

ATTACHMENT 2

Cover page sheet

1. Applicant (Organization):

5rfcd v City of San Rafael

Address 1400 Fifth Ave

City San Rafael County Marin ZIP Code 94901

Tax ID Number EIN 946000424

2. Project Director:

Name Marc Sabin

Title Homeless Program Manager

Telephone 650-333-9581

Email marc.sabin@cityofsanrafael.org

3. Grant Administrator:

Name Marc Sabin

Title Homeless Program Manager

Telephone 650-333-9581

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4. Contact person for application, if different than Project Director:

Name _____

Title _____

Telephone _____

Email _____

The applicant certifies that, to the best of his or her knowledge and belief, the data in this application are true and correct.

Name of Authorized Official

Print Jim Schutz

Signature  Date 12-20-21

Part 1: Implementation Unit Structure and Capacity

The Homelessness Division (HD) within the City Manager's Office will implement the Encampment Resolution Funding (ERF) program. The HD goal is to end chronic homelessness by identifying and supporting initiatives and programs to support the City of San Rafael (CSR) homeless community. The project described in this request will provide comprehensive housing case management services to an encampment (SSA) where a portion of the CSR homeless community resides.

In 2016, CSR partnered with the County of Marin and local community-based organizations to launch a street-based Homeless Outreach Team (HOT). HOT provides intensive case management (ICM) services and linkages (resources, healthcare, legal services, food, clothing, pet care, etc.) that are critical first steps towards housing. In the initial 18 months, HOT housed 23 of CSR's most vulnerable homeless folks. HOT is a League of California Cities statewide best practice for addressing homelessness.

CSR created a Service Support Area (SSA) on July 6th, 2021. SSA and the encampment identified for resolution in this proposal are interchangeable. Prior to July 6, 2021, homeless folks were already encamped where the SSA now exists. With capacity for 56 adults, the SSA is a **temporary** location for folks to receive services in a secure area. The SSA helps chronically homeless individuals engage in housing case management in a meaningful way. SSA residents can trust that they will meet with their case manager (CM) every day, and the CM has consistent access to the folks they serve. However, not all SSA residents are ready to start housing conversations immediately. The case management team understands this and engages with SSA residents with patience, providing a safe space to communicate their needs.

CSR City Council approved \$260,000 (matched with \$260,000 from Marin County) in American Rescue Plan Act (ARPA) funds for case management services to better serve the homeless community. This funded one CM dedicated to the SSA along with infrastructure support (supplies, office space, administrative support). The CM provides services to 17 individuals. This caseload size/ratio is an evidence-based practice recommended by the Department of Housing and Urban Development (HUD). The SSA population ranges from 36-50 individuals. This request for **\$522,619** supports one CM to provide services to an **additional** 17 SSA residents. Over the two-year grant, the CM will provide services to 25-30 SSA residents. The request also supports one Mental Health Coordinator (MHC) to ensure that SSA residents are linked to mental wellness services. Those experiencing homelessness are marginalized, isolated, often experience discrimination, and are vulnerable to violence and victimization (SAMHSA). Having an MHC on staff allows this associated trauma to be addressed in a holistic manner. The MHC will stay connected to SSA residents as they are housed to keep them linked to mental wellness services – this is critical to sustaining and maintaining housing. The MHC will serve more than 30 SSA residents during the grant period.

The SSA is a county-wide collaboration. CSR's partners who fortify services at the SSA include:

- **Downtown Streets Team (DST)** provides housing case management to 17 SSA residents, brings showers onsite and cleans within the SSA weekly. Pets are permitted at the SSA and DST partners with Marin Humane Society to bring veterinary care to the SSA.

- **Whole Person Care (WPC)** provides medical case management services for medically fragile individuals. The WPC services include expedited appointments with medical providers, management of medical treatment plans, transportation to appointments, assistance with locating and securing housing (including assistance with being document ready), and other case management functions.
- **Ritter Center (RC)** – CMs are assigned to individual SSA residents to help them become document-ready for housing. CMs conduct regular welfare check-ins, support goalsetting, hold folks accountable, make referrals, and provide transportation to appropriate resources. Ritter Center is also a resource for food and clothing and is a Federally Qualified Health Center.
- **Saint Vincent de Paul (SVdP)** provides SSA residents meals, case management related to housing, legal clinics, and rental deposit assistance.
- **New Beginnings Law Center (NB)** provides weekly one-to-one assistance onsite to clear up records that may be a barrier to housing and employment.
- **Meditation Without Borders** leads weekly meditation groups on site.
- **Meal Provision** – A local caterer provides a hot lunch weekly.
- **Barbier Security** provides 24/7 security to keep residents safe.
- **Marin Street Chaplaincy** provides a weekly meal to SSA as well as daily coffee and donuts. They also offer spiritual support.
- **Salvation Army** provides food, spiritual and employment support.
- **Community Action Marin** provides food, water, and clothing to residents at the SSA. This response team also helps SSA residents with transportation to appointments (medical, court, housing, etc.).

