



# Housing and Federal Grants Division 2024 - 2025 Application for Funding Community Development Block Grant Program

This application is for nonprofit organizations and government entities in Marin County, California who would like to apply for federal Community Development Block Grant program funds for Public Services or Community Infrastructure/Capital Improvements. Please refer to the [Application Guidelines](#) released on January 22, 2024 for detailed information about qualifications and application requirements. Applicants may use this [prep tool](#) for the long-form questions in order to save their responses and copy/paste into this application.

The deadline to apply is **5:00 p.m. Friday, February 16**. Applicants will receive a copy of their submitted application to the email address entered.

**Indicate type of project. If your project allows, you may apply under multiple categories. (See Application Guidelines for more information)**

Public Services (CDBG)

## Organization (Fiscal Sponsor) General Information

**Organization (Fiscal Sponsor)/Agency Name**

Community Action Marin

**Mailing Address**

555 Northgate Drive, Suite 201  
San Rafael, California, 94903

**Website (if applicable)**

www.camarin.org

**Organization DUNS#**

098325392

**Executive Director/CEO**

Chandra Alexandre

**Email Address**

calexandre@camarin.org

**Phone Number**

(415) 526-7500

## Project General Information

**Program/Project Name**

Community Supports and Emergency Services

## Program/Project Site Address

555 Northgate Drive, Suite 201  
San Rafael, California, 94903

## CDBG Funding Amount Requested (Minimum request amount: \$15,000)

49680

## Application Contact Person

Erin Hawkins

## Title of Contact Person

Vice President Whole Family & Community Services

## Contact Email Address

ehawkins@camarin.org

## Contact Phone Number

(415) 213-4195

To determine if your project is located in a Special Flood Hazard Area as indicated by FEMA, visit [FEMA Flood Map Service Center](#). (Save a copy of the Dynamic Map and upload at the end of this application.)

## Is this project located in a Special Flood Hazard Area as indicated by FEMA?

No

For CDBG Public Facilities/Improvements applications, if the project is located in a **Regulatory Floodway it is not eligible for funding**. Public Facilities/Improvements projects located in a Special Flood Hazard Area require flood insurance to qualify for funding.

## Project Specifics

**Planning Areas Served: Indicate what geographic area(s) the requested funding will serve.**

Novato

San Rafael

County Other

## Is your organization receiving other County of Marin funding for this project?

No

**Organizational Overview: Provide a brief description of your organization including mission, programs, number of clients served, etc.**

Community Action Marin is the largest non-profit provider of social services to low income people in Marin County. Designated by the Board of Supervisors as the county's official antipoverty agency, our mandate is to eliminate the causes and consequences of poverty. Created through the Economic Opportunity Act of 1964, our agency is committed to driving equity and self-sufficiency for all.

Our mission is to make it possible for people to achieve wellbeing by providing education, economic, and

vital services. Together, we break down barriers that get in the way of fair and lasting change in service to better outcomes for all. We reach over 20,000 unduplicated individuals annually across a breadth of programs under five service areas:

- **Housing Justice:** CAM Outreach Specialists and Housing Case Managers are regularly visible at homeless encampments, at pop-up events, on and within community service hubs helping individuals and families cover unexpected financial emergencies, enroll in public benefits, and gain access to healthy food and supports year around.
- **Workforce Development and Economic Justice:** CAM is a United Way Bay Area-funded SparkPoint financial wellness coaching program helping people move upward on the crisis to thriving scale and maintain gains by providing access to job training, banking and tax assistance through the VITA program. Our commercial kitchen has provided job training services and hosts several small businesses who are building their own customer bases. Our Early Care & Education Pathways To Success (ECEPTS) teacher training program addresses a nationwide teacher shortage by providing approximately 20 individuals a year with assistance getting the education (12 ECE Units) and paid experience (2,000 Hours) they need to become licensed teachers.
- **Children and Family Services:** Over 300 children find a safe and nurturing setting in one of our nine (9) Child Development Centers or family daycares. Services extend from pregnancy to kindergarten, and many children are with us for the first five or six years of their lives. Our Central Kitchen provides healthy meals to participants daily, meeting the needs of families who struggle to provide nutritious meals for their children. Our Family Advocates reinforce program learnings and connect with each family. Specialists assess each child's social, emotional, and learning development and provide targeted reinforcements or resources as needed.
- **Food and Climate Justice:** CAM actively addresses local food and climate issues in our classrooms and communities. We have organic production farms onsite at two of our larger Child Development Centers. Our kitchen uses this produce to supplement daycare meals and enhance 4,500 congregate meals throughout the county year around. Our gardens allow us to integrate education about food and climate into classroom learning and provide opportunities to teach climate-friendly food growing practices to families.

