops about the CDBG and HOME programs (one of which was directed at new applicants), and six public hearings (four local CDBG planning area hearings and two countywide hearings on CDBG and HOME). In addition, the San Rafael City Council held a hearing on the use of CDBG San Rafael Planning Area housing and capital funds, and the Novato City Council held a hearing on the use of CDBG Novato Planning Area housing, capital, and public service funds. Throughout this process, comments were received from project sponsors, public officials, and citizens. At the public hearings, citizens spoke in support of a variety of housing, capital, and public service projects. There was much public interest in taking steps to make Marin County a more inclusive community, to do outreach to potential applicants serving minority communities, and to encourage CDBG and HOME project sponsors to enhance their affirmative marketing efforts.

In addition to the regularly scheduled funding workshops and Priority Setting Committee meetings, County staff conducted an informational community workshop on February 27, 2015, with participants including members of the public as well as CDBG Priority Setting Committee members. Topics included the funding process for CDBG and HOME grants in the County and the upcoming submittal of the 2105-2019 Consolidated Plan. Attendees requested more information about the public's role in the Priority Setting Committee and further education about the current process. Several attendees expressed concern that the Priority Setting Committee approves most of the staff recommendations. Attendees also voiced concerns about the implementation of the Analysis of Impediments to Fair Housing, and strategies for disabled housing. There were also concerns about ways to ensure long term affordability of housing; and a desire to see improved capacity in existing service providers. Additional meetings were scheduled to discuss possible changes in the public hearing and goal-setting process.

During the 2014-15 program year, there were also many hearings on affordable housing and planning issues not directly related to CDBG and HOME, but affecting CDBG and HOME activities. These hearings are described in more detail in the next section.

1g. Self-Evaluation

Because Marin County is a predominantly affluent suburban area with high housing prices, the CDBG and HOME Programs in Marin have emphasized the production and preservation of affordable housing and have not emphasized expanding economic opportunities or solving neighborhood problems. Due to the limited level of CDBG and HOME funding, CDBG and HOME can make a measurable, but not necessarily significant, impact on the shortage of affordable housing in Marin County. Typically, housing development projects, and especially affordable housing projects, face a long process to undergo California Environmental Quality Act review and to obtain planning approvals. The public expects an opportunity to shape (and often shrink) development proposals, so the planning approval process can be lengthy. As a result, there is often a time lag between when funds are budgeted for a housing project and when the funds are actually expended.

The high cost, long but uncertain timing, and uncertain outcome of the planning approval process for affordable housing sites increases the cost of the final projects. The long approval process makes it difficult to retain site control without making a large payment for a site option or actually purchasing the property, with no assurance that the site will eventually be approved for the intended use. In fact, the public opposition generated by the planning review process for an affordable housing project may result in downzoning the property to the extent that it is worth less than before the project was proposed. In that scenario, the project sponsor might not be able to recover the purchase price if the proposal does not receive approvals and the sponsor then resells the vacant site. Most property owners are not willing to grant a long option for a nominal fee. This puts the project sponsor (and its funders) in the difficult position of having to choose between making a potentially risky investment in a site option or site purchase prior to planning approvals, or risking the possibility that the site will be lost to another potential buyer. However, after years of working under these circumstances, nonprofit developers and local government planning staff have evolved a good sense of risk assessment. Cooperative relationships among local government planning staff, nonprofit developers, and CDBG/HOME staff strengthen our collective ability to assess risk and, in some cases, formulate alternative “if then” strategies to mitigate risk.

Another problem, related to the lengthy planning approval process, is the difficulty of timing the allocation of CDBG and HOME funds to projects that are on an uncertain timeline. A small pitfall in the planning approval process could result in a substantial delay in the progress of a project. In order to qualify for an allocation of low-income housing tax credits, projects typically need a large commitment of CDBG and/or HOME funds, sometimes a year before the project will reach the construction phase.

The continuing pressure from Congress and HUD to spend CDBG and HOME funds promptly has increased the frustration and stress that project sponsors and CDBG/HOME staff feel about the slow processes of securing funding from multiple sources and obtaining land use approvals for major housing development projects. Fortunately, many project sponsors have a long-term history with the Marin CDBG/HOME staff, so that if it

becomes necessary to reprogram their funding allocations to projects that are moving forward more quickly, we hope that they will trust that their funding will be restored when their projects are ready to move ahead.

In July 2013, HUD amended the HOME regulations to add more deadlines for HOME activities. Under the amended HOME regulations:

- Within 2 years after HUD makes an allocation of HOME funds available, the County must enter into a contract with a project sponsor committing the HOME funds to a specific project. But the County is not permitted to enter into a contract to provide a project sponsor with HOME funds unless all necessary financing has been secured, and there must be a reasonable expectation that the project can start construction within 1 year of the contract date.
- A project must be completed within 4 years (5 years if HUD grants an extension) of the date when the County signed the HOME funding contract with the project sponsor.
- Funds must be expended within 5 years after HUD makes the funds available to the County.

If any of these deadlines are not met, HUD can require repayment of funds, even if the County has already spent the money on a project, and regardless of whether the project is eventually completed.

The 2013 HOME regulations that initiated more severe deadlines for the use of HOME funds made it more difficult to orchestrate the timing of committing and spending funds. We have always tried to minimize the risk that a project will not be successfully completed, but the 2013 regulations limit the County's ability to exercise that judgment.

The most serious new requirement is that all other financing must be secured before the County can enter into a contract to provide a project with HOME funds. Paired with the requirement that HOME funds be placed under contract within two years, this has been extremely difficult to implement in Marin County. Most sponsors of affordable housing find that they need a substantial commitment of HOME funds in order to obtain commitments from other sources of funding, particularly if those sources are non-local. For example, in order for an affordable housing development project to successfully compete for low-income housing tax credits, it needs a substantial commitment of local funding, which often includes HOME funds from the local jurisdiction.

We have adopted several strategies for meeting the new timing requirements:

- *Making preliminary awards (conditional commitments) to several potential HOME projects, tracking each project's progress in obtaining planning approvals and securing other funding, and then shifting those conditional*

commitments among the projects in order to meet the timing requirements for final commitments.

While this strategy helps us meet HUD's timing requirements, it is causing chaos for project sponsors who are trying to attract other funders. Project sponsors who have been diligently pursuing local planning approvals, but are delayed by typical development pitfalls, are dismayed to find that HOME funds they thought they had secured are being snatched away. There is a risk here that other funders will not take preliminary HOME commitments seriously. If a preliminary HOME commitment induces a non-local foundation or the state to make a funding commitment, and then the County cancels that preliminary HOME commitment, why should that non-local foundation or the state give any weight to the County's future preliminary commitments of HOME funds?

- When making final allocations of HOME funds, giving the required priority to projects that can meet deadlines, leaving higher priority projects that are proceeding more slowly without funding.

The HOME commitment deadlines and spending deadlines are unforgiving. A project's ability to meet those deadlines has become a threshold requirement for obtaining HOME funds. As a result, HOME Program priorities have shifted towards rehabilitation projects where the implementation schedule is quicker and more predictable than new construction projects.

- Using HOME funds for projects other than new construction.

Rehabilitation projects don't require planning approvals and can be started quickly. Housing acquisition and rehabilitation projects take a bit longer but can still move forward much more quickly than new construction. Because of the 2013 regulations, we are seeing an increasing in the number of HOME rehabilitation projects.

As land values and housing costs increase, it is becoming more difficult and costly to produce affordable housing. The shortage of approvable and buildable housing sites has created a situation where it is necessary to provide much higher per-unit subsidy costs for the development of affordable housing than has been acceptable in the past. Particularly with the new emphasis on infill affordable housing sites that are located near bus transit hubs, the per-unit cost of new affordable housing projects is high.

The local nonprofit sector has found that it is sometimes difficult to link philanthropically-inclined Marin residents with local projects, since many local donors focus on the needs of San Francisco. One bright note is that the Marin Community Foundation has been attracting more local donors to its donor-advised fund program, which gives the Foundation an opportunity to actively link local donors with Marin nonprofits. The Marin Community Foundation has taken a leadership role in coordinating affordable housing project review, by convening a collaborative group that includes local public agencies, several foundations, and lending institutions.

Local elected officials, municipal planning staff, local newspapers, business leaders, and environmental advocates continue to express interest in the concepts of “sustainability” and “green housing.” Recognized leaders of the environmental movement in Marin continue to show an increased interest in affordable housing as a way to mitigate traffic and other “spillover effects” of the conservation of agricultural land and open space in Marin. This has already resulted in Marin environmental groups endorsing specific affordable housing projects. The Marin Environmental Housing Collaborative continues to have a leadership role in linking affordable housing and environmental sustainability.

In the past five years, public controversy about meeting state-imposed housing production goals has become intense in many parts of Marin County. The controversy seems to be inflamed by the economic pressure of the recession, fear about crime (a fear which does not appear to be linked to crime statistics), opposition to increased densities, and resentment of state interference with local control over land use decisions. A side effect of this controversy has been public confusion about the difference between fair housing and affordable housing. In many of the public debates about affordable housing mandates, fear of high-density affordable housing overshadows awareness of housing discrimination issues.

Among the general public, there is much confusion between Plan Bay Area (a regional plan proposed by the Association of Bay Area Governments), the State’s requirement that all localities adopt Housing Elements as part of their General Plans, local designation of Priority Development Areas, affordable housing development, the 2010 Voluntary Compliance Agreement between the County and HUD, and HUD’s new Affirmatively Furthering Fair Housing regulations. In the last year, Marin has seen a marked increase in vocal public opposition to any involvement of state government, regional agencies, or the federal government in land use planning issues. Proponents of social equity, environmental sustainability, affordable housing, and greater inclusion have organized themselves for greater visibility at public hearings, but so have neighborhood activists who do not support measures to facilitate development of affordable housing. Marin has always had vocal advocates who were passionate about their mission, but public forums in Marin have experienced a shift from constructive engagement towards obstructive anger. The level of distrust and contention expressed at public meetings and public hearings about housing and planning issues has increased, with people on all sides of the issues complaining about being bullied by those with different views.

Marin has traditionally placed a high value on cooperation and collaboration. Many people who have been active in public affairs have commented that the veneer of civility in public discourse seems to have disappeared, so that people feel they have permission to make hurtful statements in public about other groups, and to ascribe evil intent to those who disagree with them. In the realm of public discourse, the sense that we are all part of a community that needs to collectively find ways to address a set of shared problems is fading, and the narrower perspective of a zero-sum game, populated by one-issue advocates, fueled by the immediacy of cheap electronic communication, and characterized by the over-use of the threat of litigation, is becoming the norm.

The Marin County Board of Supervisors has been vocal in its support for civil public discourse and the values of inclusion and social equity for all Marin stakeholders. The Board has been experimenting with scheduling short live music performances at the beginning of its meetings to achieve calmer proceedings during the public comment sections of their meetings. In addition, the County's policy-making and implementation activities remain committed to a Marin where there is a balance among environmental preservation, economic well-being, and social equity. On April 21, 2015, the Marin County Board of Supervisors approved a resolution declaring April as Fair Housing Month. (The resolution is attached as Exhibit H.)

At the July 8, 2014 meeting of the Marin County Board of Supervisors, Supervisor Judy Arnold read aloud a letter from a constituent opposing the development of affordable housing and ascribing anti-social and criminal behavior to minorities. Supervisor Arnold commented that if a local government took action consistent with the racial discrimination proposed by the letter-writer, that community would be violating federal fair housing laws and would make itself susceptible to large fines. A video of this section of the Board of Supervisors meeting can be viewed at http://marin.granicus.com/MediaPlayer.php?view_id=33&clip_id=7156&meta_id=743674, starting at 11 minutes 5 seconds.

On September 24, 2013, after years of controversy and many intense hearings, the Marin County Board of Supervisors approved a 2015-2023 housing element that complies with all State requirements. The County's Housing Element was certified by the State on March 25, 2015, but was later challenged in Superior Court. The presiding judge ruled that the traffic portion of the Environmental Impact Review relating to Lucas Valley Road was inadequate and ordered the county to "take no further action" until it updates this portion of the review. The County is appealing this decision and moving forward with implementation of its 2015-2023 Housing Element.

The shortage of state funding for operating costs of community-based group homes for developmentally disabled people is a serious and chronic problem. We are concerned that project sponsors are reluctant to cut their level of services, and will instead reduce their expenditures for building maintenance. If buildings are neglected for too long, they may need major rehabilitation in future years or deteriorate to the point where they cease to be usable. Several local providers of group homes for developmentally disabled clients have refinanced their houses in the last few years, in most cases drawing cash to create operating reserves or to cover operating deficits.

We have already seen the loss of most of the residential treatment programs for young people. In the last decade, Marin has witnessed the closing of Threshold for Change (a group home which provided residential substance abuse treatment services for adolescents), Redwood House (a group home for youths with emotional problems), the group homes operated by Full Circle Programs for adolescents with emotional problems,

and Nine Grove Lane (a group home for runaway youths). The decline in funding for these residential programs has serious implications for youth who need more than outpatient counseling and in-home services.

More recently, Marin has lost two residential programs for people recovering from substance abuse problems. Marin Services for Women and Henry Ohlhoff House North have both closed, leaving very limited options for those who need residential substance abuse treatment programs.

Marin's community development strategy has relied heavily on the programmatic and financial vitality of the nonprofit sector. It will be important to monitor the programmatic and financial health of the nonprofit organizations we have funded, and, when we find problems, to find ways to intervene promptly and supportively.

In the housing category, we are concerned that some nonprofit housing sponsors are getting caught in a vicious cycle—the complexity of today's funding sources requires increasingly professional real estate development staff, and the cost of maintaining that staff creates pressure to complete enough deals to generate sufficient developer fees to support the staff. The resulting pressure to close more deals results in overworked nonprofit development staff. Increasingly dependent on revenue from developer fees and profits from their property management affiliates, the large nonprofit housing development organizations find it financially perilous to be involved with too many small projects. This is a major problem in areas like Marin, where most potential housing sites are too small to be cost-effective for the larger nonprofits. Small projects typically have disproportionately high per-unit predevelopment and property management costs. One major nonprofit, which now has projects throughout the state, has documented how its smaller Marin projects lose money, particularly on property management, so that it supports its small Marin projects by diverting surplus revenue from projects located in impoverished cities outside Marin. However, there is no easy solution to the problem of how to cover the high per-unit costs of smaller housing projects.

2. COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) NARRATIVE

2a. Relationship of Use of CDBG Funds to Local Priorities and Needs

The expenditure of CDBG funds was consistent with the priorities, needs, goals, and specific objectives identified in the County of Marin Consolidated Plan for Fiscal Years 2010-14. Briefly stated, these priorities include addressing the housing needs of

- 1) extremely low income individuals and families,
- 2) very low-income individuals and families, and
- 3) first time homeowners.

The needs identified in the Consolidated Plan include permanent housing for those capable of independent living, and housing with supportive services for those who would benefit from services. Rental assistance is needed to reduce overcrowding and to reduce the severe cost burden in Marin County, a community which is characterized by high rents and a low rental vacancy rate. A variety of housing types, including group homes for people needing supervised living quarters; multifamily housing; housing accessible to people with physical limitations and environmental sensitivities; emergency shelter for the homeless; emergency housing for battered persons; transitional housing for those at risk of becoming homeless; housing for the independent elderly and the frail elderly; and housing with support services for persons with mental illness were also identified as needed. The populations identified as needing these services include homeless families and individuals, the mentally ill, people engaged in alcohol and drug use, victims of domestic violence, runaway and abandoned youth, those in need of emergency shelter, those with transitional housing needs, and those with permanent housing needs. The housing needed includes acquisition and rehabilitation of existing units, construction of new rental units, and housing for individuals with special needs. There is also a continuing need for fair housing education and enforcement.

As shown in Exhibit A, "Housing Expenditures in 2014-15 Program Year," housing funds were expended to address many of the identified needs. All CDBG funds benefited low and moderate-income persons, and most of the projects served very low income persons, the group with the greatest priority need.

Note that the priority categories referenced in Exhibit A are:

- Priority #1 (High Priority): Extremely Low-Income and Very Low-Income Individuals and Families (excluding homeowners and first-time homebuyers).
- Priority #2 (Medium Priority): Low Income Individuals and Families, and Very Low Income and Low Income Homeowners (excluding first-time homebuyers), especially in low income neighborhoods.

- Priority #3 (Low Priority): First-Time Homebuyers.

2b. Changes in Objectives and How Marin Would Change Its Program

During the program year, no substantial revisions were made to the Consolidated Plan. Plans, objectives, policies, and activities detailed in the Consolidated Plan Annual Action Plan are consistent with those of the five-year Consolidated Plan for Fiscal Years 2010-14.

While the priorities of the five-year Consolidated Plan have been kept in place, they have been supplemented by the results of the Analysis of Impediments to Fair Housing Choice and its Implementation Plan. The Implementation Plan calls for the County to “make fair housing and equal opportunity criteria a more visible and comprehensive part of the Community Development Block Grant (CDBG) and HOME Program project selection process by screening all CDBG and HOME applications for compliance with fair housing and equal opportunity criteria and including an analysis of equal opportunity impact in staff reports recommending projects for funding.”

A subcommittee of the Priority Setting Committee was established to review the equal opportunity implications of our application process and the project selection criteria. The Priority Setting Committee approved the subcommittee’s recommendations to add more detailed questions about equal opportunity and affirmative marketing to the application form beginning in the 2013 funding cycle. This policy was implemented, and the County’s CDBG and HOME application forms continue to include a question about the applicant’s affirmative marketing plan.

In the staff reports issued for CDBG and HOME public hearings in 2014-2015, staff gave each application for funding a letter grade (A = excellent; B = responsive; and C = non-responsive) for the quality of its affirmative marketing plan, as described in the applicant’s response to a question in the application form about affirmative marketing⁶. An “A” grade indicates that the applicant analyzed which racial and ethnic groups are least likely to apply for its project, and clearly stated how they would market their project specifically to the “least likely to apply” groups. A “B” grade indicates that the applicant was responsive to the question, but was not specific enough in its analysis of which racial and ethnic groups are least likely to apply, was too general in its proposed affirmative marketing activities, or proposed weak affirmative marketing actions. A “C” grade indicates that the applicant was not responsive to the question. For projects which have previously received CDBG or HOME funding, our staff reports also include the percentage of clients who are racial minorities and the percentage of clients who are Hispanic, based on reports that have been previously filed by the sponsors.

⁶ Affirmative marketing is a process by which an organization analyzes which racial and ethnic groups are least likely to apply for its services, followed by targeted marketing efforts to reach those “least likely to apply” groups. (Please note that federal guidelines recognize Hispanic status as an ethnicity, not as a race.)

In some cases, the quality of an applicant's response to the affirmative marketing question is very different from its actual affirmative marketing performance. It is also possible for a project to be very effective in serving a particular minority group but to be less effective in affirmatively marketing its services to other demographic groups.

On December 1, 2014 and December 8, 2014, Fair Housing of Marin did half-day trainings for local non-profits on fair housing and affirmative marketing. We are hopeful that continued training and one-on-one coaching by CDBG staff will result in improved responses to the affirmative marketing question and improved affirmative marketing performance.

As Exhibit E indicates, local nonprofits have been successful at developing affordable housing in Marin County despite the following constraints: a lack of sites suitable for development, the high cost of development, sophisticated and well-organized citizen opposition, and diminishing funding sources. The key to the County's success is the competence and tenacity of dedicated nonprofit housing developers who work to create housing that meets the needs of the residents and is acceptable to the community.

2c. Efforts to Pursue Resources and Provide Certifications of Consistency

The County of Marin has provided Certifications of Consistency with the Consolidated Plan for all projects for which they were requested. Below is a list of the projects which received Certifications during the 2014-15 program year:

HUD Program	Project Sponsor	Project Name	Certification Date
Continuum of Care Homeless Assistance Program	Buckelew Programs	Supported Housing (Marin)	October 27, 2014
Continuum of Care Homeless Assistance Program	Center for Domestic Peace (formerly Marin Abused Women's Services)	Second Step Transitional Housing (consolidated with Short-Term Transitional Housing)	October 27, 2014
Continuum of Care Homeless Assistance Program	County of Marin, Department of Health and Human Services	Continuum of Care Planning Grant	October 27, 2014
Continuum of Care Homeless Assistance Program	Eden Investments, Inc.	Fireside Apartments	October 27, 2014
Continuum of Care Homeless Assistance Program	Homeward Bound of Marin	Chronically Homeless Families PSH Project	October 27, 2014
Continuum of Care Homeless Assistance Program	Homeward Bound of Marin	Family Park	October 27, 2014
Continuum of Care Homeless Assistance Program	Homeward Bound of Marin	Housing at Last	October 27, 2014
Continuum of Care Homeless Assistance Program	Homeward Bound of Marin	Palm Court I, II, III, and IV	October 27, 2014
Continuum of Care Homeless Assistance Program	Housing Authority of the County of Marin	Shelter Plus Care	October 27, 2014
Continuum of Care Homeless Assistance Program	Housing Authority of the County of Marin	Shelter Plus Care 3	October 27, 2014
Continuum of Care Homeless Assistance Program	Ritter Center	Housing First Expansion	October 27, 2014
Fair Housing Organization Initiative (Lending Discrimination Component)	Fair Housing of Marin	Lending Discrimination Project	August 28, 2014 (letter of support from County)

The County of Marin pursued all the resources that it planned to pursue. (See Section 1f.) The County of Marin did not hinder Consolidated Plan implementation by action or willful inaction. (See Exhibits A, B, C, and E.)

