

**WESTCHESTER COUNTY FAIR AND AFFORDABLE HOUSING
IMPLEMENTATION PLAN
March 12, 2010**

Appendix G-1: Affirmative Fair Housing Marketing Plan

Affirmative Fair Housing Marketing Plan

Outreach and Marketing by Westchester County

Overview: Through its marketing plan and policies, the County will promote fair housing by ensuring outreach to all potentially eligible households, especially those least likely to apply. In implementation, the County will employ a two pronged strategy. First, the County will require that developers follow the County's Affirmative Fair Housing Marketing Plan Guide for any County funded projects. Secondly, the County will engage in a number of outreach efforts that will Affirmatively Further Fair Housing including promotion of active participation by local governments in implementation of the outreach and marketing of affordable housing. These measures include steps the County will take both in Outreach and Marketing for specific projects as well as for promoting Fair and Affordable Housing in general. The County will inform the public, local governments, developers and potential tenants and homeowners about the Federal, State and it's own County Fair Housing Laws;, and the County's Affirmative Fair Housing Marketing Policy. The County will also provide information about it's and the County's Fair and Affordable Housing Program, in general, and regarding specific projects through various outlets and tools. A list of vehicles follows:

- Develop a Centralized Intake System where interested households can sign up to receive information when a specific development is marketing homeownership units. (This System is being developed with a deadline for implementation of September 1st, 2010).
- Place Bee-Line Bus Ads that inform the public about the County's Fair and Affordable Housing Program, specific developments during the initial marketing period, and provide contact or how to access information by interested persons.
- Conduct "Housing Alive" Bus Tours open to the public, municipal officials, press and others to demonstrate how fair and affordable housing fits into any community – urban, suburban or rural.
- Update "Housing Alive" Video to add any new footage of fair and affordable housing and to include messages about Fair Housing.
- Public Service Announcements regarding the County's fair and affordable housing program, in general and for specific developments becoming available.
- Press releases when specific developments begin initiate their marketing and are accepting applications
- Maintain Website both with general information and information on specific developments currently available
- Provide similar web based information to local governments so that they may post information regarding fair and affordable housing, and specific developments

- Post availability of fair and affordable housing information on the County's Intranet
- Contact area businesses, municipal offices, contiguous county offices and other organizations to disseminate both general and information on specific developments to their employees
- Work with community informational resources including libraries, churches, community agencies, municipalities and non-profit agencies including agencies who deal specifically with the disabled community, senior citizens and minority groups who have been identified as least likely to apply to help disseminate both general and information on specific developments to the public
- Wherever possible ads and marketing material will be in multiple languages addressing those who are least likely to apply.
- Translate marketing material to serve population that is limited English proficient (LEP)
- Work with the language minority-owned print media, radio and television stations
- Place marketing material at movie theaters that provide for free public service announcements
- Continue to partner with faith-based and community organizations that serve newly arrived immigrants
- Conduct marketing activities at adult-education training centers or during "English as a Second Language" classes
- Provide referrals to appropriate agencies who can assist persons in need of help with completing applications for housing or with understanding any information pertaining to the Westchester County Fair and Affordable Housing Program
- Encourage Voluntary Affirmative Marketing Agreements with local real estate industry trade associations to help further fair housing and conduct outreach

I. UNDERSTANDING AFFIRMATIVE FAIR HOUSING MARKETING

Affirmative Fair Housing Marketing (AFHM) Plans and marketing procedures are required to be included in all applications for the Westchester County Department of Planning housing development funds (including developments with state and federal funds). All applicants for the receipt of such funding from Westchester County who are developers of Fair and Affordable Housing ("Developer") must comply with the AFHM requirements outlined herein in order to receive housing development funding assistance from or through the County of Westchester. AFHM procedures must continue throughout the period of affordability, and will be monitored to ensure compliance. For single-family homeownership dwellings, the initial marketing plan remains in effect until

all the dwelling units are sold, but the ongoing affordability requirements and other restrictions will remain in place for the entire period of affordability.

