
County of Marin

2021 Consolidated Annual Performance and Evaluation Report (CAPER)



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

CR-05 - Goals and Outcomes

Progress the jurisdiction has made in carrying out its strategic plan and its action plan. 91.520(a)

This could be an overview that includes major initiatives and highlights that were proposed and executed throughout the program year.

Marin County is an entitlement jurisdiction, receiving an annual allocation of Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME) funds from the U.S. Department of Housing and Urban Development (HUD). As a recipient of CDBG and HOME funds, the County is required to prepare a five-year strategic plan (Consolidated Plan) that identifies community needs, prioritizes these needs, and establishes goals and objectives to meet the needs. Each year the County of Marin is also required to provide an assessment of its accomplishments toward meeting the goals and objectives in the Consolidated Plan (Con Plan). This assessment is called the Consolidated Annual Performance Evaluation and Report (CAPER). The CAPER also evaluates the progress of meeting the one-year goals identified in the Annual Action Plan. To meet the goals in the 2020-2024 Con Plan, the County utilized \$1,320,153.90 in CDBG and \$815,126.38 in HOME funding for the 2021 program year that ran from July 1, 2021 through June 30, 2022. With the COVID-19 pandemic winding down in terms of funding balances and community impacts, \$763,861.32 of CDBG-CV funds were spent during the 2021-22 program year, approximately 60% for subsistence support, and 40% for small business/micro-enterprise loans.

Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee's program year goals.

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Assist populations with special needs	Affordable Housing Homeless Non-Homeless Special Needs	CDBG: \$ / HOME: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	50	0	0.00%			
Assist populations with special needs	Affordable Housing Homeless Non-Homeless Special Needs	CDBG: \$ / HOME: \$	Rental units constructed	Household Housing Unit	5	0	0.00%	50		0.00%
Assist populations with special needs	Affordable Housing Homeless Non-Homeless Special Needs	CDBG: \$ / HOME: \$	Rental units rehabilitated	Household Housing Unit	50	0	0.00%			
Assist populations with special needs	Affordable Housing Homeless Non-Homeless Special Needs	CDBG: \$ / HOME: \$	Homeowner Housing Rehabilitated	Household Housing Unit	35	0	0.00%			

Assist populations with special needs	Affordable Housing Homeless Non-Homeless Special Needs	CDBG: \$ / HOME: \$	Housing for Homeless added	Household Housing Unit	10	0	0.00%			
Create and preserve housing affordability	Affordable Housing	CDBG: \$ / HOME: \$	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit	Households Assisted	0	0				
Create and preserve housing affordability	Affordable Housing	CDBG: \$ / HOME: \$	Rental units constructed	Household Housing Unit	120	0	0.00%	267	0	0.00%
Create and preserve housing affordability	Affordable Housing	CDBG: \$ / HOME: \$	Rental units rehabilitated	Household Housing Unit	115	0	0.00%	187	0	0.00%
Create and preserve housing affordability	Affordable Housing	CDBG: \$ / HOME: \$	Homeowner Housing Added	Household Housing Unit	80	0	0.00%			
Create and preserve housing affordability	Affordable Housing	CDBG: \$ / HOME: \$	Homeowner Housing Rehabilitated	Household Housing Unit	60	14	23.33%	14	0	0.00%
Create and preserve housing affordability	Affordable Housing	CDBG: \$ / HOME: \$	Direct Financial Assistance to Homebuyers	Households Assisted	15	0	0.00%			

Enhance community and public facilities and spaces	Non-Housing Community Development	CDBG: \$	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	15000	5275	35.17%	16385	0	0.70%
Enhance community and public facilities and spaces	Non-Housing Community Development	CDBG: \$	Homeless Person Overnight Shelter	Persons Assisted	70	0	0.00%			
Enhance community and public facilities and spaces	Non-Housing Community Development	CDBG: \$	Overnight/Emergency Shelter/Transitional Housing Beds added	Beds	25	0	0.00%			
Services to foster security & economic advancement	Non-Housing Community Development	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	3800	3833	100.87%	2151	1166	111.58%
Services to foster security & economic advancement	Non-Housing Community Development	CDBG: \$	Public service activities for Low/Moderate Income Housing Benefit	Households Assisted	2500	724	28.96%	565	1099	0.00%
Services to foster security & economic advancement	Non-Housing Community Development	CDBG: \$	Businesses assisted	Businesses Assisted	10	0	0.00%			

Table 1 - Accomplishments – Program Year & Strategic Plan to Date

Assess how the jurisdiction’s use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.

Based on the objectives outlined in the County’s 2021 Action Plan, Marin County’s priorities were to: 1) Create and preserve housing affordability, accessibility, and quality; 2) Assist populations with special needs; 3) Enhanced community and public facilities and spaces; and 4) Services to foster security and economic advancement.

Marin County is working to expand the supply of affordable housing by acquiring real property in the county, developing new housing, and rehabilitating existing affordable homes. When property is acquired, the County deed restricts units as affordable housing. New development focuses on both family and special needs housing with access to services. Examples include the development of a new six-story, mixed-use building that will include 67 affordable units for low-income seniors, and the development of 200 single-unit homes to serve low-income families. Additional efforts to preserve the existing housing stock available to low- and moderate-income residents are supported through the substantial rehabilitation of 60 affordable units for low-income families, as well as 129 homeowner and rental rehabilitation projects that include improving accessibility.

To enhance neighborhoods and improve safety for low- and moderate-income communities, the County provided funds to rehabilitate two children’s center campuses, make pump station improvements in the Canal neighborhood of San Rafael, and support the development of a community center improvement master plan in Marin City. Finally, the County provided funding to support a variety of public services assisting low- to moderate-income (LMI) households and special needs populations through childcare, eviction defense, fair housing services, health care services, housing counseling programs, legal services, and youth programs. In total, the County utilized \$1,015,926 in CDBG funds to address priorities and specific objectives in affordable housing, public facilities and infrastructure improvements, and public services that assisted LMI households.

