

ATTACHMENT 2
Cover Page

1. Applicant and Implementing Organization

Applicant: County of Marin
Implementing Organization: Health and Human Services
Specific unit or office within the implementing organization:

Imp. Org. Address: 1177 Francisco Blvd. E, Suite B
City: San Rafael County Marin Zip Code 94901

2. Project Director

Name: Ashley Hart McIntyre
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3. Grant Administrator

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4. Contact Person for Application, if different from Project Director

Name: Ashley Hart McIntyre
Title: Homelessness Policy Analyst
Telephone: (415) 473-3501
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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: Kenneth Shapiro, Chief Assistant Director/COO

Signature:  Date: 12/22/2021

The County of Marin Department of Health and Human Services (HHS), in partnership with the City of Novato and the County of Marin Housing Authority (MHA), proposes an innovative High-User Case Management Program to resolve the Lee Gerner Park encampment in the City of Novato. If awarded, the County will connect 18 encampment residents to individualized case management, interim and permanent housing, and other supportive services that will resolve the encampment, end the homelessness of encampment residents, and return the site to its prior use as a public park. Success will be measured by improvements in housing stability, health, and wellness of former residents and full restoration of the site to its intended use.

1 Implementation Unit Structure and Capacity

Unit/Office: If awarded, the program will be implemented by the City of Novato Public Works Department in conjunction with HHS. With 650+ employees, 40+ programs and services and 12+ locations, HHS is the largest department in the County of Marin, whose mission is to promote and protect the health, well-being, self-sufficiency, and safety of all people in Marin. HHS seeks to ensure that all Marin residents flourish by:

- Being an anti-racist organization for services, programs, clients, staff, and partners.
- Being an integrated, coordinated, and collaborative organization for staff and clients.
- Allowing employees to influence the organization and thrive in their pursuits.
- Supporting residents to live their most happy, healthy, safe, and self-sufficient lives.

HHS has served as the leadership entity for Marin County's response to homelessness and offers a range of services to County residents experiencing homelessness through its various Divisions, including Behavioral Health and Recovery

Services, Public Health, Social Services, and Whole Person Care. Over the last four years, since October 2017, HHS and its community partners have housed 429 of the most vulnerable, long-term homeless individuals in Marin. From 2017 to 2019, Marin County saw a 28% reduction in chronic homelessness, due in part to a 50% increase in permanent supportive housing. Approximately 94% of these people are still housed and have experienced dramatic reductions in healthcare and criminal justice utilization.

HHS has also redoubled efforts to resolve encampments by connecting unsheltered County residents to resources that can resolve their homelessness and address other emergency needs. These efforts have included:

- Connecting 429 people experiencing homelessness to permanent supportive housing since October 2017.
- Providing hand-washing stations and portable toilets at 11 sites where people experiencing homelessness congregate, including the Lee Gerner encampment.
- Creating an RV resource guide for people living in campers.
- Holding evening information sessions to reach encampment residents with day jobs.
- Increasing outreach (including bilingual outreach) to all encampment residents to build trust, address immediate needs, and provide services and resources.
- Conducting weekly case conferencing for residents of the County's largest encampments to improve engagement, coordination, and connections to housing.
- Launching a mobile medical program in June 2021 to provide medical services for people who are unable or unwilling to access traditional clinic settings.
- Establishing the High User Case Management program, which allows those using the greatest quantity of municipal emergency services to access federal housing

vouchers, by providing the case management services needed to qualify for vouchers and remain stably housed. While not targeting encampment residents, most of the County's highest users are in fact living in encampments.

The proposed Encampment Resolution Program will build on Marin's High User Case Management by connecting those encampment residents using the greatest volume of municipal services to case management, permanent housing vouchers, and other supportive services to address their immediate and long-term needs. It is estimated that 16-17 of the 18 current residents are High Users and would thus qualify for ongoing case management and permanent housing. For the 1-2 residents who are not High Users, this program will leverage other County and community resources, connecting them to interim and permanent housing options, supportive services, and other resources that allow them to successfully transition from the encampment to safe, stable, permanent housing of their own.

