

COMMUNITY DEVELOPMENT AGENCY
HOUSING AND FEDERAL GRANTS DIVISION

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April 12, 2022

Marin County Board of Supervisors and
Planning Commission
3501 Civic Center Drive
San Rafael, CA 94903

SUBJECT: Housing Element Update (Programs and Policies)

Dear Supervisors and Commissioners,

RECOMMENDATION:

1. Review and provide feedback on staff recommendation for programs and policies in the Housing Element.

SUMMARY:

The Community Development Agency is in the process of updating the Housing and Safety Elements, which are integral parts of the Countywide Plan (CWP). The Housing Element update will establish a strategy for meeting housing needs for the 2022-2030 planning period. The Safety Element is also being updated to incorporate policies focused on responding to potential adverse impacts associated with climate change, as well as specific new State law requirements related to flood and fire hazards. To meet deadlines established by the State, the Board of Supervisors should adopt the forthcoming Housing Element no later than December 31, 2022, and submit it to the State for review and certification.

BACKGROUND:

In each cycle, the Housing Element contains a series of programmatic activities to support Countywide Plan policy objectives as well as state requirements. Programs must include specific action steps the unincorporated County will take to implement its policies and achieve its goals and objectives related to housing production and affirmatively furthering fair housing. Programs must also include a specific timeframe for implementation, identify the agencies responsible for implementation, describe the jurisdiction's specific role in implementation, and (whenever possible) identify specific, measurable outcomes. Programs will reflect the results and analyses of the unincorporated County's local housing needs, available land and financial resources, and the mitigation of identified governmental and non-governmental constraints.

Based on new Affirmatively Furthering Fair Housing requirements of Assembly Bill 686 in this cycle of the Housing Element, policies and programs must also include "meaningful actions" beyond combating discrimination to overcome patterns of segregation and foster inclusive, affordable and stable communities. Specifically, the analysis must include each of the fair housing issue areas: (1) segregation and integration, (2) racially and ethnically concentrated areas of poverty, (3) access to opportunity, and (4) disproportionate housing needs, including displacement. The analysis will not be limited to unincorporated Marin

County, but will include the surrounding cities and towns and an understanding of the role the unincorporated County plays in current and historical trends of segregation at a regional level.

Additionally, state law contains the following program requirements:

- Identify adequate sites, with appropriate zoning and development standards and services to accommodate the locality's share of the regional housing needs for each income level;
- Assist in the development of adequate housing to meet the needs of extremely low-, very low-, low-, and moderate-income households;
- Address and, where possible, remove governmental constraints to the maintenance, improvement, and development of housing, including housing for people at all income levels, as well as housing for people with disabilities;
- Conserve and improve the condition of the existing affordable-housing stock;
- Preserve assisted housing developments at-risk of conversion to market-rate; and
- Promote equal housing opportunities for all people, regardless of race, religion, sex, marital status, ancestry, national origin, color, familial status, or disability.

Since the previous Housing Element cycle began in 2015, several programs have been implemented through amendments made in the Development Code and other actions. Portions of other programs have also been completed, eliminated, moved or clarified. Attachment 3 provides an evaluation of programs contained in the 2015-2023 Housing Element and notes the implementation status of each program.

DISCUSSION:

As part of the Housing Element update, an assessment was completed that evaluated housing needs in the unincorporated areas of Marin County. The needs assessment used data from local, regional, and national sources as well as outreach findings. Outreach on housing need was done at several scales and through different methods, that ranged from focus groups, to large workshops, to an online and paper survey. Staff received over 800 responses to the survey in Spanish and English and over 350 people attended the events. Community Based Organizations, local affordable and market rate housing developers, homeowners and residents engaged in this effort. Summaries of community outreach, the Needs Assessment and Survey are included in Attachment 4, 2, and 1 respectively.

The results of the needs assessment and community outreach, combined with the required programs described above, have yielded four (4) topical areas for development of policies and programs. The purpose of today's workshop is to seek the Board and Planning Commission's feedback on the following.

- A. ***Housing Opportunities in Existing Units:*** There are underutilized existing units located in the county that could be transformed into affordable and market-rate housing. Program examples could include options to further limit short term rentals, and a vacant home tax that would impose a tax on homes that are unoccupied for an extended period of time.

B. **Affirmatively Furthering Fair Housing:** Programs and policies that affirmatively further fair housing address significant disparities in housing needs and access to opportunities, and take meaningful actions to overcome patterns of segregation and foster inclusive communities.

1. Tenant protection and anti-displacement: Programs that are focused on tenant protections and anti-displacement could include local relocation assistance, a tenant commission, and rent stabilization.
2. Fair housing outreach and enforcement: Expanding fair housing outreach to individual property owners, HOAs, realtors, etc. and reviewing all zoning and planning policies that are rooted in segregation are examples of fair housing programs. The County is required to have fair housing outreach and enforcement programs and policies in the Housing Element.
3. Housing choices: Housing choices can be diversified through development policies and programs that facilitate a variety of housing types.
4. Neighborhood improvements: Geographic specific programs in low-income communities could include specific community planning efforts, infrastructure and facility improvements.

C. **Special Needs Housing:** Due to the distinct needs of these population groups, programs and policies that facilitate specific housing development are required beyond those described above.

1. Seniors: Programs for seniors range from increasing assisted living opportunities, to facilitating small lot/townhome developments.
2. Farmworkers: Programs for farmworkers could range from set aside units in affordable housing developments to housing provisions that create a minimum number of units or beds for workers on agriculturally zoned properties.
3. Disabled persons: Assistance with accessibility improvements and expedited review for reasonable accommodation are two examples of programs for disabled property owners and renters.
4. Homeless: Programs could include supporting rapid re-housing options and providing alternative housing types for the unhoused.

D. **Programs Aligned with State Law:** Several programs are required by state law in order for the unincorporated County to have a certified housing element.

1. By right zoning¹: The by right policy will apply to all sites in the

¹ Definition of Use By Right (Government Code section 65583.2 (i))

By right means the jurisdiction shall not require, for projects that contain at least 20 percent lower income housing:

- A conditional use permit.
- A planned unit development permit.
- Other discretionary, local-government review or approval that would constitute a "project" as defined in Section 21100 of the Public Resources Code (California Environmental Quality Act "CEQA").

However, if the project requires a subdivision, it is subject to all laws, including CEQA.

This does not preclude a jurisdiction from imposing requiring design review approval and imposing objective design review and other zoning standards.

Housing Element designated as suitable for lower income housing that are also vacant sites that have been included in the past two consecutive Housing Elements and nonvacant sites included in a previous Housing Element.

2. Affordable Housing Production: Incentivizing affordable housing production is mandated by state law. This can be achieved through an affordable housing overlay in the zoning code.
3. Development Timelines: State law stipulates that jurisdictions must streamline development timelines for specific development projects, including those that qualify as SB35² projects.

TIMELINE AND NEXT STEPS:

The Housing Element for the 2022-2030 planning period is due to the State by January 2023. Staff will refine a list of programs and policies that will be incorporated into the public draft Housing Element, available for review in summer 2022. The programs and policies will be evaluated as part of the Program Environmental Impact Report (EIR).

More information related to the Housing and Safety Element updates will be presented at future meetings of the Board of Supervisors and the Planning Commission in Spring 2022.

Attachment 5 shows the schedule of activities necessary to meet this deadline and identifies the planned public outreach and required environmental review.

EQUITY IMPACT:

Under Assembly Bill 686, the Housing Element is required to include an assessment of fair housing to address barriers to fair housing choice and identify sites and programs that provide housing opportunity for lower income families and individuals near high quality schools, employment opportunities and public transportation. Assembly Bill 686 also requires local governments to identify meaningful goals to address the impacts of systemic issues such as residential segregation, housing cost burden, and unequal educational or employment opportunities to the extent these issues create and/or perpetuate discrimination against protected groups. These requirements will be incorporated into the Housing Element.

To affirmatively further fair housing, goals and policies must have a specific connection to outreach, the assessment of fair housing, the analysis of the site inventory and most importantly, the prioritization of contributing factors to fair housing issues. Goals, policies and actions must be aggressively set to overcome those contributing factors to meet the “meaningful impact” requirement in statute and to avoid actions that are materially inconsistent with the obligation to affirmatively further fair housing. Goals and policies must be created with the intention to have a significant impact, well beyond a continuation of past actions, and to provide direction and guidance for meaningful action.