By law, no one may discriminate in the sale or leasing of housing units based on race, color, religion, sex, national origin, familial status, or disability. These laws are based on the notion that traditional residential marketing practices have conditioned people to view certain neighborhoods or groups as undesirable. AFHM does not limit choices; choices are expanded to include those that might not otherwise be considered for occupancy because of past discrimination.

AFHM is not a separate marketing program. It must be an integral part of the overall project marketing effort and adds little to the cost of a project. Most of the cost associated with AFHM should be already reflected in the project's broader marketing budget.

AFHM typically consists of a good faith effort to attract to the project those who are identified as "least likely to apply". Through the AFHM Plan, the Developer indicates what special efforts they will make to attract racial or ethnic groups who might not normally seek housing in their project based on its location. Quantitative data and analysis are essential to planning and monitoring the AFHM program to determine its success.

This manual is a guide to assist Developers who are applicants for Westchester County housing funds and is not a substitute for obtaining legal advice on fair housing. It summarizes the AFHM Plan requirements and affirmative marketing procedures as required by the County of Westchester.

II. OVERVIEW OF THE AFHM PLAN

The AFHM Plan is a marketing strategy designed to attract buyers and renters of all majority and minority groups regardless of race, color, religion, sex familial status, national origin and disability to assisted rental and sales units which are being marketed. It describes initial advertising, outreach (community contacts) and other marketing activities which inform potential buyers and renters of the availability of the units. No application for assistance under Westchester County's Fair and Affordable Housing Program will be funded without an approved AFHM Plan.

In formulating the AFHM Program, the Developer must do the following as detailed in the requirements below:

- A. Targeting: Identify the segments of the eligible population which are least likely to apply for housing without special outreach efforts.
- B. Outreach: Outline an outreach program which includes special measures designed to attract those groups identified as least likely to apply and other efforts designed to attract persons from the total eligible population.
- C. Indicators: State the indicators to be used to measure the success of the marketing program.
- D. Staff Training: Demonstrate the capacity to provide training and information on fair housing laws and objectives to sales or rental staff.

Developers who are recipients of funds are required to make a good faith effort to carry out the provisions of their approved AFHM Plan. Good faith efforts are recorded activities and documented outreach to those individuals identified as least likely to apply. Examples of such efforts include but are not limited to:

- 1. Advertising in print and electronic media that are used and viewed or listened to by those identified as least likely to apply;
- 2. Marketing housing to specific community, religious or other organizations frequented by those least likely to apply;
- 3. Developing a brochure or handout that describes facilities to be used by buyers or renters, e.g. transportation services, schools, hospitals, facilities, industry and recreation facilities. The brochure should also describe how the proposed project will be accessible to physically handicapped persons and describe any reasonable accommodations made to persons with disabilities; and
- 4. Insuring that the sales/management staff has read and understood the Fair Housing Act, and the purposes and objectives of the AFHM Plan.

III. THE WESTCHESTER COUNTY AFFIRMATIVE FAIR HOUSING MARKETING PLAN (“AFHM Plan”)

(1) DEVELOPER AND PROJECT IDENTIFICATION

The following outline identifies areas that must be included in the AFHM Plan for Westchester County funded affordable housing projects. These areas must be addressed by all Developers

- a. Name, address, phone, fax and email of Developer.
- b. Name, address of Project and provide phone, fax and email if on-site staff and office, if different than Developer or property management company.
- c. Name, address, phone, fax and email of Property Manager (if applicable)
- d. Number of units being marketed, including type (owner/renter, apartment/townhome, etc), unit size(s), etc.
- e. Sale Price or rent range of units.
- f. For multifamily rental units only, the household types to be served by the project, e.g., family, elderly or any special needs populations.
- g. State whether the project is a new construction, rehabilitation acquisition or site improvement
 - For new construction or partially occupied projects, the Plan must state approximate starting dates for advertising to target groups and completion of initial occupancy.
 - If the project is partially occupied and rehabilitation will occur with tenants in place, please indicate this and state the number of unoccupied units affected.
- h. Housing Market Area in Westchester County (see Section 4)
- i. Census Tract in which the project will be located

(2) ACCESSIBILITY/ADAPTABILITY OF UNITS

The AFHM Plan should state the number of accessible/adaptable units and the number of units available for the visual and hearing impaired.