2d. CDBG National Objectives

The County of Marin has used all of its CDBG funds for activities benefiting low- and moderate-income people, which is one of the three national objectives of the CDBG Program. No funds were used for projects qualifying under the “urgent needs” or “slum and blight” categories. Each year, the County of Marin certifies that, during the forthcoming program year, it will use CDBG funds to principally benefit low- and moderate-income people in a manner that ensures that at least 70% of its CDBG expenditures will be used for activities that benefit low- and moderate-income people. The County of Marin has complied with this certification.

2e. Displacement and Relocation

During the reporting period, there were no CDBG or HOME projects that caused displacement of existing residents or businesses.

2f. Economic Development Activities

During the program year, the County of Marin did not use CDBG funds for economic development activities. Therefore, there were no CDBG activities that triggered requirements to document the number of jobs made available to low- or moderate-income people.

2g. Limited Clientele Activities Not Serving Categories Presumed to be Low-Income

During the program year, all CDBG activities undertaken qualify as projects benefiting low and moderate-income persons under 24 CFR 570.208 (a). Some were area benefit activities and some were limited clientele activities, but none were limited clientele activities that qualify merely because of the nature and location of the activity (24 CFR 570.208 (a)(2)(i)(D)). See narrative data in IDIS reports for projects with direct beneficiaries. For projects benefiting specific low-income areas, the project's service area is designated in IDIS using Census tract and/or block group numbers.

2h. Program Income Narrative

The program income narrative is provided as part of the “Supplement to Financial Summary Form,” which follows Section 6.

2i. Housing and Non-Housing Rehabilitation Programs

Marin County expended funds for a wide variety of housing and community facility rehabilitation projects during the reporting period. Specific projects include group homes, liveaboard houseboats, a child care facility, and curb cuts for wheelchair

accessibility. For additional details on the type of rehabilitation programs, their accomplishments, the amount of CDBG funds expended, and other funding involved, see Exhibits A and C.

2j. Neighborhood Revitalization Strategies

There are no HUD-approved Neighborhood Revitalization Strategies, federally designated Empowerment Zones, or federally designated Enterprise Communities in Marin County.

3. HOME PROGRAM NARRATIVE

3a. Use of HOME Funds for Categories of Housing Needs

During the July 1, 2014-June 30, 2015 program year, HOME funds were expended for the construction of Oma Village and the rehabilitation of the Del Ganado Apartments. Both projects are apartments for very low income people.

HOME housing accomplishments are reported in Exhibit A. The “Investment Priorities” listed in the HOME section of Exhibit A are the same as the County’s housing priorities, which are summarized in Section 1a of this report.

3b. HOME Match Contributions

The HOME Match Log is attached as Exhibit G.

3c. Minority Business Enterprises and Women’s Business Enterprises

The County of Marin is committed to bringing business opportunities to minority- and women-owned business enterprises (MBE/WBE). By encouraging recipients of grants and loans from the HOME Program and the Community Development Block Grant Program to make a good faith effort to hire MBE/WBE, the County hopes to increase business opportunities for disadvantaged businesses. The County’s CDBG contracts include provisions requiring project sponsors to make efforts to contact MBE/WBE about bidding opportunities, and HOME contracts require project sponsors to participate in MBE/WBE outreach. The County is in the process of evaluating its MBE/WBE policies and researching ways to improve effectiveness, which may include efforts that cross department lines.

3d. Results of Monitoring

Marin County Community Development Agency staff conducted on-site monitorings of a sample of projects during the 2014-15 program year. We were impressed with the energy and dedication of the staff of our nonprofit subrecipients. Among the housing projects, the sophistication of recordkeeping was highest when the sponsoring organization had experience with low-income housing tax credits, even if that experience was at another

location. Smaller organizations, particularly Community Housing Development Organizations, had more difficulty interpreting HOME regulations and were more dependent on the knowledge of their key staff. The HUD publication, “Compliance in HOME Rental Projects: A Guide for Property Owners” is extremely useful to both project sponsors and to County staff in explaining how the HOME regulations apply in complex or unusual situations. HOME sponsors continue to need to be reminded that HOME rent limits prevail even if the tenant has tenant-based rental assistance from the Housing Authority and the Housing Authority permits a rent that exceeds the HOME rent limit. (If the unit has project-based Section 8 rental assistance, then any rent acceptable to the Housing Authority is acceptable for HOME.) Most recently developed housing projects combine HOME assistance with project-based Section 8, which enables the project sponsor to use the Housing Authority’s Section 8 waiting list, which is the result of affirmative marketing by the Housing Authority.

4. HOPWA PROGRAM NARRATIVE

Until 2014, Marin County received funding from HUD’s Housing Opportunities for Persons with AIDS Program (HOPWA) through the City and County of San Francisco. Effective July 1, 2014, HUD reconfigured the geography for the distribution of HOPWA funds, and Marin was no longer included in the HOPWA metropolitan area that includes San Francisco and San Mateo Counties. Under the new system, Marin receives its HOPWA funds from an allocation that HUD provides to the State of California on behalf of 41 counties that do not receive HOPWA allocations directly from HUD. Marin County receives HOPWA funds via the California Department of Public Health, through its Office of AIDS. Therefore, Marin’s 2014-15 HOPWA allocation was included in the Consolidated Plan issued by the State of California. The HOPWA funds flowing to Marin will continue to be used for the long-term rental assistance program administered by the Marin Housing Authority. The Marin Housing Authority has been implementing the HOPWA long-term rental assistance program since April 1993. The State provides HOPWA funds directly to the Marin Housing Authority, without passing the funds through the Marin County Community Development Agency. Therefore, the County of Marin is not required to report in detail on the use of HOPWA funds in this report. For further details, please see the Consolidated Annual Performance and Evaluation Report (CAPER) issued by the State of California.

5. EMERGENCY SHELTER GRANTS PROGRAM NARRATIVE

The County of Marin does not currently receive funds from the Emergency Shelter Grants Program.

6. NOTES ON FAIR HOUSING AND EQUAL OPPORTUNITY ISSUES

On October 11, 2011, the Marin County Board of Supervisors approved the Analysis of Impediments to Fair Housing Choice (AI), including the Executive Summary and the AI Implementation Plan.

On February 16, 2012, the CDBG Countywide Priority Setting Committee approved the addition of new community members to the Priority Setting Committee to represent the needs of racial and ethnic minorities and people with disabilities. In the past, the Committee consisted entirely of elected officials of general purpose local governments. None of the new community members are City or Town Councilmembers. The Committee now includes 7 community members, expanding the committee from 11 to 18 members. Before 2012, the Priority Setting Committee consisted exclusively of City and Town Councilmembers and a member of the County Board of Supervisors.

In the staff reports issued in February and March 2015, staff gave each application for funding a letter grade (A = excellent; B = responsive; and C = non-responsive) for the quality of their response to the question in the application form about affirmative marketing. In meetings with applicants to discuss their CDBG and HOME applications, County staff have coached applicants on ways to address affirmative marketing concerns. (For more detail, please see section 2b of this report.)

A subcommittee of the Priority Setting Committee was established to review our application process and the project selection criteria. The subcommittee met on August 13, August 30, and September 13, 2012 to formulate its proposals. On September 24, 2012, the Priority Setting Committee approved the subcommittee's recommendations to:

1. Add more detailed questions about equal opportunity and affirmative marketing to the CDBG and HOME application forms for the 2012-13 funding cycle,
2. Pilot-test an additional element of the CDBG and HOME application forms that would collect population demographic data on the clients, staff, and governance body of each applicant organization.
3. Hold two evening workshops for potential applicants in November 2012, one of which was designated for new applicants, instead of one workshop for all potential applicants, and
4. Post all applications on the County website so that Priority Setting Committee members would have an opportunity to easily review all applications and provide comments to staff before staff issues its funding recommendations.

All four recommendations were implemented during the 2012-13 application process and have continued during the 2014-15 application process.

The County has hired Liz Darby, former Executive Director of the Marin City Community Development Corporation, as its second Social Equity Program and Policy Coordinator. Liz Darby replaces Chantel L. Walker, who is now working in Organizational Development and Training in the Marin County Human Resources Department.

Ms. Darby is facilitating partnerships with local nonprofits and advocacy groups on diversity and equal opportunity issues. She has also worked with a subcommittee of the CDBG Priority Setting Committee to plan ways to modify the CDBG and HOME application process to welcome and encourage new applicants, to provide applicants with technical assistance, and to emphasize affirmative marketing in CDBG and HOME projects.

More details about the County's work on fair housing and equal opportunity issues are provided in the table which follows this page.

COUNTY OF MARIN

ANALYSIS OF IMPEDIMENTS TO FAIR HOUSING CHOICE

IMPLEMENTATION PLAN

As approved by the Marin County Board of Supervisors on October 11, 2011

SECTION 1: ACTIONS FOR IMPLEMENTATION BY COUNTY GOVERNMENT

Recommendations	Respons- ibility	Potential Funding	Priority	Time Frame	Status
<p>1 County will adopt a compliant Housing Element by 2013 for the 2007-14 cycle, and within 18 months after adoption of the Regional Transportation Plan (RTP) for the 2014-21 cycle.</p>	County	May require additional funding	High	Medium	The Board of Supervisors adopted the County Housing Element on September 24, 2013 which was certified by the State Department of Housing and Community Development in December 2013.
<p>2 Explore opportunities to establish "Welcoming Community" programs or expand existing programs that may be well suited to providing welcoming services to make Marin residents from protected classes feel more welcome in the community. Provide information and tools for these new residents to connect and become part of the community. Connect long-time Marin residents with protected class residents.</p>	County; Non Profits	Will require additional funding	Medium	Short	On December 9, 2014, the Board of Supervisors adopted the 2015-2023 Housing Element which was certified by the State Department of Housing and Community Development on March 20, 2015.
					Health & Human Services is undertaking a Health Equity Initiative to help outline and define the most important health disparities in the County; to identify goals and strategies to narrow the gaps, and develop strategies on how targeted groups can have better access to primary care. By working with and within targeted communities and local nonprofits, the County is developing creative ways to outreach to individuals and families to promote health-related programs that increase childhood activity, increase fruit and vegetable consumption, and decrease childhood obesity. Targeted populations are in the Canal and Marin City.

<p>The Marin County Free Library has a new Library Education Achievement Partnership program to support family literacy and youth development by developing strategic partnerships in communities. They have developed a collaborative partnership with local schools in targeted communities to overcome barriers to library use including issuing library cards to all District students and waiving prior late fees, increasing transportation options, and developing opportunities for after-school and summer programs.</p>								
<p>The initial geographic focus of the project is the Novato Unified School District, Marin City and West Marin which are targeted areas in Marin County with the highest need for increasing and expanding equitable access to educational support beyond the classroom.</p>								
<p>The County's Probation Department is developing initiatives that include expanding programs at the Marin City Recreation Center, collaborating with the Boys and Girls Clubs at Tamalpais High School; working with the County's Superior Court to oversee the Victim Offender Reconciliation Program (aka Restorative Justice), and the County's Youth Court. The Probation Department participates and sponsors family, youth and ex-offender events in both the Canal and Marin City.</p>								
<p>In 2012 the County established a 10-Year Community Homeless Plan to prevent and end homelessness. All cities and towns, along with the County, have committed to a three-year funding commitment that will comprise a "Community Homeless Fund." A Homeless Policy Steering Committee has been established by the Marin County Department of Health and Human Services.</p>								

<p>The Marin County Parks Department has developed an Employment and Visitor Diversity Initiative to help better understand the park experiences that visitors have and is conducting a Visitor Survey to determine who utilizes the parks and how the parks are currently being used. The Parks Department is also looking at ways to increase its diversity for hiring Park employees.</p>						
<p>In 2013, Ericka Erickson, a Latina, was appointed to the County's Planning Commission. Ms. Erickson's appointment increased the representation of women, and added a representative from an ethnic minority and a younger demographic group.</p>	Medium	Medium	Will Require additional funding	County	<p>3 Expand diversity program for County staff, and explore ways to include elected officials and planning commissioners in diversity programs.</p>	
<p>In August 2013, Raphael Durr, an African-American, was appointed to the County's Parks & Open Space Commission. In January 2014, Mr. Durr was also appointed to the County's Measure A Community Oversight Committee, and in August 2014, Mr. Durr was appointed to the Marin County Human Rights Commission.</p>						
<p>The County's HR Department's Equal Employment Advisory Committee meets quarterly to provide updates on workforce initiatives and expanded recruitment strategies. Members of minority groups are invited to participate on the interview panels for County job openings.</p>						
<p>The County's HR Department is expanding Diversity Training to various internal departments. The new Equal Employment Opportunity Officer is working with the Marin County Community Development Agency to expand its network in the Canal and Marin City.</p>						
<p>The Community Members of the Priority Setting Committee have provided outreach to targeted populations for the County's rental survey and for vacancies on the Human Rights Commission.</p>						

<p>In July 2015, Nancy Johnson and Gina Former, both African-American women, were appointed to the County's Human Rights Commission.</p>						
<p>In CDBG staff reports for budget hearings, all applications are analyzed to determine compliance with all fair housing and equal opportunity criteria, to verify that applicants have identified the demographic groups least likely to apply for the program; and to verify that the applicant has outlined steps to market the program/project to those groups and to make the program more welcoming to those groups and to make the of affirmative marketing include enhancing neighborhood diversity and affirmatively furthering fair housing and equal opportunity. Sponsors of CDBG projects are asked to increase, document, and evaluate the results of their affirmative marketing efforts, and the application form includes questions about the sponsors' plans for affirmative marketing and consideration of race, ethnicity, disability and other demographic factors in their affirmative marketing analysis.</p>	Short	Medium	Existing Budget	County	<p>4 Make fair housing and equal opportunity criteria a more visible and comprehensive part of the Community Development Block Grant (CDBG) and HOME Program project selection process by screening all CDBG and HOME applications for compliance with fair housing and equal opportunity criteria and including an analysis of equal opportunity impact in staff reports recommending projects for funding.</p>	
<p>Community Members of the CDBG Priority Setting Committee are in the process of making recommendations to CDA Staff to improve outreach, streamline and make the grant making process more transparent, engage with groups that have fair housing as part of their main initiatives; provide capacity building and education workshops that address application and funding barriers; and recommend outcome reports for all grant recipients. County Supervisor Steve Kinsey oversees the County's Social Equity Team, which has piloted 5 programs within the County government to address equity and access for County staff and residents, with specific outreach to targeted communities.</p>						

8	Sponsor workshops on civic participation and recruitment of minorities for board and commission positions.	County; Grassroots Leadership Network	Will require additional funding	Medium	Short	The County's Social Equity Team under the leadership of Supervisor Kinsey has taken leadership on outreach for current commission positions. Efforts are underway to clarify and provide guidance on future commission positions.			
						The County's Social Equity Team is coordinating a delegation of County, community and minority groups to participate in PolicyLink's Equity Summit 2015 in Los Angeles. Delegates will participate in issue-based discussions regarding inclusion, justice, and economic development.			
9	Adopt design guidelines for multi-family developments as a means to permitting affordable housing projects either ministerially or through a streamlined process of discretionary design review.	County	Will require additional funding	High	Medium	Funding received for multifamily design guidelines through a FOCUS grant. Marin County Board of Supervisors adopted Multi-Family Residential Design Guidelines on December 10, 2013.			
10	Expand overlay zones, with increased density standards and minimum density requirements for affordable housing.	County	Will require additional funding	High	Medium	Program included in the 2012 Draft Housing Element.			
11	Rezone a sufficient number of suitable sites to accommodate the lower-income Regional Housing Need Allocation (RHNA) for higher density affordable multi-family housing by December 31, 2013.	County	Will require additional funding	High	Short	Sites to accommodate the County's RHNA at higher densities are being evaluated through environmental review for inclusion in the Housing Element.			
12	In areas where the mixed-use policies of the Countywide Plan promote mixed-use with ground-floor retail, continue policy to exempt affordable housing from this requirement.	County	Existing Budget	High	Medium	Development code changes related to mixed-use adopted by BOS on 1/26/2012			

	<p>13 Implement and consider strengthening inclusionary zoning requirements. Where they exist, review criteria for allowing inclusionary units to be developed off-site. Amend zoning ordinance to consider allowing inclusionary units to be built off-site only when an analysis of the fair housing implications has been prepared, in addition to applying other relevant criteria. For example, the analysis could address whether the receiving site is located in a less diverse neighborhood than the project.</p>	County	May require additional funding	Medium	Short	Development code changes related to mixed-use adopted by BOS on 1/26/2012
	<p>14 Pursue additional local funding options to support affordable housing.</p>	County, Marin Workforce Housing Trust	Will require additional funding	Medium	Ongoing	Staff continues to apply the In-Lieu and impact fee policies and to participate on the Marin Workforce Housing Trust Board. In addition, Staff pursued grant opportunities which support affordable housing such as through the FOCUS and OBAG programs.
	<p>15 Diversify development of affordable housing with multiple strategies and types of housing. For example, do not depend solely or primarily on second units as an affordable housing production strategy. Require commercial development to include affordable housing.</p>	County	May require additional funding	High	Ongoing	

	<p>16 Encourage and facilitate the development of more subsidized and affordable housing for families with children outside areas of minority concentration. Consider acquisition and shared housing. Screen and prioritize applications for CDBG and HOME funds for housing projects that will serve families and are located outside areas of minority concentration.</p>	<p>County; Marin Housing Authority</p>	<p>May require additional funding</p>	<p>Medium</p>	<p>Ongoing</p>	<p>Priority has been given to funding housing outside areas of minority concentration.</p>
	<p>17 In funding and selecting sites for affordable housing designed for people with disabilities, consider the need for such housing in diverse geographic locations, as well as the need for services such as retail and public transit in close proximity.</p>	<p>County</p>	<p>May require additional funding</p>	<p>Low</p>	<p>Ongoing</p>	
	<p>18 Conduct regular surveys of privately developed affordable housing projects which are subject to local government restrictions on household income, to determine racial and ethnic demographics of residents.</p>	<p>County</p>	<p>May require additional funding</p>	<p>High</p>	<p>Short-term for instituting tracking system; ongoing for data collection</p>	<p>Information has been included in this report.</p>
	<p>19 Reword guiding principles in zoning ordinances and development regulations that may be a pretext for discrimination; add language noting intention to expand housing opportunities for all.</p>	<p>County</p>	<p>May require additional funding</p>	<p>Medium</p>	<p>Short Term</p>	<p>Development code changes related to mixed-use adopted by BOS on 1/26/2012.</p>

	<p>20 Provide assistance for property owners to make old residential properties accessible. Consider giving priority in the Rehabilitation Loan Program to hardship cases where accessibility improvements are needed.</p>	<p>County; (MCIL); MHA</p>	<p>Will require substantial additional funding</p>	<p>Low</p>	<p>Long Term</p>	<p>Funding for the Rehabilitation Loan Program sponsored by the Marin Housing Authority has been approved by the Board of Supervisors on an annual basis.</p>
	<p>21 Support legislation to prevent predatory lending practices, to set standards for assisting homeowners seeking loan modifications, and to provide recourse to victims of improper foreclosures.</p>	<p>County; Advocates; FHOM</p>	<p>Existing Budget</p>	<p>Low</p>	<p>Long Term</p>	
	<p>22 County will track development of affordable housing towards Regional Housing Needs Allocation (RHNA).</p>	<p>County</p>	<p>Existing Budget</p>	<p>Medium</p>	<p>On Going</p>	<p>The 2011 Annual Housing Element Report was accepted by the BOS on 3/27/2012.</p>
	<p>23 Rank recommendations from Analysis of Impediments and add to Consolidated Plan.</p>	<p>County</p>	<p>Existing Budget</p>	<p>High</p>	<p>Short Term</p>	<p>Completed</p>
	<p>24 Publicize Analysis of Impediments public hearing process to raise awareness of barriers to fair housing choice.</p>	<p>County; Fair Housing of Marin</p>	<p>Existing Budget</p>	<p>High</p>	<p>Short Term</p>	<p>Ongoing</p>
	<p>25 Incorporate community recommendations in Analysis of Impediments.</p>	<p>County</p>	<p>Existing Budget</p>	<p>High</p>	<p>Short Term</p>	<p>Ongoing discussion with Community Members at regularly scheduled monthly meetings.</p>

	26	Ensure that one County department monitors and tracks progress on Analysis of Impediments recommendations.	County	May require additional resources	High	Ongoing	Ongoing by Marin County Community Development Agency staff.
	27	Provide more information in Spanish and Vietnamese, including tenants' housing rights information and services provided to protected classes.	County; Non Profits	May require additional funding	High	Short	Complete and Ongoing: the County has a contract with International Effectiveness Centers to provide translation services for public announcements, surveys, and interpretation services for public meetings for all County departments.
	28	Update Analysis of Impediments every two to five years, or as necessary to reflect data from the decennial Census. Revisit Implementation Plan, which is part of the AI, at the same time.	County	Will require additional resources	High	Ongoing	The next AI will use the format required by HUD's new Affirmatively Furthering Fair Housing regulations. Planning for the AI is pending HUD's issuance of demographic data.
	29	County will establish local procedures to monitor all County government programs that receive state or federal funding for compliance with Title VI and other federal and state requirements, including fair contracting, hiring, and job training opportunities.	County	Will require additional resources	Medium	Medium	In process