Our programs facilitate pathways to opportunity and self-sufficiency for those who are disproportionately affected by pre-existing inequities in Marin. Many of our clients are working poor – earning income but hovering just above the poverty line. We also assist survivors of domestic violence, veterans, older adults, immigrants, English Language Learners, and people experiencing homelessness.

**Project Description: Provide a detailed scope of work including services to be provided and/or development activities to be engaged. Describe how this project will benefit the community.**

In 2023 Community Action Marin (CAM) launched an initiative to expand and enhance our services to include Community Supports and Enhanced Case Management. CAM brought together leadership and key frontline staff from our Housing Justice team and our Children and Family Services department with significant expertise, as well as healthcare partners including Marin Community Clinics, Marin City Health and Wellness Center, and Marin County Health and Human Services. The foundation of this community partnership effort exists in CAM's role leading the county's Health Services Advisory Committee as part of its Head Start requirements. In partnership with our CalAIM billing subcontractor, Aliados Health, we built knowledge of ECM goals, deliverables, and processes.

Based upon our annual Program Information Report, we conservatively estimate that approximately 75 children enrolled or waitlisted will qualify for ECM at any given time. In our Housing Justice services, we anticipate significant eligibility among both our adult and TAY client populations – nearly 50% of existing client caseloads, or 35 clients at any given time. CAM also intends to engage in the ECM Quality Incentive Program to improve practices and client health outcomes, as well as contribute to our long-term sustainability as a provider. Finally, CAM's fiscal stewardship and strength will be deeply beneficial to long-term success. CAM has grown flexible funding sources by 450% over the past two years and increased unrestricted net assets by 65%. Additionally, the agency's investment portfolio has a board-

approved draw of approximately \$150,000 per year, which can be deployed as needed to meet program goals and budget.

Community Action Marin is also both the County Coordinator and the Fiscal Agent for the Chronicle's Season of Sharing Fund for Marin County, which makes available upwards of \$675,000 annually for emergency rent, deposit or mortgage assistance. While the funding source provides for client direct services, in order to leverage this funding the agency needs to secure other methods of covering staffing costs.

The increased need for services and subsequent growth of the program has resulted in the need for a .50FTE Community Supports Specialist to assist and support the Community Supports Manager in enrolling individuals and families in CalAIM programs as well as providing emergency assistance with rent, mortgage, deposits and other critical needs. The Community Supports Specialists work in close coordination with our Outreach, Case Management, Family Advocates and Coaching staff and meet people where they are. This means providing services from our Headquarter Offices in person hours as well as providing services in Community through co-located services and "pop ups", particularly in communities that are more geographically distant, including Marin City and various sites throughout West Marin.

**Which community priority does your project align with? (See Application Guidelines for descriptions) (check as many boxes as applicable)**

Housing Support Services

**Describe how your project aligns with these priorities.**

Community Action Marin's last Community Needs Assessment, conducted in 2023, not surprisingly reflected that Marin residents listed housing as their biggest concern. Our agency provides multiple safety net services to meet community needs related to housing, including rental assistance, utility assistance, housing case management, services specific to transitional aged youth, and homeless outreach via our CARE teams. Our commitment to a housing-first strategy means that we meet people where they are. Guided by our agency's Whole Family Approach, we ensure each participant is connected to integrated services offered within our agency or by our program partners. Our agency's Success Coaches help clients maximize all relevant services and benefits available across our service areas: housing justice, food justice, children and family services, and economic justice. Once clients have received stabilization support, they then participate in our agency's bundled services to work towards long-term stability. These services include financial coaching and workforce development opportunities to increase their earning ability, secure gainful employment, and improve their access to long-term housing options. As we guide participants through these service areas, we ensure access to interconnected services within our agency that steward them along the crisis-to-thriving continuum. Community Action Marin has a strong track record providing housing supports. For example, CAM was selected by the Marin County Board of Supervisors to operate Marin County's only Emergency Rental Assistance Program. Between November 2022 through June 30, 2023, CAM distributed more than \$4.4 million in rental assistance to 623 Marin households facing economic hardship. In addition, CAM has distributed annual LIHEAP allocations since 1986.