DEFINITIONS

ACCESSIBLE means that the unit is located on an accessible route and when designed, constructed, altered or adapted can be approached, entered and used by individuals with physical disabilities.

ADAPTABLE means the ability of certain elements of a dwelling unit, such as kitchen counters, sinks, and grab bars, to be added to, raised, lowered, or otherwise altered, to accommodate the needs of persons with or without disabilities, or to accommodate the needs of persons with different types or degrees of disability.

(3) ACCESSIBILITY/ADAPTABILITY POLICIES TO BE INCLUDED IN MANAGEMENT PLAN

In accordance with New York State Policies and Regulations, describe in detail how accessible/adaptable units will be marketed. Below is a list of policies taken from the New York State Affirmative Fair Housing Marketing Plan which you may refer to in formulating your Plan.

- a. Describe how requests for reasonable accommodations will be handled and who will be authorized to approve or deny any such requests
- b. State whether the project has a Telecommunication Device for the Deaf (TDD) or an equally effective communication system. (Note: If the complex has Section 8 assistance from HUD, the complex is required to have a TDD.)
- c. Describe any procedures established to accommodate the hearing and sight impaired. (Example of methods to be used might include readers, signs language, interpreters, and Braille materials.)
- d. State whether the Developer will give priority for fully accessible units to persons who are in need of the special design features of an accessible unit, and if priority will be given first to those living in the complex and then to persons on the waiting list.
- e. Before accessible units are temporarily rented to persons who do not need the special design features, have there been diligent marketing efforts to market the units to special need persons and how will those efforts be documented. State whether marketing efforts will continue after rental of the unit to someone who does not need the special design feature.

- f. State whether lease clauses will be included to require non-special needs occupants to relocate to another unit in the building if the unit is needed by a special needs person.
- g. State Developer's policy for verifying a person's disability and whether it will be limited to only that which is needed to establish eligibility. State whether verification will be required only after a prospective tenant or homeowner has asked that their disability be considered by management.
- h. State whether Developer has a policy that permits persons with disabilities to have service and/or companion animals.
- i. State whether Developer gives persons with disabilities the same choices other persons applying for the housing units are given; e.g., an offer for both first and second floor apartments.

(4) DIRECTION OF AFHM MARKETING ACTIVITIES

The Direction of Marketing for Westchester County funded fair and affordable housing units is based on the New York State Division of Housing and Community Renewal OFHEO Marketing Plan Guideline (Revised – March 2009).

- a. Identify the project's Local Market Area: city(s)/township(s), or region in which the project is located to establish demographic information of immediate area in order to identify those who are most likely to apply, thereby providing the basis to establish the population which is least likely to apply. The Local Market Area should encompass a population of between 5,000 to 50,000 depending upon population density, or comprise a 1-2 mile radius surrounding the project site. Identify the racial/ethnic characteristics of the Local Market Area population using relevant 2000 US Census data obtained from the www.census.gov website or WCDP at www.westchestergov.com/planning/research/default.htm to review county data by municipality. Include this information in the Plan.
- b. Specify the racial/ethnic group(s) identified in the Census data as least likely to apply (LLA) for the project's Local Market Area
- c. The Marketing and Outreach Area must be designated as **Westchester County** **and Contiguous Counties for all County funded projects.** The Marketing and Outreach Area will be the area and population range used for outreach to LLA populations, community contacts and general advertising for the project and will be the fair and affordable housing market and outreach area. The Developer must meet these affirmative marketing requirements and hire consultant(s) to carry out outreach activities, where appropriate.

