



Applicant Name: Humboldt County Association of Governments (HCAOG), 19-REAP 13916

Overall Context:

This section will provide an overview of the project, including needs, challenges, limiting factors, opportunities and solutions unique to the region. The section should also discuss the overall approach, goals and high-level summary of the status of the program.

Humboldt's REAP funding was utilized to promote and help disseminate current best-practices that HCD, OPR, and other agencies/institutions have studied, reported on, and provided guidance on. Through ad-hoc steering committees and advisory groups—instigated by REAP—local planning departments and practitioners shared regional best-practices and examples (case studies) pertinent to Humboldt's rural settings. HCAOG suballocated grant funds throughout the County, for which all municipal jurisdictions, the county, a tribal government and housing authority applied. Collectively, the planning departments and other housing practitioners came to consensus to allocate the bulk of the suballocation for a regionally-serving project, and chose to help fund the countywide regional climate action plan. HCAOG also administered small grants for creating a multi-media catalog of residents' housing-needs stories, to raise awareness and open dialogue for the hardships and barriers that Humboldt residents have and do face due to the shortage of affordable housing or the lack of housing near school, work, services, or other basic needs. Several artists, housing service agencies, and housing advocates participated.

The smaller agencies struggled to find staffing capacity to optimize the additional funding. Over half the agencies were slow to complete their application requests or MOAs. One of the four under-resourced cities (i.e., those with less than one FTE position dedicated to housing planning) and the tribal government had to cancel their grant awards because they lost staff, were left with open positions, and could not complete the work on time. Small jurisdictions who have contract planners faced the same challenge, as the consultant firms also did not have extra capacity to augment planning work. HCAOG offered a consultant bench, but none of the jurisdictions wanted to use it.

The small jurisdictions do not have dedicated GIS staff. Through the REAP ad hoc planning group, the County offered their GIS services to all the jurisdictions, offering to post and update jurisdictions' housing data on the County GIS web portal, by request. This was a standing offer, to continue after the life of the REAP 1.0 funding period.

Individual and collaborative project tasks did increase professional knowledge and expertise in AFFH and other pro-housing policies; increase adoption of such policies; increase promotion of infill development. Projects served to increase collaboration on a regional approach to increasing housing and jobs/housing balances, including promoting more infill planning and initiating ongoing meetings for future RHNA processes. Improved permitting materials have increased agency/staff capacity for meeting needs in planning and permitting processes; more streamlined permitting; more pro-housing policies in Housing Elements, zoning, codes. REAP projects enabled jurisdictions and agencies, and artists, to reach wider audiences for discussing and addressing the housing crisis. Some of this culminated in increasing the range of voices heard and included.

Goals were to:

- Suballocate moneys directly and equitably.

- Advance planning that will accommodate the development of housing and infrastructure, as well as support
- Advance State's planning priorities for housing, transportation, equity, and climate goals and affirmatively furthering fair housing.
- Develop engagement and educational strategies to build support from stakeholders that encourage promoting affordable housing.
- Establish consulting benches on regional priorities such as SCS implementations, housing elements, ADUs, CEQA, infrastructure.
- Create tools that encourage the development of a variety of housing types and facilitate accelerating housing production.
- Facilitate regional and sub-regional collaboration to develop regional activities such as peer-to-peer learning collaboratives.

The REAP 1.0 program for the region was completed in October 2024.

Project Highlights, Accomplishments and Best Practices:

This section will generally discuss some highlights for the overall project from the last year and any accomplishments resulting from the efforts in implementing the program. This section may also list and explain some of the best practices occurring through the program. This section can highlight efforts at a regional, sub-regional or local level and can include a wide ranging variety of efforts that facilitate housing impacts such as engaging stakeholders, building support for housing, major progress in zoning amendments, subregional collaboration, technical assistance outcomes.

Specifically for the REAP project, a collaborative group formed to guide and participate in the REAP activities. HCAOG convened this group first in October, 2020, and the group has since met monthly. Those who regularly attend include staff from the County, four cities (including the three largest cities), the housing authorities, and contract planning consultants and housing advocacy organizations. Additionally, staff from Community Service Districts stay informed via the e-list and sometimes attend. HCAOG also formed an alliance with the Off-Campus Housing Liaison for Humboldt State University.

One of the new regional collaborations is the Community Economic Resilience Consortium (CERC) Meetings- attended approximately 60 weekly meetings. Meetings were attended by staff from local jurisdictions, community based organizations focused on housing and homelessness, healthcare system executives, economic development practitioners, developers, and elected officials to share information and resources on funding opportunities and explore concepts related to increasing housing production. Dashboard, housing routable, and Keys Campaign all came out of requests heard during CERC meetings. The "Keys Campaign," managed by HCAOG, served to raise awareness about housing challenges in our community. Social media posts including videos, and print ads. . Posts were done in English and Spanish. Videos were viewed 7,000 times for 27 hours of watch time. Over 40,000 people saw the posts, and nearly 30,000 spent time with it. Total Campaign reached 150,000 across all platforms.