SECTION : ACTIONS FOR IMPLEMENTATION BY OTHER AGENCIES

	Recommendations	Responsibility	Potential Funding	Priority	Time Frame	Status
30	Use the Marin County Task Force on Housing Discrimination as a forum to address fair housing issues and encourage broader involvement from the community in addressing these fair housing issues. Seek to expand the membership of the Task Force to engage impacted communities, local government, and area businesses.	Fair Housing of Marin	Existing Budget	Medium	Short	
31	Pursue expanded opportunities to use additional transit funds to address the transportation needs of low-income communities and low-income households. Consider increasing transportation options in higher-income, less impacted communities to increase housing options for transit-dependent people. Encourage transit hubs with affordable housing outside areas of minority concentration. Increase transit so more sites will qualify for low income housing tax credits. Develop transit hubs where high-density housing is permitted, outside areas of minority concentration.	Transportation Authority of Marin; Marin Transit District	Assumes increased resources for public transit	Pending consultation with transit agencies	Pending consultation with transit agencies	

	<p>32 Assess the effectiveness of the Housing Authority's communications with non-English-speaking clients.</p>	<p>Marin Housing Authority (MHA)</p>	<p>Pending consideration by MHA</p>	<p>Pending consideration by MHA</p>	<p>Pending consideration by MHA</p>	<p>MHA has a Language Assistance Program that provides free language assistance for clients including applicants, recipients and/or persons eligible for public housing, Section 8 Housing Choice Vouchers, homeownership, and other MHA programs. MHA's Affirmative Marketing Plan includes postings in Spanish and Vietnamese newspapers, telephone menus in Spanish and Vietnamese, and notices in non-English radio and television stations, and language selection on their website.</p>
	<p>33 When Housing Authority waiting lists are open, place public service announcements in English, Spanish, and Vietnamese media.</p>	<p>Marin Housing Authority (MHA)</p>	<p>Pending consideration by MHA</p>	<p>Pending consideration by MHA</p>	<p>Pending consideration by MHA</p>	<p>Completed and ongoing.</p>
	<p>34 Collaborate to encourage broader landlord participation in Section 8. Include public outreach program, publicity, variable rent standard, etc.</p>	<p>Marin Housing Authority (MHA)</p>	<p>Pending consideration by MHA</p>	<p>Pending consideration by MHA</p>	<p>Pending consideration by MHA</p>	<p>Ongoing and in conjunction with Marin Housing Authority (MHA) and Fair Housing of Marin (FHOM). MHA/FHOM developed and are distributing new Section 8 Housing brochures for current and potential landlords.</p>
	<p>35 Assess effectiveness of various approaches to pre- and post-purchase counseling and education for below-market-rate homebuyers.</p>	<p>Marin Housing Authority (MHA)</p>	<p>Pending consideration by MHA</p>	<p>Pending consideration by MHA</p>	<p>Pending consideration by MHA</p>	
	<p>36 Fair lending testing and investigations to determine if mortgage lenders are discriminating.</p>	<p>Financial institution regulators; Funders</p>	<p>Will require additional funding</p>	<p>Low</p>	<p>Long Term</p>	

37	Expand financial literacy and counseling programs.	FHOM; Legal Aid of Marin; MHA; Marin Family Action; Funders	Will require additional funding	High	Short	Fair Housing of Marin is providing pre-purchase homeownership counseling.
----	--	---	---------------------------------	------	-------	---

Demographics of Affordable Housing Produced During the CAPER Reporting Period

Several economic factors have limited the production of affordable housing in Marin in the period since the Voluntary Compliance Agreement (VCA) was adopted on December 22, 2010. The 2008 recession resulted in a sharp decline in for-profit housing development, which resulted in a decrease in the production of affordable inclusionary units required by local ordinances as part of market-rate housing developments. Similarly, there was also a decrease in the amount of in-lieu fees collected by local governments from market-rate housing developments as an alternative to requiring affordable units on-site. In 2012, the state government, short of revenue because of the recession, dissolved all local redevelopment agencies and began the process of diverting a large portion of their funds. Between 2010 and 2014, the County's allocation from the HOME Program declined from \$1,231,666 to \$631,741, a 49% decrease. In 2013, the HOME regulations were amended in ways that make it more difficult to commit funds for new construction projects. (See Section 1g of this report.) As a result of the revised HOME regulations, housing rehabilitation projects can qualify more easily for HOME funds than housing construction projects. These factors have limited the production of affordable housing.

Following is a list of the affordable housing construction projects completed during the CAPER reporting period (July 1, 2014 to June 30, 2015).

Projects Receiving CDBG/HOME Assistance:

No housing construction projects funded by CDBG or HOME were completed during the reporting period. However, Oma Village (14 units of family housing in Novato, sponsored by Homeward Bound of Marin) and Mt. Burdell Place (10 single-family houses in Novato, sponsored by Habitat for Humanity Greater San Francisco) are currently under construction.

Since the Voluntary Compliance Agreement went into effect, Marin County has seen the completion of three housing construction projects: The Next Key in Novato, Toussin Senior Housing in Kentfield, and Warner Creek Senior Housing in Novato. Details about these projects and the demographics of their residents were reported in the 2013-14 CAPER.

Projects Subject to Local Government Restrictions on Household Income, but Not Receiving CDBG or HOME Assistance:



Rose Lane, Larkspur

Rose Lane, Larkspur (Census Tract 1200.00)

Rose Lane is a non-subsidized 85-unit homeownership project built on the Niven Nursery site in Larkspur. The City of Larkspur required that 14 of the 85 units be sold to low-income families at below-market-rate prices. The Marin Housing Authority administered the selection of buyers for the below-market-rate units. These below-market units are located on Doherty Drive, Camellia Circle, and Meadowood Drive. As the demographic data below documents, the representation of Hispanics, Asians, and African-Americans in the below-market-rate units is substantially higher than their percentages in the Census Tract where Rose Lane is located. Although Non-Hispanic Whites constitute 87% of the population of the Census Tract, they represent only 43% of the below-market-rate homebuyers at Rose Lane.

Demographic Group	Buyers of Rose Lane Below-Market Rate Homeownership Units		Census Tract 1200.00
	Number	Percent	
Non-Hispanic White	6	43%	87%
Hispanic White	3	21%	6%
Asian	4	29%	4%
African-American	1	7%	1%
TOTAL UNITS	14	100%	



Throckmorton Village, Mill Valley

Throckmorton Village, Lovell Avenue, Mill Valley (Census Tract 1270.00)

Throckmorton Village is a small non-subsidized homeownership project built in downtown Mill Valley. The City of Mill Valley required that two units be sold to low-income families at below-market-rate prices. The Marin Housing Authority administered the selection of buyers for the below-market-rate units, priced at \$242,100 and \$275,750. One unit was purchased by a non-Hispanic white disabled female-headed household. The other unit was purchased by a non-Hispanic white man married to a Hispanic white woman.

The following table presents the demographics of the Census tract where Throckmorton Village is located.

Demographic Group	Census Tract 1270.00
Non-Hispanic White	88%
Hispanic White	4%
Asian	4%
African-American	1%

Below-Market Rate Units Expected to be Occupied in the 2015-16 Program Year

In accordance with Town of Corte Madera inclusionary housing requirements, the 180-unit Tam Ridge apartment complex, located on the former Win-Cup factory site in Corte Madera, will include 18 below-market-rate rental units. Occupancy is expected in late 2015.

In 2014, the City of Novato issued building permits for 11 homes with below-market-rate deed restrictions, but none have been completed.

Construction of an apartment complex at 1867 Lincoln Avenue, San Rafael, has been completed, but no units have yet been occupied. In accordance with City of San Rafael inclusionary housing requirements, 2 units must be set-aside as very low income rental units.

Other Housing Activities

In 2014, the City of Novato approved an Accessory Dwelling Unit at 800 McClay Road. Although there are no formal affordability restrictions on the unit, the City's rent survey indicates that the average rent for Accessory Dwelling Units is within the very low income category. Information is not available on the ethnicity or race of the occupants.

In December 2014, the County of Marin purchased the Forest Knolls Mobile Home Park with the goal of transferring it to a non-profit organization to preserve it as affordable housing in perpetuity. Because this project does not involve the creation of new units, it is not reported above as new affordable housing. Information is not available on the ethnicity or race of the occupants.

Actions to Promote and Overcome Barriers to Housing Development in Non-Impacted Areas

In meetings with prospective funding applicants, Marin County CDBG/HOME staff has encouraged applications for housing in non-impacted areas, and has raised questions about whether sponsors of sites in impacted areas are likely to achieve the goals of affirmative marketing. The Fiscal Year 2014 Consolidated Plan includes funding for construction of the Marinwood Plaza (Marinwood), Oma Village (Novato), and Peace Village (Fairfax) housing projects, which are located in non-impacted areas.

Due to the high cost and difficulties of developing new housing, including available land, the County is considering acquisition of existing properties as a strategy to preserve rental housing stock. In December 2014, the County of Marin

purchased the Forest Knolls Mobile Home Park with the goal of transferring it to a non-profit organization to preserve it as affordable housing in perpetuity. Forest Knolls is a small unincorporated community in a non-impacted census tract. The County is also working to acquire the Coast Guard facility in Point Reyes Station (another unincorporated community) in a non-impacted census tract. The Coast Guard facility is being surplused and the County is working with local community groups to convert the 34 vacant homes into permanent affordable housing.

7. **PUBLIC PARTICIPATION REQUIREMENTS**

The public was given an opportunity to comment on the draft CAPER. No written comments were received. (See attached copy of legal notice published in the Marin Independent Journal.)

Marin County distributes its CDBG and HOME funds throughout the county in each of the six Planning Areas that cover the entire county to achieve economic integration.

For a summary of community accomplishments for each priority need that Marin County has identified in our strategic plan, see the IDIS report titled *Summary of Community Accomplishments, CDBG Expenditures by Priority Need Category*.

A summary of the demographics of those who participated in CDBG and HOME public hearings is attached as Exhibit F.

Legal Notice**Legal Notice****PUBLIC NOTICE OF AVAILABILITY OF DRAFT CONSOLIDATED ANNUAL PERFORMANCE AND EVALUATION REPORT (CAPER)**

As a condition of receiving continued federal funding from the Community Development Block Grant Program (CDBG) and the HOME Investment Partnerships Program (HOME) for certain housing, capital, and human service programs, the Marin County Community Development Agency is required to submit a Consolidated Annual Performance and Evaluation Report (CAPER) on the County's progress toward meeting the goals established by the Marin County Consolidated Plan for Program Years 2010-14 and the one-year goals established in the Marin County Consolidated Plan Amendments for the 2014-15 Program Year. The Consolidated Plan describes the housing and non-housing needs of extremely low, very low, low, and moderate income persons, and sets forth priorities and strategies for addressing these needs. The CAPER is to be submitted to the U.S. Department of Housing and Urban Development (HUD).

The draft CAPER for the 2014-15 Program Year is available for public examination at the Marin County Community Development Agency, Federal Grants Division, 3501 Civic Center Drive, Room 308, San Rafael, Monday through Friday, between the hours of 9:00 a.m. and 5:00 p.m. This office maintains records regarding the use of federal funds provided to Marin County by HUD.

Until September 25, 2015, the Marin County Community Development Agency will receive comments from interested parties regarding the 2014-15 Program Year CAPER and Marin County's progress in carrying out the goals set forth in the Marin County Consolidated Plan for Program Year 2014-15. Written comments should be sent to Roy Bateman at the Marin County Community Development Agency, 3501 Civic Center Drive, Room 308, San Rafael, CA 94903, or rbateman@marincounty.org. Please call Roy Bateman at (415) 473-6698 if you have other questions or comments regarding the 2014-15 CAPER.

The Consolidated Plan, Annual Action Plans, Consolidated Annual Performance and Evaluation Reports, records regarding past use of CDBG, HOME, and Housing Opportunities for Persons with AIDS program funds, the Civil Rights Policy, the Residential Antidisplacement and Relocation Assistance Plan, the Nondiscrimination Policy, and program files are available for inspection at the Marin County Community Development Agency, 3501 Civic Center Drive, Room 308, San Rafael, California. Copies of documents are available in accessible formats upon request.

NO. 1021 SEPT. 10, 2015



PART I: SUMMARY OF CDBG RESOURCES

01 UNEXPENDED CDBG FUNDS AT END OF PREVIOUS PROGRAM YEAR	3,455,551.24
02 ENTITLEMENT GRANT	1,283,613.00
03 SURPLUS URBAN RENEWAL	0.00
04 SECTION 108 GUARANTEED LOAN FUNDS	0.00
05 CURRENT YEAR PROGRAM INCOME	423,864.48
05a CURRENT YEAR SECTION 108 PROGRAM INCOME (FOR SI TYPE)	0.00
06 RETURNS	0.00
07 ADJUSTMENT TO COMPUTE TOTAL AVAILABLE	0.00
08 TOTAL AVAILABLE (SUM, LINES 01-07)	5,163,028.72

PART II: SUMMARY OF CDBG EXPENDITURES

09 DISBURSEMENTS OTHER THAN SECTION 108 REPAYMENTS AND PLANNING/ADMINISTRATION	1,505,552.49
10 ADJUSTMENT TO COMPUTE TOTAL AMOUNT SUBJECT TO LOW/MOD BENEFIT	14,679.30
11 AMOUNT SUBJECT TO LOW/MOD BENEFIT (LINE 09 + LINE 10)	1,520,231.79
12 DISBURSED IN IDIS FOR PLANNING/ADMINISTRATION	327,211.19
13 DISBURSED IN IDIS FOR SECTION 108 REPAYMENTS	0.00
14 ADJUSTMENT TO COMPUTE TOTAL EXPENDITURES	0.00
15 TOTAL EXPENDITURES (SUM, LINES 11-14)	1,847,442.98
16 UNEXPENDED BALANCE (LINE 08 - LINE 15)	3,315,585.74

PART III: LOWMOD BENEFIT THIS REPORTING PERIOD

17 EXPENDED FOR LOW/MOD HOUSING IN SPECIAL AREAS	0.00
18 EXPENDED FOR LOW/MOD MULTI-UNIT HOUSING	0.00
19 DISBURSED FOR OTHER LOW/MOD ACTIVITIES	1,505,552.49
20 ADJUSTMENT TO COMPUTE TOTAL LOW/MOD CREDIT	14,679.30
21 TOTAL LOW/MOD CREDIT (SUM, LINES 17-20)	1,520,231.79
22 PERCENT LOW/MOD CREDIT (LINE 21/LINE 11)	100.00%

LOW/MOD BENEFIT FOR MULTI-YEAR CERTIFICATIONS

23 PROGRAM YEARS(PY) COVERED IN CERTIFICATION	PY: PY: PY:
24 CUMULATIVE NET EXPENDITURES SUBJECT TO LOW/MOD BENEFIT CALCULATION	0.00
25 CUMULATIVE EXPENDITURES BENEFITTING LOW/MOD PERSONS	0.00
26 PERCENT BENEFIT TO LOW/MOD PERSONS (LINE 25/LINE 24)	0.00%

PART IV: PUBLIC SERVICE (PS) CAP CALCULATIONS

27 DISBURSED IN IDIS FOR PUBLIC SERVICES	224,572.00
28 PS UNLIQUIDATED OBLIGATIONS AT END OF CURRENT PROGRAM YEAR	2,625.00
29 PS UNLIQUIDATED OBLIGATIONS AT END OF PREVIOUS PROGRAM YEAR	3,550.00
30 ADJUSTMENT TO COMPUTE TOTAL PS OBLIGATIONS	0.00
31 TOTAL PS OBLIGATIONS (LINE 27 + LINE 28 - LINE 29 + LINE 30)	223,647.00
32 ENTITLEMENT GRANT	1,283,613.00
33 PRIOR YEAR PROGRAM INCOME	489,927.07
34 ADJUSTMENT TO COMPUTE TOTAL SUBJECT TO PS CAP	(111,686.36)
35 TOTAL SUBJECT TO PS CAP (SUM, LINES 32-34)	1,661,853.71
36 PERCENT FUNDS OBLIGATED FOR PS ACTIVITIES (LINE 31/LINE 35)	13.46%

PART V: PLANNING AND ADMINISTRATION (PA) CAP

37 DISBURSED IN IDIS FOR PLANNING/ADMINISTRATION	327,211.19
38 PA UNLIQUIDATED OBLIGATIONS AT END OF CURRENT PROGRAM YEAR	45,003.72
39 PA UNLIQUIDATED OBLIGATIONS AT END OF PREVIOUS PROGRAM YEAR	30,720.75
40 ADJUSTMENT TO COMPUTE TOTAL PA OBLIGATIONS	0.00
41 TOTAL PA OBLIGATIONS (LINE 37 + LINE 38 - LINE 39 +LINE 40)	341,494.16
42 ENTITLEMENT GRANT	1,283,613.00
43 CURRENT YEAR PROGRAM INCOME	423,864.48
44 ADJUSTMENT TO COMPUTE TOTAL SUBJECT TO PA CAP	0.00
45 TOTAL SUBJECT TO PA CAP (SUM, LINES 42-44)	1,707,477.48
46 PERCENT FUNDS OBLIGATED FOR PA ACTIVITIES (LINE 41/LINE 45)	20.00%



Office of Community Planning and Development
 U.S. Department of Housing and Urban Development
 Integrated Disbursement and Information System
 PR26 - CDBG Financial Summary Report
 Program Year 2014
 MARIN COUNTY , CA

DATE: 09-11-15
 TIME: 15:55
 PAGE: 2

LINE 17 DETAIL: ACTIVITIES TO CONSIDER IN DETERMINING THE AMOUNT TO ENTER ON LINE 17

Report returned no data.

LINE 18 DETAIL: ACTIVITIES TO CONSIDER IN DETERMINING THE AMOUNT TO ENTER ON LINE 18

Report returned no data.

LINE 19 DETAIL: ACTIVITIES INCLUDED IN THE COMPUTATION OF LINE 19

Plan Year	IDIS Project	IDIS Activity	Voucher Number	Activity Name	Matrix Code	National Objective	Drawn Amount
2005	16	546	5781393	GALILEE HARBOR	03	LMC	\$1,882.80
2005	16	546	5799198	GALILEE HARBOR	03	LMC	\$9,480.00
2005	16	546	5824311	GALILEE HARBOR	03	LMC	\$5,777.47
2005	16	546	5834220	GALILEE HARBOR	03	LMC	\$6,092.50
					03	Matrix Code	\$23,232.77
2014	2	912	5834220	Marguerita C. Johnson Senior Center rehab	03A	LMC	\$6,410.00
					03A	Matrix Code	\$6,410.00
2013	1	886	5804087	STOCKSTILL HOUSE	03B	LMC	\$14,151.00
					03B	Matrix Code	\$14,151.00
2014	2	901	5803075	4PUBLIC FACILITIES ADA-SAN RAFAEL	03L	LMC	\$191,200.00
					03L	Matrix Code	\$191,200.00
2009	14	731	5781393	NORTH BAY CHILDREN'S CENTER REHABILITATION	03M	LMC	\$440.38
2012	2	848	5781393	NORTH BAY CHILDREN'S CENTER REHABILITATION	03M	LMC	\$6,120.62
					03M	Matrix Code	\$6,561.00
2014	3	893	5781393	WMSS HOME CARE ASSISTANCE FOR THE ELDERLY	05A	LMC	\$4,100.00
2014	3	896	5799198	SENIOR ACCESS SCHOLARSHIPS	05A	LMC	\$17,300.00
2014	3	905	5799198	NOVATO INDEPENDENT ELDERS	05A	LMC	\$26,000.00
					05A	Matrix Code	\$47,400.00
2014	3	902	5799198	MARIN BRAIN INJURY NETWORK SERVICES	05B	LMC	\$13,700.00
					05B	Matrix Code	\$13,700.00
2014	3	903	5799198	FAMILY LAW LEGAL SERVICES	05C	LMC	\$13,900.00
					05C	Matrix Code	\$13,900.00
2014	3	891	5781393	PERFORMING STARS OF MARIN	05D	LMC	\$4,666.80
2014	3	891	5799198	PERFORMING STARS OF MARIN	05D	LMC	\$4,666.80
2014	3	891	5799440	PERFORMING STARS OF MARIN	05D	LMC	\$2,333.00
2014	3	891	5824311	PERFORMING STARS OF MARIN	05D	LMC	\$2,330.40
2014	3	906	5799198	MIDDLE SCHOOL PROGRAM	05D	LMC	\$15,000.00
2014	3	909	5824311	NOVATO YOUTH COMMUNITY DIABETES PROJECT	05D	LMC	\$5,000.00
					05D	Matrix Code	\$33,997.00
2014	3	900	5799198	AFTER SCHOOL TRANSPORTATION PROGRAM	05E	LMC	\$5,696.00
					05E	Matrix Code	\$5,696.00
2014	3	899	5803075	FAIR HOUSING PROGRAM	05J	LMC	\$52,500.00
					05J	Matrix Code	\$52,500.00
2013	3	869	5799198	AFTER SCHOOL TRANSPORTATION PROGRAM	05L	LMC	\$2,400.00
2013	3	872	5804087	NORTH BAY CHILDREN'S CENTER SCHOLARSHIPS	05L	LMC	\$1,150.00
2014	3	892	5781393	NOVATO YOUTH CENTER SCHOLARSHIPS	05L	LMC	\$1,729.00
2014	3	892	5799440	NOVATO YOUTH CENTER SCHOLARSHIPS	05L	LMC	\$2,936.00
2014	3	892	5834220	NOVATO YOUTH CENTER SCHOLARSHIPS	05L	LMC	\$1,635.00
2014	3	894	5781393	PICKLEWEED CHILDREN'S CENTER-CHILD CARE STAFF	05L	LMC	\$16,200.00
2014	3	895	5834220	MARIN LEARNING CENTER, THERAPEUTIC SERVICES	05L	LMC	\$15,000.00
2014	3	904	5803075	QUALITY CARE FOR KIDS	05L	LMC	\$5,347.00
2014	3	907	5804087	NORTH BAY CHILDREN'S CENTER SCHOLARSHIPS	05L	LMC	\$4,900.00
2014	3	907	5824311	NORTH BAY CHILDREN'S CENTER SCHOLARSHIPS	05L	LMC	\$700.00
					05L	Matrix Code	\$51,997.00
2014	3	897	5799198	HUMAN SERVICES PROGRAM, (SGVCC) VALLEY RESOURCE CENTER	05W	LMC	\$5,382.00