² A state law that requires certain developments be streamlined and approved through a ministerial process.

FISCAL/STAFFING IMPACT

No Impact on the general fund, funds to accomplish these tasks have been previously identified and are available in CDA's budgets.

REVIEWED BY:

- Department of Finance
- County Administrator's Office
- County Counsel
- Human Resources

- N/A
- N/A
- N/A
- N/A

SIGNATURE:

Jillian Nameth Zeiger
Senior Planner Housing and Federal Grants

Leelee Thomas
Deputy Director

Attachments

- 1: Findings from Survey
- 2: Needs Assessment Summary
- 3: Evaluation of Programs in 2015-2023 Housing Element
- 4: Community Outreach Summary (Needs Assessment and Programs and Policies)
- 5: Schedule



Marin Housing Element: Housing Survey Summary Results

Prepared by:



800 Hearst Avenue
Berkeley, CA 94710

January 2022

Introduction

The County of Marin is in the process of updating the Housing Element of the Countywide Plan, as required by State law, to establish the conditions for more housing at all income levels to be developed across the unincorporated areas of the county with the goal of meeting the Regional Housing Needs Allocation (RHNA) number assigned to Marin County by the state of 3,569 units.

The County has provided multiple opportunities and methods for resident to weigh in on the update process for the Housing Element. The survey described in this summary was just one of the ways residents were able to share their experiences and needs for housing in Marin. The project website: <https://www.marincounty.org/housingsafetyelements> contains more information about upcoming activities.

Methodology

The County of Marin is conducting a variety of outreach activities to solicit community input for the Housing Element update. This survey was focused on identifying housing priorities, needs and barriers in the unincorporated county, and was publicized in English and Spanish. The survey period ran from October through December 20th, 2021. There were 728 responses completed in English and 90 responses in Spanish, for a total of 818 responses.

The County used both digital and paper platforms for this survey. The digital Survey Monkey platform was promoted extensively through County communication channels including post-card mail-outs, multiple email communications, and social media. The paper format of the survey was shared with County residents directly at community events, via multiple Community-Based Organizations (CBOs) and publicized through online workshops.

The CBOs who supported the outreach effort included:

- Community Action Marin
- Community Land Trust Association of West Marin (CLAM)
- Lifehouse
- Marin Community Foundation / West Marin Community Services
- Marin Environmental Housing Collaborative (MEHC)
- San Geronimo Valley Affordable Housing Association (SGVAHA)
- Vivalon (serves people that need paratransit)
- West Marin Senior Services

Key Findings

Highlights of the survey results include:

Housing Priorities

Top housing choices for Unincorporated Marin County

Participants were asked to identify their top three housing priorities (out of seven choices).

- 59% of respondents selected “Increase the amount of housing that is affordable to moderate, low, and very low- income residents”
- 47% of respondents selected “Increase homeownership opportunities for moderate, low- and very-low-income residents”
- 33% identified “Create programs to help existing homeowners stay in their homes”
- The remaining 4 choices were selected by 23% to 28% of the respondents

Housing Needs

There is insufficient housing in my community for:

Participants were asked to select all that apply from seven choices. The top three choices were:

- Low-income households (59%)
- Families with children (35%)
- Older adults: seniors, elderly (34%)

Housing Barriers

Top barrier to affordable housing

Participants were asked to identify the top barrier to affordable housing of out five choices.

- 55% identified “Limited availability of affordable units”
- The remaining choices received between 5% and 18% of the responses.

The survey included 12 questions that were multiple choice. Where appropriate, the responses also included “other” as a choice where participants could write in their response. There was also a thirteenth question that provided the opportunity for participants to add any additional comments.

The following sections present the survey results for each question based on responses received in English, Spanish, and the combined total. There is also a summary of the key themes from the open-ended comments received for each question.

Survey Results

The complete survey results are summarized below.

The English survey had 728 respondents:

- 626 responses online
- 102 responses through paper surveys

The Spanish survey had 90 Spanish respondents:

- 22 responses online
- 68 responses through paper surveys

The following charts show both the English and Spanish responses, as well as the combined results. Percentages are rounded to the nearest whole number. Not all participants responded to each question.

Question 1. What is your housing situation?

About 67% of respondents are homeowners, while 25% are renters. Most English respondents (75%) are homeowner while the majority of Spanish respondents (68%) are renters.

Responses	English	Spanish	Combined
I rent my home	144 (20%)	59 (68%)	203 (25%)
I own my home	540 (75%)	1 (1%)	541 (67%)
I live with family/friends, do not own or pay rent	33 (5%)	18 (21%)	51 (6%)
I don't have permanent housing	6 (1%)	9 (10%)	15 (2%)
Total	723 English respondents	87 Spanish respondents	810 combined respondents

Question 2. Where do you live?

About 54% of respondents live within unincorporated Marin County.

Responses	English	Spanish	Combined
Unincorporated Marin County	425 (59%)	16 (19%)	441 (54%)
A city within Marin County (San Rafael, Corte Madera, Larkspur, Mill Valley, Ross, Sausalito, Tiburon, Novato, San Anselmo)	279 (39%)	70 (80%)	349 (43%)
I do not live in Marin County	19 (3%)	1 (1%)	20 (2%)
Total	723 English respondents	87 Spanish respondents	810 combined respondents

Question 3. If you responded that you live in Marin County, please tell us where exactly.

The results shown in chart below represent only the response options that received more than 5% of the results in at least one of the languages or in the combined count.

Responses	English	Spanish	Combined
Unincorporated San Rafael: Santa Venetia	37 (5%)	3 (4%)	40 (5%)
Unincorporated San Rafael: Other part of Unincorporated San Rafael	26 (4%)	13 (16%)	39 (5%)
Unincorporated Novato	50 (7%)	1 (1%)	51 (7%)
Marinwood/Lucas Valley	36 (5%)	1 (1%)	37 (5%)
Unincorporated Southern Marin: Marin City	10 (1%)	8 (10%)	18 (2%)
Unincorporated Southern Marin: Tam Valley/Almonte/Homestead	96 (14%)	0 (0%)	96 (13%)
Unincorporated Central Marin: Kentfield/Greenbrae	62 (9%)	1 (1%)	63 (8%)
I do not live in unincorporated Marin County	186 (28%)	41 (51%)	227 (30%)
Total (Not all responses are listed above)	779 English respondents	81 Spanish respondents	760 combined respondents

Question 4. Do you work in Marin County?

About 47% of respondents work in Marin County, and 18% work outside the County. A significant portion of the English respondents (37%) do not work, are retired, unemployed or unable to work.

Responses	English	Spanish	Combined
Yes	290 (44%)	63 (77%)	353 (47%)
No	128 (19%)	7 (9%)	135 (18%)
I do not work (retired, unemployed, unable to work, or other)	247 (37%)	12 (15%)	259 (35%)
Total	665 English respondents	82 Spanish respondents	747 combined respondents

Question 5. How long have you lived in Marin County (city or unincorporated)?

Most respondents (75%) in English and Spanish combined have lived in Marin County for over ten years.

Responses	English	Spanish	Combined
Less than 1 year	10 (2%)	9 (11%)	19 (3%)
1-5 years	52 (8%)	18 (22%)	70 (9%)
5-10 years	69 (10%)	7 (8%)	76 (10%)
10 + years	516 (77%)	49 (59%)	565 (75%)
I do not live in Marin County	19 (3%)	0 (0%)	19 (3%)
Total	666 English respondents	83 Spanish respondents	749 combined respondents

Question 6. What is your race / ethnicity?

Of all the survey respondents, 70% identify as White / Caucasian, and another 16% identify as Hispanic / Latino.

Responses	English	Spanish	Combined
White / Caucasian	519 (79%)	1 (1%)	520 (70%)
Black / African Ancestry	4 (1%)	0 (0%)	4 (1%)
Asian / Asian Ancestry	30 (5%)	1 (1%)	31 (4%)
Hispanic / Latino	35 (5%)	81 (95%)	116 (16%)
Pacific Islander	8 (1%)	0 (0%)	8 (1%)
Native American, or Indigenous	6 (1%)	0 (0%)	6 (1%)
Two or more races	21 (3%)	0 (0%)	21 (3%)

I prefer not to say	52 (8%)	1 (1%)	53 (7%)
I prefer to self-identify	17 (3%)	1 (1%)	18 (2%)
Total	660 English respondents	85 Spanish respondents	745 combined respondents

Question 7. What is your age?