- **Marin County Health and Human Services** administers housing vouchers and assigns social service workers who assist residents in signing up for benefits.

The SSA provides a safe environment where up to 56 homeless community members reside and receive housing-focused case management. The SSA is a designated location where an extremely vulnerable population can **access** and **be accessed** for services. The SSA is a unique and comprehensive blend of partner driven services where rapport and relationships are developed with the homeless community, with the critical goal of finding and securing housing for SSA residents.

The SSA partnerships are efficient and effective because of solid collaboration, common goals, and a weekly "by name" (BN) meeting. During the BN meeting, CSR and its partners discuss each SSA resident and how to support individualized goals that outline a path to housing. **With the SSA residents' input**, these experienced service providers craft individualized and dynamic plans to address housing, addiction services, document preparation, mental wellness, medical concerns, mobility factors, and ability to thrive in housing.

Becoming document ready requires on average 15-20 hours of collaborative efforts between CM and SSA resident over a three-to-four-month period. This includes being assessed through the Coordinated Entry System (CES) for voucher eligibility. The two-way accessibility of SSA residents/CM ensures tasks are completed despite the time required and the complexity of the process. Currently 23 of 36 SSA residents are document ready. Eleven folks have been housed since SSA inception. The effectiveness of the SSA structure is strengthened by support from Marin County Health

and Human Services, Marin Housing Authority, San Rafael City Council, San Rafael Police Department and San Rafael Department of Public Works.

Part 2: Prioritized Encampment Site and Population to be Served

The approximately 31,000 square foot site is a sheltered (under an overpass), paved site near US-101 at approximately postmile 11.1. The site is bounded by Mission Avenue to the north, Hetherton Street to the west, Fifth Avenue to the south, and existing commercial/residential properties to the east. Each SSA resident is provided a designated space for their personal belongings, which includes a raised platform, tent, cot, and sleeping bag. These items are replaced if damaged or stolen. The SSA also provides three portable toilets and three handwashing stations, 24 charging stations and a weekly shower van. The SSA has 24/7 security, 365 days a year.

The SSA location began experiencing “encampment activity” in early 2020. Caltrans, which has jurisdiction for the property, participated in conversations with CSR to develop a service-based approach at this location to best assist the homeless community, while addressing Caltrans ongoing concerns for the health and safety of SSA residents.

The target population for this program is individuals experiencing chronic homelessness with high use of public services (emergency medical/psychiatric services, law enforcement interaction). The SSA is designed for folks to participate in a plan (individually developed with their CM) to secure and maintain housing. As a Housing First community, CSR **does not require a particular level** of program participation to access any services.

The SSA has the capacity to provide services to 56 adults. SSA utilization peaked at 49. The SSA model allows people to utilize the SSA for however long they wish to stay (ultimately the site is temporary). This approach builds trust and is consistent with Housing First Principles. The folks served find safety in knowing they can leave anytime. Currently there are 36 folks residing in the SSA (25 men and 11 women). The ethnic makeup is 48% Caucasian, 35% African American, 13% Latinx, and 4% Asian. The average age is 52. This information is gathered via the CES and the Homeless Management Information system (HMIS). The Marin County HMIS system is reflective of participation in the statewide Homeless Data Information System (HDIS).

Of the 36 people currently residing (12/2021) in the SSA, 23 are connected to case management (62%), and 15 of those 23 have active vouchers. Folks served at the SSA access housing vouchers through Marin County's CES. To be eligible, folks must meet the Marin County definition of homelessness (below), which is forward thinking, reduces eligibility barriers to secure vouchers, and accurately reflects the population of folks residing at the SSA. According to HUD's Emergency Housing Voucher Dashboard, Marin County voucher utilization is at 50%, much higher than other housing authorities in the Bay Area. The Marin County eligibility criteria are as follows:

Housing funded through County general funds, or the Housing Choice Voucher Chronic Homeless set-aside shall be limited to individuals with disabilities and families in which one adult or child has a disability, including unaccompanied homeless youth, that at intake are:

(1) experiencing chronic homelessness as defined in 24 CFR 578.3;

- (2) residing in a place not meant for human habitation, emergency shelter, or safe haven; but the individuals or families experiencing chronic homelessness as defined at 24 CFR 578.3 had been admitted and enrolled in a permanent housing project within the last year and were unable to maintain a housing placement;*
- (3) residing in an institutional setting for more than 90 days or residing in transitional housing and who were experiencing chronic homelessness as defined at 24 CFR 578.3 prior to entering the project;*
- (4) residing and has resided in a place not meant for human habitation, a safe haven, or emergency shelter for at least 12 months in the last three years, but has not done so on four separate occasions; or*
- (5) receiving assistance through a Department of Veterans Affairs (VA)-funded homeless assistance program and met one of the above criteria at initial intake to the VA's homeless assistance system.*

CSR has prioritized the SSA for encampment resolution because of its remarkable success in getting its residents document ready for housing/being housed. The successful resolution of this site will be directly related to providing intensive services to a vulnerable population and housing them quickly. In housing this vulnerable population, CSR is addressing issues of homelessness (health issues, violence, premature death, safety, etc.) and alleviating the infrastructure challenges of encampments. While encampments are considered detrimental to a community and often generate complaints, in this case the value of the SSA is recognized by the business community (the San Rafael Chamber of Commerce) as well as many of CSR's residents. Providing

services at the site brings the encampment closer to resolution. The SSA achieves consistency for service provision, creates safety for all involved and allows for our homeless community to witness success of peers firsthand. Finding housing requires folks be able to attend appointments and navigate a daunting bureaucracy. Within the safety and security of the SSA, folks can leave their property at the site and move freely to attend to the housing process without concern of losing their belongings. The SSA residents report and have demonstrated they are more apt to do this with the support of the SSA team.

CSR also prioritizes this encampment for resolution support because of its magnitude and location. It is the largest concentration of people experiencing homelessness in CSR, originally extending across multiple lots under the freeway. From a health and safety standpoint, it is vital to resolve this encampment as it will lead to housing a population whose fragility is compromised by exposure to the elements and dangers of living outdoors. From a logistical standpoint, when the SSA location is returned to its original use, it will support infrastructure for road and bridge repairs and serve as a commuter parking area.

Part 3: Core Service Delivery and Provision of Housing Options

The SSA model develops relationships with its residents to assist with navigating a meaningful path through the complex process of obtaining housing. This funding request will increase the housing case management team's ability to provide individualized attention to 34 SSA residents in a site that has capacity for 56. All services provided will be individualized according to a person's self-identified needs and will be designed to support them through the process of housing, and after that as they stabilize in housing. Addressing issues of health, safety, basic needs, and mental

wellness often precede conversations about housing. There is a modular office on-site to provide privacy for meetings with SSA residents. This office space was a request from SSA residents.

The SSA and its service partners make it possible to anticipate, manage and resolve health and safety concerns that arise at the SSA. There is a service provider partner on-site at the SSA daily. This allows for issues to be recognized and addressed in real time. The SSA is unique in that it has a key partner in the San Rafael Police Department (SRPD). This foundation of this partnership is safety for SSA residents – it is **not** predicated on enforcement. In standard iterations of an encampment, police often lead efforts to break down a site. For the SSA, the SRPD is supportive and in many cases knows the SSA residents better than anyone and helps the team progress as it provides services.

As SSA residents begin to trust the relationships forged at the SSA, case managers:

- Provide housing location services tailored to the needs and preferences of the client. Housing location services include, but are not limited to, determining the characteristics of a unit appropriate for a client (geographic location, community ties, safety, unit accessibility, etc.); locating potential units near public transportation and other amenities; networking and maintaining relationships with landlords; and accompanying client to open houses and housing application appointments.
- Screen available units to determine the potential for a unit to pass Housing Quality Inspections (HQS) performed by the MHA.
- Assist client in securing necessary personal documentation and completing required paperwork, including “reasonable accommodation” if appropriate, to

qualify for a MHA, or other, rental subsidy.