Office of Community Planning and Development
 U.S. Department of Housing and Urban Development
 Integrated Disbursement and Information System
 PR26 - CDBG Financial Summary Report
 Program Year 2014
 MARIN COUNTY , CA

DATE: 09-11-15
 TIME: 15:55
 PAGE: 3

Plan Year	IDIS Project	IDIS Activity	Voucher Number	Activity Name	Matrix Code	National Objective	Drawn Amount
					05W	Matrix Code	\$5,382.00
2012	1	862	5804087	GATES COOPERATIVE	14A	LMH	\$420,560.60
2012	1	862	5824311	GATES COOPERATIVE	14A	LMH	\$46,629.40
2013	1	890	5824311	MCIL HOUSING ACCESSIBILITY MODIFICATION	14A	LMH	\$4,300.00
2013	1	890	5834220	MCIL HOUSING ACCESSIBILITY MODIFICATION	14A	LMH	\$2,485.00
2014	1	898	5799440	REHABILITATION LOAN PROGRAM	14A	LMH	\$164,488.24
2014	1	898	5824311	REHABILITATION LOAN PROGRAM	14A	LMH	\$65,512.04
2014	1	898	5824314	REHABILITATION LOAN PROGRAM	14A	LMH	\$309,837.48
2014	1	898	5834220	REHABILITATION LOAN PROGRAM	14A	LMH	\$21,912.96
2014	1	908	5803075	MCIL Residential Accessibility Modification Program	14A	LMH	\$3,700.00
					14A	Matrix Code	\$1,039,425.72
Total							\$1,505,552.49

LINE 27 DETAIL: ACTIVITIES INCLUDED IN THE COMPUTATION OF LINE 27

Plan Year	IDIS Project	IDIS Activity	Voucher Number	Activity Name	Matrix Code	National Objective	Drawn Amount
2014	3	893	5781393	WMSS HOME CARE ASSISTANCE FOR THE ELDERLY	05A	LMC	\$4,100.00
2014	3	896	5799198	SENIOR ACCESS SCHOLARSHIPS	05A	LMC	\$17,300.00
2014	3	905	5799198	NOVATO INDEPENDENT ELDERS	05A	LMC	\$26,000.00
					05A	Matrix Code	\$47,400.00
2014	3	902	5799198	MARIN BRAIN INJURY NETWORK SERVICES	05B	LMC	\$13,700.00
					05B	Matrix Code	\$13,700.00
2014	3	903	5799198	FAMILY LAW LEGAL SERVICES	05C	LMC	\$13,900.00
					05C	Matrix Code	\$13,900.00
2014	3	891	5781393	PERFORMING STARS OF MARIN	05D	LMC	\$4,666.80
2014	3	891	5799198	PERFORMING STARS OF MARIN	05D	LMC	\$4,666.80
2014	3	891	5799440	PERFORMING STARS OF MARIN	05D	LMC	\$2,333.00
2014	3	891	5824311	PERFORMING STARS OF MARIN	05D	LMC	\$2,330.40
2014	3	906	5799198	MIDDLE SCHOOL PROGRAM	05D	LMC	\$15,000.00
2014	3	909	5824311	NOVATO YOUTH COMMUNITY DIABETES PROJECT	05D	LMC	\$5,000.00
					05D	Matrix Code	\$33,997.00
2014	3	900	5799198	AFTER SCHOOL TRANSPORTATION PROGRAM	05E	LMC	\$5,696.00
					05E	Matrix Code	\$5,696.00
2014	3	899	5803075	FAIR HOUSING PROGRAM	05J	LMC	\$52,500.00
					05J	Matrix Code	\$52,500.00
2013	3	869	5799198	AFTER SCHOOL TRANSPORTATION PROGRAM	05L	LMC	\$2,400.00
2013	3	872	5804087	NORTH BAY CHILDREN'S CENTER SCHOLARSHIPS	05L	LMC	\$1,150.00
2014	3	892	5781393	NOVATO YOUTH CENTER SCHOLARSHIPS	05L	LMC	\$1,729.00
2014	3	892	5799440	NOVATO YOUTH CENTER SCHOLARSHIPS	05L	LMC	\$2,936.00
2014	3	892	5834220	NOVATO YOUTH CENTER SCHOLARSHIPS	05L	LMC	\$1,635.00
2014	3	894	5781393	PICKLEWEED CHILDREN'S CENTER-CHILD CARE STAFF	05L	LMC	\$16,200.00
2014	3	895	5834220	MARIN LEARNING CENTER, THERAPEUTIC SERVICES	05L	LMC	\$15,000.00
2014	3	904	5803075	QUALITY CARE FOR KIDS	05L	LMC	\$5,347.00
2014	3	907	5804087	NORTH BAY CHILDREN'S CENTER SCHOLARSHIPS	05L	LMC	\$4,900.00
2014	3	907	5824311	NORTH BAY CHILDREN'S CENTER SCHOLARSHIPS	05L	LMC	\$700.00
					05L	Matrix Code	\$51,997.00
2014	3	897	5799198	HUMAN SERVICES PROGRAM, (SGVCC) VALLEY RESOURCE CENTER	05W	LMC	\$5,382.00
					05W	Matrix Code	\$5,382.00
Total							\$224,572.00

LINE 37 DETAIL: ACTIVITIES INCLUDED IN THE COMPUTATION OF LINE 37



Office of Community Planning and Development
 U.S. Department of Housing and Urban Development
 Integrated Disbursement and Information System
 PR26 - CDBG Financial Summary Report
 Program Year 2014
 MARIN COUNTY , CA

DATE: 09-11-15
 TIME: 15:55
 PAGE: 4

Plan Year	IDIS Project	IDIS Activity	Voucher Number	Activity Name	Matrix Code	National Objective	Drawn Amount
2010	4	776	5844122	CDBG ADMIN	21A		\$10,145.03
2013	4	864	5844122	CDBG Administration	21A		\$90,085.31
2014	4	882	5804099	CDBG Administration	21A		\$160,000.00
2014	4	882	5844122	CDBG Administration	21A		\$66,980.85
					21A	Matrix Code	\$327,211.19
Total							\$327,211.19

SUPPLEMENT TO CDBG FINANCIAL SUMMARY FORM

A. PROGRAM INCOME RECEIVED

1. Program income totaled \$423,864.48 for the reporting period consisting of: \$309,837.48 generated by the Rehabilitation Loan Program; and \$114,027.00 from the sale of the Buckelew Washington Avenue property. The program income from the Rehabilitation Loan Program was returned to the Rehabilitation Loan Program's revolving loan fund. Financial details for the Rehabilitation Loan Program's revolving loan fund are provided later in this Supplement to the Financial Summary Form. The Marin County CDBG Program has no other revolving loan funds.
2. There are no float-funded CDBG activities in Marin County, and therefore there were no amounts repaid by float-funded activities.
3. There were no loan repayments.

B. PRIOR PERIOD ADJUSTMENTS

There were no prior period adjustments (Items 6 and 7 in Part I of the 7/93 instructions for the Financial Summary Form [HUD-4949.3]), except for those described later in the notes for the Financial Summary Form, which can be found later in this section.

C. LOANS AND OTHER RECEIVABLES

1. There have been no float-funded CDBG activities in Marin County.
2. As of 5/31/15,* the Rehabilitation Loan Program had 153 regular loans outstanding, with a total principal balance owed of \$3,908,557.88 and total unpaid accrued interest of \$1,225,046.92. These 153 loans consist of:
 - 13 fully amortized loans (which require monthly payments of principal and interest), with a total principal balance owed of \$214,007.48;
 - 13 interest-only loans (which require monthly payments of interest only), with a total principal balance owed of \$278,595.13;
 - 101 deferred-payment loans (which do not require monthly payments) for owner-occupied single-family houses, with a total principal balance owed of \$2,607,912.45 and unpaid accrued interest of \$943,841.02, and

- 26 deferred-payment loans (which do not require monthly payments) for single-family houses which are owned by nonprofit organizations and used as group homes for special needs populations, with a total principal balance owed of \$800,000.00, and unpaid accrued interest of \$281,205.90.

In addition, as of 5/31/15,* there were 2 outstanding special loans related to previous special bank partnership programs. These 2 loans consist of:

- 2 Rehabilitation Loan Program “interest buy-down” loans made by the Marin Housing Authority for interest-subsidy amounts that subsidized rehabilitation loans made by Security Pacific Bank (now Bank of America). These two Rehabilitation Loan Program “interest buy-down” loans were all no-interest, deferred payment, due on sale loans used as a lump sum to reduce the interest rate on a bank loan for rehabilitation. The Rehabilitation Loan Program loans were evidenced by a promissory note and secured by a deed of trust for the amount of the interest-subsidy payment made by the Housing Authority. The total outstanding principal balance of these two loans, as of 5/31/15, was \$8,042.82. Both of these two loans were used to reduce the interest rate on a bank loan, which is not reported here because it was not a loan made by the Rehabilitation Loan Program.

All outstanding “interest buy down” loans related to previous bank partnership programs with Crocker Bank (now Wells Fargo Bank) were repaid as of the end of the 2002-03 reporting period.

The Rehabilitation Loan Program did not make any loans for group homes for special needs populations this year. Many group homes have previously been assisted by the Rehabilitation Loan Program up to the program’s loan limit, so the potential group home market for these loans is limited.

There were no other CDBG-funded loans for housing rehabilitation.

There were no CDBG-funded loans for economic development.

As of 6/30/15, the CDBG Program had 16 loans outstanding for housing acquisition and development projects:

Name of Project	Location	Loan Amount (Principal)	Portion of Loan Not Yet Disbursed	Loan Due
Belvedere Place Apartments	San Rafael	\$160,000	0	October 2055
Cecilia Place Homes	Tiburon	264,061	0	May 2051
Centertown Apartments	San Rafael	59,504	0	May 2021
Drake's Way Apartments	Larkspur	80,000	0	55 years*
Drake's Way Apartments	Larkspur	145,422	0	55 years*
Edgewater Place (EAH Creekside)	Larkspur	105,381	0	April 2021
Edgewater Place (EAH Creekside)	Larkspur	93,609	0	December 2019
Fireside Housing (consisting of \$65,800 + \$128,678)	Mill Valley	194,478	0	August 2058
Fireside Housing	Mill Valley	358,113	0	April 2065
Hamilton Transitional Housing, Phase 1	Novato	547,972	0	October 2057
Hamilton Transitional Housing, Phase 2	Novato	722,628	0	August 2059
Rotary Valley Apartments	San Rafael	577,001	0	August 2051
The Meadows	Novato	125,000	0	July 2016
Toussin Senior Housing	Kentfield	196,337	0	55 years*
Shelter Hill Apartments	Mill Valley	51,000	0	55 years†
Warner Creek Senior Housing	Novato	71,244	0	55 years†
TOTAL		\$3,751,750	0	

*55 years from extended tax credit commitment

†55 years after Notice of Completion

As noted in the table above, three projects, Drake's Way, Edgewater Place, and Fireside Housing, each received two separate CDBG loans. (The two phases of the Hamilton Transitional Housing were developed by two separate partnerships and are considered two separate projects.)

The figures listed in the "Loan Amount (Principal)" column are the amounts listed in the loan documents for each project. However, the entire loan is not always fully disbursed when the loan documents are executed. Instead, loan funds are disbursed when the County is presented with invoices or reimbursement requests for eligible expenditures, and this process can take several years as a project is developed.

For each project listed in the CDBG table above, the entire loan amount has been disbursed.

3. During the reporting period, no CDBG-funded loans were forgiven.
No loan payments were deferred beyond the originally scheduled payment dates.
4. No properties purchased or improved with CDBG funds were available for sale as of the end of the reporting period.
5. Marin County does not have any lump sum drawdown agreements.

Other Notes to Financial Statements

Financial Summary Form, Part I, Line 5 (Current Year Program Income)

Line 5 is calculated by IDIS. It consists of:

Program income from the Rehabilitation Loan Program for 2014-15	\$309,837.48
Program income from the sale of Buckelew Programs group home, 7 Washington Avenue, Santa Venetia	\$114,027.00
Total	\$423,864.48

Financial Summary Form, Part II, Line 9

Line 9 is calculated by IDIS to equal disbursements posted in IDIS, including the posting of Rehabilitation Loan Program (revolving loan fund) program income as a disbursement, minus disbursements for planning and administration activities. Line 9 includes the special "RL" Revolving Loan Fund draw (which doesn't represent an expenditure) for \$309,837.48 in program income from the Rehabilitation Loan Program. When program income received by the Rehabilitation Loan Program is posted in IDIS, we also post a special "RL" Revolving Loan Fund draw in IDIS to show that the program income remains in the Revolving Loan Fund and is not available for other projects. The special "RL" draw is not an expenditure. For the Rehabilitation Loan Program, the posting of the program income and the posting of the special "RL" draw are paired transactions.

NOTE: County staff is working with local HUD office personnel to determine if the reporting procedure for the Rehabilitation Loan Program should be changed to report the total fund balance and track changes to the fund balance with adjustments for new loans made and program income received.

Financial Summary Form, Part II, Line 10

Line 10 is an adjustment to disbursements subject to the Low/Mod Benefit. It includes:

Loans made by the Rehabilitation Loan Program	\$324,516.78
Special "RL" Revolving Loan Fund draw (which doesn't represent an expenditure) which coordinates with our entry for the program income received by the Rehabilitation Loan Program (See the note for Line 9.)	-309,837.48
Total	+ \$14,679.30

Financial Summary Form, Part II, Line 12

Line 12 consists of salaries, office expenses, rent, intra-departmental administrative charges, and inter-departmental administrative charges. Line 12 is calculated by IDIS. It includes:

Administrative funds used for unliquidated obligations (Retiree Health Trust)	10,145.03
---	-----------

Financial Summary Form, Part III, Line 19

Line 19 is calculated by IDIS and consists of the expenditures listed on the "Line 19 Detail: Activities Included in the Computation of Line 19" IDIS report. All of the projects listed in the IDIS "Line 19 Detail: Activities Included in the Computation of Line 19" belong on Line 19, except for:

Project	Amount
Special "RL" Revolving Loan Fund draw (which doesn't represent an expenditure) which coordinates with our entry for the program income received by the Rehabilitation Loan Program (See the note for Line 9.)	\$309,837.48
Total	\$309,837.48

Financial Summary Form, Part III, Line 20

The Line 20 adjustment consists of:

Item	Amount
Loans made by the Rehabilitation Loan Program	\$324,516.78
Special "RL" Revolving Loan Fund draw (which doesn't represent an expenditure) which coordinates with our entry for the program income received by the Rehabilitation Loan Program (See the note for Line 9.) (This amount was included in the IDIS calculation of Line 19.)	-309,837.48
Total	+ \$14,679.30

Financial Summary Form, Part IV, Line 28

Unliquidated obligations for public services at the close of the program year (6/30/2015) were:

Project	Amount
Performing Stars	\$472.00
North Bay Children's Center-Scholarships	700.00
Quality Care for Kids	1,453.00
Total	\$2,625.00

Financial Summary Form, Part IV, Line 29

Consists of last year's Line 28 (\$3,550.00).

Financial Summary Form, Part IV, Line 30

No adjustment.

Financial Summary Form, Part IV, Line 32

Line 32 equals Line 2.

Financial Summary Form, Part IV, Line 33

Line 33 is calculated by IDIS to consist of last year's program income and is equal to the total of last year's Lines 5 and 7. Line 33 consists of:

Program income from the Rehabilitation Loan Program for 2013-14, posted on 8/6/14 and added to the 2013-14 CAPER Financial Summary on Line 7	\$378,240.71
May 9, 2014 transfer from the Rehabilitation Loan Program revolving loan fund to the County for reallocation (reprogramming) to other projects	111,686.36
Total	\$489,927.07

HUD staff instructed us to post the \$111,686.36 item as program income in last year's CAPER Financial Summary Form.

Financial Summary Form, Part IV, Line 34

To the extent that the \$111,686.36 represents a return of the original principal deposited into the revolving loan fund, it is not program income. To the extent that the \$111,686.36 is program income from those loans, it has previously been counted as program income in previous years' public service cap calculations. Therefore, it seems best to exclude the \$111,686.36 amount from the calculation of the 2014-15 cap on spending for public services. Line 34 is a negative

adjustment to eliminate \$111,686.36 from the calculation of the 2014-15 cap on spending for public services.

Financial Summary Form, Part V, Line 38

Unliquidated obligations for planning and administration expenses at the close of the program year (6/30/2015) were:

Unliquidated Obligations for Planning and Administration Expenses	Amount
Previously Reported 2011 CAPER	\$65,500.00
Spent in 2012-13 (for Retiree Health Trust)	-23,715.79
Spent in 2013-14 (for Retiree Health Trust)	-11,063.46
Spent in 2014-15 (for Retiree Health Trust)	-10,145.03
Additional funding reserved by 2014-15 CAPER*	+24,428.00
Total	\$45,003.72

*The \$24,428.00 amount is an additional amount reserved during the 2014-15 program year for unliquidated obligations (Retiree Health Trust and the County's liability for Roy Bateman's accrued but unpaid vacation leave.)

Financial Summary Form, Part V, Line 39

Line 39 equals last year's Line 38 (\$30,720.75).

Financial Summary Form, Part V, Line 43

Line 43 is the same as line 5.

REHABILITATION LOAN PROGRAM--REVOLVING LOAN FUND STATUS

Balance of funds in Revolving Loan Fund Account as of 5/31/14* as reported in CAPER for 7/1/13-6/30/14		\$1,493,696.12
Additions from Letter of Credit drawdowns for the period 7/1/14-6/30/15		0.00
Loan principal repayments (from monthly payments and loans fully repaid)*	230,779.43	
Interest received from borrowers*	82,186.79	
Loan payment collections fees withheld by loan servicing firm*	-3,128.74	
Program Income received, 6/1/14-5/31/15* See notes for Financial Summary Form, Part I, Lines 5 and 7.)		309,837.48
New loan commitments secured by deeds of trust recorded during 6/1/14-5/31/15 (loans for which the Housing Authority recorded a deed of trust, although, in some cases, the full amount of the loan secured by the deed of trust has not yet been disbursed)*	-371,694.59	
Portion of new loan commitments which, although listed on the line immediately above, were not actually disbursed by 5/31/15*	291,289.97	
Portion of prior year loan commitments which had not been disbursed before 6/1/13, but were disbursed during the period 6/1/14-5/31/15*	-244,112.16	
Funds expended to make new rehabilitation loans from 6/1/14 - 5/31/15*		-324,516.78
Balance in Revolving Loan Fund Account as of 5/31/15*		1,479,016.82

On July 17, 2015, the Marin Housing Authority remitted \$2,297.04 by wire transfer to the U.S. Treasury. This amount represents interest earned on the Revolving Loan Fund during the period July 1, 2014 through June 30, 2015.

NOTE: 24 CFR 570.500(b) states that, effective 12/11/95, interest earned on revolving loan fund deposit accounts is no longer considered program income and must be remitted to HUD for transmittal to the U.S. Treasury.

*Normally, we report on a program year that runs from July 1 to June 30. However, in any given year, we are not able to obtain June 30 financial data for the Rehabilitation Loan Program until after June 30. In 1999, when IDIS had not fully implemented its “prior year flag” component, we began reporting some financial data for the Rehabilitation Loan Program on a fiscal year other than July 1 to June 30. In the CAPER that covered the period 7/1/98-6/30/99, and for all subsequent years, we used data for the period June 1-May 31 for all aspects of the Rehabilitation Loan Program, with the exception of funds budgeted for staff and operating costs, funds expended for staff and operating costs, beneficiary data, number of houses rehabilitated, and additions to the revolving loan fund from letter of credit drawdowns, which were reported for the period July 1-June 30. We have maintained this practice in order to be consistent with how we have reported in the past several years, and to maintain a 12-month reporting period.