One improved opportunity was for all the jurisdictions to approach land use and transportation planning at the regional level. They can plan housing cooperatively to maximize jobs-housing balances and minimize escalating household vehicle miles travelled (VMT). Along these lines, the jurisdictions have joined together to develop a regional climate action plan (CAP), which will be a guide for each jurisdiction building out housing in ways that will help meet the State's goals for reducing greenhouse gas emissions. The CAP is well under way. The jurisdictions were all foreseeing significant stalls in adopting the regional CAP due to not having funds for certifying their respective CEQA

environmental assessments. Thus, the jurisdictions voted to use REAP funds for CEQA streamlining with a Program EIR that the County of Humboldt will take the lead on, and all cities can tier off of.

The REAP funds also created the timely opportunity to develop the regional CAP environmental document and VMT analysis in tandem, allowing for a more efficient and effective regional approach to VMT analysis and setting a regional baseline. The CEQA consultants, however, determined that the draft RCAP did not show adequate evidence to make it a qualified CAP. REAP funds were then reallocated to pay for revising the RCAP to make it a CEQA qualified CAP. Thus, it still will afford jurisdictions the path for CEQA streamlining, and will save jurisdictions processing time.

Status of Activities:

Program Area (Activity)	Work accomplished
1 (activity 1a) and 19: [ADMIN] Administer program COMPLETED	General project management not directly tied to a program area. Invoicing. Record keeping, prepared progress reports.
2 (activity 1b.): [ADMIN] Conduct comparative compensation study COMPLETED	Contracted for compensation study. Revised HCAOG job descriptions; expanded position to accord with regional housing work
3: Review local housing strategies, elements, GPs COMPLETED	Reviewed, commented on cities' draft housing policies and plans; advocated for pro-housing policies and actions. Disseminated examples of local pro-housing draft policies, resolutions, and applications.
4: Best practices, survey what jurisdictions want to explore COMPLETED	Reviewed, compiled, shared resources for pro-housing, stakeholder engagement, land use planning, permitting. City/County staff convened to discuss opportunities for regional approaches for housing planning City Councils, County Board meetings to discuss RHNA, REAP
5: Preliminary outreach on fulfilling AB101/SB 113; identify interested stakeholders COMPLETED	Outreach to all jurisdictions to engage for REAP opportunity. Communications with and between City, County, Tribal governments, CSDs, Housing Authorities, housing developers & builders, economic development agencies, housing and homeless service providers, schools and colleges, transportation authority, CBOs, Chambers, other social service providers.
6: Convene stakeholders to develop scope of work for full application COMPLETED	Meetings with all jurisdictions. Stakeholders discussed, facilitated and reached consensus for program activities and outcomes. Applications submitted.
7: Survey jurisdictions for suballocations, budget for allocations COMPLETED	Meetings with Cities, County, Tribe, Housing Authorities, HSU, CBOs, community members. Consensus and direction on distributing/allocating funding regionally and locally. Budget for funding application and advances.
8: Education, outreach strategies to early action RHNA 6th cycle COMPLETED	Disseminated research findings, studies re housing crisis and needs, new laws and practices. Disseminated resources, webhub, guides on incentive programs to accelerate housing production.
9: Disseminate resources on best practices COMPLETED	Review Housing Planning Hub site and other REAP products. Disseminate to local jurisdictions REAP resources