- Directly assist and work in partnership with clients to help them move into housing. This may include arranging for or directly helping the client move their items to the unit and ensuring the client is set up with basic items.
- Provide housing stabilization services, such as ensuring the client can maintain a space clean enough to pass inspection, can manage their finances or is connected to a representative payee, and can navigate transportation if necessary to reach appointments related to health and benefits; and intervening with landlords if needed.
- Work collaboratively with client to mitigate tenancy issues early to help retain housing (e.g., resolving roommate or community disputes, setting boundaries around guest behavior, submitting timely rental payments, maintaining cleanliness in and around the unit, avoiding lease violations, etc.). At move-in, make attempts to meet with client weekly. Meet 60-90 days after move-in to housing to discuss client successes and any challenges. At least one of these meetings per month will be a home visit in the client's home if client permits.
- Continue to meet with the client frequently after housing stabilization (likely after 60-90 days of tenancy), as determined by their needs for clinical and housing support. There will continue to be home visits at least one time per month.
- Assess the client annually along the following domains: client strengths and resources, Cultural Identity, Behavioral Health, Medical, Social, Family Support, Education and Employment History.
- Work in partnership with the client to create a treatment plan that articulates

the client's goals for treatment and details the specific interventions planned to assist the client to achieve these goals.

- Develop and provide (or connect to) high quality interventions and services in support of wellness and recovery. Services include strength-based case management, skills development, medication support, therapy, crisis intervention, and peer and family support.
- Do “whatever it takes” to provide the type and intensity of service that the client needs to have the best opportunity for success in housing. This can mean frequent check-ins, transportation to services, addressing issues related to mental illness and/or substance use, enlisting stabilization and/or crisis services.
- Maintain contact at least once per month with the client's housing property manager to provide an opportunity to be informed of any housing challenges. Provide client with skills training to understand their tenancy rights and fulfill their tenancy responsibilities as articulated in their lease.
- Document all housing and clinical services in the client file within 72 hours.

This request also includes on site computers, a printer, and internet access, which will support job and housing searches. Being able to provide this on-site (monitored in a secure office located on-site) empowers residents to take control of two key elements of their lives – employment and housing.

Current Housing Options

The Marin Housing Authority (MHA) is a key CSR partner. Through the MHA Landlord Partnership Program, people are placed in scattered site rental units across the county. Two housing navigators at MHA streamline processes, develop landlord

relationships, educate landlords on vouchers, and make landlord participation easier and more appealing.

Through ARPA, MHA has received 117 Emergency Housing Vouchers, which are earmarked for people who are homeless, at risk of homelessness, recently homeless, and/or fleeing violent situations. These vouchers are being distributed through CES rather than through the traditional Section 8 waiting list. According to HUD's Emergency Housing Voucher Dashboard, Marin's unit utilization is at 50%, much higher than other housing authorities in the Bay Area. We attribute this to strong partnerships across the County and the leadership of MHA in working with local service providers, including the SSA. With the support of DST staff and partners, nearly all residents of the SSA have completed the necessary paperwork and are in the CES queue for housing. Through CES, participants receive an assessment and then are matched along a continuum including Emergency Shelter, Rapid Re-Housing, and Permanent Supportive Housing (PSH). Since the SSA opened in July, six out of eight residents who have received a voucher have been housed.

Future Housing Opportunities

Four sites in Marin County have received approval for the development of PSH/shelter, including two in CSR. These projects outline the housing portfolio that service providers will utilize as they work with SSA and other homeless residents to move folks into housing.

Project	Funding	Units	Completion
Homeward Bound	Operative shelter	45 beds	Online and open
New Beginnings	Operative Shelter	80 beds	Online and open
1591 Casa Buena	Homekey	18 PSH units	4/2022
190 Mill, San Rafael	State and local philanthropy	40 shelter beds 32 PSH units	8/2022

3301 Kerner, San Rafael	Homekey	44 PSH units	9/2022
1251 S. Eliseo	Homekey	43-50 PSH units	9/2023

Sustainable Restoration of Encampment Site

The SSA has already provided for the sustainable restoration of several encampment sites. CSR invited homeless community members into the SSA who were residing at unserved encampments spread throughout CSR. The development of the SSA has reduced larger encampments in CSR from approximately six to the single encampment described in this request.

The SSA allows CM and SSA residents to work together on a consistent basis. The efforts are always focused on ensuring the safety and wellness of the SSA residents. This focus creates the trust needed to begin the complex process of housing. With the trust established, SSA residents are successfully housed and other SSA residents witness this success and are more willing to engage in services.

Part 4: Coordination of Services and Housing Options

The SSA is a model for the coordination and delivery of services to an encampment. CSR intentionally brought together the partners identified in this proposal to specifically address the resolution of the SSA through housing the homeless community. There is a weekly by name meeting specific to the residents of the SSA where individualized housing plans are discussed. The partners who attend this meeting assist with every element or issue our homeless community needs to resolve on their path to housing. Concurrently, Marin County and MHA administer the HMIS and the Coordinated Entry System (CES). CES establishes priority for housing vouchers. The

system is functioning well, as Marin County has doubled the use of its vouchers in the past six years (317 in 2015 as compared to 640 in 2021).