Most respondents (56%) are between the ages of 30 and 64 years old and 38% are over the age of 65.

Responses	English	Spanish	Combined
17 or under	1 (0%)	1 (1%)	2 (0%)
18-29	25 (4%)	16 (19%)	41 (5%)
30-49	142 (21%)	52 (63%)	194 (26%)
50-64	210 (32%)	14 (17%)	224 (30%)
65 or older	287 (43%)	0 (0%)	287 (38%)
Total	665 English respondents	83 Spanish respondents	748 combined respondents

Question 8. What percentage of your income is spent on housing costs (including rent and utilities or mortgage, property tax, and homeowner's insurance)?

One third of respondents (37%) spend between 30% and 50% of their income on housing costs, while another 19% of respondents spend over 50% of their income. In total, 56% of respondents stated that they spend over 30% of their income on housing costs. From the Spanish respondents alone, almost 60% of those who responded to the survey spend more than 50% of their income on housing costs.

Responses	English	Spanish	Combined
Less than 30% of income	260 (40%)	11 (13%)	271 (37%)
Between 30-50% of income	254 (39%)	18 (22%)	272 (37%)
More than 50% of income	95 (14%)	48 (59%)	143 (19%)
Does not apply	48 (7%)	5 (6%)	53 (7%)
Total	657 English respondents	82 Spanish respondents	739 combined respondents

Question 9. How well does your current housing meet your needs?

While 69% of the combined respondents stated they were satisfied with their housing, about 18% of the Spanish respondent selected that their unit is “substandard or in bad condition and need [their] landlord to respond.”

Responses	English	Spanish	Combined
I am satisfied with my housing	478 (73%)	26 (34%)	504 (69%)
I would like to downsize but am unable to find a smaller unit	25 (4%)	6 (8%)	31 (4%)
I am unable to house additional family members	35 (5%)	13 (17%)	48 (7%)
My unit is substandard or in bad condition and I need my landlord to respond	9 (1%)	14 (18%)	23 (3%)
My unit is in bad condition, and I cannot afford to make needed repairs	18 (3%)	3 (4%)	21 (3%)
My unit needs improvements to make it easier to live with a disability	21 (3%)	6 (8%)	27 (4%)
None of the above	72 (11%)	9 (12%)	81 (11%)
Total	658 English respondents	77 Spanish respondents	735 combined respondents

Question 10. Select the top 3 housing priorities for unincorporated Marin County.

Of the combined respondents, 59% agreed that increasing “the amount of housing that is affordable to moderate, low, and very low-income residents” was among their top housing priorities. The second highest selected option was to “increase homeownership opportunities for moderate, low- and very low-income residents,” which was selected by 47% of the combined respondents. The third highest option selected among the English respondents was “Create programs to help existing homeowners stay in their homes” with 36% of English respondents selecting this option. Among the Spanish respondents, the third highest selected option, with 33% of Spanish results, was “Make it easier to build new housing in unincorporated Marin County.”

Responses	English	Spanish	Combined
Increase the amount of housing that is affordable to moderate, low, and very low- income residents	382 (57%)	63 (73%)	445 (59%)
Make it easier to build new housing in unincorporated Marin County	180 (27%)	28 (33%)	208 (28%)
Create programs to help existing homeowners stay in their homes	238 (36%)	11 (13%)	249 (33%)
Target efforts to address inequities in the housing market, including discrimination in renting	213 (32%)	15 (17%)	228 (30%)
Increase homeownership opportunities for moderate, low- and very-low-income residents	313 (47%)	40 (47%)	353 (47%)
Improve substandard housing conditions	176 (26%)	24 (28%)	200 (27%)
Other (please specify)	170 (25%)	7 (8%)	177 (23%)
Total	668 English respondents	86 Spanish respondents	754 combined respondents

Summary of additional comments included:

- A desire to build more moderate and low-income housing
- Desire for more programs that support affordable homeownership
- Support for current residents to be able to stay in Marin
- Suggestions to keep higher density developments near transportation, in city centers, and where infrastructure for utilities already exists
- Desire to preserve the open space, parks, and agricultural land within the County
- Concerns about how the character of towns and neighborhoods might change with higher density
- Concerns for limited water due to drought
- Concerns for increased traffic due to more housing
- Hesitancy for increased density and more development

Question 11. There is insufficient housing in my community for (please select all that apply).

The top three choices by the combined responses were:

- Low-income households (59%)
- Families with children (35%)
- Older adults: seniors, elderly (34%)

Responses	English	Spanish	Combined
Families with children	202 (32%)	49 (62%)	251 (35%)
Low-income households	369 (58%)	53 (67%)	422 (59%)
Older adults (Seniors, Elderly)	235 (37%)	8 (10%)	243 (34%)
Single individuals	189 (29%)	10 (13%)	199 (28%)
Persons with disabilities	156 (24%)	7 (9%)	163 (23%)
I don't know	129 (20%)	4 (5%)	133 (18%)
Other (please specify)	108 (17%)	3 (4%)	111 (15%)
Total	641 English respondents	79 Spanish respondents	720 combined respondents

Note: Percentages will total over 100% since respondents were allowed to select multiple options.

Summary of additional comments included:

- Desire for more rental options
- Insufficient housing for local workers resulting in workers having to live outside of Marin County
- Lack of options for those experiencing and/or are at risk of homelessness
- Insufficient housing for middle-income families, single individuals, and older adults
- Support for more moderate- to low-income housing
- Concerns about how diversity has decreased over the years
- Desire to preserve open land space and parks within the county
- Concerns of expansion due to climate change impacts
- Sentiment that there was already sufficient housing in Marin County

Question 12. Please identify the top barrier to affordable housing.

The top barrier to affordable housing according to the respondents is the limited available of affordable units (55% of combined results, and 60% of English-only responses). Spanish respondents selected the lack of resources to help find affordable housing as their top barrier (64% of Spanish-only results).

Responses	English	Spanish	Combined
Lack of resources to help find affordable housing	64 (10%)	50 (64%)	114 (16%)
Limited availability of affordable units	376 (60%)	8 (10%)	384 (55%)
Long waitlists	32 (5%)	13 (17%)	45 (6%)
Quality of affordable housing does not meet my standards	30 (5%)	3 (4%)	33 (5%)
Other (please specify)	123 (20%)	4 (5%)	127 (18%)
Total	625 English respondents	78 Spanish respondents	703 combined respondents

Summary of additional existing barriers included:

- NIMBY (“not in my back yard”) housing policies
- Insufficient water supply
- Lack of rental opportunities
- General lack of affordable housing
- Limited homeownership opportunities or inundated waitlists for homeownership
- Lack of affordable housing due to city regulations such as zoning, permit fees, etc.
- Low paying jobs and lack of living wages is a barrier of entry to living in Marin
- Desire to keep Marin County population small and build more densely in other places outside of Marin County such as San Francisco
- Pushback against building affordable housing
- Some respondents believe there are no barriers or that this is a marketplace issue

Question 13. Please share any other comments you have related to housing in Marin County

	English	Spanish	Combined
Total	380 English respondents	50 Spanish respondents	430 combined respondents

The following summarizes the key themes mentioned in the 430 comments:

- Support for more low-income to middle-income housing
- Support for affordable units for seniors
- Support for additional workforce housing
- Frustration with housing barriers such as limited availability and long waitlists
- Concern for how additional units may affect the strained local water supply
- A desire for infrastructure issues such as limited water supply, transportation (increased traffic and road damage), and flooding concerns, to be addressed before building additional units
- Respondents shared that regulatory burdens slow down development
- Desire to keep existing open land space preserved
- A desire to keep Marin population less dense
- Concern for short term rentals and/or vacation rentals that take homes off the market for long term renters
- Concern over existing inequitable housing practices and discrimination

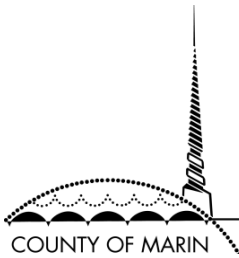


Attachment 2: Needs Assessment Summary

Community input around housing needs was gathered at the onset of the Housing Element update process in August 2021 through December 2021, through a variety of platforms including physical and digital surveys, community workshops, and focus groups with homeowners, renters, and community-based organizations that serve vulnerable populations and low-income populations. The Needs Assessment combines community input along with local, regional and national data to provide an overview of housing needs.