10: Educational opportunities locally COMPLETED	Housing, AFFH-related trainings for staff, residents, elected officials. Community workshops, walking tours, and meetings with int'l expert on smart growth, walkable cities, infill. Disseminated/advocated for State, regional, local goals for housing regulations, AFFH/pro-housing strategies to planning commissions, councils, advisory committees.
11: Local input survey on BP barriers COMPLETED	Surveyed agencies, districts to identify knowledge and policy barriers to adopting AFFH strategies, building housing. Agency staff, officials, medical and educational institutions' managers, community members chose topics of local interest for developing locally applicable strategies.
12: Stakeholder engagement regionwide COMPLETED	Outreach to housing, construction, real estate industries/stakeholders. Researched collaboration and co-development opportunities with and for city council members. Attended meetings of housing/social services advocates, <i>Promotores</i>. Convened monthly multi-agency meetings of planning dept. and other staff.
13: Multimedia catalog COMPLETED	Managed 8 grants for multi-media art projects that expressed stories about housing crisis. Displayed and broadcast all art projects, e.g. original art videos, songs, comic books, photo montages/interviews, interactive game, and experiential model home. Art installations at college, university, art houses, bookstores, libraries.
14: Develop info on early-action benefits COMPLETED	Disseminate benefits info on local housing issues; presented to officials, staff, and public. Promoted, disseminated AFFH policies, practices, strategies in GP, Pro-housing designation applications.
15: Outreach, TA for under-resourced communities COMPLETED	Convened meetings with small jurisdictions. Three (of 4) small jurisdictions implemented and completed TA grant projects. Grants supported GP Housing Elements, infill infrastructure feasibility study, ADU materials to streamline permitting. Public engagement for GP Updates; adopted plans, adopted policies supporting infill housing, AFFH.
16: Regional Climate Action Plan (CAP) COMPLETED	GHG inventory, updated forecast, updated target and GHG analysis. Reviewed CAP strategy, developed scenario planning for GHG reduction strategies. Revised RCAP measures and action list for substantial evidence for CEQA (Qualified CAP). Managed interagency engagement, coordination, review, and public outreach. Finished draft and final CAP revisions, public draft, public draft meeting

	Developed baseline VMT data, mitigation measures, potential VMT thresholds, methodologies, and VMT Tool.
17: Interagency Regional CAP coordinator COMPLETED	Carried out interagency discussions on creating a dedicated implementing agency and staff. Facilitated interagency meetings, presentations to city councils and county BOS. Facilitated and supported engagement with JPAs, agencies, colleges.
18: Consultant bench suballocations COMPLETED	Jurisdictions' projects included: • Improved city's permit applications, made permits available online, trained staff. • Improved staff expertise and planning-counter resources for customers. • Guidance, research, training, informational handouts, and webGIS Tools for SB9, SB 10, ADU, AB 2011, SB 6. • GP update engagement with racial equity group participants. • Strategic Infill Redevelopment Program, form-based code. • Housing Element updates, Safety Element update, CEQA compliance, stormwater mapping, City Drainage Master Plan. • Housing Element implementation programs to accelerated housing development. • Engagement, community input and visioning for public housing units; PHA plan. • Rental Housing Inspection Program. • Amend CDBG Housing Program Guidelines. • Adoption of more AFFH policies, practices, and streamlining strategies.

Note: Program Activities 1-8 are renumbered activity categories from the Advance 25% Allocation; P.A. numbers 9-19 are from the 75% Allocation. (The numbers from the original allocation requests are shown in parentheses.)

Program Activity/Activity Category	General Description	Amount Allocated	Amount expended year 2024	Amount expended	Timing	Status	Regional Impact on Housing
P.A. 3 (II) Review local housing elements, GP, LCPs	Identify what stage of compliance jurisdictions are in for timely updates, and outdated policies per new housing laws.	9,915	3408	9915	Sept 2020 – Jun 2024	Completed	N.A.
P.A. 4 (III) identify best practices	Review HCD guidelines, Housing Planning Hub site; attend housing webinars and workshops.	8,000	16	8000	Apr 2020 – Jun 2024	Completed.	Increase professional knowledge and expertise in AFFH and other pro-housing policies; increase adoption of

Program Activity/Activity Category	General Description	Amount Allocated	Amount expended year 2024	Amount expended	Timing	Status	Regional Impact on Housing
	Disseminate to local jurisdictions.						such policies; increase promotion of infill development
P.A. 5 (IV) Preliminary outreach to municipalities, housing service providers	Meet/contact with public, private, CBO entities.	6,085	0	\$6,085	2020 – 2021	Completed	increase collaboration on a regional approach to increasing housing and jobs/housing balances
P.A. 6 (V) Develop scope of work for full project	Collaborate with, convene stakeholders to get identify needs, activities, tasks.	18,000	6525	18,000	2021 – Jan 2024	Completed.	increase agency/staff capacity for meeting needs in planning and permitting processes; more streamlined permitting; more pro-housing policies in Housing Elements, zoning, codes
P.A. 7 (VI) Estimate suballocations; consensus on budget	Collaborate with stakeholders to devise budget for full project activities	4,000	0	\$4,218 (overage from 2022)	Dec 2020 – Sept 2022	Completed.	N.A.
P.A. 8 (VII) Ed. & outreach strategies for 6 th cycle	Outreach and engagement on housing crisis and needs, new laws and practices	5,000	2013	5000	June 2020 – Jun 2024	Completed.	increase number of jurisdictions trying new land use designations and incentive programs to accelerate housing production
P.A. 1 (1a) Administration costs	Participate in statewide REAP group; prepare advance and full applications	6,025	0	6025	Jan 2020 – Oct 2023	Completed. (continued under P.A. 19)	N.A.
P.A. 2 (1b) Administration costs	Conduct comparative compensation study; reclassification	2,975	0	2,975	2020	Completed	HCAOG expanded staff positions with designated duties for regional housing efforts.
P.A. 9 (1.1) Disseminate	Review Housing Planning Hub site and other REAP	9,000	4798	\$9000	Sept 2022 –	Completed	More informed discussion, evidence-based strategies to increase understanding of