Partnerships: The proposed initiative will draw upon existing partnerships, most notably with the Marin Housing Authority (MHA) and the City of Novato. As described in the attached Letters of Intent, these partnerships are central to the County's larger effort to end homelessness. More specifically:

- In 2017, MHA entered into a Memorandum of Understanding (MOU) with HHS, agreeing to provide up to 50 places annually on the Housing Choice Voucher waitlist for people experiencing chronic homelessness, to be paired with housing case management services funded or coordinated by HHS, effectively creating a new, ever-expanding PSH program. In addition, in partnership with HHS, MHA has been awarded 177 competitive Federal Section 811 vouchers for people experiencing

chronic homelessness. Most of the increase of 312 PSH beds in Marin since 2016 is the result of this partnership. However, resources remain scarce; County-wide, more than 600 people qualify for, but cannot yet access, PSH. Because of HHS's partnership with MHA, housing vouchers are more plentiful than case management, and, if awarded, this initiative will help to fill that gap and activate more vouchers.

- In 2021, Marin County entered into a partnership with all incorporated municipalities in Marin to fund new housing case management for people experiencing homelessness who are high users of city services. The City of Novato is one of the two cities contributing the most to the initiative. Seventeen (17) people experiencing unsheltered chronic homelessness in Novato (including 11 at Lee Gerner Park) have been assigned to housing case management through that program. When new vouchers are available through HHS's MOU with MHA (see above), they are allocated to people with housing case management. These case management resources thus expand the number of people who can access PSH. This initiative will expand case management spots for residents of the Lee Gerner Park encampment.

Implementation: The structure and partnerships of the proposed initiative are essential to the success of the program and will ensure an efficient and effective implementation of the program in the following ways:

- As described in greater detail below, it leverages an existing program model that has demonstrated success. Launched in summer 2021, the High User program has already attained [[Ashley working on listing outcomes](#)]. This initiative will build directly upon existing outreach and case management efforts serving the Lee Gerner site. Since summer 2020, outreach, case management, law enforcement, and library staff

(the encampment is partially on library property) have met weekly to discuss the needs of the encampment residents, focusing on removing obstacles in each person's path to housing. The needs and barriers of each resident are well-known to the homeless system of care, which will streamline access to housing once resources are identified. Oversight and operations of the program will be conducted by HHS and its partners, teams who are already working together and have extensive experience collaborating, solving problems, and ensuring quality services.

- As a data-driven initiative, the program will rely upon existing data systems (Whole Person Care) and success metrics in order to monitor program impact and progress and make any course corrections needed.

2 Prioritized Encampment Site and Population to be Served

Encampment: The encampment targeted through this initiative is a highly visible congregation of 18 residents at Lee Gerner Park in Novato. Lee Gerner Park is a roughly 2-acre linear park adjacent to the Novato Library and the Novato Creek. A central pathway bisects the park, with the creek bank on one side and a lawn area on the other side. The encampment – consisting almost entirely of tents - first appeared in in 2019, with tents lining both sides of the pathway through the park. Outreach teams from the City of Novato and County were initially able to engage many of the residents, such that all but one encampment resident were connected to other forms of permanent or interim housing. However, during the pandemic, the encampment was re-established and quickly grew in size. The City is in the process of making site improvements, including a privacy fence surrounding the site, handwashing stations, portable toilets,

weekly mobile shower services, trash collection, and picnic tables. Once funds are identified, the City intends to provide security services as well.

Residents: As of December 2021, there were 18 residents of the encampment, 16 of whom were identified as High Users, meaning they are among the County's most frequent users of emergency and other municipal services and eligible for a permanent housing voucher. The remaining 2 are not on the High User list at this time, but have long histories of homelessness, domestic violence, and serious mental illness. This information is an actual census of the encampment, which was then cross-referenced to administrative data, including information from the Novato Police Department. Outreach teams from the City of Novato and the County have been working to resolve the encampment for several months and have extensive familiarity with residents.