K:\CAPER\2014-15\Text\2014-15 CAPER Text.Doc/roy

Exhibit A
Housing Expenditures in 2014-15 Program Year
July 1, 2014 - June 30, 2015
Funding Source: Community Development Block Grant (CDBG)

GOALS		ACCOMPLISHMENTS						
Name of Project	Census Tract	Activities Undertaken	Priority*	of People (P) or Households (H)	Income levels of Households Assisted	Tenure: HO=owner T=tenant	CDBG Funds Expended	
					EXLOW LOW MOD			
Galilee Harbor	1302.02	Public improvements for live-a-board houseboat community	1	38 H	21 12 5	HO	\$23,232.77	
Gates Cooperative	1302.02	Rehabilitation of community of houseboats	1	38 H	19 16 3	HO	\$467,190.00	
Rehabilitation Loan Program	1022.3, 1050, 1060, 1090.02, 1200, 1290, 1330	Housing rehabilitation loans for low income homeowners	2	14H	1 13	HO	\$251,913.24	
Residential Accessibility Modification Program	1050,1081, 1261	Rehabilitation of housing for accessibility	2	3H	1 2	HO	\$10,485.00	
Stockstill House	1330	Rehabilitation of assisted living home for seniors	1	1H	4P 4P	T	\$14,151.00	

*Priority Codes: 1=High Priority; 2=Medium Priority; 3=Low Priority

**Project has not been completed. Number of units is an estimate of units for the proposed project.

Exhibit A
Housing Expenditures in 2014-15 Program Year
July 1, 2014 - June 30, 2015
Funding Source: HOME Proram

GOALS		ACCOMPLISHMENTS							
Name and Address of Project	Census Tract	Activities Undertaken	Number of HOME-assisted Units	Income Levels of Households Assisted			Tenure: HO=owner T=tenant	Consolidated Plan Priority*	HOME Funds Expended
				EX	LOW	MOD			
Oma Village, 5394 Nave Drive, Novato	1050	Development of affordable housing	14H**	**	**	**	T	1	\$ 336,502.50
Del Ganado Apartments, 626 Del Ganado Avenue, San Rafael	1081	Rehabilitation of housing for adults with developmental disabilities	12H		12		T	1	79,123.39

*Priority Codes: 1=High Priority, 2=Medium Priority, 3=Low Priority

**Project has not yet been completed.

Exhibit B

**Summary of Community Development Accomplishments
Public Facilities and Improvements**

Name of Grantee: County of Marin State: California

Program Year: 2014

Priority Need Category	Actual Number of Projects Assisted	Actual Number of Projects Completed
Public Facilities		
Senior Centers	1	1
Handicapped Centers		
Homeless Centers		
Youth Centers		
Neighborhood Centers		
Child Care Centers	1	1
Parks and/or Recreation Facilities		
Health Facilities		
Parking Facilities	1	1
Abused/Neglect Facilities		
AIDS Facilities		
Other Public Facilities		
Public Improvements		
Solid Waste Improvements		
Flood Drain Improvements		
Water Improvements		
Sidewalk Improvements	1	1
Sewer Improvements		
Asbestos Removal		
Other Infrastructure Improvements		
Other		

Exhibit B

**Summary of Community Development Accomplishments
Economic Development**

Name of Grantee: County of Marin State: California

Program Year: 2014

Priority Need Category	Actual Number of Businesses Assisted	Actual Number of Persons Assisted with Jobs	Actual Number of LI Persons Assisted with Jobs	Actual Number of MI Persons Assisted with Jobs
Economic Development	0	0	0	0
Commercial-Industrial Rehabilitation	0	0	0	0
Commercial-Industrial Infrastructure	0	0	0	0
Other Commercial-Industrial Improvements	0	0	0	0
Micro-Enterprise	0	0	0	0
Other Businesses	0	0	0	0
Technical Assistance	0	0	0	0
Other Econ Development	0	0	0	0

Exhibit B

Summary of Community Development Accomplishments

Public Services

Name of Grantee: County of Marin State: California Program Year: 2014

Priority Need Category	Actual Number of Persons Served
Public Services	
Senior Services	1,551
Handicapped Services	336
Youth Services	214
Transportation Services	71
Substance Abuse Services	
Employment Training	
Crime Awareness	
Fair Housing Counseling	1,013
Tenant/Landlord Counseling	
ChildCare Services	118
Health Services	
Other Public Services	7,094
Accessibility Needs	
Other Community Development Needs	
Energy Efficient needs	
Lead Based Paint/Hazards	
Code Enforcement	
Other	

Exhibit C
Community Development Block Grant Rehabilitation Activities
July 1, 2014 - June 30, 2015

Name of Project	Sponsor	Program Description	Projects or Units Completed
Gates Cooperative	Gates Cooperative and EAH, Inc.	Rehabilitation, floating homes	38 Units*
Marguerite C. Johnson Senior Center	Marin City Community Services District	Rehabilitation of a senior center kitchen	1 Project
Residential Accessibility Modification Program	Marin Center for Independent Living	Rehabilitation of housing for people with physical disabilities	3 Units
North Bay Children's Center Rehabilitation	North Bay Children's Center	Rehabilitation, child care center	1 Project
Rehabilitation Loan Program	Marin Housing Authority	Rehabilitation, housing loans for low income homeowners	14 Units
Stockstill House	West Marin Senior Services	Rehabilitation for assisted living facility for seniors	1 Unit

* Not yet completed.

Exhibit D
Community Development Block Grant
with Expenditures during July 1 2014 -June 30, 2015
by Census Tract

2010 Census Tracts	Total Number of Projects	Location
1011		Novato
1012	1	Novato
1021		Novato
1022.02		Novato
1022.03	1	Novato
1032	2	Novato
1041.01		Novato
1041.02		Novato
1042		Novato
1043		Bel Marin Keys
1050	8	Novato, Hamilton
1060	1	San Rafael
1060.01	4	San Rafael
1070		San Rafael
1081	3	San Rafael
1082	1	San Rafael
1090.01		San Rafael
1090.02	1	San Rafael
1101		San Rafael
1102		San Rafael
1110	2	San Rafael
1121		San Rafael
1122.01		San Rafael/Canal Area
1122.02	3	San Rafael/Canal Area
1130	1	Forest Knolls/San Geronimo Valley
1141	1	Fairfax
1150		San Anselmo
1160		San Anselmo
1170		San Anselmo
1181		Ross
1191		Kentfield
1192.01		Larkspur
1192.02		Larkspur
1200	2	Larkspur
1211		Corte Madera
1212		Corte Madera/San Quentin
1220		San Quentin Prison
1230		Belvedere
1241		Tiburon
1242		Tiburon

Exhibit D
Community Development Block Grant
with Expenditures during July 1 2014 -June 30, 2015
by Census Tract

2010 Census Tracts	Total Number of Projects	Location
1250		Mill Valley
1261	1	Mill Valley
1262		Mill Valley
1270		Mill Valley
1281		Mill Valley
1282		Mill Valley
1290	6	Marin City
1302.01		Sausalito
1302.02	2	Sausalito
1311		West Marin
1321		West Marin-Bolinas
1322		Northwest Marin
1330	3	West Marin-Pt. Reyes Station/Tomales
Countywide Activities		

Exhibit D
HOME Program
with Expenditures during July 1, 2014-June 30, 2015
by Census Tract

2010 Census Tracts	Total Number of Projects	Location
1011		Novato
1012		Novato
1021		Novato
1022.02		Novato
1022.03		Novato
1031		Novato
1032		Novato
1041.01		Novato
1041.02		Novato
1042		Novato
1043		Bel Marin Keys
1050	1	Hamilton Army Air Field
1060.01		San Rafael
1060.02		San Rafael
1070		San Rafael
1081	1	San Rafael
1082		San Rafael
1090.01		San Rafael
1090.02		San Rafael
1101		San Rafael
1102		San Rafael
1110		San Rafael
1121		San Rafael
1122.01		San Rafael/Canal Area
1122.02		San Rafael/Canal Area
1130		Forest Knolls/San Geronimo Valley
1141		Fairfax
1142		Fairfax
1150		San Anselmo
1160		San Anselmo
1170		San Anselmo
1181		Ross
1191		Kentfield
1192.01		Larkspur
1192.02		Larkspur
1200		Larkspur
1211		Corte Madera
1212		Corte Madera/San Quentin
1220		San Quentin Prison
1230		Belvedere

Exhibit D
HOME Program
with Expenditures during July 1, 2014-June 30, 2015
by Census Tract

2010 Census Tracts	Total Number of Projects	Location
1241		Tiburon
1242		Tiburon
1250		Mill Valley
1261		Mill Valley
1262		Mill Valley
1270		Mill Valley
1281		Mill Valley
1282		Mill Valley
1290		Marin City
1302.01		Sausalito
1302.02		Sausalito
1311		West Marin
1321		West Marin-Bolinas
1322		Northwest Marin
1330		West Marin-Pt. Reyes Station/Tomales
Countywide Activities	2	

Exhibit E

**Status of Housing Units Expected to be Rehabilitated or Constructed During the Period 2010-2014
Identified in the County of Marin Consolidated Plan for Fiscal Years 2010-2014**

Estimated Housing Accomplishments Expected During the Five Year Period: 2010-2014	Type of Project*	Priority 1, 2 or 3	Type of Client	Number of Households Served	Number of Units	PROJECT STATUS
Bucklew Horizon House	R	1	Disabled	1	1	Completed
Bucklew Novato House	R	1	Disabled	1	1	Completed
Fairfax House (Lifehouse)	R	1	Disabled	1	1	Completed
Galilee Harbor	C	1 and 2	Family	38	38	Underway
Gates Cooperative	R	1 and 2	Family	41	41	Underway
Gilead House	C	1	Family	6	2	Completed
Marin Services for Women	R	1 and 2	Disabled	38 beds	38 beds	Completed
MCIL Housing Accessibility Modification Program	R	1 and 2	Disabled	20	20	Underway (ongoing program)
Mesa Apartments	A	1 and 2	Family	4	4	Completed
Montecillo House (Lifehouse)	R	1	Disabled	1	1	Completed
Rehabilitation Loan Program	R	3	Family	100	100	Under Construction (ongoing program)
Stockstill House	R	1	Senior	6	1	Completed
Sunrise I House (Lifehouse)	R	1	Disabled	1	1	Completed
Sunrise II House (Lifehouse)	R	1	Disabled	1	1	Completed
The Next Key ("Building 829")	C	1	Individual	32	32	Completed
The Redwoods	R and C	1 and 2	Senior	190	190	Cancelled
Toussin Senior Apartments	C	1 and 2	Senior	13	13	Completed
Warner Creek Senior Housing (formerly known as Diablo Senior Housing)	C	1 and 2	Senior	61	61	Completed
TOTAL				429	424	

* A = acquisition; C = construction; R= rehabilitation

Exhibit F
CDA - FEDERAL GRANTS PROGRAM
Summary of Public Attendance at Meetings
July 1, 2014 - June 30, 2015

Purpose of Meeting	Date	Time	Location	Number of Attendees	Race					Ethnicity		
					White	Black-African American	Asian	American/Alaskan Native	Native Hawaiian/Other Pacific Islander	Hispanic	Not Hispanic	Disabled
Countywide Priority Setting Committee Public Hearing	9/11/2014	7:00 PM	Marin Health & Wellness Campus 3240 Kerner Blvd, Rm 110 San Rafael	4	3		1			0	4	0
Workshop for Applicants	11/4/2014	7:00 PM	Marin Health & Wellness Campus 3240 Kerner Blvd, Rm 109 San Rafael	4	4					0	4	0
Workshop for Applicants	11/5/2014	7:00 PM	Marguerita C. Johnson Senior Center Multipurpose Room 640 Drake Ave, Marin City	4	3		1			0	4	0
Richardson Bay Planning Area Public Hearing	2/25/2015	7:00 P.M.	Marguerita C. Johnson Senior Center Multipurpose Room 640 Drake Ave, Marin City	12	8	3	1			0	12	0
Public Comment on Consolidated Plan	2/27/2015	1:00 P.M.	Marin Community Foundation, 5 Hamilton Landing, Suite 200, Novato	12	8	4				1	11	0
Lower Ross Valley Planning Area Public Hearing	3/5/2015	7:00 PM	Corte Madera Town Hall 300 Tamalpais Dr, Corte Madera Arthur J. Boro (Pickleweed)	2	2					0	2	0
San Rafael Public Hearing (Public Service funds)	3/9/2015	7:00 PM	Community Center 50 Canal Street, Classroom 8 Art Room, San Rafael	3	3					0	3	0
Upper Ross Valley Planning Area Public Hearing	3/11/2015	7:00 PM	San Anselmo Town Council Chambers 525 San Anselmo Ave, San Anselmo	5	5					0	5	0
West Marin Planning Area Public Hearing	3/18/2015	7:00 PM	Dance Palace Community Center Board Room 503 B St, Pt Reyes Station	meeting cancelled						0	0	0
Countywide Priority Setting Committee Public Hearing	3/30/2015	7:00 PM	B Street Community Center 618 B Street, San Rafael	17	14	1	2			1	16	0
Totals				63	50	8	5	0	0	2	61	0
Percentages					79.4%	12.7%	7.9%	0.0%	0.0%	3.2%	96.8%	0.0%

EXHIBIT G

HOME MATCH LOG

Federal FY When Match Contributed	Program Year When Match Contributed	Date Match Contributed	Project Name	Project Owner	Value of Match Contribution	HOME Units Represent x% of Total Units	Type of Match	Source of Match	Comments
98	97-98	1/98-6/98	Hamilton Homes	Marin Continuum of Housing and Services	\$ 36,333	100.00%	consultant services	Marin Community Foundation	6 months of an 18 month grant for Craig Kammerer's consulting services
98	97-98	10/97-9/98	Olive Avenue/Margaret D. Greene	Olive Avenue Apartments, Inc.	\$ 49,290	100.00%	supportive services	Bucklew & County Mental Health	County provided \$4,692 in local match to Bucklew.
99	98-99	10/98-9/99	Olive Avenue/Margaret D. Greene	Olive Avenue Apartments, Inc.	\$ 39,819	100.00%	supportive services	Bucklew & County Mental Health	County provided \$5,292 in local match to Bucklew.
99	98-99	12/98-6/99	Hamilton Homes	Marin Continuum of Housing and Services	\$ 6,100	100.00%	consultant services	Marin Community Foundation	Linda Wohlrabe transitional housing consultant
98	97-98	7/97-6/98	Hamilton Homes	Marin Continuum of Housing and Services	\$ 4,200	100.00%	staff	Marin Community Foundation	Continuum's Coordinator spends 10% of her time on Hamilton advocacy and fundraising
99	98-99	7/98-6/99	Hamilton Homes	Marin Continuum of Housing and Services	\$ 72,667	100.00%	consultant services	Marin Community Foundation	12 months of an 18 month grant for Craig Kammerer's consulting services
99	98-99	7/98-6/99	Hamilton Homes	Marin Continuum of Housing and Services	\$ 30,000	100.00%	staff	Marin Community Foundation and County of Marin	Resource Development Specialist who spends 50% of his time on Hamilton advocacy and fundraising
99	98-99	7/98-6/99	Hamilton Homes	Marin Continuum of Housing and Services	\$ 4,200	100.00%	staff	Marin Community Foundation	Continuum's Coordinator spends 10% of her time on Hamilton advocacy and fundraising
98		98	Lincoln Avenue	Lincoln Avenue Apartments, Inc.					support services
94		1994	Lamont House	Lamont House, Inc.	\$ 80,000	100.00%	cash	The Cedars of Marin	used for site acquisition
98		1998	Lamont House	Lamont House, Inc.	\$ 21,000	100.00%	cash	The Cedars of Marin	
98		1998	Lamont House	Lamont House, Inc.	\$ 20,000	100.00%	cash	Golden Gate Regional Center	bought furniture
92	91-92	Mar-92	Alto Station	Alto Station, Inc.	\$ 23,539	23.53%	cash	Marin Community Foundation	Total grant was \$100,000.
92		Mar-92	Alto Station	Alto Station, Inc.	\$ 55,092	23.53%	cash	City of Mill Valley	Total grant was \$234,141.
92	92-93	Jul-92	Alto Station	Alto Station, Inc.	\$ 23,539	23.53%	cash	Marin Community Foundation	Total grant was \$100,000.
92	92-93	Aug-92	Riviera Apartments	Ecumenical Association for Housing	\$ 3,214	21.43%	cash	Marin County Housing Trust Fund	Total grant was \$15,000.
92	92-93	Aug-92	Riviera Apartments	Ecumenical Association for Housing	\$ 81,429	21.43%	cash	Marin Community Foundation	Total grant was \$380,000.

HOME MATCH LOG

Federal FY When Match Contributed	Program Year When Match Contributed	Date Match Contributed	Project Name	Project Owner	Value of Match Contribution	HOME Units Represent x% of Total Units	Type of Match	Source of Match	Comments
93	92-93	Feb-93	Ecology House	Ecology House Inc.	\$ 10,000	100.00%	cash	Marin County Housing Trust Fund	
93	92-93	Apr-93	Mary Street	Innovative Housing (subsequently sold to Center Point, Inc.)	\$ 245,000	100.00%	cash	Marin Community Foundation	
93	92-93	May-93	Mary Street	Innovative Housing (subsequently sold to Center Point, Inc.)	\$ 50,000	100.00%	cash	San Rafael Redevelopment Agency	
93	92-93	May-93	Mary Street	Innovative Housing (subsequently sold to Center Point, Inc.)	\$ 10,000	100.00%	cash	Marin County Homeless Commission	
93	93-94	Aug-93	Ecology House	Ecology House Inc.	\$ 22,790	100.00%	fee waiver		water fee
93	93-94	Aug-93	Ecology House	Ecology House Inc.	\$ 8,662	100.00%	fee waiver	City of San Rafael	other fees
93	93-94	Aug-93	Ecology House	Ecology House Inc.	\$ 2,500	100.00%	cash	Sprinkler Irrigation Specialists	
93	93-94	Aug-93	Ecology House	Ecology House Inc.	\$ 10,000	100.00%	cash	San Francisco Foundation	
93	93-94	Aug-93	Ecology House	Ecology House Inc.	\$ 12,000	100.00%	cash	Ecumenical Association for Housing	
93	93-94	Aug-93	Ecology House	Ecology House Inc.	\$ 142,000	100.00%	cash	Marin Community Foundation	
93	93-94	Sep-93	Ecology House	Ecology House Inc.	\$ 100,000	100.00%	cash	City of San Rafael Housing Trust Fund	
94	93-94	Feb-94	Oak Hill Apartments	Oak Hill Apartments	\$ 1,284	100.00%	fee waiver	Town of San Anselmo	
95	94-95	Mar-95	Lincoln Avenue Apartments	Lincoln Avenue Apartments, Inc.	\$ 70,000	100.00%	cash	Marin Community Foundation	
95	94-95	May-95	Olive Avenue/Margaret D. Greene	Olive Avenue Apartments, Inc.	\$ 90,000	100.00%	cash	Marin Community Foundation	
95	94-95	May-95	Maria B. Freitas Senior Housing	Maria B. Freitas Senior Housing Corp.	\$ 199,815	100.00%	cash	Marin Community Foundation	
95	94-95	May-95	Maria B. Freitas Senior Housing	Maria B. Freitas Senior Housing Corp.	\$ 170,000	100.00%	cash	Mercy Charities Housing	
95	95-96	Aug-95	Rotary Valley Senior Housing	Rotary Valley Associates, a California limited partnership	\$ 500,000	100.00%	cash	Marin Community Foundation	Note: This project is a tax credit project. 11 units are HOME assisted and 68 are match-eligible.

HOME MATCH LOG

Federal FY When Match Contributed	Program Year When Match Contributed	Date Match Contributed	Project Name	Project Owner	Value of Match Contribution	HOME Units Represent x% of Total Units	Type of Match	Source of Match	Comments
96	95-96	Oct-95	Marin City Apartments	Marin City Community Land Corp.	\$ 99,898	11.22%	cash	County of Marin	Total grant was \$890,000 grant for 98 BMR units.
96	95-96	Oct-95	Marin City Townhomes	Marin City Community Land Corp.	\$ 162,098	17.65%	cash	Marin Community Foundation	Total grant was \$918,555 for the 34 BMR units.
96	95-96	Jun-96	Oak Hill Apartments	Oak Hill Apartments	\$ 6,087	100.00%	cash	North Bay Rehabilitation Services	
96	95-96	Jun-96	Oak Hill Apartments	Oak Hill Apartments	\$ 2,590	100.00%	tax exemption	County of Marin	property tax
96	96-97	Jun-96	Olive Avenue/Margaret D. Greene	Olive Avenue Apartments, Inc.	\$ 12,355	100.00%	fee waiver		school fee
96	96-97	Jul-96	Oak Hill Apartments	Oak Hill Apartments	\$ 958	100.00%	fee waiver	Town of San Anselmo	building permit
96	96-97	Jul-96	Oak Hill Apartments	Oak Hill Apartments	\$ 2,289	100.00%	fee waiver		school fee
96	96-97	Jul-96	Oak Hill Apartments	Oak Hill Apartments	\$ 67,395	100.00%	fee waiver	County of Marin	property tax
96	96-97	Jul-96	Oak Hill Apartments	Oak Hill Apartments	\$ 4,026	100.00%	fee waiver	California Land & Title Co.	
96	96-97	Jul-96	Maria B. Freitas Senior Housing	Maria B. Freitas Senior Housing Corp.	\$ 230,000	100.00%	land write down	Archdiocese of SF	property sold below market price, per appraisal
96	96-97	Jul-96	Olive Avenue/Margaret D. Greene	Olive Avenue Apartments, Inc.	\$ 20,000	100.00%	cash	rental income	Displaced tenants paid rent prior to relocation
96	96-97	Jul-96	Olive Avenue/Margaret D. Greene	Olive Avenue Apartments, Inc.	\$ 10,000	100.00%	cash	Bucklew Programs	
96	96-97	Jul-96	Olive Avenue/Margaret D. Greene	Olive Avenue Apartments, Inc.	\$ 10,000	100.00%	cash	Ecumenical Association for Housing	
96	96-97	Sep-96	Rotary Valley Senior Housing	Rotary Valley Associates, a California limited partnership		100.00%	Below market loan	Marin County Housing Trust Fund	3% loan, interest accruing annually, principal due in 55 years
96	96-97	Sep-96	Rotary Valley Senior Housing	Rotary Valley Associates, a California limited partnership	\$ 100,000	100.00%	cash	Terra Linda Rotary	
97	96-97	Jan-97	Oak Hill Apartments	Oak Hill Apartments	\$ 16,912	100.00%	fee waiver	Marin Municipal Water District	water fee
97	97-98	Jul-97	Rotary Valley Senior Housing	Rotary Valley Associates, a California limited partnership	\$ 38,571	100.00%	land lease	County of Marin	Rent is \$50,000 a year if revenue is satisfactory. County wrote off amount shown as match.