Program Activity/Activity Category	General Description	Amount Allocated	Amount expended year 2024	Amount expended	Timing	Status	Regional Impact on Housing
resources on BPs	products. Disseminate to local jurisdictions.				July 2024		housing needs, barriers, AFFH.
P.A. 10 (1.2) Educational opportunities locally	Provide trainings for staff, residents, elected officials.	25,000	11923	25,000	Jan 2023 – July 2024	Completed	Agency knowledge of housing regulations, AFFH, planning implications, and recommended strategies.
P.A. 11 (1.3) Local input surveys on BP barriers	Identify knowledge and policy barriers to adopting AFFH strategies and building housing.	6,000	5084	6,000	July 2023 – Jun 2024	Completed	Identify topics of local interest and receptivity to development better strategies to apply.
P.A. 12 (2.1) Stakeholder engagement regionwide	Attend and convene stakeholders in all realms of housing policy, construction, real estate, etc.	9,000	3136	9,000	2020 – Aug 2024	Completed	Increase opportunities for collaborating and increasing impact. Identify available resources to share and co-develop.
P.A. 13 (2.2) Multimedia catalog	Provide grants for telling housing/barriers stories through multi-media arts. Showcase to diverse audiences.	57,000	5764	57,000	Jan 2023 – July 2024	Completed	Reach wider audiences for discussing and addressing the housing crisis. Increase range of voices heard/included.
P.A. 14 (2.3) Develop info on early-action benefits	Identify local issues to target; disseminate benefits info; present to officials, staff, and public.	9,000	0	9,049	Aug 2022 – July 2024	Completed	Adoption of more AFFH policies, practices, strategies.
P.A. 15 (4.1) TA for under-resourced communities	Suballocations to increase equitable distribution to small jurisdictions with less than 1 FTE planner in housing/commty devepmt	45,000	32491	45,000	2021 – Aug 2024	Completed	Adoption of necessary Housing Elements and infrastructure studies. Adoption of more AFFH policies, practices, strategies.
P.A. 16 (4.2) Climate Action Plan	Plan development, VMT and CEQA assessment, public review, adoption.	332,927 {327,000+ 5,927}	331,252	332,927	Nov 2022 – Oct 2024	Completed	Regional CAP actions for reducing GHG emissions, VMT, and increase access to housing and active transportation.

Program Activity/Activity Category	General Description	Amount Allocated	Amount expended year 2024	Amount expended	Timing	Status	Regional Impact on Housing
P.A. 17 (4.3) Reg'l CAP implement'n coordinator	Assist city and county agencies in implementing early housing-related CAP strategies.	3,000	2437	3,000	Jan – Oct 2024	Completed	Localized CAP actions for reducing GHG emissions, VMT, and increase access to housing and active transportation
P.A. 18 (5) Suballocations to indivl jurisds (bench)	Planning, training, and materials to streamline and/or advance housing permitting and production.	199,000	88346	199000	2021 – Aug 2024	Completed	Adoption of more AFFH policies, practices, and streamlining strategies. Improve staff knowledge and planning-counter resources for customers.
P.A. 19 (6) Admin costs for 75% Allocation (max 5%)	Administration of REAP funds, reporting, participation in statewide group.	30,259 {initially over-allocated-at 33,234}	10621	30,259	2022 – Nov. 2024	Completed	

Summary of Indicators of Housing Production:

Self-reported data by cities and counties is available on HCD's [Housing Element and Implementation and APR Data Dashboard](https://data.ca.gov/dataset/housing-element-annual-progress-report-apr-data-by-jurisdiction-and-year)
<https://data.ca.gov/dataset/housing-element-annual-progress-report-apr-data-by-jurisdiction-and-year>

Housing Production Indicator	Baseline Yr 2019	2020	2021	2022	2023	Cumulative Change
Building Permits	357	238	275	393	336	+1242
Certificates of Occupancy	109	159	54	287	214	+714
Completed Entitlements	8	54	90	164	264	+572
Housing development applications received by local governments (proposed units)	628	266	449	517	186	+1418
Housing units constructed (completed)	109	155	54	287	214	+710
Other						

HCD post-submission corrections (2024)

198

231

130

<https://www.hcd.ca.gov/planning-and-community-development/housing-open-data-tools/housing-element-implementation-and-apr-dashboard>

PERFORMANCE INDICATORS & OUTCOMES

REAP Grants of 2019-Humboldt County Association of Governments (HCAOG) Performance Targets

Eligible Activity 4 - Suballocating moneys directly and equitably to jurisdictions or other subregional entities in the form of grant or contractual agreements to be used in accordance with Health and Safety Code section 50515.02(f)

Fill out the following chart and use additional space if needed for Eligible Activity 4. Pursuant to H&S Code Section 50515.02 (d) (C), applicants shall demonstrate a nexus to suballocation goals. Please attach documentation as necessary.