(5) AFHM PROGRAM

The Developer must describe the marketing program including the requirements below and outline the methods to be used in marketing to all segments of the eligible population. The program must include special outreach steps which will be taken to attract groups identified as least likely to apply for the housing.

The Developer must register the project with www.NYHousingSearch.gov, a FREE service provided by New York State to advertise and search for affordable and accessible housing. The service is also available through toll-free, bilingual call center at 1-877-428-8844. Representatives are available to assist with listings and searches.

The Developer must ensure that all marketing efforts are coordinated and initiated at a minimum of 90 days prior to occupancy but may begin 6 months or more prior to occupancy.

a. Commercial Media to be Used

The Developer must indicate the commercial media to be used to advertise the availability of the housing, in particular, the commercial media that are customarily used by the Developer, including minority publications, publications targeted toward disabled persons, and other outlets which are available in the fair and affordable housing market area. The County of Westchester will provide a list of contacts.

If the Developer conducts marketing efforts beyond the use of commercial media, the AFHM Plan should describe such efforts and provide copies of such marketing materials. All advertising should be consistent with the Fair Housing Advertising Regulations (24 CFR 109) and the Fair Housing Act Regulations at 24 CFR 100.75.

(1) Newspapers/Publications:

- (a) Identify by name all newspapers and publications of general circulation. These should include but not be limited to *The Journal News*, *the Penny Saver*, etc., and other press in contiguous areas to WC, including Bronx, CT, Rockland and Putnam Counties. The County of Westchester will provide a list of media outlets.
- (b) Identify by name all newspapers and publications that circulate to least likely to apply populations and specify the racial/ethnic composition of readerships/audiences of each. These should include but not be limited to publications such as
 - i) *El Aguila* (Hispanic circulation)
 - ii) *The Westchester County Press* (Black and African American circulation)
- (c) Provide a narrative description and size for all newspaper/publication advertisements to be used.
- (d) Indicate the frequency of all publication advertising to be used.

- (e) Submit draft copy of all ads, if available. If unavailable at the time the plan is submitted, copies draft ads must be forwarded to the County as soon as they become available.
- (f) Ads should show both the Equal Housing Opportunity and Accessibility Logos.

The logos can be found at:

<http://www.hud.gov/library/bookshelf15/hudgraphics/fheologo.cfm>

<http://www.smu.edu/logos>

(2) Radio and Television:

- (a) Identify radio and television stations to be used.
- (b) Indicate the approximate frequency and description of use.

(3). Other Types of Media

- (a) List, with names and addresses, of media including publications of limited circulation such as neighborhood-oriented weekly newspapers, religious publications and publications of local real estate industry groups.
- (b) Description of the media and the frequency of the advertising.

b. Centralized Intake System (For Homeownership Developments Only)

In order to be approved by Westchester County, all AFHM Plans for homeownership developments must include outreach to persons interested in fair and affordable housing who have signed up via the Westchester County Centralized Intake System. In this system, anyone desiring to access fair and affordable homeownership housing will be able to place their name and contact information on a database for this purpose. This list will be continuously updated as new people are added, or those already on the list update their information. As part of the any AFHM efforts, the Developer must initiate all marketing and outreach activities, including steps to contact everyone on the interest list provided by the County, as part of the initial marketing for the project. To facilitate this effort, the County will provide the names and addresses and other contact information as necessary in electronic format to the marketing staff designated by the Developer. The marketing staff must contact all interested households including outreach by e-mail, written correspondence or other means, such as telephone for visually impaired individuals, to inform them of the availability of the homeownership units. Once notified, it will be the responsibility of the interested households to submit an application for a particular project or unit. The use of this system must be indicated in the AFHM Plan for each homeownership project. The Developer must request the list from the County at least two weeks prior to the initiation of the marketing of units. The use of this tool will be required as part of the AFHM Plan beginning on September 1, 2010.

c. Brochures, Signs and the HUD Fair Housing Poster

Brochures, signs and the HUD Fair Housing Poster are to be integral parts of any successful AFHM marketing effort.