Rationale: This encampment has been prioritized for resolution primarily because it has been the site of a great deal of controversy and conflict, and both the County and City seek to rebuild trust with encampment residents and connect them to a more viable permanent housing situation. During the summer of 2021, the Novato City Council adopted two ordinances restricting daytime camping on public property and camping near critical infrastructure. Lee Gerner Park encampment residents responded by filing a federal lawsuit against the City. Since then, the two parties to the lawsuit have negotiated a range of stipulations that allow the encampment to remain until all persons residing in the encampment have been housed or otherwise vacated the area; the CDC modifies or rescinds its *Covid-19 Interim Guidance on People Experiencing Unsheltered Homelessness*; the pending lawsuit is resolved; or the federal court order is otherwise modified. As a part of the court order, the City will make the improvements to the

encampment described above and provide additional ongoing support services to the residents. While outreach teams were faced with a challenging situation, with the trust of encampment residents being compromised, the City is hopeful that the improved conditions of the encampment, intensified outreach and engagement services, and meaningful permanent housing opportunities will provide the intervention and support needed to rebuild trust and provide a meaningful and mutually agreeable solution.

3 Core Service Delivery and Provision of Housing Options

Proposed Services: All 18 encampment residents will receive the following services, which will be trauma-informed, client-centered, and individualized to respond to each person's most critical needs.

- Outreach and engagement support: Building upon current efforts, the Field-Based Housing Case Manager will slowly rebuild rapport and trust with residents through trauma-informed and client-centered outreach. This will include addressing their immediate prioritized needs, such as transportation support, communication (phones), food, emergency supplies, tent repair, etc, which will open the door for residents to eventually accept the offer of moving into permanent housing.
- Crisis intervention and support: Many encampment residents are actively in crisis and need immediate assistance. Rather than requiring them to reach out to Marin Mobile Crisis, this program will offer field-based crisis intervention support from the Field-Based Housing Case Manager.
- Permanent or interim housing: All 16 residents who are considered High Users are eligible for a permanent housing voucher from MHA and will receive the housing navigation support to find housing and utilize that voucher and the case

management support to remain stably housed. The remaining two residents will be assessed to determine if they are High Users and, if they are not, they will be connected to interim housing and other supportive services that will allow them to transition out of the encampment.

- Housing navigation support: All residents will be connected to housing navigation support to help them get document-ready and address any other barriers to housing. Many residents are eager to move into permanent housing but need to address a range of challenges that can be overwhelming. They may need ID or credit repair. They may not have a phone to make or receive calls with landlords. They may be faced with application fees or document fees that create additional barriers and frustration. To address these barriers, the Field-Based Housing Case Manager will support each resident through these challenges.
- Case management: Once connected to permanent housing, residents will receive ongoing intensive case management. Trauma-informed and strengths-based, case management services are focused on supporting residents to remain stably housed, attain the goals that they set for themselves, and improve their health and wellness.

The approach is fully aligned with the Housing First philosophy. More specifically:

- The approach prioritizes immediate connection to housing, under the belief that safe, stable housing is the foundation for addressing other needs. Rather than requiring that people resolve their challenges before getting housed, this program presumes that housing is an essential first step to resolving challenges.
- Participation in services is highly encouraged but not mandated. The team engages participants by building trust and rapport and embracing a nonjudgmental approach.

- Sobriety is not required to receive housing or services, and no drug testing is conducted. Instead, case managers rely upon motivational interviewing and harm reduction philosophies to help participants minimize the harm associated with substance use and define a realistic and personalized pathway to recovery.
- Participants with serious mental illness are not mandated into treatment or medication compliance. Staff will support each participant to define their mental health goals, with the understanding that they are much more likely to follow a treatment plan that they have helped to build, after they are stably housed.
- The program does not require income or employment. Instead, the team helps each resident connect to any income for which they are eligible and, for participants interested in working, the vocational and educational resources that can help them.
- Participants will not be terminated for any of the following reasons: low or no income; current or prior substance use; history of domestic violence; non-participation in supportive services; or lack of progress on a service plan.