Marin County will continue to leverage federal, state, and local funds to support the acquisition, rehabilitation, preservation, and new construction of all types of housing, and to offer subsistence support to LMI households. Marin County is committed to furthering fair housing and prioritizes projects that better align with our long-term goals for Affirmatively Furthering Fair Housing. In particular, the County prioritizes projects that support members of the protected classes, provide services to low-income individuals, and promote fair housing choice.

CR-10 - Racial and Ethnic composition of families assisted

Describe the families assisted (including the racial and ethnic status of families assisted).

91.520(a)

	CDBG	HOME
White	4,526	0
Black or African American	822	0
Asian	869	0
American Indian or American Native	49	0
Native Hawaiian or Other Pacific Islander	11	0
Total	6,277	0
Hispanic	11,208	0
Not Hispanic	6,233	0

Table 2 – Table of assistance to racial and ethnic populations by source of funds

Narrative

Marin County assisted 17,441 families in the 2021 program year for CDBG. There are an additional 1,572 of CDBG families that identified as Other/Multi-Racial that are not included in Table 2, resulting in a total of 7,849 that are identified by race. An additional 9,592 that were identified as Hispanic are not included in the racial totals. Of the 17,441 total, 11,208 identified as Hispanic. Approximately 57.66% of the population served was White, about 10.47% Black, and the remaining racial groups account for about 31.87%. Of the total number of households served, 64.26% were Hispanic/Latinx. The current demographics of Marin County are predominantly White (71%) and Hispanic/Latinx (16%), which contributes to the uneven distribution of funds among racial and ethnic groups. The Countywide Priority Setting Committee has prioritized projects that Affirmatively Further Fair Housing with an emphasis on projects that benefit members of the protected classes under fair housing and civil rights laws. The majority of the beneficiaries of CDBG and HOME funded projects are extremely low-, low-, and moderate-income residents of Marin County. For households served by the HOME program, the County supported the development of 5 units of housing in a 67-unit property (Vivalon).

CR-15 - Resources and Investments 91.520(a)

Identify the resources made available

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG	public - federal	2,126,602	
HOME	public - federal	981,109	

Table 3 - Resources Made Available

Narrative

During the 2021 program year, both CDBG and HOME included the 2021 allocation of HUD federal funds, unutilized funds from previous years, and program income generated throughout the program year. Total resources made available for County subrecipients through CDBG were \$1,802,294. The amount expended of the 2021 grant through the program year was \$636,518, and \$353,793 from prior year grants. For the HOME program, \$892,998 in resources were made available to subrecipients, and \$366,472 of the 2021 grant was expended through the program year, and \$342,612 from prior year grants. In addition, of the \$787,720 in CDBG-CV funds remaining, \$763,861 was expended to support rental assistance subsistence payments and small business/micro-enterprise loans due to the economic impact of COVID-19 on Marin County residents. The coronavirus pandemic and resulting ongoing shutdown of non-essential services in the County beginning in March 2020 affected the provision of services, as well as delayed capital and housing projects funded with the County's federal dollars.

Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
Communities of Minority Concentration	11	5	The Canal neighborhood of San Rafael (Census Tract 1122.01 and 1122.02) and Marin City of unincorporated Marin County
Countywide, Areas of Opportunity	29	8	Other
Countywide, Areas with High-Need Populations	60	87	Other

Table 4 – Identify the geographic distribution and location of investments

Narrative

Most projects funded were Countywide and not limited to specific geographic areas. However, there was an emphasis on high-need areas for public services and areas of opportunity for housing developments. The High-Need populations are communities outside of Low/Mod Census tracts with

low-income populations, including but not limited to West Marin, parts of Novato, mobile home parks, and liveboard houseboat communities. Projects funded to support High-Need populations were centered in West Marin, Downtown San Rafael, Southern Novato, as well as various locations across the County. The third largest category of funding is Communities of Minority Concentration, which are Marin City and the Canal neighborhood of San Rafael. The Countywide – Areas of Opportunity encompass projects in all other communities in the County. Programs must serve low- and moderate-income residents in the County. The County makes allocations based on the level of benefit for very low-, low-, and moderate-income residents and provides support for activities in low- and moderate-income neighborhoods.

As a strategy for meeting housing needs, the County has adopted programs in its Countywide Plan that promote reuse of underutilized commercial centers, support mixed-use development, encourage denser development along transit routes, and boost the development of accessory dwelling units (ADUs). Marin County also encourages residential development in more urbanized areas or within villages in the Inland Rural and Coastal Corridors.

Leveraging

Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.

Marin strategically focuses funding on a few projects that are high-impact and aligned with identified community needs. Funding fewer projects allows staff to focus on more thoroughly meeting CDBG and HOME program administrative requirements while also providing a higher level of technical assistance to subrecipients. Much of the subsidized housing built in Marin County in the past decade has benefited from CDBG funding for site acquisition. The County's commitment to funding new and innovative projects has had substantial local impact. In many cases, the County has provided initial funding commitments for housing projects, better enabling the project sponsors to attract major funding from other sources.

For HOME funds, the County provides significant grant allocations in order to leverage funds and fill funding gaps in the acquisition, new construction, and rehabilitation of housing. Most HOME-funded projects also receive grants and/or loans from the County's local Housing Trust Fund and the Marin Community Foundation. The increasingly challenging development environment coupled with strict underwriting requirements, and time limits on committing and spending HOME funds, have resulted in an increased local emphasis on using HOME funds for rehabilitating existing housing. When a rehabilitation project is unable to raise matching funds, we cover their matching requirement with over-match from past HOME construction projects.