The Marin County Health and Human Services Department has regionalized homeless efforts into five regions: Central Marin, Novato, Southern Marin, San Rafael, and a catchment group identified as Coordinated Entry for homeless folks in smaller cities. CSR will participate fully with each of these regions to develop and innovate services. The cities in Marin County have well-established communication and meet weekly to discuss homelessness issues and share approaches.

CSR is discussing innovative approaches to relocating the SSA and resolving the encampment site. The existing partnerships prioritize the health and well-being of the SSA residents while actively working to resolve the SSA location. CSR is committed to a combined approach of resolving the current encampment, developing housing strategies and being proactive in finding a secondary location.

The SSA model is scalable and adaptable to other communities that are experiencing encampments. A key element to the design of the SSA is an understanding of a particular community's issues related to the individuals living in encampments. The intent is to share the success of the approach with philanthropic, private and government and municipal entities to assist other jurisdictions in finding and funding compassionate and sustainable solutions to encampments and to homelessness. CSR's proximity to the counties of San Francisco, San Mateo, Alameda, Contra Costa, and Santa Clara provides a unique opportunity to share ideas and develop collaborative approaches to homelessness as a region.

CSR coordinates data collection through Marin County's HMIS and CES. The HMIS data is analyzed weekly to understand and identify points of entry/exit into the system. The CES system prioritizes individuals for housing voucher availability. CES tracks vulnerability scores all the way through successful voucher acquisition/use. Through the weekly by name meeting, SSA partners evaluate where an SSA resident is in terms of eligibility, document readiness, housing search, and housing supports still needed.

Each CM is required to compile and enter data in HMIS regarding an SSA resident's progress. This data ensures that partners with HMIS access can locate an SSA resident in the system to monitor progress for follow-up and next steps.

Part 5: Ensuring Dignity, Safety, and Wellness

On most days, there is at least one service provider on site at the SSA. While the focus of their presence is to be of service to residents, they also visually inspect the environment with an eye on safety. Safety concerns are shared quickly across the SSA partnership system and rapidly addressed. The partnership with law enforcement and the Department of Public Works is key to quickly resolving health and safety issues within the SSA.

Safety of SSA residents and moving SSA residents into housing is a symbiotic relationship. Housing activities would not occur without the physical safety of the SSA site and all its logistics. The physical site and its logistics would not exist without the partnerships that drive housing. The SSA model would not exist without the innovative thinking and compassionate approach taken by CSR and its service providers.

To ensure the SSA residents have a voice in how services are delivered, the SSA community is encouraged to regularly provide input about their needs and how Case

Management can best serve them, which SSA residents may require additional attention, and any specific needs they may have.

To bolster inclusiveness, CSR will survey SSA residents at 90-day intervals to evaluate quality of services. The survey will include frequency/quality of contacts, and satisfaction. Results will be reviewed quarterly, and adjustments made swiftly. CSR will partner with a local university in Summer 2022 to evaluate the success, process, and scalability.

CSR is committed to the Housing First Principles identified below. Rules are limited to client safety, and do not try to change or control clients or their behaviors.

- Project uses a trauma-informed approach.
- Project does not require treatment or sobriety to enter or conduct drug testing.
- Project does not prohibit program entry based on mental illness diagnosis and does not have a policy requiring medication or treatment compliance to enter.
- Project does not bar clients based on past (non-violent) rule infractions.
- Project accepts all clients regardless of sexual orientation or gender identification and follows all fair housing laws.
- Project does not exclude persons with zero income or limited to no work history.
- If the project is short-term or time-limited, the services provided to enrolled clients should be focused primarily on securing permanent housing and enhancing housing stability upon exit, as opposed to building “housing readiness,” attaining sobriety, or adherence to treatment.

The project also does not terminate participants for low or no income, current or past substance use, history of domestic violence, failure to participate in supportive

services, failure to make progress on a service plan, and criminal records, with the exceptions of restrictions imposed by federal, state, or local law or ordinance.

CSR ensures that all services provided to its citizens are provided equally. The SSA is no exception. The SSA partnership structure provides a daily presence on-site and issues are addressed as quickly as possible. The CSR community has access to a phone number, email address, and website to present SSA concerns. Concerns are responded to within 24 hours. Additionally, the public can provide feedback and raise questions during the public comment period of CSR City Council meetings.