Suballocation Goals	Proposed Performance Indicator	Baseline ¹⁵	Target Outcomes ¹⁶	Outcomes
Suballocating moneys directly and equitably	# of participating jurisdictions	# of municipalities with 1 FTE housing planner or less (4)	100%	100%; all 4 small jurisdictions participated; all received suballocation.
Planning that will accommodate the development of housing and infrastructure	Savings from the CEQA streamlining related to the CAP and the VMT analysis Note: When reporting, jurisdictions will estimate time (and/or consultant fees) saved from the number of projects for which they used the CAP/VMT/ CEQA assessment.	(a) Zero jurisdictions with existing certified/adopted CEQA or CAP/VMT analysis. (b) Number of CEQA assessments and VMT analysis done on average in 2018, 2019 [pre-COVID 2020] (among all jurisdictions).	(a) 100% of jurisdictions are able to tier off of the EIR/VMT and save time (and funds) not having to prepare IS/MNDs or EIRs. (b) 155 projects/year benefit from tiering.	EIR is pending (County Planning Commission will be reviewing in summer 2025); therefore, data not available, TBD.
State planning priorities, housing, transportation equity, and climate goals.	i) streamlining environmental review for infill development	Average # permits countywide for infill (non-SF detached houses) 2013-2019: 146(7yrs.avg) (2018: 194 total; 2019: 269 total) [source: HCD APR data dashboard, 7/2/25]	270 units streamlined in infill locations, 2020-2024 (REAP 1.0 project timeframe).	Infill permits: 2020: 122 2021: 197 2022: 286 2023: 235 2024: 138 Avg = 196/yr (5 yrs. avg) [source: HCD APR data dashboard, 7/2/25]

Affirmatively furthering fair housing.	Increased zoned capacity that improves jobs-housing balance	Jobs/population distribution with existing zoning	20% increase in zoned capacity for housing near jobs	<i>See table and maps below.</i>
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¹⁵ Current average conditions in the region.

¹⁶ Expected conditions in the region because of the planning grant actions.

¹⁷ See Best Practices on the REAP webpage for examples

Target Outcome: 20% increase in zoned capacity for housing near jobs

Please note: HCAOG staff was not able to access data to fulfill this calculation literally. We believe this would have necessitated reviewing all land use zoning in every General Plan Housing Element. Such a task would require an extravagant number of staff hours, which would have only provided “before” and “after” scenarios for a jurisdiction that updated its Housing Element during the REAP 1.0 project timeline. One city in Humboldt County did so. As a proxy, we tried to compare before-and-after residential and employment densities from data already computed. We have a 2021 baseline (as shown in “Table 7”). Unfortunately, HCAOG staff does not have ArcGIS capabilities to capture or compute new density data for 2024. In lieu of that, we show Activity Density (jobs + housing per acre) for census tracts displayed in maps that we generated from the same source that the table data came from.