Major themes that came of the Needs Assessment process include:

- **Limited housing options** – 83% of the housing stock in unincorporated Marin consists of single-family homes
- **Aging population** – 22% residents are 65 years or older, and require additional housing considerations
- **Limited vacancy for rent or for sale** – 57% of vacant units are for seasonal uses
- **Households are cost-burdened** – 20% of households are cost-burdened (spend 30-50% of income on housing); 17% of households severely cost-burdened (spend 50% or more of income on housing)
- **Renter households are overcrowded** – 13.4% renter-households overcrowded, compared to 0.9% of owner-households



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**Attachment 3: Evaluation of Programs in
2015-2023 Housing Element**

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Program. 1.a - Establish minimum densities on Housing Element sites.

Objective. Preserve the development capacity for sites included on the Site Inventory list.

Schedule. 2015.

Status. (Complete.) Planners developed and routinely consult a Housing Element layer in the County's Geographic Information Systems (GIS) application for planning and land management; the Housing Element layer identifies the location of and expresses minimum densities for sites listed in the Site Inventory.

Program. 1.b - Evaluate Multi-family Land Use Designations.

Objective. Increase capacity for affordable and multi-family housing development; zone lands appropriately; implement Countywide Plan.

Schedule. 2016.

Status. (Complete.) This program was previously postponed pending completion of the County's Assessment of Fair Housing with the intent to incorporate the research and findings of that assessment into the evaluation of multi-family land use designations. Given the U.S. Department of Housing and Urban Development decision to delay implementation of the Affirmatively Furthering Fair Housing rule for an indeterminate period, staff have elected to proceed with this program ahead of the Assessment of Fair Housing.

In 2020, Staff completed the Multi-Family Land Use Designation and Zoning Analysis Report and Multi-Family Zoning GIS Map, which was presented to the Board of Supervisors in January 2021.

Program. 1.c - Evaluate the Housing Overlay Designation.

Objective. Improve opportunities for multifamily, workforce housing.

Schedule. 2016.

Status. (Partially implemented.) Achievement of this program is contingent upon an update to the General Plan. This update will be complete in early 2023.

Program. 1.d - Study ministerial review for affordable housing.

Objective. Facilitate the development of affordable housing.

Schedule. 2020.

Status. (In progress.) In conjunction with its analysis and preparation of streamlined review procedures pursuant to SB 35, staff initiated an exploration of potential procedures to expedite review for affordable housing projects. Staff started working with consultants on Objective Design and Development Standards in collaboration with cities and towns to streamline the development of housing, including affordable housing in the fall of 2019. This study is in partnership with nine other jurisdictions in Marin County and the toolkit was completed in Spring

2021. Staff are adapting the toolkit to the Marin County Development Code for adoption in Fall 2022.

Program. 1.e - Consider adjustments to Second Unit development standards.

Objective. Expand and improve housing choice and stock, especially for smaller households and local workforce.

Schedule. 2016.

Status. (Complete, on-going.) In December 2018, the Board of Supervisors extended and expanded upon its 2018 pilot program meant to encourage the creation of Junior Accessory Dwelling Units (JADUs) through the waiver of up to \$1,500 in associated building permit fees. For the 2019 renewal, the Board continued the \$1,500 JADU fee waiver, and expanded the scope of the program to include Accessory Dwelling Units (ADUs), which are now eligible for up to \$3,500 in building permit fee waivers. The Board also waived Roadway Impact Fees for JADUs. To be eligible for fee waivers, property owners must commit to refrain from using the subject unit as a short-term rental for two-years following issuance of the certification of occupancy. The two-year moratorium is meant to encourage owners of new ADUs and JADUs to rent their units to long-term tenants.

In 2020, the Board expanded this program with a new focus on encouraging affordability, which was extended in 2021 to apply through 2023. Property owners can receive up to \$10,000 in building permit fee waivers if they rent the second unit to a household that earns below 80% area median income, up to \$5,000 if the unit is rented to a household that earns between 80% and 120% area median income, and up to \$2,500 if rented at market-rate.

Program. 1.f - Review and consider updating parking standards.

Objective. Increase utilization of land for housing development; seek efficient parking standards based on housing type and location.

Schedule. 2016.

Status. (Complete.) In December 2018, the Board of Supervisors adopted amendments to County parking standards to reduce parking space requirements for projects developed under the Housing Overlay Designation policy, in transit-rich areas, and for affordable housing developed near transit. The amendments also authorized tandem parking for certain residential uses.

Program. 1.g - Codify affordable housing incentives identified in the Community Development Element.

Objective. Implement the CWP; support the development of affordable housing.

Schedule. 2016.

Status. (Complete.) The County authorizes waiver of Building and Planning permit fees and reimbursement of Environmental Health Service fees for affordable housing developments. The County’s Mixed-Use Policy allows developments containing housing affordable to low- and very-low-income households to exceed a site’s maximum Floor Area Ratio to accommodate the additional affordable units. Also see response to programs 1.e, “consider adjustments to second unit development standards” and 1.f, “review and consider updating parking standards.”

Program. 1.h - Promote resource conservation.

Objective. Promote energy efficiency, resulting in reduced costs over time which supports long-term housing affordability; provide education to households at a range of income levels on energy efficiency and resource conservation.

Schedule. On-going.

Status. (Complete, Ongoing) The County works with and promotes the Bay Area Regional Energy Network's (BayREN) Single-Family and Multi-Family Energy Efficiency programs, which provide rebates for property owners who make energy efficiency improvements to their homes and buildings. The Single-Family program includes a no-cost support line (Home Energy Advisors) where residents can get third-party technical support for making energy efficiency home improvements and information on applicable rebate and financing programs. The Multi-Family program offers cash rebates and no-cost technical consulting for multi-family properties that undertake energy and water upgrades to common areas and within units.

The County continues to operate its Green Building Program, which includes mandatory energy efficiency and green building measures for both new construction and remodel projects, technical assistance for applicants, and increased access to financial incentives for applicants volunteering to switch out polluting appliances. In late 2019, the Board of Supervisors adopted updated standards to continue and improve energy efficiency and resource conservation in the new code cycle starting January 1, 2020. In 2021, the County continued to enforce its 2019 standards and began efforts to develop new requirements in preparation for the 2022 mandatory updates of standards.

Program. 1.i - Consider simplifying review of residential development project in Planned Districts.

Objective. Consider amending the Development Code to establish ministerial review in planned zoning districts. Consider allowing Master Plans to establish site criteria for ministerial review.

Schedule. 2016.

Status. (Complete.) See 2017 Annual Progress Report.

Program. 1.j - Consider adjusting height limits for multifamily residential buildings.

Objective. Consider amending the Development Code to increase the allowable height for multifamily residential development.

Schedule. 2018.

Status. (Complete). County staff initiated a process to address this program as part of a broader set Development Code amendments. The development code amendments allowed increased heights in both planned and conventional districts for multi-family housing.

Program. 1.k - Clarify applicability of State Density Bonus.

Objective. Evaluate policies in the CWP and Development Code and amend as appropriate to ensure consistency with Gov. Code § 65915.

Schedule. 2015.

Status. (Not started). Implementation of this program requires CEQA review. To conserve resources, staff proposes to integrate evaluation of the State density bonus program with a forthcoming General Plan update. CEQA review will be conducted in the summer of 2022.

Program. 2.a - Encourage housing for special needs households.

Objective. Promote a mix of housing types appropriate to the housing needs of the community, including extremely low-income and special needs households.

Schedule. Annually and on-going.

Status. (Complete, on-going). Staff leverages the County's position as a funder of local, affordable housing development to advocate for the provision of extremely-low-income and special needs housing.

Through the 2021 Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME) allocation process, the County Affordable Housing Trust Fund, Permanent Local Housing Allocation (PLHA), and Measure W funding the County dedicated \$531,632 towards rehabilitation activities supporting 93 units of family housing across four development projects, including special needs individuals; \$268,392 to support rehabilitation of three affordable senior housing developments that currently serves some individuals with special needs. In addition, investments have been made to support new units including - \$500,000 towards the development of a new affordable housing complex for older adults, including special needs individuals; \$1,445,582 for the new construction of two developments providing 82 units of permanent supportive housing for veterans and formerly homeless; and \$936,424 to support the creation of 165 new affordable family units across two developments which will serve some individuals with special needs.