The SSA site opened in mid-2021. If this request is funded, implementation will be seamless, as the framework already exists and SSA residents are already engaged. The existing partnerships and infrastructure are at the ready to enhance SSA services. ERF funding will provide additional case management, which will allow for expedited encampment resolution.

Part 6: Personnel

SSA Housing Case Manager (FTE 1.0) Provides direct service to SSA residents.

Develops individualized housing treatment goals. Interfaces with SSA partnerships to ensure the delivery of services in a safe, efficient, and consistent manner.

SSA Mental Health Coordinator (FTE 1.0) Provides direct service to SSA residents to ensure that their mental wellness and treatment needs are addressed. Collaborates with Marin County Behavioral Health and Recovery team to ensure the residents have on-demand access to Mental Health Services. Maintains connection with SSA residents as they get housed to ensure mental wellness is addressed in an ongoing fashion.

City of San Rafael Homeless Program Manager (FTE 1.0 in-kind) is a member of the Executive Leadership team for CSR. This position has ultimate responsibility for the design and implementation for all homeless-related programming for CSR.

City of San Rafael Mental Health Liaison (FTE .60 in-kind) Responsible for managing partnership efforts related to the SSA. Responsible for all outreach efforts to the homeless community in CSR. Reports to the SRPD's Special Watch Commander.

Key Staff Qualifications

Marc Sabin, Homeless Program Manager. Marc's experience is directly related to the development and implementation of comprehensive services to meet the needs of those experiencing homelessness. He has built partnerships with County and City entities, law enforcement, hospitals, and transportation agencies (BART, SFO) while concurrently developing programs/teams to address issues. The programs he designed focused on encampment communities and securing housing.

Lynn Murphy, LMFT – Mental Health Liaison. With eight years of experience in CSR, Lynn engages with individuals who are experiencing homelessness and/or mental illness to connect them with whatever services they need. Lynn works closely with all partners to house those that are the most vulnerable.

Housing Case Manager – Job description attached.

Mental Health Coordinator – Job description attached.

Part 7: Proposed Budget and Fiscal Planning

Adhering to a caseload of 17 people is critical for comprehensive case management. This allows for follow up, monitoring appointments, and getting folks document ready. The SSA currently has only one CM and is over the preferred ratio. This request reflects

the preferred ratio and a competitive wage/benefits for two additional staff. The Mental Health Coordinator will link SSA residents to mental wellness services and is not limited to a caseload of 17. If funding fluctuates, the model can be scaled by adjusting FTE.

Solving homelessness requires immediate services and the availability of affordable housing. CSR has invested in both by leveraging the assets described below. CSR prioritized ARPA funding for the SSA’s 24/7 security and Housing First case management, and this funding was matched by the County. Additionally, SRPD dedicates in-kind staff time (Special Watch Commander, Outreach Liaison) to support the SSA. Since establishing the SSA, there has been an 80% reduction in police calls for the area under the freeway.

American Rescue Plan Act	24/7 SSA security services	\$31,770 per month
City of San Rafael ARPA	Dedicated CSR Housing	\$258,812
County of Marin ARPA	First Case Manager (4yrs)	\$258,812 (match)
CSR Affordable Housing Trust	3301 Kerner: 44 PSH units	\$1,540,000
Project Homekey		\$5,700,000
CSR Affordable Housing Trust	190 Mill: 32 PSH units, 40 emergency shelter beds	\$750,000
Marin County Affordable Housing Fund		\$229,764
Various state funding sources		\$10.73 million
Marin Community Foundation		\$1.5 million
CSR Affordable Housing Trust	Vivalon Campus: 67 units	\$800,000
CSR CDBG		\$88,528

The two staff positions requested will increase housing case management services and support SSA residents on the path to housing. The hygiene items and security expenses will meet basic needs, allowing folks to focus on housing. The computers and wi-fi connection will enable SSA residents to conduct their own housing and employment searches. Positions will be posted by 5/1/22 and hired as of 7/1/22,

expending 50% of personnel funds in each funding year. Budgets are monitored by CSR fiscal to ensure expenditure and will be reviewed quarterly to track spending.