The 2021 AAP notes that the County is evaluating existing County-owned property to meet housing needs, including Los Gamos Way in San Rafael. In October of 2020, the County reported to HUD's Office of Fair Housing and Equal Opportunity under the Voluntary Compliance Agreement that the County is considering various uses for the Los Gamos site at a conceptual level to help inform a more detailed feasibility assessment and project recommendations to the Board of Supervisors. The County Administrator's Office anticipated that the conceptual phase of the process would be completed in the Summer of 2020. Unfortunately, the response efforts required of the County to address COVID-19 has delayed this process.

Fiscal Year Summary – HOME Match	
1. Excess match from prior Federal fiscal year	6,722,180.33
2. Match contributed during current Federal fiscal year	0
3. Total match available for current Federal fiscal year (Line 1 plus Line 2)	6,722,180.33
4. Match liability for current Federal fiscal year	0
5. Excess match carried over to next Federal fiscal year (Line 3 minus Line 4)	6,722,180.33

Table 5 – Fiscal Year Summary - HOME Match Report

Match Contribution for the Federal Fiscal Year								
Project No. or Other ID	Date of Contribution	Cash (non-Federal sources)	Foregone Taxes, Fees, Charges	Appraised Land/Real Property	Required Infrastructure	Site Preparation, Construction Materials, Donated labor	Bond Financing	Total Match

Table 6 – Match Contribution for the Federal Fiscal Year

HOME MBE/WBE report

Program Income – Enter the program amounts for the reporting period				
Balance on hand at beginning of reporting period \$	Amount received during reporting period \$	Total amount expended during reporting period \$	Amount expended for TBRA \$	Balance on hand at end of reporting period \$

Table 7 – Program Income

Minority Business Enterprises and Women Business Enterprises – Indicate the number and dollar value of contracts for HOME projects completed during the reporting period						
	Total	Minority Business Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Contracts						
Number						
Dollar Amount						
Sub-Contracts						
Number						
Dollar Amount						
	Total	Women Business Enterprises	Male			
Contracts						
Number						
Dollar Amount						
Sub-Contracts						
Number						
Dollar Amount						

Table 8 - Minority Business and Women Business Enterprises

Minority Owners of Rental Property – Indicate the number of HOME assisted rental property owners and the total amount of HOME funds in these rental properties assisted						
	Total	Minority Property Owners				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Number						
Dollar Amount						

Table 9 – Minority Owners of Rental Property

Relocation and Real Property Acquisition – Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition						
Parcels Acquired						
Businesses Displaced						
Nonprofit Organizations Displaced						
Households Temporarily Relocated, not Displaced						
Households Displaced	Total	Minority Property Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Number						
Cost						

Table 10 – Relocation and Real Property Acquisition

CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

	One-Year Goal	Actual
Number of Homeless households to be provided affordable housing units	0	0
Number of Non-Homeless households to be provided affordable housing units	471	0
Number of Special-Needs households to be provided affordable housing units	50	0
Total	521	0

Table 11 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	0	0
Number of households supported through The Production of New Units	317	0
Number of households supported through Rehab of Existing Units	204	0
Number of households supported through Acquisition of Existing Units	0	0
Total	521	0

Table 12 – Number of Households Supported

Discuss the difference between goals and outcomes and problems encountered in meeting these goals.

Marin County is committed to furthering fair, affordable housing, but due to a variety of factors associated with project funding, public discourse, shortage of available funds, and rising costs, funding affordable housing can take years before projects see completion. The coronavirus pandemic shutdown instituted in mid-March 2020 has made some projects very difficult if not impossible to begin. The County has made crisis intervention a top priority, and has been involved in a number of projects providing assistance to families and businesses facing economic emergencies. In addition, staff have prioritized projects that will increase the amount of affordable housing in the County but have not been funded by the 2021-22 CDBG and HOME entitlements, such as the State's Home Key initiative.

The County has funded 471 affordable units for non-homeless households. During this program year, construction started for projects involving 141 of those 471 affordable units for non-homeless households during the year, including a 67-unit development for seniors. Improvements to 97 units of the 204 slated for rehabilitation was also started.

Projects funded in prior years were completed during the 2021 program year. These included 19 affordable housing rehabilitation projects benefiting non-homeless, low-income households in Marin County, funded through CDBG.

\$763,861 in CDBG-CV funds were expended in the 2021 program year on rental assistance and micro-enterprise/small business loans. This delayed or precluded eviction from rental properties for 317 families and helped [redacted] businesses keep their doors open and maintain jobs. The goal numbers established for the rental assistance program were found to be considerably higher than the actual families served. This is for several reasons, including HUD’s expansion of the allowable timeframe for subsistence payment support from 3 months to 6 months, and the amount of monthly need per household was higher than anticipated due to the high cost of living and minimal savings.

Discuss how these outcomes will impact future annual action plans.

Because of the lengthy delays in new affordable housing construction, the Priority Setting Committee (PSC) has recommended funding fewer projects and prioritizes projects that are ready to move forward more quickly. The PSC will consider funding acquisition and conversion of existing market-rate housing to permanently affordable housing as a way to yield more immediate results. Since the pandemic began to subside, and activity started to reach a more normal level, we have continued to support the initiation, progression, and/or completion of affordable housing projects covered by allocations from the 2021-22 program year.

Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.

Number of Households Served	CDBG Actual	HOME Actual
Extremely Low-income	393	0
Low-income	19	0
Moderate-income	0	0
Total	412	0

Table 13 – Number of Households Served

Narrative Information

In 2021, Marin County assisted 412 LMI households through CDBG. The County has prioritized funding and supported affordable housing assistance for extremely low- and low-income households. The

County's Rehabilitation Loan Program provides loans to low-, very low-, and extremely low-income homeowners, thus preserving the existing housing stock for these groups. The County enhances the affordable housing landscape by funding through the County Affordable Housing Fund for first-time homebuyers, such as the Below Market Rate homeownership and down payment assistance programs, which provide opportunities to households with low and moderate incomes. The County Affordable Housing Fund prioritizes housing developments for low- to extremely low-income households, as well as housing for families with children, elderly, disabled, and homeless populations.