HOME MATCH LOG

Federal FY When Match Contributed	Program Year When Match Contributed	Date Match Contributed	Project Name	Project Owner	Value of Match Contribution	HOME Units Represent x% of Total Units	Type of Match	Source of Match	Comments
98	98-99	Jul-98	Rotary Valley Senior Housing	Rotary Valley Associates, a California limited partnership	\$ 23,969	100.00%	land lease	County of Marin	Rent is \$50,000 a year if revenue is satisfactory. County wrote off amount shown as match.
98	98-99	Jul-98	Dante House	Dante House, Inc.	\$ 153,326	100.00%	cash	The Cedars of Marin	used for site acquisition and architecture
99	98-99	Nov-98	Lamont House	Lamont House, Inc.	\$ 25,000	100.00%	cash	Marin Housing for the Handicapped	
99	98-99	Jun-99	Lamont House	Lamont House, Inc.	\$ 4,320	100.00%	fee waiver		school fee
99	99-00	Jul-99	Dante House	Dante House, Inc.	\$ 4,097	100.00%	fee waiver		school fee
00	99-00	Jan-00	Bucklew Mariposa Apartments (Rogers Greene Apartments)	Bucklew Community Housing Development Organization, Inc.	\$ 168,250	60.00%	cash	Marin Community Foundation	\$168,250 grant for acquisition and rehabilitation
00	99-00	Jan-00	Bucklew Mariposa Apartments (Rogers Greene Apartments)	Bucklew Community Housing Development Organization, Inc.	\$ 50,000	60.00%	cash	San Rafael Redevelopment Agency	\$50,000 grant for acquisition
00	99-00	Jan-00	Bucklew Mariposa Apartments (Rogers Greene Apartments)	Bucklew Community Housing Development Organization, Inc.	\$ 10,000	60.00%	cash	Bucklew Programs, Inc.	\$10,000 grant for rehabilitation
00	99-00	Jan-00	Bucklew Mariposa Apartments (Rogers Greene Apartments)	Bucklew Community Housing Development Organization, Inc.	\$ 5,000	60.00%	cash	First Federal Savings and Loan Association	\$5,000 grant for acquisition
00	99-00	Mar-00	Cedars Dante House	Dante House, Inc.	\$ 70,794	100.00%	cash	The Cedars of Marin	\$70,794 grant for construction
01	00-01	Oct-00	Belvedere Place Apartments (Canal Housing Improvement Program)	Canal Housing Associates	\$ 627,952	42.30%	loan (below market rate)	Marin Community Foundation	\$1,500,000 loan, no interest, disbursed in 3 stages (53.33, 54.33, and 55 year terms)
01	00-01	Oct-00	Belvedere Place Apartments (Canal Housing Improvement Program)	Canal Housing Associates	\$ 278,367	42.30%	loan (below market rate)	San Rafael Redevelopment Agency	\$750,000 loan, 1% simple interest, 55 year term (agency funds, not bond financing)
01	01-02	Aug-01	Fairfax Street Apartments (Casa Vista Apartments)	Alto Station, Inc.	\$ 165,000	27.50%	Grant	Marin Community Foundation	\$600,000 grant for acquisition and rehabilitation
01	01-02	Aug-01	Fairfax Street Apartments (Casa Vista Apartments)	Alto Station, Inc.	\$ 55,000	27.50%	Grant	S. H. Cowell Foundation	\$200,000 grant for acquisition and rehabilitation
02	01-02	Jan-02	Gibson House	Bolinas Community Land Trust, Inc.	\$ 37,200	33.30%	Charitable Contribution (donation)	Buell, Tompkins, and other individual contributors	\$111,601 Charitable Contributions from individuals for acquisition and rehabilitation
02	01-02	Mar-02	Bucklew 410 Mission Avenue Apartments (Duncan Greene Court)	Bucklew Community Housing Development Organization, Inc.	\$ 74,354	27.30%	Grant	State of California, via Marin County Division of Community Mental Health Services	\$272,631 grant for acquisition
02	01-02	Mar-02	Bucklew 410 Mission Avenue Apartments (Duncan Greene Court)	Bucklew Community Housing Development Organization, Inc.	\$ 46,364	27.30%	Grant	San Rafael Redevelopment Agency	\$170,000 grant for acquisition

HOME MATCH LOG

Federal FY When Match Contributed	Program Year When Match Contributed	Date Match Contributed	Project Name	Project Owner	Value of Match Contribution	HOME Units Represent x% of Total Units	Type of Match	Source of Match	Comments
02	01-02	Mar-02	Cedars Ferris House	The Cedars of Marin	\$ 114,286	57.14%	Grant	California Department of Developmental Services, via Golden Gate Regional Center	\$200,000 grant for acquisition
03	02-03	Oct-02	Hamilton Transitional Housing, Phase I	Hamilton Continuum Partners I, L.P.	\$ 46,101	26.47%	Loan (below market rate)	State of California, Emergency Housing and Assistance Program (EHAP)	Below-market-rate loan of \$500,000 for 10 years at 3% interest (Present value is \$174,159)
03	02-03	Oct-02	Hamilton Transitional Housing, Phase I	Hamilton Continuum Partners I, L.P.	\$ 66,514	26.47%	Loan (below market rate)	Federal Home Loan Bank of San Francisco, Affordable Housing Program (AHP)	Below-market-rate loan of \$285,000 for 30 years at 0% interest (Present value is \$251,282)
03	02-03	Dec-02	Nova-Ro III Senior Housing, 31 Pinheiro Circle, Novato	Nova-Ro Corporation	\$ 51,300	10.00%	Grant	Marin Community Foundation	\$513,000 grant
03	02-03	Dec-02	San Clemente Family Homes	Marin Family Housing, Inc.	\$ 11,390	11.39%	Grant	Tamalpais Pacific	\$100,000 foundation grant
03	03-04	Aug-03	Fireside Housing	Citizens Housing, Inc.	\$ 281,934	22.00%	Loan (below market rate)	Marin Community Foundation	Below market loan of \$1,400,000 for 55 years at 3% interest (Present value is \$1,281,516.)
03	03-04	Sep-03	Fireside Housing	Citizens Housing, Inc.	\$ 242,000	22.00%	Loan (below market rate)	County of Marin, Housing Trust Fund	Below-market-rate loan of \$1,400,000 for 55 years at 3% interest (Present value is approximately \$1,100,000)
04	03-04	Nov-03	San Clemente Family Homes	Marin Family Housing, Inc.	\$ 11,390	11.39%	Grant	Tamalpais Pacific	\$100,000 foundation grant
04	03-04	Dec-03	Bucklew CHDO 1103 Lincoln Avenue Apartments	Bucklew Community Housing Development Organization, Inc.	\$ 240,000	66.67%	Grant	San Rafael Redevelopment Agency	\$360,000 grant for acquisition
04	03-04	Mar-04	Canal Community Alliance (CCA) Apartments, 153 Novato Street, San Rafael	Canal Housing Allinace, Inc.	\$ 32,500	25.00%	Grant	San Rafael Redevelopment Agency	\$130,000 grant for acquisition
04	04-05	Sep-04	San Clemente Family Homes	Marin Family Housing, Inc.	\$ 284,750	11.39%	Grant	Marin Community Foundation	\$2,500,000 grant
05	04-05	Oct-04	San Clemente Family Homes	Marin Family Housing, Inc.	\$ 187,591	11.39%	Fee Waivers	Town of Corte Madera	\$1,646,984 fee waivers
05	04-05	Nov-04	Hamilton Transitional Housing, Phase 2	Hamilton Continuum Partners II, L.P.	\$ 76,704	26.83%	Loan (below market rate)	Marin Continuum of Housing and Services	\$1,300,000 loan at 4.7% interest (Present Value is \$285,889)
05	04-05	Nov-04	Hamilton Transitional Housing, Phase 2	Hamilton Continuum Partners II, L.P.	\$ 313,911	26.83%	Value of donated land	City of Novato	City donated land worth \$45,000/unit X 26 units = \$1,170,000
05	04-05	Nov-04	Hamilton Transitional Housing, Phase 2	Hamilton Continuum Partners II, L.P.	\$ 134,150	26.83%	Grant	California Department of Housing and Community Development	Emergency Housing and Assistance Program (structured as loan to be forgiven in 10 years), \$500,000
05	04-05	Feb-05	Pt. Reyes Apartments	Point Reyes Affordable Homes, L.P.	\$ 982,144	22.22%	Residual receipts loan	County of Marin	Housing Trust Fund \$1,860,325 residual receipts loan (present value \$982,144; funds are earmarked for the HOME-assisted units)

HOME MATCH LOG

Federal FY When Match Contributed	Program Year When Match Contributed	Date Match Contributed	Project Name	Project Owner	Value of Match Contribution	HOME Units Represent x% of Total Units	Type of Match	Source of Match	Comments
05	04-05	Mar-05	San Clemente Family Homes	Marin Family Housing, Inc.	\$ 26,717	11.39%	Fee Waivers	Marin Municipal Water District	Connection fee waiver \$234,568
05	05-06	Aug-05	San Clemente Family Homes	Marin Family Housing, Inc.	\$ 11,390	11.39%	Grant	Tamalpais Pacific	\$100,000 foundation grant
05	05-06	Aug-05	San Clemente Family Homes	Marin Family Housing, Inc.	\$ 9,567	11.39%	Grant	Town of Corte Madera	\$84,000 grant from Town's Affordable Housing Fund
04	04-05	Apr-04 & Aug-04	Bolinas Garage Affordable Housing	Bolinas Community Land Trust, Inc.	\$ 250,000	100.00%	Grant	Marin Community Foundation	\$250,000 grant
04	04-05	Jul-04	Tam House II	Ross Valley Ecumenical Housing Association	\$ 51,200	20.00%	Grant	Marin Community Foundation	\$256,000 grant
06	05-06	2/1/06	The Next Key	Homeward Bound of Marin	\$ 277,822	34.38%	Grant	Marin Community Foundation	\$1,250,000 grant, of which \$808,210 was used for the housing portion of The Next Key.
08	08-09	7/9/08	Tam House I	Ross Valley Ecumenical Housing Association	\$ 81,818	27.27%	Grant	Marin Community Foundation	\$300,000 grant
08	07-08	12/20/07	Drake's Way Apartments	EAH	\$ 446,170	29.17%	Loan (below market rate)	Marin Community Foundation	\$1,571,250 grant, converted to loan with present value of \$1,529,726
09	08-09	3/6/09	Toussin Senior Apartments	Toussin Senior Apartments, L.P.	\$ 76,923	30.77%	Grant	Marin Community Foundation	\$250,000 grant
10	09-10	2/5/10	Toussin Senior Apartments	Toussin Senior Apartments, L.P.	\$ 193,846	30.77%	Donated site	County of Marin	Donated land worth \$630,000
08	07-08	3/3/08	American Dream Downpayment Initiative (ADDI) - 2003 Funds	Homeowner S.E.	\$ 3,576	100.00%	Grant	San Rafael Redevelopment Agency	\$3,576 subsidy for 1116 Mission Ave., San Rafael
09	09-10	7/28/09	American Dream Downpayment Initiative (ADDI) - 2003 Funds	Homeowners E.L., A.N., L.W. and H.D.	\$ 15,108	100.00%	Grant	City of Novato	\$15,108 subsidy for 104 Olivia Court #D, 24 Deerfield Lane, 1428 Elm Court, and 1127 Redwood Boulevard, Novato
10	09-10	5/4/10	Mesa Apartments	Community Land Trust Association of West Marin	\$ 75,000	50.00%	Grant	County of Marin	\$150,000 grant from Housing Trust Fund
09	08-09	6/15/09	Warner Creek Senior Housing	Warner Creek Senior Housing, L.P.	\$ 278,688	27.87%	Grant	Marin Community Foundation	\$1,000,000 grant
09	08-09	5/29/09	Warner Creek Senior Housing	Warner Creek Senior Housing, L.P.	\$ 360,773	27.87%	Below market rate loan	City of Novato	\$1,504,000 residual receipts loan, 3% interest, deferred, due in 55 years (present value=\$1,366,305)
12	11-12	Feb. 2012	Oma Village	Homeward Bound of Marin	\$ 128,571	42.86%	Grant	Marin Community Foundation	\$300,000 grant for site purchase
13	12-13	Feb. 2013	Oma Village	Homeward Bound of Marin	\$ 128,571	42.86%	Grant	Marin Community Foundation	\$300,000 grant for predevelopment and development costs

HOME MATCH LOG

Federal FY When Match Contributed	Program Year When Match Contributed	Date Match Contributed	Project Name	Project Owner	Value of Match Contribution	HOME Units Represent x% of Total Units	Type of Match	Source of Match	Comments
13	13-14	July, 2013	Oma Village	Homeward Bound of Marin	\$ 128,571	42.86%	Grant	Marin Community Foundation	\$300,000 grant for predevelopment and development costs
14	13-14	Dec. 2013	Oma Village	Homeward Bound of Marin	\$ 21,428	42.86%	Grant	Crescent Porter Hale Foundation	\$50,000 grant
14	13-14	Dec. 2013	Oma Village	Homeward Bound of Marin	\$ 21,428	42.86%	Grant	Crescent Porter Hale Foundation	\$50,000 grant
14	13-14	Jan. 2014	Oma Village	Homeward Bound of Marin	\$ 42,857	42.86%	Grant	Tamalpais Pacific	\$100,000 grant
13	13-14	July, 2013	Oma Village	Homeward Bound of Marin	\$ 42,857	42.86%	Grant	Peter E. Haas Jr. Family Fund	\$100,000 grant
15	14-15	March 2015	Oma Village	Homeward Bound of Marin	\$ 42,857	42.86%	Grant	Tamalpais Pacific	\$100,000 grant (second grant from Tamalpais Pacific for this project)
				TOTAL CUMULATIVE MATCH CONTRIBUTION	\$ 10,589,048				

EXHIBIT H

RESOLUTION
of
THE BOARD OF SUPERVISORS
MARIN COUNTY

PROCLAIMING
FAIR HOUSING MONTH
APRIL 2015

WHEREAS, the principle of fair housing is not only state and national law and policy, but a fundamental human concept and entitlement for all citizens; and

WHEREAS, discrimination based on race, national origin, gender, disability, familial status (exclusion of minor children), religion, marital status, and sexual orientation is illegal in California; and

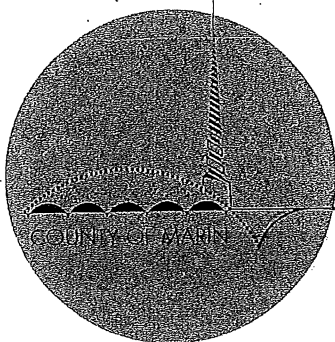
WHEREAS, as a community we welcome all good neighbors, recognizing the contributions and richness tendered by a wide variety of young and old, male and female, people of all colors and ethnic backgrounds, religious traditions, etc; and

WHEREAS, interested parties from both the private and public sectors will participate in a city, state and national effort to promote fair housing.

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of the County of Marin hereby proclaims the month of April 2014, as "Fair Housing Month" and urges all residents of our community to personally adopt the spirit of equal housing opportunity and adhere to the letter and character of the fair housing laws.

PASSED AND ADOPTED at a regular meeting of the Board of Supervisors of the County of Marin held this 21st day of April 2015.

KATIE RICE - SUPERVISOR, DISTRICT 2 - PRESIDENT



CA 1d

CONTENTS

Acknowledgements	2
Executive Summary	2
Overview of Homelessness in Marin	3
Available Shelter & Supported Housing Options	4
Overview of Charrette Process.....	5
Charrette Week	5
Priority Recommendations for Year 1	5
Outcome Action Planning Groups.....	5
Focus on Subpopulations & Cultural Competency.....	6
Outcome Action Plans.....	7
Measuring Success.....	7
Data Collection and Evaluation.....	7
Importance of Data Sharing	7
Implementation Timeline.....	7
Achieving Results	8
Community Awareness.....	8
Annual Evaluation and Adjustment.....	8
For More Information About This Plan.....	8

APPENDICES

- Appendix A: Outcome Action Plans
- Appendix B: Additional Information about the Charrette Process
- Appendix C: CSH Charrette Recommendations
- Appendix D: Action Planning Group Rosters
- Appendix E: Commonly Used Acronyms

If you are a person with a disability and require this document in an alternate format (example: Braille, Large Print, Audiotape, CD-ROM), you may request an alternate format by calling: (415) 473-3501 (Voice)/(415) 473-3232 (TTY) or by e-mail at: JSatterfield@marincounty.org or disabilityaccess@co.marin.ca.us

ACKNOWLEDGEMENTS

The Marin County Continuum of Care (CoC) wishes to acknowledge the hundreds of people who participated in the charrette planning process to update our community strategic plan to prevent and end homelessness. Most especially, we thank Lisa Sepahi for her tireless efforts to organize the various charrette meetings and her exhaustive outreach to include as many stakeholders as possible at each step along the way. We also thank the Corporation for Supportive Housing for identifying experts and facilitating the charrette week meetings.

Thanks to the time and energy that so many people and agencies have committed to this process, a new spirit of collaboration and a renewed sense of purpose have emerged. We hope that the increased level of excitement about improving our community's response to homelessness continues throughout the first year of plan implementation and lasts for as long as there are homeless people in need of our community's support.

EXECUTIVE SUMMARY

Home For All is focused on three key outcomes, which, if achieved, will lead to significant reductions in homelessness in our community. They are: (1) drastically reducing chronic homelessness in 5 years; (2) reducing the total number of homeless individuals and families over 10 years; and (3) reducing the amount of time individuals and families spend in programs before becoming self-sufficient.

In order to achieve these goals, three Outcome Action Plans have been developed to outline key action steps and performance targets over the next year. They are attached in Appendix A and are the central feature of the plan. Progress towards achieving *Home For All* outcomes will be measured quarterly by the Marin County Health and Human Services Homelessness Analyst. As needed, action steps and benchmarks may be adjusted over time to keep the CoC on track to meet our ultimate goal of preventing and ending homelessness in Marin.



OVERVIEW OF HOMELESSNESS

Marin follows HUD-approved methodology for counting sheltered and unsheltered homeless populations. Our most recent count was conducted on January 24, 2013. We used multiple data collection methods including: conducting a brief housing survey, utilizing data from the Homeless Management Information System (HMIS), using information collected by special outreach teams who worked to identify persons living in encampments, and incorporating data from teams that work among the day laborer population.

The Count is intended to provide a **one-day snapshot** of homeless families and individuals in Marin County. It is not a comprehensive or complete measure given that one-day counts often underestimate the number of people experiencing homelessness throughout the course of a year. In addition, Marin is an especially challenging place to count the homeless population due to its geography, which includes various places not easily accessible to count volunteers (forests, open space, etc.). Due to safety concerns related to entering these areas at times when people are likely to be present (early in the morning or late in the evening when it is still dark), the large geographic distances between sites, and the limited number of volunteer outreach teams, our ability to count persons in these isolated and encampment areas has always been particularly challenging.

2013 ONE DAY POINT-IN-TIME HOMELESS COUNT

Count Year	2009	2011	2013
Unsheltered and other homeless populations	1,044	687	414
Sheltered	726	533	519
Total	1,770	1,220	933
Chronically Homeless	141	226	89
Households with Children	222	155	93
Persons Experiencing Domestic Violence	194	138	156
Veterans	67	78	66
At Risk of Homelessness	3,095	4,179	4,388

AVAILABLE SHELTER AND SUPPORTED HOUSING OPTIONS

Each year, in conjunction with our count of homeless persons, the CoC surveys providers to determine the number and type of housing and services available to individuals and families experiencing homelessness. Below is a summary of Marin's housing inventory for 2013.

Constantly evaluating resource investment decisions to ensure that Marin can maintain and expand the shelter, supported housing options, and services that are currently available to persons experiencing or at risk of homelessness will be key to *Home For All's* success.