Number Served: The program will serve all 18 encampment residents. All of the services provided will be individualized according to each person's immediate and prioritized needs and will be designed to support them throughout the transition from the encampment into housing, and as they stabilize in housing. Based upon current outreach experiences, we anticipate a range of barriers, including the following.

- Residents do not trust that the government nor its contractors will provide the assistance they need: Most of the residents of the encampment at Lee Gerner Park have been homeless for many years and have been through a variety of programs without long-term success. The system of care in Marin has undergone significant

changes in the last five years, and many encampment residents' experiences pre-date the shift to low-barrier, housing first programs.

- Residents will be reluctant to leave the friends and community they have made at the encampment: Many people experiencing homelessness have gone through intense trauma, isolation, and other negative experiences, and encampments can offer a sense of safety, comfort, and community from which they draw strength and resilience. Case managers will support each resident with maintaining social connections and a sense of community without having to live outside.
- Residents will have pets/animals: People in encampments do not wish to be separated from their animals. The team will work to identify housing options that allow residents to keep their pets and support them to ensure that any associated issues are addressed (addressing vaccinations and licensing, connections to veterinary services, ensuring access to food and supplies, etc.). They will also enlist the assistance of MHA Housing Locators - real estate professionals who build relationships with landlords and identify units appropriate for each voucher holder, whose support has dramatically improved voucher utilization since coming on staff.
- Residents will have belongings that may be hard to bring into housing. Case managers will take an individualized approach with handling resident belongings, which may include arranging for temporary storage, supporting them with sorting through and disposing of items that they no longer want, and offering them move-in supplies that may help them identify older items that can be eliminated.
- Residents may not feel confident in housing search, conversations with landlords, etc. Case managers will be trained in housing navigation and will provide wrap-

around support to residents through every phase of housing search. They will also accompany them to view units and speak with landlords, if desired, to build their confidence and provide additional information about the case management services and voucher funding available. The housing locators noted above will provide additional support throughout the search process, identifying units that align with resident preferences to the greatest degree possible.

- Residents may feel overwhelmed by paperwork, appointments, housing applications, and other steps. Case managers will alleviate as much of this burden as possible, supporting them with making appointments, completing applications, securing documentation, etc. They will allow residents to proceed at a comfortable pace that not overwhelming, while providing encouragement to support progress.
- People may want to come inside before they are able to find housing. Some encampment residents may want to move indoors immediately, even if their permanent housing has not yet been identified. This program will offer hotel vouchers to address this need, which will also make it easier for program staff to remain in contact with residents during the housing search process.
- Not all residents will be eligible for permanent housing. It is estimated that two of the current encampment residents are not currently listed as High Users and will thus not qualify immediately for vouchers. The Field-Based Housing Case Manager will first ensure that they have been assessed to confirm eligibility. For any that are not eligible for a voucher, they will provide a range of interim options, including shelter beds, and offer problem-solving services, to identify any and all possible housing options that may be available, even on a short-term basis.

With these barriers in mind, we expect that encampment residents will take time to move from their current situation, and no immediate transition will be forced. Many of the residents are distrustful of service providers and reluctant to engage in services. Eleven of the current residents already have case management services and access to a housing voucher but are not yet housed due to engagement challenges. This program will both expand case management and permanent housing to most of the remaining residents and support the client-centered, trauma-informed outreach needed to build the rapport and trust necessary for residents to accept the resources.

Restoration: It is estimated that it will take the Field-Based Housing Case Manager roughly 6-9 months of intensive outreach and housing navigation to 1) establish trusting relationships with encampment residents and 2) connect the residents on their caseload to the housing opportunities for which they are eligible. At that time, the City of Novato will begin restoring the site to its intended use as a public park. This will consist of removal the encampment fencing and underdrain system, regrading and restoration of park landscaping, furnishing park amenities, and litter and debris cleanup.