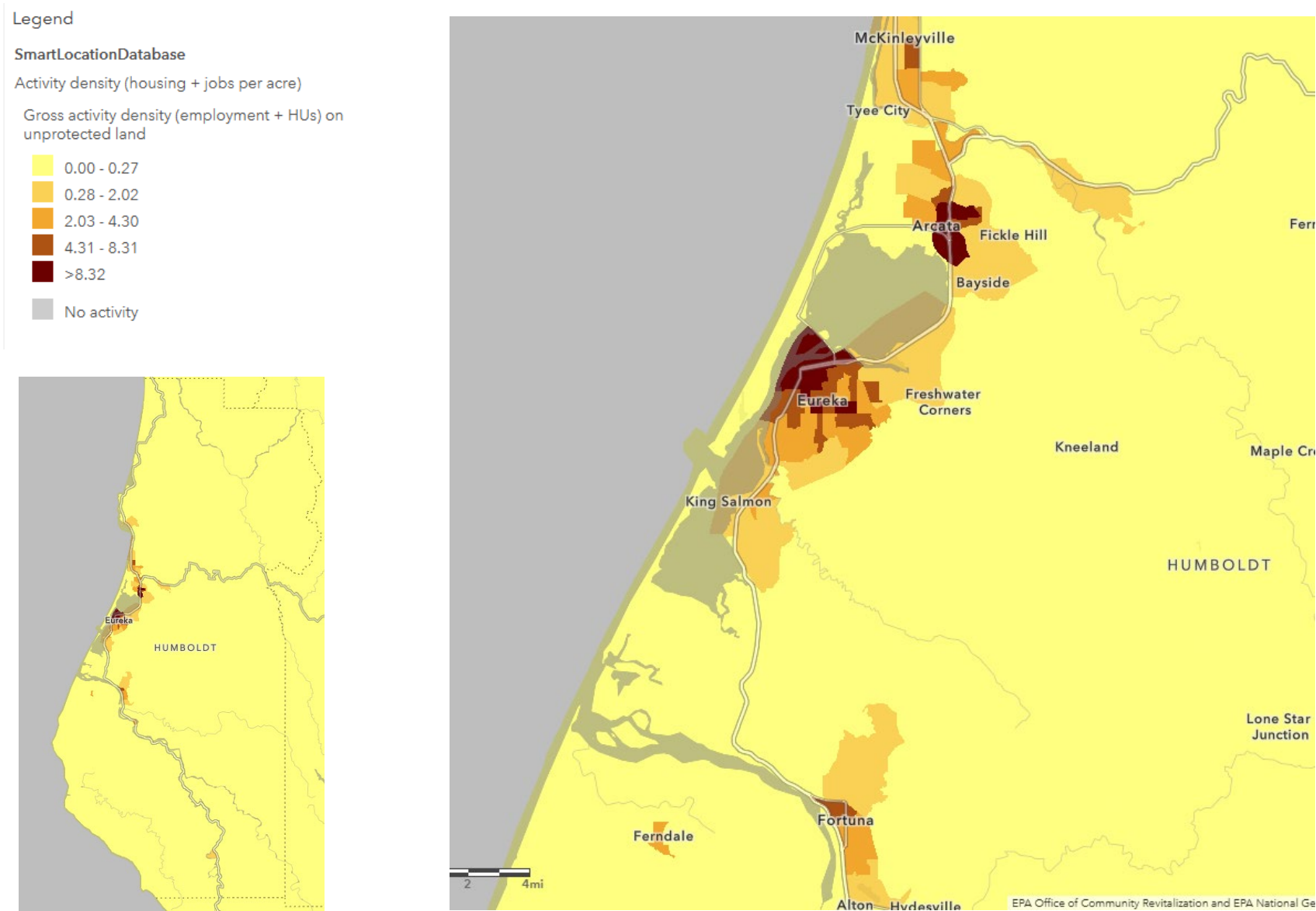
Table 7. Measures of Density for Census Designated Places in Humboldt County