**Select HUD National Objective to be achieve with funding. Check all that apply.**

Activities benefiting low and moderate-income persons. (LMI)

Activities benefiting low and moderate area. (LMA)

**All projects funded are required to Affirmatively Further Fair Housing (AFFH) which is defined as taking "meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics."**

## How will this project Affirmatively Further Fair Housing?

Our project is thoroughly grounded in creating systemic impact on equity, ensuring that all people, regardless of race, income level, and background, have access to the basic services they need to thrive. Certified project team members who have lived experiences of housing and financial insecurity will bring a lens of deep understanding to our participants and the specific barriers they face, as well as engineering solutions to overcome them. By placing participants at the center of the service delivery system, we will account for their evolving needs, provide seamless Safety Net services, and expand their social and economic opportunities. Through our website, focus groups, outreach activities, and partnerships with community organizations, we will also provide clients with information on fair and equitable housing access based on state HUD guidelines and statutes. These activities will help build a coalition of people of low income and people of color who engage in activities that promote fair housing opportunities.

As an agency that exists to eliminate the causes and consequences of poverty, our project will take a long-term approach to participants' employment and wellbeing. It will connect participants with networks of peers and professionals: an inclusive Community of Recovery that will support them on the path to thriving. Upon program completion, participants will continue to have access to their networks and will have developed strategies to navigate crises and continue their road to thriving.

Our agency is a leader in the work for equity in our community. We work with partners across government, community, and private sectors to advocate for improved public services—fair and equitable access to housing, education, economic opportunity, healthcare—so that all Marin residents can live a life of dignity. We represent the interests and challenges of the people we assist in local government decision-making, spotlighting the invisible narratives of our community members in public discourse. We are continuously strengthening our work for greater visibility and representation of underserved communities in solutions for fair and affordable housing in Marin.

CAM will expand our existing marketing efforts at program level to create an Affirmative Marketing plan. The integration of Affirmative Marketing into our proposed workforce development project will further inclusivity amongst a historically marginalized population.

CAM's Affirmative Marketing Plan will be outlined in accordance to County of Marin's template, detailing proposed marketing activities, target demographics, evaluation of marketing efforts and key team members responsible for implementation. CAM will leverage our long-standing and trusted role in Marin County, including CAM's network of partners and our connection to the communities we serve through our team members and community networks. Our connection to the communities we serve is critical in ensuring inclusive approaches to program participation. Further, the Affirmative Marketing plan will be supported by our internal systems, including data driven outreach and case management, which will ensure we are reaching the program's target population with tailored support services, alongside workforce development training activities.

**All projects funded are required to conduct Affirmative Marketing. For more information about affirmative marketing, visit the [Marin County Federal Grants website](#) and scroll down to the Affirmative Marketing panel.**

Refer to the [Current Marin County Income Limits](#) to determine income level for use in the table below.

**Approximately how many moderate, low, very low and extremely low-income persons will directly benefit from the program/project? Projects that support low-income persons will be prioritized.**

	Number
Moderate Income	

	Number
Low Income	1200
Very Low Income	1000
Extremely Low Income	
TOTAL	2200

**How does your organization verify client income? Income verification is required except if the client is presumed benefit by HUD. Presumed benefit applies to abused children, battered spouses, the elderly, adult persons with serious disabilities, the homeless, illiterate persons, and migrant farm workers.**

Our organization assists members of our community who are at or below 200% of the federal poverty line. We define low- to moderate-income by using federal and state guidelines, including eligibility for federally funded Head Start and CalFresh, state-funded child development programs, and federal energy assistance programs. Our income verification process varies by program, is often aligned with government contracts for income-eligible subsidies and typically relies on collection of pay stubs or tax documents.

Our client intake requires self-reported household income. For this project, we will validate income through pay stubs, tax returns or benefits award letters provided by the individuals and families we assist during program eligibility determination.

Additionally, our organization assists clients who have limited access to government financial aid because they do not meet certain criteria for selection, including minimum income threshold, having minor-aged children in the home, proof of disability, senior status, or being a veteran or victim of domestic violence.