4 Coordination of Services and Housing Options

Systems Coordination: This initiative will be rolled out in close coordination with the County's broader response to homelessness. Marin County's approach is centered around meaningful, substantive coordination among all participating entities. Leadership from all homeless housing and services agencies along with Marin County HHS and MHA meet weekly as members of the Marin Alliance to Solve Homelessness (MASH), a collaborative established to oversee Coordinated Entry policy, pilot improvements to the

homeless system of care, and collectively solve urgent client issues. Through these partnerships, encampment residents will have access to the following services.

- Safety Net Services: HHS (benefits), North Marin Community Services, St. Vincent de Paul Society of Marin (emergency assistance, dining hall), Ritter Center (food pantry, drop-in services), Homeward Bound of Marin (shelter)
- Benefits advocacy/Income supports: HHS
- Primary healthcare: Ritter Center, Marin Community Clinics
- Mental health services: HHS, Buckelew Programs, MHA
- Substance use services: HHS, Buckelew Programs, Center Point
- Workforce development: HHS, Downtown Streets Team, Homeward Bound of Marin
- Legal services: Legal Aid of Marin, New Beginnings Law Center
- Housing navigation and support: MHA, Homeward Bound of Marin, St. Vincent de Paul Society of Marin, Downtown Streets Team

Innovations: One of the many challenges faced by encampment residents is losing access to benefits and/or being disenrolled from programs due to communication and correspondence barriers. HHS will provide a dedicated liaison for case-managed residents to access and maintain connections to State benefit programs, to ensure that residents are able to receive and respond to program communications, provide requested information, and maintain their enrollments and benefits even as they transition between housing locations. In addition, the county intends to leverage future HHAP allocations to provide long-term case management support, to allow resident housing stability past the Encampment Resolution Program term if needed.

Risk Mitigation/Safety: At the center of trauma-informed service delivery is ensuring that the individuals feel safe at every step of their journey. This is even more critical when supporting people living in encampments, which can present inherent risks and safety concerns. The need to move people out of the encampment and into a safer environment is of critical urgency, but many encampment residents also look out for one another, and the encampment itself can serve as a protective element that people may be reluctant to leave for fear of isolation or a sense of abandonment. The team will support each resident as they negotiate this tension, giving them time to resolve their ambivalence, and ensuring that they continue to receive the support that helps them build trust with the service team and imagine successfully transitioning into housing.

Coordination/Data: The County will work very closely with the City of Novato to ensure a data-informed, coordinated approach that truly measures the impact of the intervention. More specifically, the program will collect client-level data in the County's HMIS, as with all other County-funded homelessness programs. That will allow for ongoing monitoring of program enrollments and exits and other program-level outcomes (like housing stability, increases in income, etc.). The County will also continue to conduct weekly case conferences with the other providers serving the encampment to ensure that their teams are informed of any new developments or issues that arise as people are transitioning out of the encampment.

Letters of Intent: Please see the attached Letters of Intent (City of Novato, MHA)

5 **Ensuring Dignity, Safety, and Wellness**

Involvement of People with Lived Experience: The County of Marin has taken several steps to ensure that the insights of people with lived experience are involved

with all decision-making and leadership bodies in the system of care for people experiencing homelessness. Much of this has been undertaken by the Coordinated Assessment Committee of the County's Continuum of Care, as part of a broader initiative to address disparities in access to care among County residents experiencing homelessness. The County has participated in the BARHII Racial Equity Action Lab (REAL), which works to identify gaps and address them with more equitable and culturally competent policies and procedures. Through this initiative, the Continuum of Care has convened a paid Advisory Board with lived experience of homelessness to provide expert advice and opinions on policy, procedures, and services delivery, whose membership includes one resident of the Lee Gerner Park encampment. Due to some of the controversy surrounding the site, encampment residents encampment have not yet been engaged in the design of this program, as they remain distrustful of the City's and County's intentions. To date, much of what the County knows about residents' priorities has come through the lawsuit negotiations, through which enhanced encampment infrastructure has been provided. If awarded, one of the first actions of the Case Manager will be to begin outreach and, over time, gather a clearer picture of the priority needs of residents, the interventions and resources that they would like to see in the proposed initiative, and other key information to inform program design.