- (1) All signs, brochures, and leaflets must show both the Equal Housing Opportunity and Accessibility Logos.
- (2) Description and size of permanent project sign, if one is to be erected. A photograph of the project sign must be submitted with the AFHM Plan, or as soon as possible after the sign is erected.
- (3) Description of the Brochure
 - (i) The brochure may include a range of information which influences decisions regarding housing choice. The brochure should communicate the Developer's Equal Housing Opportunity Policy. It must be consistent with the Fair Housing Advertising Guidelines, including display of the Equal Housing Opportunity Logotype and slogan; use of words, phrases and photographs; and human models.
 - (ii) Where appropriate it should also contain information on the Developer's policy toward families with children and whether or not the project is reserved for persons 55 years old and above or 62 years old and above as well as the project management promising that it will not discriminate against eligible families with children.
 - (iii) The brochure should be distributed through the community contacts named in Part 5D of the AFHM Plan, mailed to groups identified as least likely to apply, and kept in rental or sales offices for distribution to visitors.
- (4) Submit copies of brochures and leaflets. If unavailable at the time the plan is submitted, copies must be forwarded to the County no later than 90 days prior to engaging in marketing activities.
- (5) Fair Housing Poster. HUD's Fair Housing Poster must be conspicuously displayed wherever sales/rentals and showings take place. The Developer must indicate whether the poster will be displayed in the sales/rental office(s), the real estate office(s), model units and/or other places.

d. Community Contacts

Community contacts can supplement formal communications media for the purpose of soliciting tenants and buyers. Community contacts should be individuals or organizations that have direct and frequent contact with those groups identified in Part 4 of the Plan as least likely to apply. Community contacts should also be chosen on the basis of their positions of influence within the general community and the particular target group.

Examples of suitable community contacts include:

- Fair housing organizations and local non-profit housing associations, housing counseling agencies, regional tenant referral services;
- Minority organization, for example, League of United Latin American Citizens (LULAC), National Association for the Advancement of Colored People (NAACP), Urban League, women's organizations, civil rights groups, editors of majority owned and minority-owned newspapers;
- Local government agencies which are in the position to make referrals
- Real estate industry related groups
- Organization which advocate for individuals with disabilities or address issues related to the housing needs of such individuals; and
- Organizations which advocate for families with children or address issues related to housing needs of such families.

The Developer must give the following information about the community contacts:

- (1) List, with names and addresses, of groups or organizations identified as serving least likely to apply populations and those serving special populations who may be served by the project, including those with physical disabilities.
- (2) List, with names and addresses, of community contact(s) that serve the disabled community, such as an independent living center (ILC).
- (3) Indicate the method of contact for each of these outreach organizations e.g., community meetings, brochures, briefing sessions, etc. , approximate date the group or individuals are to be contacted and how the project manager/agent will document such contact.
- (4) Submit a sample of correspondence to be sent to community contacts.

(6) HOMEOWNER/TENANT SELECTION PROCEDURES

The initial selection process must be made on a random basis through the use of a lottery, noting that where selection preferences are deemed allowable by the County, those preferences may be applied in the selection process as set forth in local zoning codes, and not on a first-come first-served basis unless otherwise required by State or Federal regulations, with one exception which is if the project is occupied and rehabilitation will occur with tenants in place. Please note that Westchester County does not permit application fees, credit report fees in excess

of the actual cost for that report or any other fees to be charged to persons completing applications for fair and affordable housing.

- a. Describe how applications will be made available to prospective tenants (e.g., who to contact and where applications may be obtained). State when the initial application period will close.
- b. Describe the process by which applications for housing units will be received and logged and how a list of eligible persons/households will be created.
- c. Describe how tenant eligibility will be determined, e.g., income certification employment verification, creditworthiness.
- d. Describe the characteristics which cause a person applying for a housing unit(s) to be rejected from consideration and describe the appeal process for a person who is rejected.
- e. Developer selection and eligibility for homeownership projects must be conducted by one of the following four non-profit housing agencies:
 - i) Housing Action Council - (914) 332-4144
 - ii) Westchester Residential Opportunities – (914) 428-4507
 - iii) Community Housing Innovations – (914) 683-1010
 - iv) Human Development Services of Westchester, Inc. - (914) 939-2005

Selected agency name must be included in Plan.