The County has leveraged its position as a funder of local, affordable housing developments to advocate for housing projects and contribute to their successful development. In 2019, the County developed a Request for Proposal for \$1,418,973 in Mental Health Services Act funds to encourage and generate projects that create new housing opportunities for individuals who have mental illness. Additionally, the County initiated a \$1,000,000 Notice of Funding Availability (NOFA) to develop affordable family housing in areas of opportunity. The County has prioritized strengthening tenant protections and reducing displacement by adopting tenant protection policies, including a Just Cause for Eviction ordinance to provide stability for renter households, a Rental Housing Dispute Resolution program to deter dramatic rent increases, and a Fair Housing Source of Income Ordinance to prohibit discrimination against tenants and prospective tenants with third-party rental subsidies (Section 8, VASH Vouchers, etc.).

CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)

Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:

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

The County's Department of Health and Human Services (HHS) coordinates the Continuum of Care (COC) through the Homeless Policy Steering Committee. The Committee is responsible for administering funding for homeless services and housing in the County. The County actively plays a role in reaching out to people experiencing homelessness to assess their needs. One such activity is the Point-In-Time (PIT) survey, conducted every two years, which helps ascertain the number of people experiencing homelessness living throughout the County. While the PIT count is normally conducted every two years, the 2021 count was delayed to 2022 due to the COVID-19 pandemic. The 2022 PIT survey reported 1,121 people experiencing homelessness in the county, up from 1,034 in 2019, with 74% of the homeless population being unsheltered, an increase from 68% in 2019. Another significant change is reflected in family homelessness, which increased by 35.2% from 54 families in 2019 to 73 families in 2022. Other indicators recorded in the survey are the demographics of the population experiencing homelessness, what caused the state of homelessness, health conditions, and types of services they currently access and are interested in accessing. The results of the PIT survey help the COC determine what services are needed for the people experiencing homelessness in Marin County for the year. The COC members bring various perspectives and resources to the service recommendations. Participants range from government officials, direct services providers working with people experiencing homelessness in Marin County, community members currently experiencing homelessness, and those who formerly experienced homelessness, to name a few. Each member brings specialized knowledge in a particular area to assist community members experiencing homelessness. These participants include Adopt A Family, Marin County Board of Supervisors, Marin County Community Development Agency, Buckelew Programs, Center Point, Inc., Center for Domestic Peace, Community Action Marin, Downtown Streets Team, Homeward Bound of Marin, Marin County Council of Mayors and Councilmembers, Marin County Office of Education, Marin Housing Authority, Marin Organizing Committee, Ritter Center, St. Vincent de Paul Society of Marin, Spahr Center, Side by Side Transitional Aged Youth, and the US Department of Veterans Affairs. Several County agencies, the City of San Rafael, and the City of Novato also play active roles in reaching out to individuals experiencing homelessness as part of the COC.

Furthermore, the goals of the COC call for a coordinated approach to reaching out to individuals experiencing homelessness in the County. The goals are:

- Promote a community-wide commitment to the goal of ending homelessness
- Provide and coordinate funding for efforts to assist individuals and families experiencing homelessness
- Promote access to and effective use of mainstream programs
- Optimize self-sufficiency among individuals and families experiencing homelessness

Addressing the emergency shelter and transitional housing needs of homeless persons

The need for emergency shelters remains high in Marin County. Every two years the County with its partners conducts a Point-In-Time survey of the homeless population in the County. According to the Point-In-Time Count, in 2022 there were 1,121 people experiencing homelessness in the County with 74% living unsheltered. However, this number does not include the growing number of precariously housed, and those without consistent housing.

To address this need, the COC's partner, Homeward Bound, has historically managed two emergency shelters in the County, the Mill Street Center (MSC) and the Homeward Bound Family Center. MSC recently re-opened and is a state-of-the-art facility with 40+ emergency shelter beds and 32 units of permanently supportive housing for formerly homeless individuals. During construction, Homeward Bound established a temporary emergency shelter at 3301 Kerner, a vacant commercial property acquired through the State's Home Key program to be transitioned into permanent supportive housing. The Family Center provides 9 rooms for families with children. Another agency that helps persons experiencing homelessness who are in need of emergency shelters is the Center for Domestic Peace, which has 30 beds available for emergency housing for persons experiencing domestic violence. Shelter residents receive supportive services and medical assistance, food and clothing, children's services if needed, housing assistance, and transportation. The County is proud to have supported the reconstruction of the Mill Street Emergency Shelter, which served 237 individuals in the 2019-20 year.

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

The County runs several programs to prevent low-income and at-risk individuals and families from becoming unsheltered. The County has a Homeless Policy Analyst who coordinates the COC application, the Point-In-Time Count, the 10-Year Plan to End Homelessness, and other homeless services and funding streams. Marin County and community-based partners deliver services and assistance to these individuals and families through programs designed to help prevent housing instability.

Marin County has spearheaded data-sharing efforts and collaborative case-conferencing around health care, mental health, and correctional facilities, and coordinating a system to connect people being discharged from institutions to a case manager rather than being released to the street. All institutions can act as entry points to Marin's Coordinated Entry system, which provides services, assessments, and referrals to connect clients to homeless housing resources.