**Estimate the demographics of moderate, low, very low, and extremely low-income persons who will directly benefit from the program/project. The total number of beneficiaries should equal the total in the previous questions.**

	Total Number of Persons	Number Identifying as Hispanic
American Indian or Alaskan Native	22	
Asian	44	
Black or African American	176	
Native Hawaiian or Other Pacific Islander	22	
White	1430	770
American Indian and White		
Asian and White		
Black and White		
American Indian and Black		
Multi-Racial	506	
TOTAL	2200	770

**Total Number of Persons (Must equal total identified under income level)**

2200

## **Total Number Identifying as Hispanic**

770

## **Female-Headed Households (out of above total)**

1188

## **Persons with Disabilities (out of above total)**

198

### **Notes or clarifying information on the unit count:**

Community Action Marin's demographic data collection categories do not exactly mirror the categories in the chart above. For example, identifying as Hispanic is listed as a yes or no question and is not attached to race. For purposes of including that figure in the chart above, it is listed under 'white' as the format did not allow a total alone. Our intake forms offer a 'multi-racial' or 'decline to state' option but do not list specific multi-race options.

## **PROJECT MANAGEMENT & FINANCIAL DATA**

### **If your project or organization was funded previously, list past project(s), goals, and accomplishments/activities.**

CDBG funding has supported the success of multiple Community Action Marin programs. In 2016-17, we were awarded \$15,600 in CDBG funds, which enabled us to provide over 300 hours of therapeutic support for nearly 50 children of low-income backgrounds at the Marin Learning Center. This included individual and small group sessions with a certified counseling therapist, which covered mindful education, therapeutic movement, social skills, and music. In 2017-18, we were awarded \$10,000, which similarly supported our Children and Family Services and created a home-away-from-home for nearly 1,000 children.

We were also awarded \$350,000 in CDBG funding for rental assistance in 2020, allowing us to further our Economic Opportunity and Safety Net programs. We worked with community partners such as Women Helping All People in Marin City and West Marin Community Services in Point Reyes Station to assist over 107 south and west Marin households in acquiring emergency rental assistance and other COVID-19 response subsistence payments.

Additional CDBG funds in the same year supported the renovation of our Community Intake and Welcome Center at the agency's main office, which allowed us to streamline and expand our services as the impacts of COVID-19 increased demand for them. In light of this, we swiftly adopted a remote service delivery model, adjusted our documentation requirements to better assist clients who only had access to cell phones (rather than laptops, scanners or printers), and implemented initiatives such as one-stop pop-up events for clients without technology access. We additionally recruited personnel from our other programs to assist with outreach, engagement, and service delivery

### **If your agency has remaining funds previously approved, please describe the timeline for expending the fund balance.**

Community Action Marin has no remaining CDBG or HOME funds

### **Describe your organization's experience with administering grants and specifically federal grants.**

The agency has a \$32M budget & operates federally funded, state funded and county-funded programs using sound fiscal practices and adherence to all policies and regulatory requirements. Agency staff are qualified to oversee large projects and grants; management systems are in place that mitigate risk; and governance structures provide effective oversight and involve parents and community. CAM meets all federal requirements for program and fiscal operations and meets 100% of CSBG's stringent 58 Organizational Standards.

As an agency managing over \$6M in federal grants, including Head Start (and over \$8M in state and county government funds), we bring deep experience in successfully meeting rigorous and complex

government compliance and fiscal reporting standards. One example of this is our recently completed “Accelerating Pathways to Thrive” program, funded by the California Workforce Accelerator Fund. The year-long program assisted 16 women experiencing homelessness with comprehensive stabilization services, education, and training. Upon graduating from the program, we were pleased to report to the California Employment Development Department that these women gained permanent housing, sustainable employment, and the skills to achieve career progression and thrive in the community.

CAM has a strong track record of monitoring metrics for programs delivered at multiple sites. Our provision of technical assistance has been tested through a variety of strategic partnerships, including efforts to alleviate poverty with county, higher-education, school district, and other community-based partners. As the largest non-profit for people of low income in the county, we deliver a robust set of programs through federal, state, and county contracts including early childhood education, mental health, and homeless outreach.

**Describe who will supervise and manage the project and their past experience with project management.**

The program will be overseen and managed by our dedicated team of non-profit leaders who have demonstrated expertise in program management and advocacy to achieve racial and economic justice in Marin County. Our team brings a breadth of experience from around the globe, driving evidence-based programs in the areas of workforce development, trauma response, and housing.

Driving our efforts will be Community Action Marin CEO Chandra Alexandre, a seasoned non-profit executive with over 20 years of experience supporting organizations toward social justice. Her work has helped strengthen regional affordable housing and education reform initiatives nationally. As a leader for economic justice in Marin, Chandra has worked with government, elected officials, community partners, and others to help bring cross-sector perspectives to the project’s implementation.