(7) FUTURE MARKETING ACTIVITIES (For Rental Units Only)

The Developer must describe in this part the types of activities to be undertaken after the completion of initial occupancy of rental units in order to fill vacancies resulting from normal turnover. These activities shall be consistent with provisions of the Fair Housing Act, Executive Order 11063 and the AFHM Plan .

- a. Describe how marketing activities to fill operational vacancies will be undertaken.
- b. Describe how a waiting list will be maintained.

(8) ASSESSMENT OF MARKETING EFFORTS

- a. The Developer must describe the means by which it will assess the effectiveness of various components of the AFHM Plan such as the advertising methods and the outreach activities targeted toward the groups identified as least likely to apply or the use of community contacts. Indicators such as the anticipated racial/ethnic composition of the tenant population or applicant pool are not to be used as indicators of effectiveness of an AFHM Plan under any circumstances. The Developer is encouraged to use indicators based on actual

efforts, including the number of referrals by community contacts listed in the Plan; the number of visits to the site or walk-ins due to outreach or advertising; or the representation of persons identified as least likely to apply as part of the potential buyer or renter group in comparison to the percentage of that group within the housing market area.

b. Include a discussion of corrective measures to be taken if least likely to apply populations are poorly represented .

(9) **STAFF EXPERIENCE AND INSTRUCTIONS FOR FAIR HOUSING TRAINING**

The successful implementation of any AFHM program depends in great measure upon the sensitivity of management and sales staff to the importance of conducting the marketing program in a nondiscriminatory manner. The proposed AFHM Plan should include the following material on staff training and experience:

- a. Experience. The Developer shall indicate whether it has had any experience in marketing housing to the group(s) identified as least likely to apply.
- b. Developer's Training Responsibilities. Developers are responsible for instructing all employees and agents in writing and orally concerning nondiscrimination in housing. The specific civil rights laws and Executive Orders on which sales and management staff should be trained and should clearly be identified in the AFHM Plan includes:

- The Fair Housing Act and 24 CFR Part 100
- Executive Order 11063 and 24 CFR Part 107;
- The Affirmative Fair Housing Marketing Regulations, 24 CFR 200, Subpart M;
- The New York State Human Rights Law
- The Westchester County Fair Housing Law

Title VI of the Civil Rights Act of 1964, where applicable;

- Section 504 of the Rehabilitation Act of 1973, as amended, where applicable, and 24 CFR Part 8; and

- civil rights related program requirements relating to AFHM

Instructions regarding fair housing requirements and objectives should also be a continuing part of the agenda of staff meetings or other activities carried out for sales and rental staff.

- c. Submission of Material. The Developer must submit as part of the AFHM Plan a copy of the instructions given to sub-management staff on fair housing

concerns such as federal, state or local fair housing laws and the Developer's AFHM Plan. The material must also indicate the date established for conducting such training and the name and title of the person responsible for developing the fair housing training program. Documentation must be submitted of any and all training provided to staff.

(10) RECORD KEEPING

- a. A AFHM file will be establish and maintained. The file will contain advertisements, flyers, and other public information documents to demonstrate that the appropriate logos and language have been used. Additionally, records will be kept of activities to implement the AFHM plan, including community outreach efforts including outreach to special interest groups and agencies and outreach to the least likely to apply population. This file will be kept in the project's management office.
- b. Up-to-date records based on census data, application and surveys about community residents, applicants for housing units, residents of the project, and records about tenant selection or rejection. will be kept on file in the project's management office.
- c. Racial and Ethnic data on all persons applying for housing units and participants will be collected and kept on file in the project's management office.