Marin has a health care discharge planning protocol carried out by nonprofits and coordinated with local hospitals/clinics/emergency rooms and the County Health & Human Services Department (HHS). The protocol coordinates the health care system to prevent discharges into homelessness and provides case management to persons experiencing homelessness who are receiving treatment from hospitals and other health care sites. The County's health care system actively participates in the discharge planning protocol and medical respite program. The County funds multiple re-entry programs, including transitional housing for people on probation, Custody to Community re-entry case management, and medical respite care providing shelter to clients being discharged from hospitals. Marin County is engaged with hospitals in response to SB 1152, the California legislation mandating discharge plans from emergency rooms for people experiencing homelessness. The nonprofit Alternative Family Services operates an Independent Living Program designed to ensure that persons discharged from the foster care system do not exit into homelessness. This program connects transitional-aged youth to services which support the emotional, practical, and social skills necessary to live independently. The program also offers housing support, education and employment assistance, public assistance, and mental health services.

Marin County's Behavioral Health and Recovery Services (BHRS) coordinates a process for discharges from mental health care. The BHRS Adult System of Care has developed housing programs with Buckelew Programs, Center Point, Homeward Bound of Marin, and the Marin Housing Authority. BHRS utilizes local, state, and federal resources (including HUD funds) to contract with providers.

The Jail Discharge team coordinates a discharge program that includes the County Jail and State facilities. A re-entry coordinator links inmates with the Custody to Community program, which ensures access to stable housing through case management. The Jail Discharge team collaborates with Center Point through a CA Dept. of Corrections contract to screen and assess former prison inmates returning to Marin County. Center Point assesses inmates' need for substance abuse treatment, housing, mental health counseling, vocational, and other supportive services. It develops discharge and aftercare plans in coordination with parole agents of record and performs follow-ups after release.

Throughout the COVID-19 pandemic, County staff has facilitated extensive working groups with community-based organization to administer subsistence payments for rent. Housing and Federal grants staff have been instrumental in developing policies and data tools to increase efficiencies and ensure de-duplication of effort. This work has resulted in millions of dollars being issued and thousands of households maintaining stable housing throughout lockdown.

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

Affordable housing is a critical priority, especially for formerly homeless families. The County and its service providers assist those currently experiencing homelessness to obtain benefits and support, such as job training and placement, that foster self-sufficiency. Programs include: Homeward Bound of Marin ADULT Services Program, 24-hour counseling to those wishing to end their homelessness; Oma Village, permanent supportive housing to families who were formerly homeless; King Street Senior Housing, permanent supportive housing for formerly homeless older adults; Center for Domestic Peace's Second Step, a long-term transitional living facility for women and their children who have experienced homelessness due to domestic violence, which provides women and their families time to rebuild their lives, receive resources to achieve self-sufficiency, access to support groups, referrals for their unique needs, and family advocates for crisis intervention.

In alignment with Housing First, Marin County is creating permanent supportive housing for the most vulnerable chronically homeless individuals and families. In December 2020, the County purchased two buildings to create permanent supportive housing for individuals experiencing homelessness through the State's Homekey program: Casa Buena, a former motel in Corte Madera, will provide 18 units; and 3301 Kerner, a vacant commercial building in San Rafael, will provide 44 units. Marin has also developed multiple programs that engage and provide services for chronically homeless individuals and families, including the Whole Person Care Medicaid waiver program, which provides Assertive Community Treatment-style housing case management and mild to moderate mental health case management; the Homeless Outreach Team, which provides targeted, housing-based case management to chronically homeless individuals who are reluctant to engage in the system of care; and outreach coordination and case conferencing to improve geographic coverage of outreach, prevent duplication of services, and identify chronically homeless individuals and families who need more intensive outreach.

Marin County has increased its coordination with the Department of Veterans Affairs (VA) to secure additional VA services and new HUD-VASH housing vouchers. Marin has also coordinated with Swords to Plowshares to bring Supportive Services for Veterans Affairs (SSVF) rapid rehousing to Marin for the first time. County Health & Human Services has added a veteran outreach worker to connect homeless veterans to the homeless and VA systems of care. Marin is partnering with a local homeless service provider and local governments to develop new veteran housing on a former Air Force base.

Marin County is working to transform our youth system of care through increased collaboration and case conferencing to serve the most vulnerable, highest-need Transitional Aged Youth individuals and families. Marin has connected providers and youth with current or former experience with homelessness to map out the youth system of care and identify barriers to services and system gaps. Marin County BHRS funds a full-service partnership for youth with mental health conditions. Through state Homeless Emergency Aid Program funding, Marin is partnering with a Community-Based Organization to include new permanent supportive housing for youth as part of a site-based development project.

CR-30 - Public Housing 91.220(h); 91.320(j)

Actions taken to address the needs of public housing

The Marin Housing Authority (MHA) administers approximately 2,100 Section 8 Voucher holders and 500 public housing units, as well as a residential rehabilitation loan program, various homeownership programs, and several programs that provide supportive services to special needs groups. MHA is the primary source of housing for very low-income households in Marin County. Section 8 voucher recipients are located throughout the County, and the public housing is located in six complexes, of which one, Golden Gate Village in Marin City, is a general occupancy complex that serves families, and the other five complexes are for senior and disabled residents.

MHA and its Board of Commissioners have identified seven key goals as part of the PHA Agency Plan process, with input from the Resident Advisory Board. 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.

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

MHA's Resident Advisory Board (RAB), comprised of public housing community residents, make recommendations on the PHA Agency Plan. RAB provides MHA and the residents with a forum for sharing information about the Agency's Annual Plan. The role of the RAB has been to assist the PHA in developing the PHA Plan and in making any significant amendments or modifications to the Plan. MHA worked with the RAB to help assist with the 2017 Agency Plan, which included the advisory board's comments.

In the 2021 program year, MHA worked to encourage residents to take actions to move along the self-sufficiency continuum through two key programs: The Family Self-Sufficiency Program (FSS) and Section 3 Resident Training. The FSS assists 100 families in the Section 8 program and 40 to 50 families in Marin City Public Housing. Most participants are single parents and are provided case management and referrals toward individually crafted educational or employment goals. With special HUD grants, MHA has maintained the FSS program in both the Section 8 Voucher Program and in Marin City family public

housing. The FSS program is directed toward improving the economic situation of residents by ultimately increasing the families' earned income.