Measurable objectives of Project:

By date of:	Objective	As measured by:	Notes
8/31/2022	Monthly meetings occur to discuss progress of encampment resolution	Meeting minutes	Measured at month end, ongoing through 6/30/2024
9/30/2022	Ninety percent of all SSA residents are CES assessed and have a documented Housing Plan	HMIS/CES	Measured at month end, ongoing through 6/30/2024
9/30/2022	Ninety percent of SSA residents with a Mental Health diagnosis are linked to Mental Health services	HMIS-Case Management reports and documentation	Measured at month end, ongoing through 6/30/2024
9/30/2022	CSR presents to at least three cities to share outcomes	Meeting minutes and presentation	
10/31/2022	Seventy-five percent of all SSA residents are document-ready	Case management documentation	Measured at month end, ongoing through 6/30/2024
4/30/2023	Seventy-five percent of residents awarded vouchers are housed	HMIS/CES	Measured at month end, ongoing through 6/30/2024
6/30/2024	Ninety percent of SSA residents housed, stay housed	HMIS	
6/30/2024	Ninety percent of residents who become unhoused are reengaged within 7 days	Case Management reports and documentation	These folks are prioritized for conversation at BN meetings

Work Plan Budget

Budget item-narrative	Budget item for 24 months	Amount requested (7/1/22-6/30/24)
Staffing		
Housing Case Manager Provides SSA encampment residents with housing case management	1 Housing Case Manager \$32 per hour x 2080 hours annually	\$133,120
Mental Wellness Coordinator Provides SSA encampment residents with mental wellness case management	1 Coordinator \$35 per hour x 2080 hours annually	\$145,600
Subtotal staffing		\$278,720
Fringe (benefits and related employee costs)	Calculated at 28%	\$78,041
Total Staffing Cost		\$356,761
Program Cost		
Security	Approximately 15% of total expense for 24/7 site security (monthly rate is \$31,770 for subcontractor)	\$114,372
Computers for employment/housing search	2 computers at \$2,000 each	\$4,000
Printer	1 printer/scanner	\$1000
Internet connectivity	Monthly connectivity expense	\$2,400
Provide basic hygiene items	Basic items for SSA residents (socks, underwear, sanitary items, toothbrushes, etc.)	\$14,400
Transportation – to ensure SSA residents get to appointments related to housing	For taxi, bus passes, or shared rides	\$4,800
Subtotal		\$140,972
Total staff plus program costs		\$497,733
Administrative costs	Per RFA allowable at 5% rate	\$24,886
Total Budget		\$522,619

MARIN TEAM

532 Fourth Street, San Rafael, CA 94901



December 22, 2021

Lourdes M. Castro Ramírez, Secretary
State of California Business, Consumer Services and Housing Agency
HOMELESS COORDINATING AND FINANCING COUNCIL (HCFC)
Encampment Resolution Funding (ERF) Program
915 Capitol Mall
Sacramento, CA 95814

RE: Commitment to City of San Rafael Service Support Area Encampment Resolution Project

Dear Secretary Castro Ramírez:

The Downtown Streets Team (DST) enthusiastically supports the City of San Rafael's proposal to partner with the HCFC through the Encampment Resolutions Funding program to help the people living in the Service Support Area (SSA) engage with the services they need and move into safe, stable housing.

DST works in 16 locations in Central and Northern California. In each community that we serve, we build teams that restore dignity, inspire hope, and provide a pathway to recover from homelessness. Teams are comprised of unhoused neighbors and those at risk of experiencing homelessness. Team Members (program participants) receive access to case management, system navigation, and employment placement services from trained DST Case Managers and Employment Specialists. Team Members engaging in community beautification and clean-up projects challenge common negative perceptions of homelessness.

The DST is in the State of California and has been partnering with the City of San Rafael since August 2013. We know the needs for expanded outreach and engagement, supportive services and housing exceed the community's current capacity. Should the City's proposal be selected for funding through this process, DST will provide:

- Targeted outreach and engagement services to residents of the SSA encampment,
- Connecting encampment residents to interim and permanent housing solutions providers, and
- Workforce development opportunities for adults living in the encampment.

Thank you for this opportunity to express our support for this important project. Please contact me at (415) 636-1459 if you have any questions.

Sincerely,

A handwritten signature in black ink that reads "Karen Strolia".

Karen Strolia
Senior Director of the North Bay

Downtown Streets, Inc. is a 501(c)(3) non-profit corporation. Tax ID: 20-5242330

StreetsTeam.org

December 27, 2021

Lourdes M. Castro Ramírez, Secretary
State of California Business, Consumer Services and Housing Agency
HOMELESS COORDINATING AND FINANCING COUNCIL (HCFC)
Encampment Resolution Funding (ERF) Program
915 Capitol Mall
Sacramento, CA 95814



Executive Director
Lewis A. Jordan

RE: Support of City of San Rafael Service Support Area Encampment Resolution Project

Dear Secretary Castro Ramírez:

The Marin Housing Authority (MHA) fully supports the City of San Rafael's proposal to partner with HCFC through the Encampment Resolution Funding program to help individuals living in the Service Support Area (SSA) engage with the services they need and move into safe, stable housing.