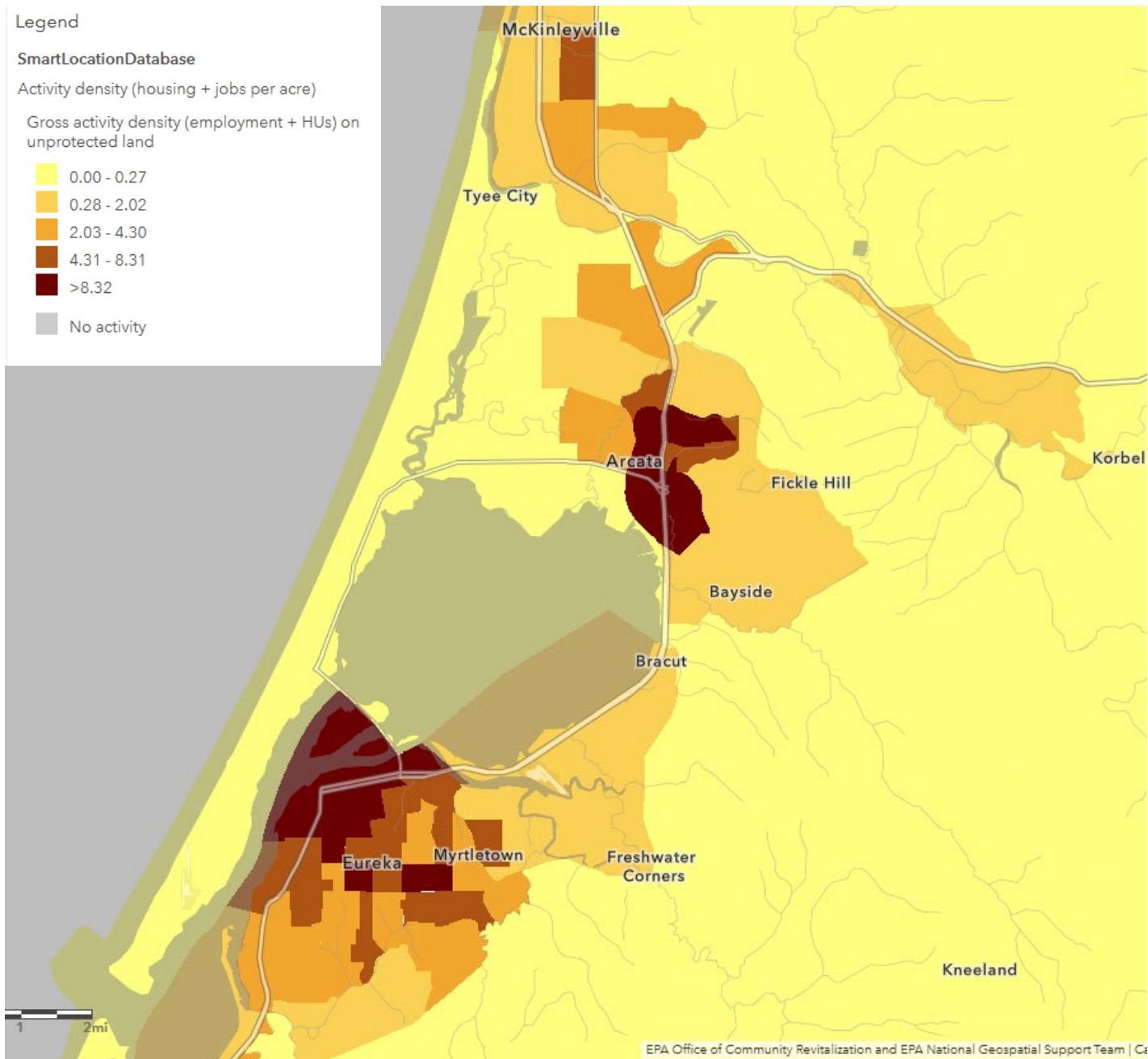
	Residential Density	Employment Density	Road Network Density	Pedestrian-Oriented Network Density
Arcata	1.4	1.7	10.4	7.0
Eureka	3.3	2.2	18.4	15.7
Fortuna	1.4	0.9	9.8	7.1
McKinleyville	0.8	0.4	7.7	5.4

Notes: Prepared by WTI using the U.S. EPA’s Smart Location Database (SLD).

Source: “McKinleyville Transit Study Final Report” (6/30/21) prepared by Western Transportation Institute at Montana State University, for HCAOG and Humboldt Transit Authority.

EPA Smart Location Database: Activity Density (jobs + housing per acre) Accessed July 2025 -- progressively zoomed-in to show the county's more urbanized Humboldt Bay Area. [Note: HCAOG staff can only access data by individual census tracts using Interactive map viewer. HCAOG staff members do not have ArcGIS capabilities.]





Legend

SmartLocationDatabase

Activity density (housing + jobs per acre)