MHA has a homeownership preference for Golden Gate Village public housing residents under the Housing Choice Voice (HCV) program and expanded use of the Marin City Down Payment Assistance Program to support homeownership among public housing residents.

Section 3 Resident Training allows the MHA to periodically provide short-term training opportunities to public housing residents in maintenance, landscaping, property management, and administrative support work. Residents work in paid training positions under the supervisor of community-based training organizations. These projects typically last four to eight weeks and are designed to provide the basic skills which trainees can take to more permanent jobs in the maintenance, construction, landscaping, property management or office support fields.

In recent years, the vision for the future of public housing in Marin has evolved. The Residents' Council is an active voice in the MHA Board meetings, and regularly presents their vision for Golden Gate Village, the County's only family public housing. In addition, they regularly consult with the County and MHA on rehabilitation activities in Golden Gate Village through the Section 106 process.

Actions taken to provide assistance to troubled PHAs

Although MHA has historically had overall high Public Housing Assessment System (PHAS) scores for financial, management, and Capital Fund, and achieved an overall PHAS score of 'Standard' or 'High Performer,' for many years Golden Gate Village (GGV), MHA's only family public housing in Marin's historically Black community, has been issued failing or near-failing physical scores. In September 2021, MHA submitted a corrective action plan to HUD and will be working with HUD to remediate the physical condition of GGV.

CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)

Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment. 91.220 (j); 91.320 (i)

While the unincorporated County comprises a large land area, most of the land is not zoned for residential development, as it is publicly owned as parkland, watershed, or open space. Agricultural conservation easements and related zoning also limit the ability to develop vacant lands. As a strategy for addressing housing needs, the County has adopted programs in its Countywide Plan that promote opportunities for reuse of underutilized commercial centers, support mixed-use development, and encourage denser development along transit routes. Marin County also encourages residential development in more urbanized areas or within villages in the Inland Rural and Coastal Corridors. The County conducted the Multi-Family Land Use Policy and Zoning Study, which undertook the task of reviewing its multi-unit zoning and was taken to the Board of Supervisors on January 12, 2021. The housing study evaluated the zoning impediments to fair housing choice and whether multi-unit zoning is appropriately located by: (1) providing an overview of the County's historical and current policy and regulatory framework for housing development; (2) identifying areas of minority concentration and their zoning characteristics; and (3) identifying development constraints related to environmental hazards. The County used the study in its Housing Element to recommend changes to the Countywide Plan and Development Code that were identified as barriers to multi-unit development.

Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)

CDBG and HOME funds were used to fund a variety of programs for low-income and disabled people. The County allocated CDBG Public Services funding heavily toward very low-income people, including services for minority populations in the Canal neighborhood, Marin City, and Southern Novato areas. Childcare and youth programs in San Rafael, Novato, and Marin City serve a significant percentage of Hispanic/Latinx families. In 2021, Marin County supported critical programs focused on legal services for families subject to domestic violence and threats of eviction, basic health services, and neighborhood facilities improvements.

Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)

To evaluate and reduce lead-based paint hazards, the County requires all recipients of HUD funding to comply with the requirements for lead paint testing and abatement. The Marin Housing Authority also continues its program of lead paint testing and abatement for public housing. The County is currently working with subrecipients to effectively implement the Lead Safe Housing Rule (LSHR) in its program. In addition, Marin County Department of Health and Human Services in partnership with the Community Development Agency's Environmental Health Services operates the Childhood Lead Poisoning Prevention Program (CLPPP). This program is currently undergoing reorganization and outreach planning.

COVID-19 greatly impacted CLPPP, with staff time taken up with serving as disaster service workers during the emergency response. CLPPP only addressed urgent matters during this time. Beginning in September 2021, a new CLPPP Coordinator/Public Health Nurse (PHN) and Environmental Health Specialist were hired.

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

Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)

CDBG Public Services funds have been invested in youth programs, such as Performing Stars, Hannah Project, After-to-School Transportation to Fairfax-San Anselmo Children's Center, North Bay Children's Center, Novato Youth Center, and Pickleweed Children's Center, which should lead to participating children performing better in school and thereby having greater opportunities to earn higher incomes.

MHA manages the Family-Self Sufficiency (FSS) Program, which offers case management services, savings plans, and homeownership opportunities for families in the Section 8 program and residents of the Marin City public housing complex who are working to achieve educational and employment goals to become independent of public assistance.

Actions taken to develop institutional structure. 91.220(k); 91.320(j)

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 is responsible for administration of the CDBG and HOME programs. The Countywide Priority Setting Committee, which includes members of city/town councils, 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.

The County's Housing and Federal Grants Division of the Community Development Agency provides coordination and facilitates the development of affordable housing through technical assistance, advocacy, and opportunities for funding through federal, state, and local sources. In addition, the County Health and Human Services Department has a policy team who plans and implements housing and service programs for individuals and families experiencing homelessness and extremely low-income people who are precariously housed. The Community Development Agency and Department of Health and Human Services regularly collaborate on housing policies and funding strategies, including the use

of state funds for a residential facility for disabled residents. More recently, they collaborated on the acquisition of three facilities to convert into permanent supportive housing through the state's Homekey program.

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.

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 limited number of housing and public service activities. This policy has been implemented and maintained. The County expects a further reduction in the number of housing projects as a result of added costs to comply with the LSHR. However, more may be needed to keep administrative expenses within the limits established by the regulations.

To further efforts on reducing the number of projects to keep administrative expenses within the limits established by the regulations, staff worked with the Countywide Priority Setting Committee to identify more focused priorities for Public Services funds and adopted a minimum grant size of \$15,000. To minimize the number of housing projects, staff work with the County's three planning areas to contribute more to countywide projects, bringing the projects closer to being fully funded and reducing the number of projects to administer.

Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)

Staff from the Housing and Federal Grants Division work closely with nonprofit and social service agencies and have been active members of the Nonprofit Housing Association of California. Staff are also members of the Homeless Policy Steering Committee, Opening Doors Coalition, Housing Acquisition Group, and Planning Directors' Housing Working Group.

Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)

The County has taken a proactive role in addressing fair housing choice, including:

1. Hiring a Social Equity Program and Policy Coordinator to focus on furthering fair housing and supporting equity programs.
2. Requiring affirmative marketing plans from all housing programs and recipients of federal grant funding.
3. Collaborating with other County agencies such as Health & Human Services, Marin County Free Library, Probation Department, Parks Department, Human Resources and the County Administrator's Office to undertake equity initiatives to ensure all citizens in Marin County have full and equal access to local services.
4. The Priority Setting Committee establishing priorities for funding projects that affirmatively further fair housing and serve members of the protected classes.

Marin County completed its last Analysis of Impediments to Fair Housing Choice in 2020 in forming the 2020-24 Con Plan. The County anticipates beginning to work on an Assessment of Fair Housing (AFH) in 2023, to help guide fair housing efforts in the County and inform the next Con Plan. The AFH will identify specific barriers and contributing factors to fair housing choice and disparities in access to opportunities in the County. The AFH will then help to develop strategies to address and overcome these barriers.

In addition, Marin County and its jurisdictions are complying with Assembly Bill 686 Housing discrimination: affirmatively further fair housing (2018), as a part of the Housing Element process. AB 686 requires that each jurisdiction develop a Housing Element using a fair housing and equity lens. This state law requires that the Housing Element include an assessment of fair housing to address barriers to fair housing choice, patterns of segregation in our communities, and identify sites and programs that provide housing opportunity for lower-income families and individuals near high-quality schools, employment opportunities, and public transportation.

While the Fair Housing Assessment is necessary for each jurisdiction's Housing Element, the analysis and subsequent policies will be considered at a multi-jurisdictional scale. Therefore, County staff are assisting jurisdictions in this effort at multiple stages in the process.

CR-40 - Monitoring 91.220 and 91.230

Describe the standards and procedures used to monitor activities carried out in furtherance of the plan and used to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

Staff from the Housing and Federal Grants Division perform a risk analysis to select projects for on-site monitoring. The County has a standard list of questions that are asked during monitoring visits and we have been increasingly emphasizing affirmative marketing.

Under normal conditions, for new CDBG and HOME funding applicants, staff conduct on-site visits to the project locations. Properties that have outstanding CDBG or HOME loans also receive on-site visits on a rotational basis, or if any concerns are raised about the condition of the properties. Project monitoring is performed by the same staff representative who administers the contract and approves billings from the project sponsor. This helps integrate monitoring with the County's ongoing efforts to provide assistance, advice, and support to the project sponsors. The goal is to conduct a monitoring visit of each project within a two-year cycle. Marin County identifies high-risk subrecipients and targets them for more frequent on-site programmatic and fiscal monitoring.

Due to the COVID-19 pandemic, and subsequent HUD waiver of some monitoring requirements, annual on-site monitoring has been suspended since March 2020. This has resulted in a need to re-evaluate the priority of housing project properties. The Housing and Federal Grants staff will be reassessing and resuming on-site monitoring in 2022.

The County requests financial information on an annual basis from rental properties that have received support from CDBG and HOME entitlements. Rent rolls and financial reports are reviewed to determine if further and more specific monitoring is required to ensure compliance with the terms of the program agreements.

Citizen Participation Plan 91.105(d); 91.115(d)

Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.

The 2021 CAPER was made available to the public for a period of 16 days starting on Monday, September 12, 2022. Translation services were also made available by the County. Public comments were accepted through Tuesday, September 27. No comments or questions were received. The 2021 CAPER was submitted on September 28, 2022.

CR-45 - CDBG 91.520(c)

Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.

As a result of the coronavirus pandemic, several projects have experienced significant delays. Staff are evaluating ways to address any barriers that exist for affordable housing developers and considering ways to prioritize projects that are more likely to move forward. As expected, some circumstances are not within the control of subrecipients who received allocations. It is anticipated that circumstances will improve as the pandemic improves. At this time, no changes are expected for program objectives.

Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?

No.

[BEDI grantees] Describe accomplishments and program outcomes during the last year.

CR-50 - HOME 91.520(d)

Include the results of on-site inspections of affordable rental housing assisted under the program to determine compliance with housing codes and other applicable regulations

Please list those projects that should have been inspected on-site this program year based upon the schedule in §92.504(d). Indicate which of these were inspected and a summary of issues that were detected during the inspection. For those that were not inspected, please indicate the reason and how you will remedy the situation.

The County customarily inspects all sites that apply for funds during the application/allocation cycle, unless the vendor provides public services and received current-year funding for which there was a site visit in the prior cycle. The County's main procedure for monitoring capital improvements or housing projects is on-site visits. Per HOME guidelines, the County's goal is to conduct a monitoring visit of each project at appropriate intervals depending on the number of units. Typically, the County's affordability period exceeds the property's HOME affordability period. For those properties that are within the County's affordability period, the Housing and Federal Grants policy is to conduct on-site monitoring at 5-, 10-, or 15-year intervals, depending on a risk assessment made by staff. Examples of factors which could affect risk assessment are: 1) property issues that have been reported to the County, 2) concerns based on information received via annual financial reporting, 3) changes in property management administration. We identify high-risk subrecipients for more frequent on-site programmatic and fiscal monitoring.

Prior to the coronavirus pandemic, several projects were slated to be monitored: San Clemente Apartments, Toussin Senior Housing, and Fireside Apartments. However, these on-site inspections were delayed through a waiver of the HOME on-site monitoring requirements. Staff will re-evaluate these properties in light of other properties that have come due in their monitoring cycles and will schedule on-site visits for 2022 as appropriate.