At MHA, our goal is to assist low and moderate-income residents of Marin County to secure and maintain high quality affordable housing. As part of this, MHA has worked with local service providers and leveraged Marin's Coordinated Entry System to distribute Emergency Housing Vouchers allocated through the American Recovery Plan Act to people who are homeless. Through this approach, Marin has achieved a significantly higher unit utilization than other housing authorities in the Bay Area. This collaborative success includes the Service Support Area (SSA), where six out of eight residents who have received a voucher have been housed since the SSA opened in July. The success is largely due to Case Management being provided, as discussed in the attached funding request.

Through the Landlord Partnership Program, MHA helps place people in scattered site rental units across the county. Our housing navigators streamline processes, help find rental opportunities related to vouchers and make program participation easier and more appealing for landlords.

However, in addition to finding an affordable unit, becoming housed when homeless often requires sustained engagement and supportive services, which is why proposals like this one, which fund mental health and case management staffing, are so critical. Expanding community capacity for outreach and engagement, supportive services and housing can make a tremendous difference for the residents of the SSA.

Thank you for this opportunity to express our support for this important project. We look forward to continued coordination and communication with the City of San Rafael and its partners to help secure safe and stable housing for residents of the SSA.

Sincerely,


Lewis A. Jordan
Executive Director

Housing Authority of
The County of Marin

415/491-2525

(FAX) 415/472-2186
(TDD) 1-800-735-2929

www.marinhousing.org



SAN RAFAEL POLICE DEPARTMENT

1375 Fifth Avenue • San Rafael, CA 94901

David C. Spiller, Police Chief

Voice (415) 485-3000

www.srpd.org

Fax (415) 485-3043

December 21, 2021

Mr. Marc Sabin
City of San Rafael
1400 Fifth Avenue
San Rafael CA 94901

Dear Mr. Sabin,

I write on behalf of the San Rafael Police Department in support of the City of San Rafael's proposal to the California Homeless Coordinating and Financing Council for a grant to fund additional case management and mental health supports in the Service Support Area at Hetherton Street and Fifth Avenue. We strongly support this grant application and the focus on helping residents of the encampment secure safe and stable housing and successfully transition out of the encampment.

As an agency that regularly responds to service calls for people experiencing homelessness, we understand the health and safety implications of homelessness, and the importance of mental wellness services for our most vulnerable residents. We are encouraged by the results that the SSA has demonstrated thus far, including reducing the overall number of police calls and the number of violence-related police calls in the encampment area.

Through this letter, we acknowledge specific roles and responsibilities we will fulfill in this partnership. If this proposal is funded, we would expect our role in the Service Support Area to continue to include:

- In-kind staff time, including SRPD's Mental Health Liaison, who manages partnerships related to the SSA as well as outreach efforts to the homeless community.
- Ongoing support on site to maintain a safe and secure environment within the SSA.
- Regular calls with other departments involved in operating the Service Support Area to discuss successes and challenges and determine ways to further improve the SSA.

We look forward to continuing our work together to coordinate the services and resources needed to end homelessness in the City of San Rafael.

Sincerely,

David C. Spiller
Police Chief

VI. ATTACHMENTS

ATTACHMENT 1

Application Organization and Required Document Checklist

A complete application package must consist of the items identified below. Complete this checklist to confirm the items are included in your application. Place a check mark or "X" next to each item that you are submitting to the State. For your application to be responsive, **all required documents listed below must be returned with bid**. This checklist must also be returned with your bid package.

Name/Description

- | | |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> | Required Attachment Check List (Attachment 1) |
| <input checked="" type="checkbox"/> | Cover Sheet (Attachment 2) signed by authorized representative |
| <input checked="" type="checkbox"/> | Work Plan (maximum of 20 pages) |
| <input checked="" type="checkbox"/> | Work Plan Budget |
| <input checked="" type="checkbox"/> | Proof of insurance coverage |
| <input checked="" type="checkbox"/> | Two Letters of Support |
| <input checked="" type="checkbox"/> | Staff resumes or Duty Statements for key personnel or position identified who will provide RFA related duties during the grant period |