Program. 2.b - Enable group Residential Care Facilities.

Objective. Provide regulatory measures to facilitate housing provision and options for all segments of the community, including special needs populations.

Schedule. On-going.

Status. (Complete, on-going.) Small group homes, defined as those with six or fewer residents, are permitted by right in all residential zoning districts. Large group homes, defined as those with at least seven residents, may apply for a conditional use permit in any residential zoning district.

Program. 2.c - Make provisions for multifamily housing amenities.

Objective. Make appropriate consideration for families with children and larger households.

Schedule. On-going.

Status. (Complete, on-going.) Consistent with guidance from HUD on the County's Affirmatively Furthering Fair Housing (AFFH) obligations, staff actively encourages development of affordable, multifamily housing opportunities for families with children and larger households in areas of opportunity. The County also supports the creation of housing opportunities for families with children and

larger households through its non-discrimination and affirmative marketing policies (see response to program 2.h, "require non-discrimination clauses").

The County prioritizes rental housing for families when making funding recommendations for HOME and CDBG funds. Additionally, program goals for Permanent Local Housing Allocation (PLHA) funds were approved by the PSC in 2021 to include family housing. In 2021, the County allocated funding for the development, rehab, or acquisition of 258 units of family housing using Housing Trust, CDBG and HOME, PLHA and Measure W funds.

Program. 2.d - Foster linkages to Health and Human Services programs.

Objective. Respond to special needs through comprehensive services.

Schedule. On-going.

Status. (Complete, on-going.) When appropriate, Housing and Federal Grants staff coordinate housing and service funding opportunities with Health and Human Services (HHS) staff. Since the start of COVID-19 and subsequent shelter-in-place orders, Housing and Federal Grants staff have worked very closely with HHS staff in direct pandemic housing response around Marin’s emergency motels, rental assistance and Homekey programs.

Also see response to program 2.e, “support efforts to house the homeless.”

Program. 2.e - Support efforts to house the homeless.

Objective. Respond to homeless needs through comprehensive services.

Schedule. On-going.

Status. (Complete, on-going.) The Housing and Federal Grants Division participates as a voting member in bimonthly Homeless Policy Steering Committee (HPSC) meetings. Staff also participate in Opening Doors, an organization which 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 and 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.

In 2021, staff participated in selecting a developer partner and evaluating possible locations for a second Homekey application. A site was identified, and an application was submitted. As of December 31, 2021 an award has not been made for the project.

Program. 2.f - Engage in a countywide effort to address homeless needs.

Objective. Respond to homeless needs through comprehensive services.

Schedule. On-going.

Status. (Complete, on-going). See response to program 2.e, "support efforts to house the homeless."

Program. 2.g - Ensure reasonable accommodation.

Objective. Reduce barriers in housing for individuals with disabilities.

Schedule. On-going.

Status. (Partially complete, on-going.) Housing and Federal Grants Division staff actively refer tenants in need of assistance making reasonable accommodation requests in the private housing market to the Marin Center for Independent Living (MCIL) and Fair Housing Advocates of Northern California (FHANC). MCIL is working to spend down funds previously allocated and did not receive an allocation for its home modification program to fund alterations in homes occupied by low-income individuals with disabilities this year. FHANC received a \$64,441 allocation to support its fair housing monitoring and assistance. It intervened on behalf of 32 households requesting reasonable accommodations and succeeded in securing reasonable accommodation concessions in 22 of those cases.

Also see response to program 1.f, “review and consider updating parking standards.”

Program. 2.h - Require non-discrimination clauses.

Objective. Reduce discrimination.

Schedule. On-going.

Status. (Complete, on-going.) The County requires non-discrimination clauses in contracts to which it is a party. Housing and Federal Grants staff developed an affirmative marketing tool and implemented a requirement for applicants requesting Federal Grants and Housing Trust Fund monies to submit affirmative marketing plans as part of their funding applications. The Federal Grants program does not execute contracts until an awardee’s affirmative marketing plan has received approval. Awardees must implement their approved affirmative marketing plan to be eligible for reimbursement.

Program. 2.i - Increase tenant protections.

Objective. Protect renters from significant rent increases and reduce displacement.

Schedule. 2016 and on-going.

Status. (Complete, on-going.) To further the implementation of County adopted Ordinance 3705, codified as Marin County Code Chapter 5.100, a new landlord registry tool was developed to simplify the process for landlords subject to the ordinance to maintain registration of their properties, as required by the Ordinance. Staff worked with neighboring jurisdictions to adopt Just Cause for Eviction, Mandatory Mediation, and Source of Income policies. These efforts have resulted in two (2) neighboring jurisdictions having all three ordinances enacted. In addition, following Governor Newsom’s October 8, 2019 approval AB 1482 Tenant Protection Act of 2019 and SB 329 Housing Opportunities Act of 2019, staff have worked with County Counsel and outside Counsel to better understand the policies in order to develop frequently asked questions for renters and landlords.

In 2021, the County allocated \$310,000 to Legal Aid of Marin to provide legal services to low-income renters. Since the start of the pandemic, staff have been monitoring State and Federal tenant protections and have brought forward local emergency Resolutions and Ordinances to meet community need, including eviction moratorium laws and rent freeze ordinances in areas disproportionately impacted by COVID.

Program. 2.j - Promote the development of agricultural worker units in agricultural zones.

Objective. Provide affordable and accessible, local housing for agricultural workers.

Schedule. 2016.

Status. (Partially complete, on-going.) A significant number of the County's agricultural workers are employed by ranches and farms on land owned by The National Park Service (NPS). The NPS recently developed a management plan for the national parklands. Any agricultural housing development that occurs on those lands would need to conform with the NPS management plans. In 2018, the County submitted comments and feedback on the draft management plans, with the intention of encouraging and facilitating the creation and maintenance of farmworker housing on NPS lands. CDA staff also met with NPS staff to discuss collaboration opportunities.

The County acquired the U.S. Coast Guard Facility in the fall of 2019. The 32-acre site contains 36 multi-bedroom housing units and other community facilities. In November 2019, the County released a Request for Proposals and Statement of Qualifications to convert the existing housing to affordable housing and implement a community vision and reuse plan, as part of this, the developer will create a set-aside to house agricultural workers and their families.

CDA staff collaborated with Marin County University of California Cooperative Extension to develop streamlined permitting procedures for agricultural worker housing.

CDA staff convenes the Agricultural Worker Housing Collaborative, including the Marin Community Foundation, the Community Land Trust of West Marin, Marin Agricultural Land Trust, UC Cooperative Extension, West Marin Community Services, local ranchers and ranch workers to address the needs of agricultural worker housing. The Collaborative is currently working on a comprehensive study to understand the scope and needs for agricultural worker housing.

In 2021, the Nicasio site was evaluated for inclusion in the County's Housing Element. Staff participated in a revitalization and expansion of the Agricultural Worker Housing Collaborative to be more inclusive of workers and their families.

Program. 2.k - Promote and ensure equal housing opportunity.

Objective. Reduce discrimination.

Schedule. On-going and when the AI is updated.

Status. (Complete, on-going.) In 2020 the County Board of Supervisors approved the Analysis of Impediments to Fair Housing Choice (AI), a comprehensive analysis of policies and barriers to Affirmatively Furthering Fair Housing (AFFH). With more than 1,400 interviews with individual residents and employees, staff developed a rigorous inventory and understanding of barriers to housing opportunity. Staff engaged with residents, community groups, nonprofits, youth and County employees to develop a more comprehensive understanding of housing

challenges in Marin and to hear recommendations for addressing those housing challenges. Beginning in 2020, staff began participating in community conversations regarding the development of a Community Land Trust in Marin City, Marin's historically African American community.

All of the housing providers who receive CDBG, HOME and Housing Trust dollars from the County must provide an Affirmative Marketing Plan, please see Program 2.h.

Program. 2.l - Deter housing discrimination.

Objective. Demonstrate responsiveness to discrimination complaints; promote the principles of fair housing.

Schedule. On-going.