2013 HOMELESS HOUSING INVENTORY

	Emergency Shelter	Transitional Housing	Permanent Supportive Housing	Total # of beds
Family Beds	49	252	185	486
Individual Beds	216	90	316	622
Totals:	265	342	501	1,108
Chronic Homeless Beds	Varies	Varies	209	209
Veteran Beds	1	16	35	52
Seasonal Beds	66	—	—	66
Domestic Violence Beds	20	84	—	104



OVERVIEW OF CHARRETTE PROCESS

A charrette is an intensive planning process that jumpstarts and streamlines how a community develops or updates its plan to end homelessness. It provides an opportunity for collaboration among diverse stakeholders to solve community problems related to homelessness within a very short period of time. The Marin County CoC worked with the Corporation for Supportive Housing (CSH) to facilitate an update of our 10 Year Plan using the CSH charrette process.

CHARRETTE WEEK

A series of six solution-focused planning meetings were held during the week of June 25, 2012. The topic areas were selected based on community feedback and input from the Homeless Policy Planning Committee. They were: Harm Reduction/Crisis Intervention, Chronic Homeless, Developing Housing Options, Prevention, Improving Access to Services, and Criminalization of Homelessness.

Local and national experts were organized into “fishbowls” during each meeting. The charrette fishbowls were highly structured, focusing first on listening to key experts and then an opportunity for the audience to reflect on what was heard.

PRIORITY RECOMMENDATIONS FOR YEAR 1

At the conclusion of the charrette week, CSH prepared a *Framework to Inform the Marin Community Plan to Prevent and End Homelessness*, a copy of which is attached as Appendix B. After a community process, the following recommendations were prioritized for implementation in 2013 based on: (1) the feasibility of implementation over the course of one year; (2) an assessment of their impact on homelessness in Marin; and (3) the availability of funding/resources to follow through on potential action steps associated with each recommendation.

After the recommendations were prioritized, responsible agencies were identified to implement them as noted in Appendix A: Outcome Action Plans.

OUTCOME ACTION PLANNING GROUPS

Between October 2012 and February 2013 action planning groups convened to develop a series of action steps that would comprise a one-year action plan to implement the charrette recommendations. The groups targeted key stakeholders to be involved in this critical phase of planning. Each group will continue to meet regularly as *Home For All* is implemented to coordinate efforts and identify resources needed to meet performance benchmarks.



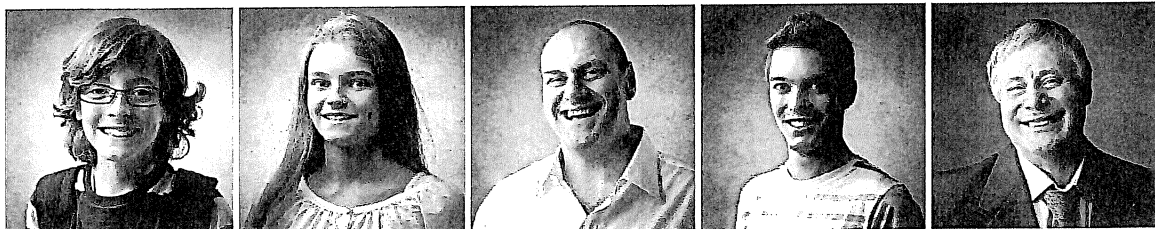
FOCUS ON SUBPOPULATIONS & CULTURAL COMPETENCY

Homelessness is a complex problem with many different causes and contributing factors. In order to effectively address the issue, communities must adapt solutions to meet the varying needs of all homeless individuals and families as they change over time. In particular, ongoing planning and evaluation efforts should account for the unique needs of specific subpopulations including:

- Chronically homeless persons
- Severely mentally ill persons
- Chronic substance abusers
- Veterans
- Persons with HIV/AIDS
- Persons with chronic illness, including Hepatitis C
- Survivors of Domestic Violence
- Unaccompanied Youth (18-24)

Because the causes of homelessness and the specialized interventions needed by each of these subpopulations requires special attention, the CoC will form a standing committee dedicated to monitoring ongoing plan implementation efforts and providing recommendations about resources allocation and strategies best suited to meet the needs of homeless subpopulations.

The Marin Health & Human Services Homelessness Analyst will convene the Subpopulations Committee at least quarterly beginning in the Summer of 2013 to evaluate data (described in more detail below). The Committee will also attend the meetings of the Outcome Action Planning Groups to provide information about best practices and otherwise serve as a resource for identifying strategies to successfully meet the needs of homeless subpopulations.



OUTCOME ACTION PLANS

Home For All is focused on achieving three outcomes: (1) reducing chronic homelessness; (2) reducing the total number of homeless individuals and families; and (3) reducing the length of time people spend in programs before achieving self-sufficiency.

In order to meet these outcomes, the Outcome Action Planning Groups (described above) identified a series of strategies and action steps, and a person or agency to be responsible for implementing them. The groups also developed performance targets and benchmarks that can help the CoC evaluate our progress towards achieving each outcome.

The Outcome Action Plans are attached as Appendix A. They will be updated at least annually.

MEASURING SUCCESS

Regular performance measurement and reporting on plan progress will keep the CoC focused on plan implementation. It will also allow us make decisions and adjustments designed to improve our results.

DATA COLLECTION AND EVALUATION

The Homeless Management Information System (HMIS) will be the primary source of data to measure plan progress. Participating agencies are already collecting many of the data elements needed for this purpose. Where necessary, we will add additional data fields and encourage additional agencies to participate in the HMIS. We will also use other sources of data, as appropriate, including: non-HMIS data systems used by provider agencies and records from other public agencies (such as law enforcement).

The Health & Human Services Homelessness Analyst will determine relevant baselines for each measure using data from 2012 (or other timeframes as needed to create the most relevant baseline figures). The baselines will be the initial data points that will serve as a basis for comparison with subsequently acquired data. The Homelessness Analyst will gather and evaluate data on plan progress and prepare a quarterly dashboard report for review by the Homeless Policy Steering Committee, the subpopulations committee, and other interested stakeholder groups (such as local cities and business leaders).

IMPORTANCE OF DATA SHARING

Data not captured in HMIS will need to be regularly gathered from relevant agencies. The Homelessness Analyst will coordinate with these agencies to minimize the administrative burden and resources involved with sharing data, and will be available as needed to assist them to address data quality concerns.

IMPLEMENTATION TIMELINE

The Homelessness Analyst will also maintain a current timeline of plan implementation activities, which will be regularly reviewed by the Homeless Policy Steering Committee, the subpopulations committee, and other interested stakeholder groups (such as local cities and business leaders).

ACHIEVING RESULTS

In order for *Home For All* to be successful, the CoC will need support from a broad base of community partners, local business, elected officials, and city and county agencies.

COMMUNITY AWARENESS

To build and maintain support for the plan, the Homelessness Analyst will oversee a variety of community awareness strategies in coordination with the Outcome Action Planning Groups. The full list is contained in the CSH Charrette Recommendations document attached as Appendix C. Key strategies include:

- Support the development of a consensus based advocacy agenda that brings together homeless, behavioral health and housing agencies on a collaborative agenda to take to key constituencies and elected officials.
- Post information about meetings and updates on homeless services on bulletin boards at libraries as a way to reach the homeless and housed communities.
- Research and distribute information about how much it costs to not end and prevent homelessness (via inappropriate use of jails, hospitals, and other expensive institutions).
- Provide regular updates on progress on the Plan. Consider doing this through the Marin Independent Journal via a regular op-ed piece.

ANNUAL EVALUATION & ADJUSTMENT

The Plan will be a living document, which can be updated as often as needed by the Homeless Policy Steering Committee and the Outcome Action Planning Groups. In addition, the CoC will evaluate progress towards meeting *Home For All* objectives each year and will develop new outcome action plans each January.

FOR MORE INFORMATION

Please contact Jason Satterfield, Marin County Department of Health & Human Services, Homelessness Analyst. JSatterfield@marincounty.org or 415-473-3501.



YEAR 1 — OUTCOME MEASURE A

REDUCE THE NUMBER OF CHRONICALLY HOMELESS PERSONS BY AT LEAST 75% IN 5 YEARS

**MEASURED BY ANNUAL PIT COUNTS*

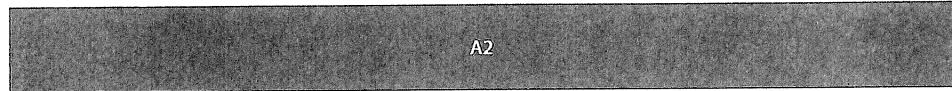


Strategy	As a community, we will need to partner with developers to create more permanent supportive housing (PSH) that meets the needs of chronically homeless persons, including implementation of housing first and harm reduction models.
Estimated Cost(s)	\$15,000-\$25,000 per year per bed. Potential funders: Marin Community Foundation, County of Marin, State and Federal grants.
Lead Contact(s)	<ul style="list-style-type: none"> • HHS Homelessness Policy Analyst [Jason Satterfield] • Marin Partnership to End Homelessness [Joe Hegedus]
Action Steps	<p>Meet with elected officials in each city and town to discuss this strategy and promote geographic diversity of housing options.</p> <p>Early 2013: Marin Community Foundation (MCF) and the County sponsored an affordable housing funders forum to discuss strategies to support development of new units. (Action Step Completed)</p>
Timeframe	<p>Spring /Summer 2013: County and MCF staff will jointly convene homeless providers and affordable housing funders/ developers to develop coordinated priorities for future funding.</p> <p>Ongoing/Fall 2013: Pursue funding opportunities, including HUD resources, to support development of new units.</p>
Benchmarks for Success	<p>New PSH beds for chronically homeless persons will be created:</p> <p>Year 2: 20 new beds will come online compared to baseline*</p> <p>Year 3-4: 75 new beds will come online compared to baseline*</p> <p>Year 5: 200 new beds will come online compared to baseline*</p> <p>*The number of beds needed to meet this benchmark is based upon the number of chronically homeless persons in our community. It is subject to change as estimates of the number of chronically homeless persons in Marin is updated.</p>
Data Sources	Annual Housing Inventory Count

YEAR 1— OUTCOME MEASURE A

REDUCE THE NUMBER OF CHRONICALLY HOMELESS PERSONS BY AT LEAST 75% IN 5 YEARS

**MEASURED BY ANNUAL PIT COUNTS*



Strategy	Create Street Outreach and Crisis Response Teams made designed to meet the unique needs of chronically homeless persons in downtown San Rafael and throughout Marin County. Teams should be a multi-disciplinary and focus on linking highly vulnerable people with housing and supportive services (including clinical, employment, social, and community supports).	
Estimated Cost(s)	<ul style="list-style-type: none"> • Estimated Costs and potential funder (CARE Team): To be determined by Community Action Marin. • Estimated costs and potential funder (SRPD Mental health position): To be determined by SRPD 	<ul style="list-style-type: none"> • Estimated Costs and potential funders (Downtown Streets Team): \$272,000 for the first year
Lead Contact(s)	<ul style="list-style-type: none"> • Community Action Marin (CAM) [Gail Theller] • San Rafael Police Dept. (SRPD) [Ralph Pata] 	<ul style="list-style-type: none"> • Ritter Center [Diane Linn] • Andrew Hening [Downtown Streets Team]
Action Steps	<ul style="list-style-type: none"> • CAM will form CARE Team 2.0 and provide funding for at least 1 year. The team will focus on assisting persons in San Rafael with severe alcohol abuse and related issues. The Team will assist persons to access permanent supportive housing, in partnership with other agencies including Ritter Center. • San Rafael and HHS will pool resources to support the creation of a Downtown Streets Team Volunteer and Work Training program. 	<ul style="list-style-type: none"> • SRPD will hire a mental health outreach provider for San Rafael who will become a valuable part of the first responder group by effectively communicating with clinicians and mental health providers in a clinic or
Timeframe	<p>January 2013: CAM launched CARE Team 2.0 (Action Step Completed)</p> <p>March 2013: SRPD posted the mental health outreach position. (Action Step Completed)</p> <p>July 2013: Downtown Streets Team launched in San Rafael.</p>	<p>Summer/Fall 2013: Evaluate CARE Team 2.0 and SRPD successes and identify strategies to sustain effective outreach activities beyond year 1.</p> <p>Winter 2013/Spring 2014: Replicate effective outreach activities in other areas of the County outside of San Rafael.</p>
Benchmarks for Success	<p>Chronically homeless persons engaged by CARE Team 2.0 and the SRPD will be linked to permanent supportive housing through collaboration with community partners, including Ritter Center*:</p> <p>Year 1: 5% of contacts</p> <p>Year 3: 30% of contacts</p> <p>Year 5: 75% of contacts</p>	<p>Reduce the number of incidents and arrests between chronically homeless persons in downtown San Rafael and the SRPD:</p> <p>Year 1: 40% compared to baseline</p> <p>Year 2: 80% compared to baseline</p> <p>Years 3-10: Maintain at 80% or less compared to baseline</p>
Data Sources	HMIS	SRPD Data Sources

*Achieving these benchmarks will require specialized offers of assistance and education for chronically homeless persons who may be reluctant to accept services/housing.

YEAR 1— OUTCOME MEASURE A

REDUCE THE NUMBER OF CHRONICALLY HOMELESS PERSONS BY AT LEAST 75% IN 5 YEARS

**MEASURED BY ANNUAL PIT COUNTS*



Strategy	Ensure that the County's systems integration work for mental health, alcohol and other drugs, and primary care considers and prioritizes services for chronically homeless persons, focused on housing stability. It should also be paired with supported housing options to the maximum extent possible.	
Estimated Cost(s)	This strategy relies on existing programs. No additional cost is anticipated.	
Lead Contact(s)	HHS Homelessness Policy Analyst [Jason Satterfield]	
Action Steps	Designate a liaison who can participate in County systems integration work, advocate for the needs of chronically homeless persons, and coordinate efforts among relevant providers to keep them in housing (including housing providers and case manager forums).	
Timeframe	Spring 2013: Identify liaison. Throughout systems integration effort: Liaison will advocate and update, seeking to ensure that a procedure is developed before the completion of systems integration effort to link all chronically homeless persons with integrated services teams (ISTs).	
Benchmarks for Success	<p>Increase the number of all unsheltered chronically homeless (CH) persons in Marin connected to ISTs:</p> <p>Year 1*: 15% of total CH pop.</p> <p>Year 2*: 40% of total CH pop.</p> <p>Year 3*: 75% of total CH pop.Cpopulation</p> <p>Years 5+*: 100% of total CH pop.</p>	<p>Increase the number of all housed, formerly chronically homeless (CH) persons connected to ISTs:</p> <p>Year 1*: 40% of formerly CH pop.</p> <p>Year 2*: 100% of formerly CH pop.</p> <p>*will be measured from the date County ISTs are available.</p>
Data Sources	HMIS	HMIS

YEAR 1— OUTCOME MEASURE A

REDUCE THE NUMBER OF CHRONICALLY HOMELESS PERSONS BY AT LEAST 75% IN 5 YEARS

*MEASURED BY ANNUAL PIT COUNTS



Strategy	Facilitate the creation of an alternative place where people can go 24/7. The program should be highly supported and low-barrier. Connect this place with the crisis intervention team as well as a multi-disciplinary team working with chronically homeless individuals. Ensure there is a safe place for women to stay at this site, or consider a second site for women only.
Estimated Cost(s)	Estimated cost and potential funders: to be developed by the Task Force
Lead Contact(s)	Marin Interfaith Council Interfaith Street Chaplaincy [Bob Hirni]
Action Steps	<p>Form a task force to identify priority features, research potential models, and develop strategies to build community support.</p> <p>January 2013: The task force was formed. (Action Step Completed)</p> <p>Spring 2013: Coordinate with the Marin Organizing Committee and develop a community engagement plan. Seek additional partners.</p> <p>Spring/Summer 2013: Research models/best practices. Identify priority features, services, and attributes the Center should contain. Seek additional partners.</p> <p>Summer/Fall 2013: Engage community stakeholders; refine Center design in response to feedback. Seek resources and additional partners.</p> <p>Fall/Winter 2013-14: Finalize Center concept, including potential partners and funding sources. Prepare funding proposals</p>
Timeframe	
Benchmarks for Success	<p>Planning Phase Targets:</p> <ul style="list-style-type: none"> • Create a comprehensive community engagement plan. • Develop a written strategy for coordination/ collaboration among partners • Identify numerous potential resources and funding streams that could support the Center. • After community engagement, prepare a concept paper for the Center, and eventually a proposal to funders. <p>Ultimate performance target: The Center will be created. Also, depending on the Center's final concept, though likely to include reducing the number of unsheltered chronically homeless persons, reducing recidivism among chronically homeless persons, and/or other targets</p>
Data Sources	Task Force Updates HMIS

YEAR 1— OUTCOME MEASURE A

REDUCE THE NUMBER OF CHRONICALLY HOMELESS PERSONS BY AT LEAST 75% IN 5 YEARS

**MEASURED BY ANNUAL PIT COUNTS*



Strategy	Design a course for law enforcement and fire department personnel focusing on how to respectfully engage homeless individuals, and educating them about the current options for housing or services. The course should include training on how to effectively employ harm reduction techniques (such as motivational interviewing) at homelessness encampments to engage homeless people in reducing the impact of encampments and ensuring the health and safety of homeless individuals and neighboring communities. It should also provide engagement/educational opportunities for persons who are "literally homeless" to help support the community to develop ways to reduce conflicts with police or local business owners.
Estimated Cost(s)	Negligible.
Lead Contact(s)	St. Vincent de Paul Society [Suzanne Walker]
Action Steps	Develop curriculum in consultation with homeless persons, providers, and law enforcement representatives. Offer courses on a regular basis, open to all law enforcement and fire department personnel across the County.
Timeframe	<p>January-March 2013: St. Vincent de Paul facilitated several meetings between homeless persons, police officers, elected officials, and local business owners to help meeting attendees better understand each other's perspectives. (Action Step Completed)</p> <p>Spring/Summer 2013: Plan curriculum and develop course materials. Identify a group of trainers, including homeless persons.</p> <p>Summer/Fall 2013: Pilot 1-2 training sessions.</p> <p>Fall 2013 and beyond: Refine curriculum based on feedback from pilot and set a regular course schedule (such as once every 6 or 12 months) beginning in Fall/Winter 2013.</p>
Benchmarks for Success	<p>Provide training to all relevant personnel at Sherriff's, Police, and Fire Departments within 3 years:</p> <p>Year 1: 33% of all relevant staff trained</p> <p>Year 2: 67% of all relevant staff trained</p> <p>Year 3+: 100% of all relevant staff trained</p>
Data Sources	Training Sign-in Sheets