The Program is a part of CAM’s Whole Family & Community Services division led by Erin Hawkins, Vice President, Whole Family & Community Services. Erin brings over 15 years of experience working in non-profits and local government designing, building and sustaining programs and services with community. Deeply committed to shifting power and breaking down systems that oppress, marginalize and stigmatize, Erin works in close collaboration with advocates, organizers, and researchers to reconceive program design approaches to uplift community assets and strengths.

Direct program oversight will be provided by our Director of Health and Enhanced Care and our Community Supports Manager, both of whom have extensive experience managing programs that connect low and very low income residents to public benefits and emergency services.

Working alongside them is a strong program team whose members bring trauma-responsive expertise in ensuring that participants of “A Road to Self-Sufficiency” are appropriately supported.

**Describe any recent or upcoming leadership transitions.**

Community Action Marin has expanded its’ leadership capacity by adding a new position, Director of Health and Enhanced Care, held by Kayla Jones. Within the Whole Family & Community Services division, this role interfaces with the Director of Housing Justice, Director of Economic Justice and the programs within their purviews to provide wraparound services addressing the needs of all family members.

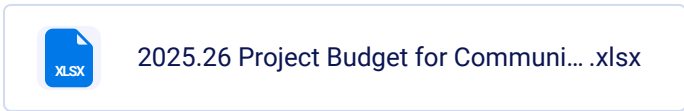
For Community Infrastructure/Capital Only: List any entitlements, planning approvals, or authorizations that are necessary for the project to proceed and list those already received.

**Describe any flexibility regarding your projects start/completion date.**

Community Action Marin's request will allow us to expand existing programs to serve additional households, so start date will not impact service delivery.

**Required Attachments:**

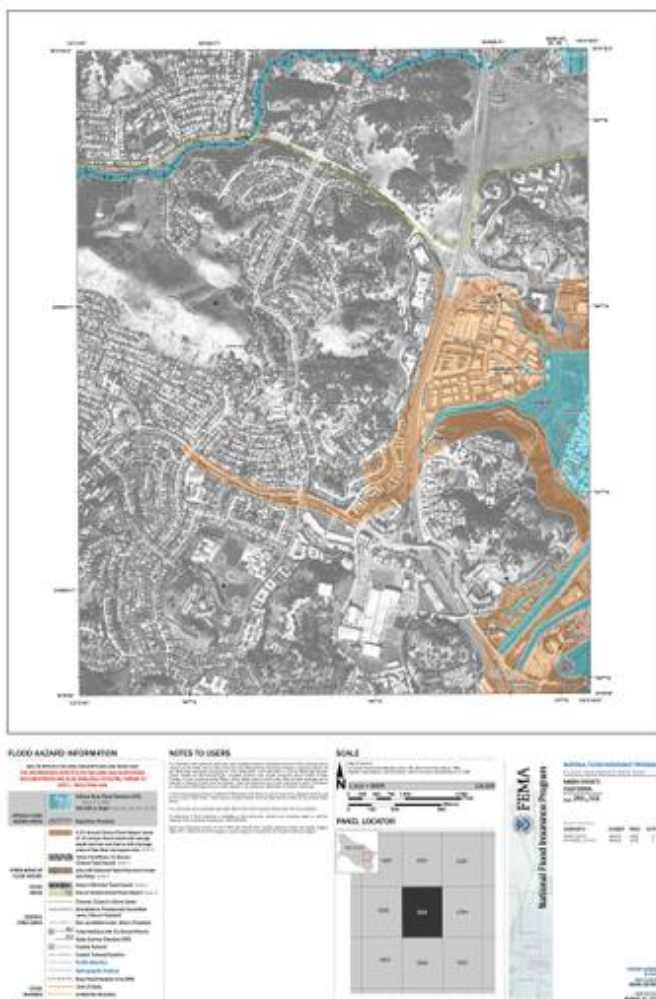
**Attach Project Budget:** Complete the project budget template provided and submit along with application. If you have a project budget that provides the information requested in the template, you may submit that in-lieu of the template. Please note: the project budget should reflect the total cost of the project NOT just the CDBG request.



**Attach Organization Budget:** : Upload your organization or fiscal sponsors annual budget.



**Attach Dynamic Flood Map**



## Submission

Please review your responses above for accuracy.

**Name and Title of person completing this application.**

Laurel Hill, Director Grants and Monitoring

**By checking this box**

I hereby certify that the information in this application is true and accurate to the best of my knowledge.