Gross activity density (employment + HUs) on unprotected land

0.00 - 0.27

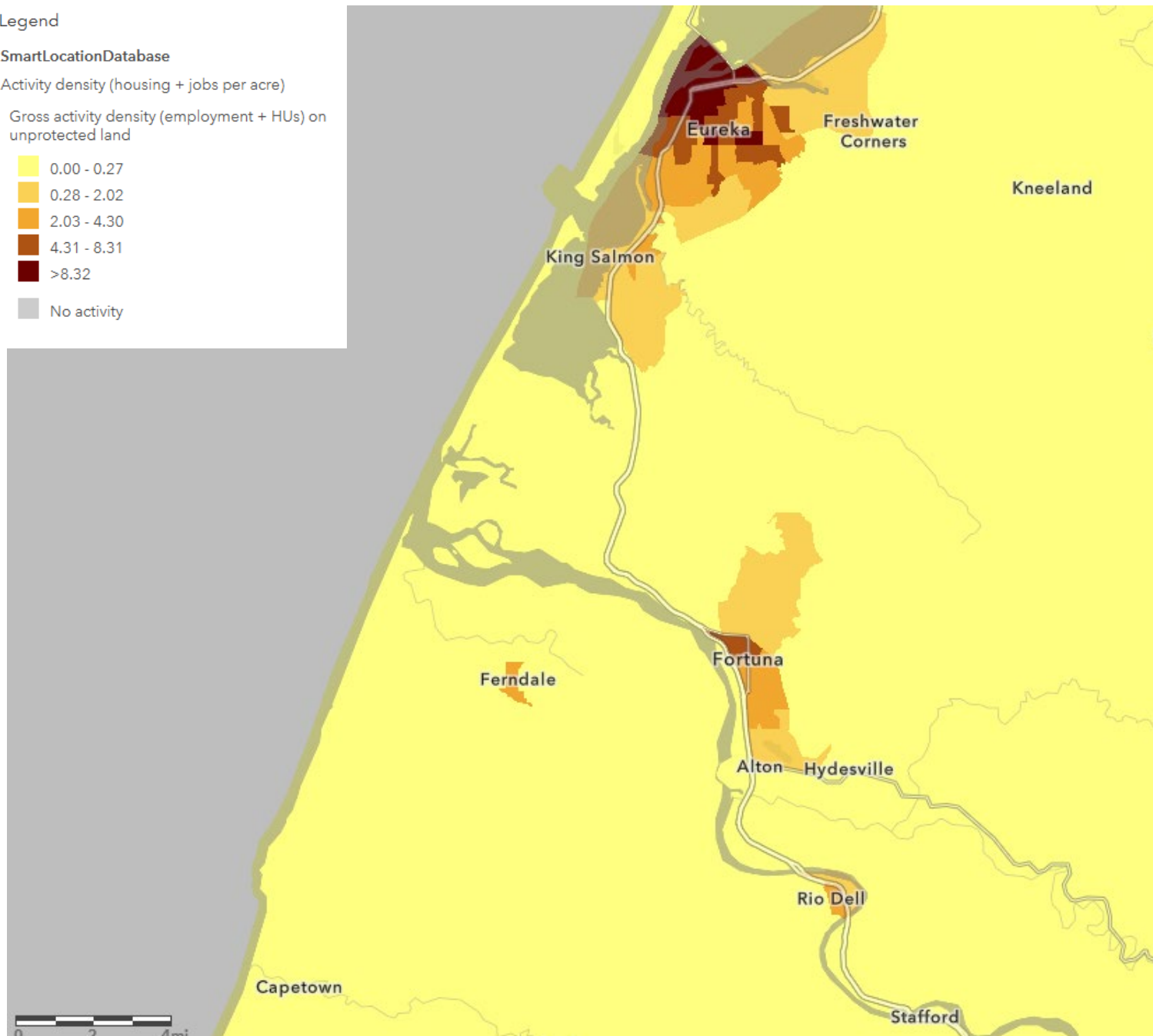
0.28 - 2.02

2.03 - 4.30

4.31 - 8.31

>8.32

No activity



Eligible Activity 5 - Technical assistance, planning, temporary staffing or other necessary actions to accelerate housing production

Fill out the following chart and use additional space if needed for Eligible Activity 5. Pursuant to H&S Code Section 50515.02 (d) (C), applicants shall provide an explanation of how proposed uses will increase housing planning and facilitate local housing production. Please attach documentation as necessary.

Proposed Activity	Proposed Performance Indicator	Target outcomes	Outcomes
Public Engagement	• # of public stakeholders engaged • # of workshops to stakeholders • # of presentations to elected/appointed officials • # of CBOs that participated	Increased community engagement and buy-in. Establish community and regional priorities. Outreach to 100% of zip codes Participation from 75% of zip codes.	644 public stakeholders engaged 77 of workshops to stakeholders 31 presentations to elected/appointed officials 29 CBOs that participated
Consulting: Establish consulting benches on regional priorities	• # of jurisdictions that received consulting services	50% more plans addressing land use, jobs, transportation, climate, equity linkages. Infrastructure/design/site analysis for 300 potential housing units.	7 jurisdictions (4 cities, 1 county, 2 regional agencies) received consulting services
Tools	• # of local governments, advocates, and other groups who used the tool. • # streamlined and/or clarified permitting processes and plan approvals/adoptions	Streamline and/or update permit process at all (100%) jurisdictions. 20% increase in housing, ADU permits.	30,018 local governments, advocates, and others used REAP-funded tools. 48 streamlined and/or clarified permitting processes and plan approvals/adoptions achieved, for all 7 cities, 1 county, and 1 housing authority.
Collaboration	• # of collaboratives developed • # of work products developed	Increased capacity or technical expertise of local staff. Increased collaborative work products of and for regional planning for housing.	6 collaboratives developed ≥ 19 work products developed

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Quantified Outcomes: 64 public stakeholders engaged 77 of workshops to stakeholders. 31 presentations to elected/appointed officials 29 CBOs that participated. 7 jurisdictions (4 cities, 1 county, 2 regional agencies) received consulting services. 30,018 local governments, advocates, and others used REAP-funded tools. 48 streamlined and/or clarified permitting processes and plan approvals/adoptions achieved, for all 7 cities, 1 county, and 1 housing authority. 6 collaboratives developed; ≥ 19 work products developed