Westchester County will conduct audits to review documentation establishing efforts were made concerning marketing to all groups consistent with equal opportunity and accessibility requirements including targeting efforts to least likely to apply populations including the disabled.

(11) SIGNATURE. The AFHM Plan must be signed by an authorized official of the sponsoring or ownership organization. By signing the AFHM Plan, the Developer assumes full responsibility for its implementation and agrees to make any changes which may be required to assure continued compliance with the AFHM Regulations (24 CFR 200.620). The agreement to make changes is also applicable to Plans covering rental projects during the affordability period. With respect to single-family subdivisions, the Developer may request changes to the AFHM Plan only during the initial sales period.

IV. APPROPRIATENESS OF THE MARKETING PROGRAM

The AFHM program should include actions which are appropriate for attracting the target groups(s). The following should be considered:

- 1. Where Black, Hispanics, Asian-Americans or other racial/ethnic groups have been identified as requiring special outreach and minority media are available in the

housing market area, Developers are encouraged to use minority-owned media as part of their marketing program.

2. Languages other than English should be used in the advertising where it is necessary to attract target groups, e.g., Hispanics.
3. The advertising should convey an easily understood message that the target groups are welcome in the area in which the proposed project is located. However, the advertising should not imply that the project area is restricted to persons of a particular race, color, creed, sex or national origin, or that families with children and handicapped persons would feel unwelcome;
4. Both majority and minority models should be used in pictorial advertising and women should be depicted in non-sex-stereotyped roles;
5. The advertising should convey the message that families with children are encouraged to apply for the housing;
6. The advertising should feature units that have been made accessible to individuals with disabilities to convey the message that reasonable accommodations can be made so that individuals with disabilities can fully enjoy the project's services and facilities on the same basis as non-disabled individuals;
7. The Equal Housing Opportunity Logo and Accessibility Logo should be displayed on all advertising materials.

V. IMPLEMENTATION OF THE AFHM PLAN

(1) Marketing for Initial Sales or Rental

In accordance with HUD's guide "Implementing Affirmative Fair Housing Marketing Requirements" (8025.1), no later than 90 days prior to the commencement of any sales or rental marketing activities the applicant must submit to the County a notice of intent to begin marketing. This notice should be in writing and state the date on which the applicant proposes to commence marketing activities. Marketing may commence up to six (6) months or more prior to expected occupancy of a project. At a minimum of 90 days prior to the commencement of occupancy the applicant should:

a. Pre-Marketing Activities:

Prior to initiating general marketing, contact the commercial media, fair housing groups, civil rights organizations, employment centers and the community contacts which have been identified in the AFHM Plan as resources for attracting persons who are "least likely to apply" for housing

b. Outreach Documentation

Establish a system for documenting outreach activities and for maintaining records which provide racial, ethnic and gender data on all persons applying for the proposed housing.

The system should be consistent with any reporting and record keeping requirements. An AFHM Plan file should be maintained and it should include all documentation pertaining to the follow:

- How the groups considered least likely to apply were identified;
- The special outreach activities undertaken to attract these groups and the general public to the housing;
- The training given to staff on Federal, State and local civil rights laws;
- The selection of the community contacts who assisted in implementing the AFHM program;
- The implementation of the HUD Fair Housing Advertising Regulations state at 24 CFR Part 109;
- Race and ethnicity of all persons applying for the housing; and
- Race and ethnicity of all individuals who visited the project in person.

c. Fair Housing Training

In accordance with HUD 8025.1, during the 90-day or more, period prior to the commencement of taking applications or sales, provide training to all management or sales staff in Federal, State and local fair housing laws, AFHM objectives and the approved AFHM Plan.

d. File Documentation:

The following materials should be submitted to the County and be kept in the AFHM file for future monitoring:

- Copies of advertisements, brochures, leaflets, and letters to community contacts;
- Photographs of project signs;
- A copy of instructions used to train sales/rental staff of Fair Housing laws.