Project Budget Template

Community Action Marin

Community Supports and Emergency Services

Date: February 19, 2025

INCOME:	County NOFA Request	Other Funding Sources	In Kind
<b>Committed</b>			
Foundations:		144000	84,660
(Add rows)			
Government:			
(Add rows)			
Corporations:			
(Add rows)			
Individual Contributions: (list total):			
Earned Income:		95328	
(Add rows)			
Other (specify):			
(Add rows)			
<b>Subtotal, Committed Income</b>		239328	84660
<b>Uncommitted</b>			
Other (specify):			
Federal Grants Request	49,680		
Other Foundations:			
(Add rows to list other Foundations)			
Government:			
(Add rows to list other Government agencies)			
Corporations:			
(Add rows to list other corporations)			
Individual Contributions:			
<b>Subtotal, Uncommitted Income</b>		0	0
Other			
Earned Income:			
(Add rows)			
<b>Subtotal, Earned Income</b>		0	
<b>Grand Total Income</b>	49680	239328	84660

EXPENSES (Add rows to list other expenses)	County NOFA Request	Other Funding Sources	In Kind
<b>Personnel Expenses</b>			
VP Whole Person & Community Services (20% FTE)			31229
Community Supports Specialist (50% FTE)	36000		
Community Supports Specialist (100% FTE)			
Program Director (100% FTE)		120,000	
VP Whole Person & Revenue & Budget Specialist (15% FTE)			7421
Senior Data Manager (15% FTE)			13,488
Senior Data Manager (15% FTE)			15,591
Benefits (@ %: 20)	7,200	24,000	16,931
<b>Subtotal Salaries and Benefits</b>	43200	144000	84660
<b>Contracted Services</b>			
Professional Fees			
Project Consultant			
(Add rows to list other contracted expenses)			
<b>Subtotal Contracted Services</b>	0	0	0
<b>Direct Project Related Expenses</b>			
Rent			
Utilities			
Supplies			
Equipment			
Travel			
Professional Development			
Marketing			
(Add rows to list other direct project expenses)			
<b>Subtotal, Direct Project Related Expenses</b>	0	0	0
<b>General Development</b>			
Electrical			
Plumbing			
Roof Replacement			
Painting			
General Construction Labor			
Materials			
(Add rows to list other specific project expenses)			
<b>Subtotal, Direct Project Related Expenses</b>	0	0	0
<b>Indirect Expense - specify % in column A below (must be HUD approved)</b>			
15.00%	6,480		
<b>Fiscal Sponsorship Fee (specify % in column A below)</b>			
<b>Grand Total All Expenses</b>	\$ 49,680.00	\$ 144,000.00	\$ 84,660.00





**FLOOD HAZARD INFORMATION**

SEE FIS REPORT FOR ZONE DESCRIPTIONS AND INDEX MAP  
**THE INFORMATION DERIVED ON THIS MAP AND SUPPORTING DOCUMENTATION ARE ALSO AVAILABLE IN DIGITAL FORMAT AT [HTTP://MSC.FEMA.GOV](http://MSC.FEMA.GOV)**

**SPECIAL FLOOD HAZARD AREAS**

- Without Base Flood Elevation (BFE)  
Zone A, V, A99
- With BFE or Depth Zone AE, AO, AH, VE, AR
- Regulatory Floodway
- 0.2% Annual Chance Flood Hazard Areas  
depth less than one foot or with drainage

**NOTES TO USERS**

For information and questions about this map, available products associated with this FIRM including historic data, or to request a copy of this map, please contact the FEMA Region 9 Office at 1-877-FEMA-9000 or visit the FEMA Map Service Center website at <http://msc.fema.gov>. Available products may include previously issued editions of maps, or data obtained directly from the website. Users may determine the current map date for each FIRM panel by visiting the FIRM Map Service Center website or by calling the FIRM Map Information Helpline at 1-877-FEMA-9000. These maps may be obtained directly from the Map Service Center at the number listed above.

For community and countywide map dates refer to the Flood Insurance Study report for this jurisdiction.

To determine if flood insurance is available in this community, contact your insurance agent or call the National Flood Insurance Program at 1-800-368-5623.

This map was prepared using the FEMA Flood Insurance Study data 2011, USDA NAD 2011 imagery is used in areas not covered by the Coastal Customer imagery.

**SCALE**

Map Projection:  
 Universal Transverse Mercator Zone 10N, North American Datum 1983  
 Vertical Datum: North American Vertical Datum of 1988

**1 inch = 500ft**

0 250 500 750 1,000 Feet  
 0 125 250 500 Meters

**PANEL LOCATOR**