YEAR 1— OUTCOME MEASURE A

REDUCE THE NUMBER OF CHRONICALLY HOMELESS PERSONS BY AT LEAST 75% IN 5 YEARS

*MEASURED BY ANNUAL PIT COUNTS



Strategy	Facilitate coordination between Public Defenders, Legal Aid, and the District Attorney's office regarding sentencing and diversion efforts.					
Estimated Cost (s)	As much as \$250,000-\$300,000, depending on program design. Potential funding sources: Marin County Department of Health & Human Services					
Lead Contact(s)	HHS Homelessness Policy Analyst [Jason Satterfield]					
Action Steps	Develop alternative sentencing strategies for chronic alcohol users with justice involvement. Identify local best practices from that program that can be adapted for sentencing of other chronically homeless persons with justice involvement. Ensure that the effort is coordinated with the item #5 (curriculum for law enforcement and fire department personnel) and St. Vincent's community court program.					
Timeframe	<p>Spring/Summer 2013: An existing advisory group will develop alternative sentencing / diversion strategies for chronic alcohol users with justice involvement as part of a serial inebriate program (SIP).</p> <p>Summer/Fall 2013: As alternative sentencing / diversion strategies are implemented, the HHS homelessness policy analyst will consult with the advisory group regarding the need for similar strategies aimed at other populations.</p> <p>Winter 2013: If warranted, the HHS homelessness policy analyst will facilitate a process to adapt local best practices for sentencing of other chronically homeless persons with justice involvement.</p>					
Benchmarks for Success	<table border="0" style="width: 100%;"> <tr> <td style="width: 25%; vertical-align: top;"> Reduce the number of contacts between SIP participants and SRPD*: Year 1: 75% compared to baseline (reduce from 337/yr to 253/yr) Year 2: 50% compared to baseline (reduce from 337/yr to 169/yr) Year 3+: Maintain at least 50% reduction compared to baseline (≤ 169/yr) *This measure is focused on a subset of all chronically homeless persons, for which similar benchmarks are set above in item #2. </td> <td style="width: 25%; vertical-align: top;"> Reduce the number of SIP participants arrested for 647(f) violations [drunk in public] by Sherriff's Office: Year 1: 75% compared to baseline (reduce from 314/yr to 236/yr) Year 2: 50% compared to baseline (reduce from 314/yr to 157/yr) Year 3+: Maintain at least 50% compared to baseline (≤157/yr) </td> <td style="width: 25%; vertical-align: top;"> Reduce the cumulative number days that SIP participants spend in jail on an annual basis: Year 1: 75% compared to baseline(reduce from 3,256/yr to 2,442/yr) Year 2: 50% compared to baseline(reduce from 3,256/yr to 1,628/yr) Year 3+: Maintain at least 50% compared to baseline (≤1,628/yr) </td> <td style="width: 25%; vertical-align: top;"> Reduce the number of court appearances by SIP participants: Year 1: 75% compared to baseline(reduce from 1,587/yr to 1,190/yr) Year 2: 50% compared to baseline(reduce from 1,587/yr to 794/yr) Year 3+: Maintain at least 50% compared to baseline (≤794/yr) </td> <td style="width: 25%; vertical-align: top;"> Reduce costs to MGH's EDs associated with treating the SIP population: Year 1: 75% compared to baseline (reduce from \$977,000/yr to \$732,750/yr) Year 2: 50% compared to baseline (reduce from \$977,000/yr to \$488,500/yr) Year 3+: Maintain at least 50% reduction compared to baseline (≤ \$488,500) </td> </tr> </table>	Reduce the number of contacts between SIP participants and SRPD*: Year 1: 75% compared to baseline (reduce from 337/yr to 253/yr) Year 2: 50% compared to baseline (reduce from 337/yr to 169/yr) Year 3+: Maintain at least 50% reduction compared to baseline (≤ 169/yr) *This measure is focused on a subset of all chronically homeless persons, for which similar benchmarks are set above in item #2.	Reduce the number of SIP participants arrested for 647(f) violations [drunk in public] by Sherriff's Office: Year 1: 75% compared to baseline (reduce from 314/yr to 236/yr) Year 2: 50% compared to baseline (reduce from 314/yr to 157/yr) Year 3+: Maintain at least 50% compared to baseline (≤157/yr)	Reduce the cumulative number days that SIP participants spend in jail on an annual basis: Year 1: 75% compared to baseline(reduce from 3,256/yr to 2,442/yr) Year 2: 50% compared to baseline(reduce from 3,256/yr to 1,628/yr) Year 3+: Maintain at least 50% compared to baseline (≤1,628/yr)	Reduce the number of court appearances by SIP participants: Year 1: 75% compared to baseline(reduce from 1,587/yr to 1,190/yr) Year 2: 50% compared to baseline(reduce from 1,587/yr to 794/yr) Year 3+: Maintain at least 50% compared to baseline (≤794/yr)	Reduce costs to MGH's EDs associated with treating the SIP population: Year 1: 75% compared to baseline (reduce from \$977,000/yr to \$732,750/yr) Year 2: 50% compared to baseline (reduce from \$977,000/yr to \$488,500/yr) Year 3+: Maintain at least 50% reduction compared to baseline (≤ \$488,500)
Reduce the number of contacts between SIP participants and SRPD*: Year 1: 75% compared to baseline (reduce from 337/yr to 253/yr) Year 2: 50% compared to baseline (reduce from 337/yr to 169/yr) Year 3+: Maintain at least 50% reduction compared to baseline (≤ 169/yr) *This measure is focused on a subset of all chronically homeless persons, for which similar benchmarks are set above in item #2.	Reduce the number of SIP participants arrested for 647(f) violations [drunk in public] by Sherriff's Office: Year 1: 75% compared to baseline (reduce from 314/yr to 236/yr) Year 2: 50% compared to baseline (reduce from 314/yr to 157/yr) Year 3+: Maintain at least 50% compared to baseline (≤157/yr)	Reduce the cumulative number days that SIP participants spend in jail on an annual basis: Year 1: 75% compared to baseline(reduce from 3,256/yr to 2,442/yr) Year 2: 50% compared to baseline(reduce from 3,256/yr to 1,628/yr) Year 3+: Maintain at least 50% compared to baseline (≤1,628/yr)	Reduce the number of court appearances by SIP participants: Year 1: 75% compared to baseline(reduce from 1,587/yr to 1,190/yr) Year 2: 50% compared to baseline(reduce from 1,587/yr to 794/yr) Year 3+: Maintain at least 50% compared to baseline (≤794/yr)	Reduce costs to MGH's EDs associated with treating the SIP population: Year 1: 75% compared to baseline (reduce from \$977,000/yr to \$732,750/yr) Year 2: 50% compared to baseline (reduce from \$977,000/yr to \$488,500/yr) Year 3+: Maintain at least 50% reduction compared to baseline (≤ \$488,500)		
Data Sources	Law Enforcement Data Sources					

YEAR 1 — OUTCOME MEASURE B

REDUCE THE TOTAL NUMBER OF HOMELESS INDIVIDUALS AND FAMILIES BY 75% IN 10 YEARS

*MEASURED BY ANNUAL PIT COUNTS

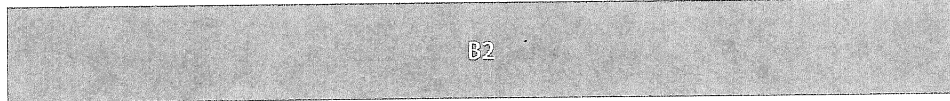


Strategy	As a community, support the creation of affordable and permanent supportive housing that provides access to a wider range of people experiencing homelessness, especially households with high barriers to accessing housing and services through the strategies listed above. To accomplish this, enhance collaborative partnerships between affordable housing and fair housing coalitions and the homeless provider community.
Estimated Cost(s)	\$15,000-\$25,000 per year per bed. Potential funders: Marin Community Foundation, County of Marin, State and Federal grants.
Lead Contact(s)	<ul style="list-style-type: none"> • HHS Homelessness Policy Analyst [Jason Satterfield] • Marin Partnership to End Homelessness [Joe Hegedus]
Action Steps	<ul style="list-style-type: none"> • Meet with elected officials in each city and town to discuss this strategy and promote geographic diversity of housing options. • Coordinate with affordable housing funders and developers to include housing for homeless individuals and families in mainstream projects. • Support efforts to maintain and expand Marin's Rapid Rehousing program. • Identify new resources, including federal grants, to support development of new beds. • Support efforts of transitional housing programs to convert to permanent housing.
Timeframe	<p>Early 2013: Marin Community Foundation (MCF) and the County sponsored an affordable housing funders forum to discuss strategies to support development of new units. (Action Step Completed)</p> <p>Spring /Summer 2013: County and MCF staff will jointly convene homeless providers and affordable housing funders/ developers to develop coordinated priorities for future funding.</p> <p>Ongoing/Fall 2013: Pursue funding opportunities, including HUD resources, to support development of new units.</p>
Benchmarks for Success	<p>New beds for homeless individuals and families will be created:</p> <p>Year 1: 10 bed will come online compared to baseline*</p> <p>Year 5: 300 beds will come online compared to baseline*</p> <p>Year 10: 900 beds will come online compared to baseline*</p> <p>*The number of beds needed to meet this benchmark is based upon the number of homeless individuals and families in our community. It is subject to change as estimates of the number of homeless households in Marin is updated.</p>
Data Sources	Annual Housing Inventory Count

YEAR 1— OUTCOME MEASURE B

REDUCE THE TOTAL NUMBER OF HOMELESS INDIVIDUALS AND FAMILIES BY 75% IN 10 YEARS

*MEASURED BY ANNUAL PIT COUNTS



Strategy	<p>Create funding opportunities through public and private resources to expand successful homeless prevention (combined with rapid re-housing) activities, especially among individuals and families with high barriers for accessing housing and services. As part of this strategy, create a “risk mitigation pool” to attach to clients/potential tenants who pose risks to landlords. In addition, establish distinct role for Housing Locator Service to identify available housing opportunities for homeless and precariously housed households, supplementing case management activities provided to these households.</p>	
Estimated Cost(s)	<p>\$300,000/year Potential Funding Sources: Marin County HHS</p>	
Lead Contact(s)	<ul style="list-style-type: none"> • HHS Homelessness Policy Analyst [Jason Satterfield] • Marin Partnership to End Homelessness [Joe Hegedus] 	
Action Steps	<ul style="list-style-type: none"> • Develop a prevention/rapid rehousing program modeled after HPRP. • Develop a universal assessment tool to be used at shelters and other service locations to screen and refer households to the rapid rehousing program. Eventually the tool will be incorporated into Marin’s coordinated assessment system. 	<ul style="list-style-type: none"> • Identify funding sources to support the risk mitigation pool, which will be used to guarantee landlords will be fully reimbursed for damages or other costs incurred as a result of renting to tenants who pose risks to landlords. • Develop a scope of work for the housing locator service, which includes protocols for referrals and a prominent role in the coordinated assessment system.
Timeframe	<p>Early 2013: HHS launched a County-funded Rapid Rehousing rental assistance program. (Action Step Completed)</p>	<p>Summer/Fall 2013: Evaluate Rapid Rehousing program successes and identify strategies to sustain effective activities beyond year 1.</p>
	<p>Summer 2013: Develop universal assessment tool and scope of work for housing locator service.</p>	<p>Fall/Winter 2013: Seek resources to support the risk mitigation pool. Determine whether rapid rehousing funds should be used, based the program evaluation.</p>
Benchmarks for Success	<p>The Rapid Rehousing program will support households to obtain or maintain permanent housing and avoid shelter stays or episodes of literal homelessness:</p> <p>Year 1: 75 total households Year 3: 200 total households Year 5: 500 total households</p>	
Data Sources	<p>HMIS and Agency Databases</p>	

YEAR 1 — OUTCOME MEASURE B

REDUCE THE TOTAL NUMBER OF HOMELESS INDIVIDUALS AND FAMILIES BY 75% IN 10 YEARS

*MEASURED BY ANNUAL PIT COUNTS



Strategy Update information and resources regarding homelessness prevention on 211 information hotline/website, and promote the information hotline/website as a relevant communitywide resource – especially as providers commit themselves to routine update of information and resources. Update existing 2012 Marin Community Resource Guide, and provide more detailed information about housing and services available in the community. Include distribution to the larger community.

Estimated Cost(s) Negligible

Lead Contact(s) Marin Partnership to End Homelessness [Joe Hegedus]

- Action Steps**
- Engage the United Way, which administers 211, and provide regular updates about available resources. Explore the possibility of creating a Marin-specific portal page that will prominently feature prevention resources.
 - Regularly update the existing Marin Community Resource Guide to provide current information about available housing and services. Include a flowchart that helps users understand the services system and index them by subpopulations.

Timeframe Early 2013: Identify a point of contact at the United Way and begin discussing the possibility of the Marin-specific portal. Develop an update schedule, such as every 6 months, to ensure that the information is always current.

Spring/Summer 2013: Update the Marin Community Resource Guide. Develop an update schedule, such as every 6 months, to ensure that the information is always current. .

Benchmarks for Success Information available at 211 and the Resource Guide will remain current. Progress can be measured by tracking the frequency of updates.

Data Sources 211 Website and Resource Lists and Community Resource Guide

YEAR 1— OUTCOME MEASURE B

REDUCE THE TOTAL NUMBER OF HOMELESS INDIVIDUALS AND FAMILIES BY 75% IN 10 YEARS

**MEASURED BY ANNUAL PIT COUNTS*



Strategy	Explore diversion strategies for those who are at imminent risk of homelessness to move rapidly into housing (or are supported in their current housing if feasible) to avoid shelter stays. Educate and build awareness of prevention resources and eligibility requirements to private landlords and property managers to prevent evictions and homelessness.
Estimated Cost(s)	As much as \$25,000-\$30,000/year for operation of coordinated assessment system. Potential Funding Sources: HUD CoC grants, other State and Federal grants
Lead Contact(s)	HHS Homelessness Policy Analyst [Jason Satterfield]
Action Steps	<ul style="list-style-type: none"> • Incorporate diversion strategies into the new coordinated assessment system that will be developed for all Continuum of Care and Emergency Solutions grant programs. • Use County Rapid Rehousing funds to divert those who are imminently at risk of becoming homeless by screening individuals and families attempting to access shelter and other targeted services.
Timeframe	<p>Spring/Summer 2013: Develop diversion protocols. As needed develop memorandums of understanding to facilitate implementation of protocols.</p> <p>Fall/Winter 2013: Evaluate diversion protocols and identify strategies to sustain effective activities beyond year 1. Summer/Fall 2013: Evaluate Rapid Rehousing program successes and identify strategies to sustain effective activities beyond year 1.</p>
Benchmarks for Success	<p>Individuals and families who attempt to access shelter and other targeted services will be diverted to the Rapid Rehousing program and other appropriate services to support housing stability:</p> <p>Year 1: 15%</p> <p>Year 2: 25%</p> <p>Year 3+: 40%</p>
Data Sources	HMIS

YEAR 1 — OUTCOME MEASURE B

REDUCE THE TOTAL NUMBER OF HOMELESS INDIVIDUALS AND FAMILIES BY 75% IN 10 YEARS

**MEASURED BY ANNUAL PIT COUNTS*

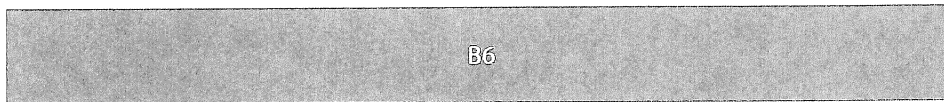
B5

Strategy	Consider a faith-based mentoring model that matches congregations to recently housed families or individuals to promote housing stabilization.
Estimated Cost(s)	Will depend on volunteers; negligible cost
Lead Contact(s)	<ul style="list-style-type: none">• Marin Interfaith Council• Marin Organizing Committee
Action Steps	Develop a program model based on Open Table Ministry, which builds upon the foundations of the REST program.
Timeframe	Spring/Summer 2013: As REST comes to an end, convene congregations and other relevant stakeholders to explore options to develop and launch the mentoring program.
Benchmarks for Success	<ul style="list-style-type: none">• An increasing number of congregations will be engaged and paired with formerly homeless households each year for 3 years.• The number of congregations will be maintained at Year 3 levels.
Data Sources	Mentoring Program Logs

YEAR 1— OUTCOME MEASURE B

REDUCE THE TOTAL NUMBER OF HOMELESS INDIVIDUALS AND FAMILIES BY 75% IN 10 YEARS

**MEASURED BY ANNUAL PIT COUNTS*



Strategy	Promote C4yourself as an effective online tool for individuals and families to apply for a variety of benefits and assistance. Promote programs such as the Supplemental Nutrition Assistance Program (SNAP) throughout the community and not limited to service locations.
Estimated Cost(s)	This strategy will rely on existing resources and programs. No additional cost is anticipated.
Lead Contact(s)	<ul style="list-style-type: none"> • HHS Homelessness Policy Analyst [Jason Satterfield] • Ritter Center [Diane Lin]
Action Steps	<ul style="list-style-type: none"> • In conjunction with Social Security advocacy services at Ritter Center (the RISE program) and representative payee services, encourage consumers to use C4yourself to apply for other benefits. • Once it is up and running, promote C4yourself to all users of the coordinated assessment system. • Prominently promote C4yourself through 211 and the Marin Community Resource Guide.
Timeframe	<p>Spring/Summer 2013: Develop diversion protocols. As needed develop memorandums of understanding to facilitate implementation of protocols.</p> <p>Fall/Winter 2013: Evaluate diversion protocols and identify strategies to sustain effective activities beyond year 1. Summer/Fall 2013: Evaluate Rapid Rehousing program successes and identify strategies to sustain effective activities beyond year 1.</p>
Benchmarks for Success	<ul style="list-style-type: none"> • A network of public work stations will be developed, maintained, and promoted to users of the coordinated assessment system: <p>Year 1: 10 stations will be maintained Year 2: 20 stations will be maintained Year 3+: 30 stations will be maintained</p> <ul style="list-style-type: none"> • All users of RISE and representative payee services will be supported to use C4yourself. • Resource Guides and 211 information sources will promote C4yourself
Data Sources	HMIS and Workstation Maps

YEAR 1— OUTCOME MEASURE B

REDUCE THE TOTAL NUMBER OF HOMELESS INDIVIDUALS AND FAMILIES BY 75% IN 10 YEARS

*MEASURED BY ANNUAL PIT COUNTS



Strategy Work closely with criminal justice system and area hospitals to expand existing discharge planning protocols and resources for individuals discharged from hospitals, jails, and prison who are homeless or at high risk of homelessness to receive appropriate access to care and treatment to prevent recidivism.

Estimated Cost(s) Negligible.

Lead Contact(s) HHS Homelessness Policy Analyst [Jason Satterfield]

Action Steps Building upon the Chronic Alcohol Users with Justice Involvement Project, work with relevant systems of care to expand discharge planning protocols and resources.

Timeframe Fall/Winter 2013: Convene meetings with relevant systems of care to discuss status of current discharge planning protocols, implementation challenges, and areas for improvement.

Benchmarks for Success Following development of improvement discharge planning protocols, the number of persons discharged from public systems of care into homelessness will be reduced. Targets will be developed to accompany the discharge planning protocols.

Data Sources Data Sources TBD

YEAR 1— OUTCOME MEASURE C

*REDUCE THE LENGTH OF TIME PEOPLE SPEND IN PROGRAMS BEFORE
ACHIEVING SELF-SUFFICIENCY & STABLE HOUSING *MEASURED BY LENGTH OF STAY IN PROGRAMS*



Strategy	Select agencies across the county to act as key entry points for all those experiencing homelessness Create a simplified referral system using 211 that sets up appointments and handles transportation to one of these participating outreach and placement organizations. Prioritize access of clients with high barriers in all aspects of the community's approach to ending homelessness.
Estimated Cost(s)	As much as \$25,000-\$30,000/year for operation of coordinated assessment system. Potential Funding Sources: HUD CoC grants, other State and Federal grants.
Lead Contact(s)	HHS Homelessness Policy Analyst [Jason Satterfield]
Action Steps	<ul style="list-style-type: none"> • Facilitate a community process to develop and implement a coordinated assessment and intake system. Seek to include as many agencies as possible, including those that do not currently receive HUD funds or participate in HMIS. • Review assessment tools that are in place in other communities to create a triage tool that works for Marin County to identify those who are most at risk. • Develop communitywide standards of care, which will encourage and support agencies to provide "just enough" assistance to facilitate housing stability.
Timeframe	Spring 2013: Announce and launch coordinated assessment planning process, which will take several months to complete.
Benchmarks for Success	As part of the coordinated assessment planning process, specific targets will be developed. They will likely include goals for the number of agencies that participate in the system, targets for the number of individuals and families who access services at participating agencies using coordinated assessment, and targets to reduce the number of people who access services through means other than coordinated assessment.
Data Sources	HMIS

YEAR 1— OUTCOME MEASURE C

*REDUCE THE LENGTH OF TIME PEOPLE SPEND IN PROGRAMS BEFORE
ACHIEVING SELF-SUFFICIENCY & STABLE HOUSING *MEASURED BY LENGTH OF STAY IN PROGRAMS*



Strategy	Create a forum for case managers from different agencies to come together and share their experiences and provide solutions
Estimated Cost(s)	Negligible.
Lead Contact(s)	Adopt A Family [Leanne Watson & Sarah Estes-Smith]
Action Steps	<ul style="list-style-type: none"> • Develop a regular meeting schedule, such as once each quarter, and prepare meeting agendas and materials. • Meetings will be planned based on Bridges Out of Poverty principles and will including training to encourage use of proven practices by case managers. • Recruit case managers to attend the forums through coordination with supervisors and Executive Directors.
Timeframe	<p>Spring 2013: Develop a meeting schedule, identify training topics, and create structured conversation tools to facilitate peer sharing and networking.</p> <p>Summer/Fall 2013: Launch case manager forum meetings.</p> <p>Winter 2013: After 1-2 meetings, evaluate the success of the forum and identify improvement strategies.</p>
Benchmarks for Success	In collaboration with supervisors and Executive Directors, we will develop a list of training topics and identify households for structured case conferencing.
Data Sources	Sign-In Sheets

YEAR 1— OUTCOME MEASURE C

*REDUCE THE LENGTH OF TIME PEOPLE SPEND IN PROGRAMS BEFORE
ACHIEVING SELF-SUFFICIENCY & STABLE HOUSING *MEASURED BY LENGTH OF STAY IN PROGRAMS*



Strategy	Work with funders and providers to reduce the number of barriers consumers face when accessing the system. Review agency grievance procedures to ensure they are up to date, accessible, and responsive to consumers. Consider a pooled grievance process.
Estimated Cost(s)	Negligible.
Lead Contact(s)	St. Vincent de Paul [Christine Paquette]
Action Steps	Gather and analyze current intake policies and grievance procedures compared to local and national best practices.
Timeframe	<p>Summer/Fall 2013: Prepare analysis and recommendations for intake policies and grievance procedures.</p> <p>Winter 2013: Facilitate meetings to support agencies to consider recommendations.</p>
Benchmarks for Success	<ul style="list-style-type: none"> • All agencies serving homeless individuals and families will evaluate their intake policies and grievance procedures and determine which local and national best practices to incorporate. • Updated policies and procedures will be incorporated into standards of care (see #1 above).
Data Sources	Agency Policies and Procedures

YEAR 1— OUTCOME MEASURE C

*REDUCE THE LENGTH OF TIME PEOPLE SPEND IN PROGRAMS BEFORE
ACHIEVING SELF-SUFFICIENCY & STABLE HOUSING *MEASURED BY LENGTH OF STAY IN PROGRAMS*

C4

Strategy	Regularly monitor and take action to reduce recidivism.
Estimated Cost(s)	Negligible; will rely on existing programs and services
Lead Contact(s)	HHS Homelessness Policy Analyst [Jason Satterfield]
Action Steps	Review individual instances of recidivism and determine what steps can be taken to rapidly rehouse people who return to homelessness and how to reduce recidivism overall.
Timeframe	Spring/Summer 2013: Develop recidivism reports using HMIS data. Ongoing: Regularly review recidivism reports and consult with provider agencies to reduce the number of people returning to homelessness.
Benchmarks for Success	Recidivism will be reduced: Year 1: 10% reduction compared to baseline Year 3: 30% reduction compared to baseline Year 5: 50% reduction compared to baseline
Data Sources	HMIS