**Provide an assessment of the jurisdiction's affirmative marketing actions for HOME units.
92.351(b)**

The Housing and Federal Grants Division requires all current subrecipients to formally submit for approval an Affirmative Marketing Plan tailored to the specific project. All organizations receiving Federal Grant and Affordable Housing Trust funds are required to submit an Affirmative Marketing Plan, and to provide an analysis of their outreach efforts and changes in demographics of clients/residents served on an annual basis. This data is used to identify modifications for approved plans in order to better reach target populations. In addition, on June 8 and 16, 2022, the County partnered with Fair Housing Advocates of Northern California to provide training on affirmative marketing. The training was attended by 40 participants representing nonprofit service providers, childcare centers, local government, and affordable housing developers and providers.

Refer to IDIS reports to describe the amount and use of program income for projects,

including the number of projects and owner and tenant characteristics

Marin County usually receives nominal amounts of program income, most often unanticipated paydowns of accrued interest on HOME or CDBG loan balances. Program income is included in the annual planning cycle, and most often allocated to ongoing projects.

CDBG program income of \$30,336 was received and receipted in 2021-22. This will be incorporated into the 2023-24 planning cycle. Additionally, \$33,954 of program income that was received and receipted in 2020-21 will be incorporated into the 2023-24 planning cycle.

HOME program income of \$219,189 was receipted in 2021-22. Of this, \$85,191 will be incorporated into the 2023-24 planning cycle.

Describe other actions taken to foster and maintain affordable housing. 91.220(k) (STATES ONLY: Including the coordination of LIHTC with the development of affordable housing). 91.320(j)

During the 2021 program year, Housing and Federal Grants Division staff participated in a number of committees and working groups to foster and maintain affordable housing. Staff are active members of a group of funders that seeks out and evaluates potential acquisitions of existing housing and other opportunities for maximizing affordable housing stock throughout the County. Staff participate in Opening Doors, an organization that seeks to strategically align broad stakeholder groups in the creation of more affordable housing units across Marin jurisdictions, with a focus on solving chronic homelessness. Key partners — including Marin County Health & Human Services (HHS), Marin Housing Authority (MHA), the Marin County CDA, Marin cities and towns, service providers, and philanthropic donors — meet quarterly to ensure alignment of services and funding. Further, staff convene a countywide working group of planners to encourage interjurisdictional collaboration on housing issues and solutions, with a specific focus on responding to the 2017 State Housing Package. The working group established common goals and coordinates on housing legislation, planning, production, and preservation of existing affordable units. The working group applied jointly for SB2 planning grants in the summer and fall of 2019, and have started to collaborate on these grant projects, including Objective Design and Development Standards and Inclusionary housing program updates. The working group completed the ADU Workbook and Website, ADUMarin.org, with SB2 funds in December 2020.

In addition, staff coordinate with other agencies within the County to facilitate the efficient processing of affordable and special needs housing applications in both the unincorporated County and the incorporated cities and towns. When project approvals require cooperation between departments, CDA staff facilitate expedition of permits and fee waivers whenever possible and appropriate. To reduce funding barriers to affordable and special needs housing projects in incorporated towns and cities, the Board of Supervisors maintains a policy that it may support those projects through allocations of County Affordable Housing Fund monies.

CR-58 – Section 3

Identify the number of individuals assisted and the types of assistance provided

Total Labor Hours	CDBG	HOME	ESG	HOPWA	HTF
Total Number of Activities	2	0	0	0	0
Total Labor Hours	106,662				
Total Section 3 Worker Hours	648				
Total Targeted Section 3 Worker Hours	0				

Table 14 – Total Labor Hours

Qualitative Efforts - Number of Activities by Program	CDBG	HOME	ESG	HOPWA	HTF
Outreach efforts to generate job applicants who are Public Housing Targeted Workers					
Outreach efforts to generate job applicants who are Other Funding Targeted Workers.					
Direct, on-the job training (including apprenticeships).	1				
Indirect training such as arranging for, contracting for, or paying tuition for, off-site training.					
Technical assistance to help Section 3 workers compete for jobs (e.g., resume assistance, coaching).					
Outreach efforts to identify and secure bids from Section 3 business concerns.	2				
Technical assistance to help Section 3 business concerns understand and bid on contracts.	2				
Division of contracts into smaller jobs to facilitate participation by Section 3 business concerns.					
Provided or connected residents with assistance in seeking employment including: drafting resumes, preparing for interviews, finding job opportunities, connecting residents to job placement services.					
Held one or more job fairs.					
Provided or connected residents with supportive services that can provide direct services or referrals.					
Provided or connected residents with supportive services that provide one or more of the following: work readiness health screenings, interview clothing, uniforms, test fees, transportation.					
Assisted residents with finding child care.					
Assisted residents to apply for, or attend community college or a four year educational institution.					
Assisted residents to apply for, or attend vocational/technical training.					
Assisted residents to obtain financial literacy training and/or coaching.					
Bonding assistance, guaranties, or other efforts to support viable bids from Section 3 business concerns.					
Provided or connected residents with training on computer use or online technologies.					
Promoting the use of a business registry designed to create opportunities for disadvantaged and small businesses.					
Outreach, engagement, or referrals with the state one-stop system, as designed in Section 121(e)(2) of the Workforce Innovation and Opportunity Act.					
Other.					

Table 15 – Qualitative Efforts - Number of Activities by Program

Narrative

The County is working to incorporate the recent changes to Section 3 reporting and train subrecipients on new procedures. Projects that have been active over the transitional period have faced challenges because they were not aware when the project began that they would need to track different data as the reporting requirements changed. Projects reporting in 2022-23 and beyond are aware of the new Section 3 compliance and reporting requirements and the County anticipates that technical assistance and training on the new requirements will improve over time.