Status. (Complete, on-going.) Since the adoption of the County's source of income ordinance to prevent discrimination against tenants with third-party housing vouchers, Housing and Federal Grants staff have dedicated resources to support incorporated jurisdictions with research and development of their own source of income protections. The Town of Fairfax, the City of Novato, the Town of San Anselmo, and the City of San Rafael adopted similar source of income ordinances. Staff continue to provide technical assistance and resources to other Marin jurisdictions.

CDA staff continue to refer discrimination complaints to Fair Housing Advocates of Northern California or other appropriate legal services, County or State agencies.

Program. 2.m - Implement the Inclusionary Housing Policy.

Objective. Maximize opportunities for affordable housing, particularly with long-term affordability controls and for households at the deepest levels of affordability.

Schedule. On-going.

Status. (Complete, on-going.) The County's longstanding inclusionary housing policy requires subdivisions that result in the creation of two or more lots to dedicate 20 percent of their lots or units as housing affordable to low-income households. Subdivisions with inclusionary obligations equivalent to less than half of a dwelling unit may pay an in-lieu housing fee commensurate to the value of that fractional unit. The County adjusts its in-lieu housing fee annually based on the higher of either the Consumer Price Index (CPI) for Shelter for the Construction Cost Index (CCI) published by the Engineering-News Record. See also response to program 2.n, "apply long-term housing affordability controls."

In response to the Governor's approval of AB 1505, which renewed the County's authority to extend its inclusionary zoning policy to rental housing units, The Board adopted an amendment to its Development Code to renew that application of its inclusionary zoning policy to the rental housing development projects.

The County is working with other Marin Cities and Towns on updating our inclusionary programs, to ensure each jurisdiction has an inclusionary policy, provide more consistency across jurisdictions and to insure that our policies are aligned with best practices and current market conditions. Partner jurisdictions expect to adopt new policies by June 30, 2022.

Program. 2.n - Apply long-term housing affordability controls.

Objective. Pursue controls which will preserve the affordable housing stock in perpetuity.

Schedule. On-going.

Status. (Complete, on-going.) An affordable housing development's receipt of Marin Housing Trust Fund monies is typically contingent upon acceptance of a regulatory agreement that imposes affordability restrictions in perpetuity. Exceptions to this requirement are made only for projects with unavoidable constraints that preclude the developer's ability to accept those terms. Examples of such constraints include developments with a determinate term length for land or building leases or conflicts with terms of other sources of public financing.

Program. 2.o - Encourage land acquisition and land banking.

Objective. Use land efficiently and allocate land for affordable and special needs development.

Schedule. On-going as needed.

Status. (Complete, on-going.) Housing and Federal Grants Division staff participate in a committee of funders that seeks out and evaluates potential acquisitions of existing housing and other opportunities for maximizing affordable housing stock throughout the County. Also see response to program 2.e, "support efforts to house the homeless."

Program. 2.p - Expedite permit processing of affordable and special needs housing projects.

Objective. Reduce constraints for affordable and special needs developments.

Schedule. 2015.

Status. (In progress.) See response to program 1.d, "study ministerial review for affordable housing."

Program. 2.q - Study best practices for Housing Choice Voucher acceptance.

Objective. Preserve affordable housing opportunities.

Schedule. 2015.

Status. (Complete.) In August 2018, the County executed a \$450,000 contract with Marin Housing Authority to renew its Landlord Partnership Program for a second two-year period. The program incentivizes landlord participation in the Housing Choice Voucher program and provides security deposit assistance of tenants. The Landlord Partnership Program works in conjunction with the increasing number of source of income ordinances within the County to increase success rates for voucher holders. In 2018, Marin Housing Authority reported a five percent increase in the success rate; it averaged roughly 60 percent throughout the year.

Also see response to program 2.1, "deter housing discrimination."

Program. 2.r - Encourage first time homebuyer programs.

Objective. Continue to provide housing opportunities to households with low incomes; seek opportunities for expansion and coordination with other assistance programs.

Schedule. On-going.

Status. (Complete, on-going.) The Successor Agency to the Marin County Redevelopment Agency funds the Marin Housing Authority (MHA) Below Market Rate homeownership and down payment assistance programs for first-time homebuyers.

MHA, Fair Housing Advocates of Northern California (FHANC), and Habitat for Humanity Greater San Francisco continue to coordinate and host first-time homebuyer readiness workshops and services.

Program. 2.s - Link code enforcement with public information systems.

Objective. Secure affordable, safe housing; improve the safety and quality of existing housing stock.

Schedule. On-going.

Status. (Complete, on-going.) County staff enforce housing, building, and fire codes to ensure compliance with basic health and safety building standards. Referrals to Marin Housing Authority’s Rehabilitation Loan Program, affordable housing opportunities, and other services are provided as appropriate.

Program. 2.t - Assist in maximizing use of rehabilitation programs.

Objective. Preserve the existing housing stock through rehabilitation; increase awareness of programs in the community.

Schedule. On-going.

Status. (Complete, on-going.) The Marin Housing Authority (MHA) Rehabilitation Loan program was allocated \$231,000 in CDBG funds to support the provision of approximately 14 loans to low-, very-low-, and extremely-low-income homeowners in 2021. MHA staff routinely refer recipients of rehabilitation loans to the Green and Healthy Homes Initiative-Marín (GHHI), a collaborative consortium of service providers in Marin that provide housing health and sustainability interventions – including subsidies and rebate programs – for low-income residents.

Program. 2.u - Monitor rental housing stock.

Objective. Preserve the existing stock of rental housing as well as rental housing as a housing choice.

Schedule. On-going.

Status. (Complete, on-going.) Starting in 2019, landlords must report rents and general occupancy information for all rental properties subject to the Just Cause for Eviction ordinance. The County has begun to analyze this information for use in future work.

Housing and Federal Grants Division staff participate in an affordable-housing funders group (see response to program 2.o, “encourage land acquisition and land banking”) and Opening Doors (see response to program 2.e, “support efforts to house the homeless”), two groups actively working to identify and evaluate

opportunities for acquisition and preservation of naturally-occurring, affordable units.

The County Development Code prohibits conversion of multi-family rental units into condominium conversion unless the vacancy rate exceeds 5% and the change does not reduce the ratio of multi-family rental units to less than 25% of the total number of dwelling units in the County.

Also see response to program 2.n, “apply long-term affordability controls.”

Program. 2.v - Study housing needs and constraints specific to West Marin.

Objective. Consider ways to maximize housing opportunities in West Marin, increase affordable housing options for low- and moderate-income households.

Schedule. 2018.

Status. (In progress.) In August 2018, the County elected to renew its financial, administrative and technical support of the Community Land Trust Association of West Marin’s (CLAM) Real Community Rentals pilot program for a second two-year period. The Real Community Rentals program leverages community relationships to encourage the creation of new and affordable rental housing opportunities in underutilized residential properties. CLAM provides education, assistance with project management, and a screening and referral service to prospective landlords who agree to rent their units at rates affordable to low- and moderate-income households.

In the fall of 2019, the Board of Supervisors of the County of Marin unanimously authorized staff to enter into a purchase agreement for the Coast Guard property with the federal government. The agreement includes language that restricts the use of the 32-acre site to public benefit, which includes a conversion to affordable housing. A developer was selected for the project in April 2020.

In 2021, \$4,755,160, was allocated for the creation and preservation of 75 units of affordable housing, including the above-mentioned Coast Guard property. In addition, the Measure W Community Housing Working Group prioritized \$75,000 in Measure W funds to support a housing needs study.

Program. 3.a - Consider methods for improving County's outreach with respect to affordable housing.

Objective. Conduct outreach and education to encourage and facilitate affordable housing.

Schedule. 2017.

Status. (Complete, on-going.) The Housing and Federal Grants Division publishes staff reports in Spanish and ensures that Spanish interpretation services are made available at Board of Supervisors hearings. To make those hearings more accessible to working households, the Board of Supervisors often holds hearings related to affordable housing in the evening.

Program. 3.b - Advance organizational effectiveness.

Objective. Promote shared resources and coordination towards the achievement of common goals.

Schedule. On-going.

Status. (Complete, on-going.) Staff continues to coordinate with other agencies, divisions, and departments as is appropriate to support the accomplishment of intersectional programs and goals. Most notably in 2021, Housing and Federal Grants Division staff collaborated on housing issues with CDA’s Building and Safety, Code Enforcement, Current Planning, Environmental Health Services, Long-Range Planning, and Sustainability divisions, Marin County Department of Finance, Marin County Information Services and Technology, Marin County Department of Public Works, Marin County District Attorney’s Consumer Mediation Program, Marin County Health and Human Services, Marin County Fire Department, the Marin Housing Authority, and the Transportation Authority of Marin. Additionally, in 2021, Staff participated, and continues to participate, in a coordinated outreach team across divisions within the County’s Community Development Agency. Staff also provided technical support to the Town of Corte Madera, Town of Fairfax, the City of Larkspur, the City of Mill Valley, the City of Novato, the Town of Ross, the Town of San Anselmo, the City of San Rafael, the City of Sausalito, the Town of Tiburon. Also see response to program 3.f., “promote countywide collaboration on housing issues.”

Program. 3.c - Provide and promote opportunities for community participation in housing issues.

Objective. Foster community support for affordable housing; engage the community in housing issues.

Schedule. On-going.

Status. (Complete, on-going.) Staff regularly give presentations to community groups and conferences on affordable and fair housing issues. The list of community groups and events that sponsored presentations in 2021 include CDBG/HOME Countywide Priority Setting Committee meetings and Planning Area meetings in Novato and San Rafael, Community Advisory Group for the Analysis of Impediments to Fair Housing Choice, Housing & Transportation-Commission on Aging Committee, ISOJI Marin City, Community Development Agency of Marin County, Marin Community Health Implementation Strategy Meeting, Measure W Working Group, Inclusionary Housing Program workshops for market-rate and affordable developers, Marin Conservation League, Marin County Design Review Boards (Strawberry, Kentfield and Tamalpais Valley), Housing Element stakeholder group meetings, and Housing Element community workshops tailored to specific communities. In 2021, Staff also launched “Community Conversation” meetings with a year-long commitment in the communities of Marin City and Santa Venetia.

Also see response to program 3.a, “consider methods for improving County’s outreach with respect to affordable housing.”

Program. 3.d - Coordinate with regional transportation and housing activities.

Objective. Maximize housing opportunity sites; decrease transportation congestion; participate in regional planning exercises.

Schedule. On-going.

Status. (Complete, on-going.) CDA works closely with the Transportation Authority of Marin (TAM) and the Association of Bay Area Governments (ABAG) to produce informative local data. Representatives from those agencies attend regular area planning director's meetings.

Program. 3.e - Coordinate with other agencies.

Objective. Streamline the development process and reduce constraints to the development of affordable and special needs housing.

Schedule. On-going as projects are proposed.

Status. (Complete, on-going.) Housing and Federal Grants Division staff coordinate with other agencies 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 waiver of fees whenever possible and appropriate. To reduce funding barriers to affordable and special needs housing projects in incorporated cities and towns, the Board of Supervisors maintains a policy that it may support those projects through allocations of Marin Housing Trust Fund monies.

Program. 3.f - Promote countywide collaboration on housing.

Objective. Collaborate with Marin cities and towns to address regional planning and housing issues.

Schedule. On-going.

Status. (Complete, on-going) Staff work with all towns and cities in Marin through the CDBG Priority Setting Committee (PSC) to fund affordable housing and ensure that jurisdictions affirmatively further fair housing. In 2021, Staff continued to convene a countywide working group of planners to encourage interjurisdictional collaboration on housing issues and solutions, with a specific focus on responding to 2017 State housing Package. The working group established common goals and coordinated on housing legislation, planning, production, and preservation of existing affordability. 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, an ADU Workbook and Website, and Inclusionary housing program updates. The group received funds from ABAG to work collaboratively on shared Housing Element deliverables including translation dollars, Affirmatively Furthering Fair Housing products, and a countywide website.

Program. 3.g - Preserve existing housing stock.

Objective. Offer a range of housing choices and affordability through existing housing stock.

Schedule. 2015 and on-going.

Status. (Partially complete, on-going). See response to programs 2.n, "apply long-term housing affordability controls" and 2.u, "monitor rental housing stock."

Program. 3.h - Monitor inclusionary housing programs.

Objective. Evaluate the program for ways to increase its effectiveness; collect funding to leverage for affordable housing.

Schedule. On-going.

Status. (Complete, on-going.) Housing and Federal Grants staff monitor Planning and Building applications on a weekly basis to ensure the appropriate application of inclusionary zoning policies. The County adjusts its Affordable Housing Impact, In-Lieu Housing, and Rental Housing Impact fees annually based on the higher of either the Consumer Price Index (CPI) for Shelter for the Construction Cost Index (CCI) published by the Engineering-News Record. The County's Jobs/Housing Linkage Fees for Residential Care Facilities and Skilled Nursing Facilities are likewise updated. During calendar year 2021, the Marin Affordable Housing Trust fund collected \$712,591 in impact, inclusionary, and jobs/housing linkage fees.

Also see response to program 2.m, "implement the inclusionary housing policy."

Program. 3.i - Undertake Housing Element monitoring, evaluation, and revisions.

Objective. Evaluate progress, review accomplishments and modify as needed.

Schedule. On-going.

Status. (Complete, on-going.) The County submitted its 2020 Annual Progress Report to the California Department of Housing and Community Development and the Office and Planning and Research in advance of the filing deadline.

Program. 3.j – Provide and participate in local affordable housing training and education.

Objective. Serve as a resource to the community; seek to expand staff knowledge related to affordable housing.

Schedule. On-going.

Status. (Complete, on-going.) Housing and Federal Grants Division staff participated in community workshops and training sessions related to federal and HUD budget proposals and appropriations, HUD COVID-19 response workshops, cultural intelligence and competency, Fair Housing, HOME, reasonable accommodation and accessibility, tenant protection policies, 2021 state housing legislation, the National Environmental Protection Act, the California Environmental Quality Act, the California Building Code, disaster housing recovery for vulnerable populations, affordable housing preservation, Inclusionary Zoning, energy efficiency and housing, permanent housing models in rural communities, urban design, and farmworker housing, and Marin Policy briefings. In addition, the Division hosted an affirmative marketing training with Fair Housing Advocates of Northern California for over 50 nonprofit service and housing providers \. Staff also attended community engagement technical workshops and AB 686 webinars hosted by ABAG.

Program. 3.k - Provide leadership to the Marin Workforce Housing Trust.

Objective. Prioritize funding for extremely-low-income and special needs populations.

Schedule. On-going.

Status. (Complete, on-going.) See 2017 Annual Progress Report.

Program. 3.l - Assist with local funding for affordable housing.

Objective. Pursue and leverage funding for affordable housing.

Schedule. Annually and on-going.

Status. (Complete, on-going.) See responses to programs 2.a, “encourage housing for special needs households;” 2.c, “make provisions for multi-family housing amenities;” 2.q, “study best practices for Housing Choice Voucher acceptance;” 2.r, “encourage first-time homebuyer programs;” 3.m, “raise funds from a variety of sources;” and 3.o, “utilize Federal Grants Division funding.”

Program. 3.m - Raise funds from a variety of sources.

Objective. Pursue and collect funding for affordable housing.

Schedule. Annually and on-going.

Status. (Complete, on-going). In 2021, the Marin Affordable Housing Trust Fund collected \$712,591 in Affordable Housing Impact, In-Lieu Housing, Rental Housing Impact, and Jobs/Housing Linkage fees. The Federal Grants program allocated \$2,083,446 in CDBG and HOME funds to the acquisition, preservation and rehabilitation of affordable housing. The County contracted with MHA in an amount not to exceed \$450,000, for a two-year continuation of the Landlord Partnership Program through 2023.

The County allocated \$969,885 in General Fund dollars for rapid rehousing and permanent supportive housing programs for individuals and families experiencing homelessness, and \$850,317 in General Fund dollars for the renovation of one Project Homekey property. The Department of Health and Human Services also secured \$4,948,532 in Continuum of Care funding, \$94,295 in annual Emergency Solutions Grants and \$3,401,100 in Emergency Solutions Grants—Coronavirus for rapid rehousing, \$1,644,182 in CalWORKS Housing Support Program rapid rehousing funding, \$432,000 in Enterprise Grant Award funding to support operations at one Homekey permanent supportive housing project, \$7,657,998 in No Place Like Home funding to support renovation and operations at one Homekey permanent supportive housing project, and \$1,092,201 in HHAP Round 2 funds for housing-based case management to be paired with vouchers and permanent supportive housing renovations. The County also collaborated with Marin Housing Authority for the distribution of 117 Emergency Housing Vouchers (EHVs), primarily to people experiencing chronic homelessness, and is currently the #5 PHA in the state for EHV utilization.

\$556,792 of Measure W Transient Occupancy Tax was collected in fiscal year 2019/20. This revenue is earmarked to support the creation of affordable housing opportunities in West Marin.

In 2020, the County received \$725,571 in State Permanent Local Housing Allocation (PLHA) funds, that were matched with local County Affordable Housing Fund (“Housing Trust”) dollars to support three affordable housing

projects consisting of rental multifamily housing and permanent supportive housing for veterans experiencing homelessness.

Program. 3.n - Coordinate among project funders.

Objective. Serve as a coordinator among local funders.

Schedule. On-going.

Status. (Complete, on-going). Housing and Federal Grants Division staff actively participate in a committee of funders that evaluates potential acquisitions of existing housing and other opportunities for maximizing affordable housing stock throughout the County. Regular participants also include the City of San Rafael, Marin Community Foundation, Marin Housing Authority, and Tamalpais Foundation.

Program. 3.o - Utilize Federal Grants Division funding.

Objective. Pursue and leverage funding for affordable housing.

Schedule. Annually and on-going.

Status. (Complete, on-going.) In 2021, the County allocated \$3,682,030 in HOME, CDBG, County Affordable Housing Trust Fund, PLHA, and Measure W loan and grant dollars to non-profit housing developers and other community serving organizations.



Attachment 4: Community Outreach Summary (Needs Assessment and Programs and Policies)

→ Focus Groups

At the onset of the Housing Element update, County staff, along with MIG, the County's selected consultants, conducted several focus groups to gain a better understanding of housing needs in the community. Focus groups were generally no larger than 12 to provide participants the opportunity to discuss needs in depth. Focus groups were conducted with:

- Residents – with a particular focus on the needs of low-income renters and vulnerable community members
- Homeowners – conducted with low-to moderate-income homeowners
- Community-based organizations (CBOs) – two (2) focus groups were conducted with CBOs that serve low-income and vulnerable community members
- West Marin Collaborative – to discuss the specific housing needs of West Marin
- Commission on Aging – to discuss the specific housing needs of Marin's older adults
- County of Marin Employee affinity groups – three (3) focus groups were conducted with MCOLE (Marin County Organization of Latino Employees), COMAEA (County of Marin African American Employees Association), and MAPLE (Marin Asian-American Public Local Employees) to gain a better understanding of housing needs of employees and, particularly, employees of color
- Marin County Housing Element Stakeholder Group – with members representing communities throughout unincorporated Marin, affordable housing provider representatives, social services representatives, and represent a variety of housing experiences including renters, homeowners, and those without permanent housing

→ Survey

This survey was focused on identifying housing priorities, needs and barriers in the unincorporated county, and was publicized in English and Spanish. The survey period ran from October through December 20th, 2021. There were 728 responses completed in English and 90 responses in Spanish, for a total of 818 responses.

The County used both digital and paper platforms for this survey. The digital Survey Monkey platform was promoted extensively through County communication channels including post-card mail-outs, multiple email communications, and social media. The

paper format of the survey was shared with County residents directly at community events, via multiple Community-Based Organizations (CBOs) and publicized through online workshops.

The CBOs who supported the outreach effort included:

- Community Action Marin
- Community Land Trust Association of West Marin (CLAM)
- Lifehouse
- Marin Community Foundation / West Marin Community Services
- Marin Environmental Housing Collaborative (MEHC)
- San Geronimo Valley Affordable Housing Association (SGVAHA)
- Vivalon (serves people that need paratransit)
- West Marin Senior Services

→ Community Workshops

❖ Kickoff countywide housing needs workshop (September 22, 2021)

The first community workshop was conducted on September 22, 2021, where over 176 people registered and 82 attended. This workshop was focused on introducing the Housing Element process and hearing the housing needs of community members. Spanish and Vietnamese interpretation was provided. Break-out room discussions were organized to allow for in-depth discussions, with one break-out discussion conducted entirely in Spanish.

Information for this workshop was shared in English, Spanish and Vietnamese and promoted across several platforms including County of Marin social media channels (Twitter, Facebook), NextDoor, and through community-based organization networks across the County. Meetings were recorded in English, Spanish and Vietnamese and added to the Marin Housing and Safety Elements YouTube channel and website.

❖ Housing programs/policies workshop (March 29, 2021)

Over 181 people registered for this workshop and 108 attended. Participants received an overview of the housing needs gathered from the first stage of community outreach, and an opportunity to weigh in on programs and policies that respond to those needs using an interactive tool called Mentimeter. Participants were also able to share additional suggestions in the chat for further consideration.

→ Communications

County staff have engaged in ongoing communication with the public by offering updates through GovDelivery bulletins to over 3,500 subscribers, updating registrants of the previous community workshop, communicating through Marin's community-based organization network, coordinating with Board Aides to share information about feedback opportunities through Supervisor newsletter, and coordinating with some cities and towns

to distribute sites updates to their subscribers. Platforms such as Twitter, Facebook, NextDoor and YouTube have been utilized to disseminate information about the community meetings and opportunities for input.

Project Schedule
Marin County 2023 - 2031 Housing and Safety Elements Update
As of 23 March 2022

	2021									2022									2023							
	M	J	J	A	S	O	N	D		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M		
Housing Element Update																										
Project Initiation (Task 1)	[Solid Blue]																									
Housing & Special Needs Assessment (Task 3)	[Solid Blue]																									
Housing Constraints Analysis																										
Housing Element Constraints Analysis - Non-Location (Task 4.1)																										
AFFH Assessment (Task 4.1)																										
Existing Conditions & Constraints Atlas - Population & Locations (Task 4.2)																										
Biological Constraints Analysis (Task 4.2.3)																										
Existing Housing Element (Task 5)																										
Sites Inventory & Selection																										
Preliminary Sites Inventory (Task 6.1)																										
Development Feasibility and Site Selection (Tasks 6.1.1 - 3)																										
Site Options & Strategies (Task 6.2)																										
Draft Sites Inventory (Task 6.3)																										
County Plan Amendments, Land Use & Rezoning																										
Housing Plan Review & Update (Goals, Polices, Programs, Obi) (Task 7.1)																										
Draft Land Use Diagram & Buildout Numbers (Task 8.1)																										
Built Environment and Diagram Update (Task 8.2)																										
Development Code & Map Amendment (Task 8.3)																										
													30 Day Public Review			90 Day HCD Review			Limited time to revise HE, based on comments							
Public Draft Housing Element (Task 9)																										
Final Housing Element & Adoption (Task 10)																										
Safety Element Update																										
Current Safety Element Review (Task 11.1)	[Solid Orange]																									
Vulnerability Assessment (Task 11.2)	[Solid Orange]																									
Administrative Draft Safety Element (Task 11.3)																										
CAL Fire Consult & Board of Forestry & Fire Protection Review (Task 11.4)																										
Public Draft Safety Element (Task 11.5)																										
Final Safety Element & Adoption (Task 11.6)																										
Environmental Review (CEQA)																										
EIR Initiation, Coordination, & Notice of Preparation (Tasks 12.1 & 2)	[Solid Green]									NOP 45- to 60- Day Public Review																
Baseline Conditions (Task 12.3)																										
Project Description (Task 12.3) & Administrative Draft Program EIR (Task 12.4)													45 Day Public Review (7/19 - 9/2)													
Public Draft Program EIR (Task 12.5)																										
Final EIR & Responses to Comments (Task 12.6)																										
Workshops and Meetings/Community Engagement (Task 2)																										
Community Workshops										Issues, Concerns, Strategies, ★ ★			HE Sites, Strategies ★			HE Policies & Programs ★ ★			SE Policies & Programs							
Design Review Board Meetings																										
Community Service Districts Meetings																										
CEQA/Environmental Review Meetings																										
County Planning Commission Meetings																										
County Board of Supervisor Meetings	Joint PC/BOS Meetings									[Purple Circles]			[Purple Circles]			[Purple Circles]			[Purple Circles]							

[Solid Blue] Consultant Work/County Staff Effort
 [Dotted Blue] Public Review

Note: HE Certification by HCD follows HE Adoption
 EIR, HE & SE Recommendation
 EIR Certification/ HE & SE Adoption