Housing First/Trauma-Informed/Culturally Appropriate Approach: As described earlier, the proposed approach is directly informed by the Housing First philosophy. All of the services are focused intently upon connecting residents quickly to housing, without requiring that they jump through hoops or prove that they are "housing-ready."

Services are voluntary, rooted in the goals that residents define for themselves, and designed to foster long-term housing stability and wellness.

The proposed program will also be non-punitive, strengths-based, and trauma-informed. More specifically:

- The team will engage residents by meeting their immediate, self-defined needs, showing up consistently, and gradually building trust and rapport.
- The team will meet each resident where they are, providing non-judgmental support, helping them resolve ambivalence, recognize their strengths and resilience, and start to define what success in housing can look like.
- In acknowledgement that most residents have a history of trauma, the team will give people time to overcome mistrust and fear, ensuring that they feel safe and supported at every stage of the transition out of the encampment.
- People will not be punished for setbacks. Instead, case managers will “walk with” each person, making clear that they believe that each resident can still succeed even if/when they feel defeated, and reminding them of their strength and resilience. If someone’s first housing placement does not work out, the team intervenes to avoid eviction/termination and works with the participant to identify alternatives.

It will also be culturally appropriate, with respect to both people with lived experience as well as BIPOC communities, who are overrepresented among people experiencing homelessness (especially unsheltered homelessness) in Marin County.

More specifically, the County will:

- Recruit staff members who represent BIPOC communities and/or have lived experience of homelessness, mental illness, and recovery.

- Seek to provide bilingual/bicultural services for non-English speakers.
- Provide initial and ongoing training for staff to ensure the provision of culturally appropriate services.
- Program outcomes will be monitored on an ongoing basis to ensure that BIPOC populations are not disproportionately represented among those who do not succeed in the program.

Local Laws/Responses: As noted above, this site has been at the center of considerable conflict and controversy. While the City Council intended to ensure the safety of encampments when they passed the two aforementioned anti-camping ordinances, the action was interpreted by some encampment residents as a form of criminalization. This program is designed to first build trust through sustained, client-centered, trauma-informed outreach, without making demands of residents or forcing them to move. Eventually, once it is clear that the program is intended to truly resolve their homelessness, not just to move them out, the process of housing navigation and, ultimately, housing placement will begin.

6 Personnel

- Field-Based Housing Case Manager (1.0 FTE): This person is responsible for conducting trauma-informed, client-centered outreach and engagement services to all 18 encampment residents, to build trust and rapport, to meet their immediate needs, to provide crisis intervention services, and to support them in their journey out of the encampment and into permanent housing. Eleven encampment residents are already connected to, but not fully engaged in, other case management services, so this person will work in partnership with residents and their case managers to

support them with engagement and, eventually, transitioning to the permanent housing for which they are eligible. They will also serve as the case manager for the remaining 7 encampment residents throughout their entire transition to housing. Responsibilities include a range of housing navigation supports to ensure timely connection to housing, including (but not limited to): support with document readiness; unit search; accompaniment to unit viewings and conversations with landlords; assistance with applications; and coordination and support with move-in, including connection to move-in supplies and furniture. Once a participant is housed, responsibilities will include individualized housing stabilization services, including individual counseling, life skills and tenancy training, landlord liaison services, support with income/budgeting, and connection to other community-based services, such as primary health care, behavioral health services, legal assistance, benefits advocacy, education and vocational services, etc.

- Program Manager/Supervisor (0.1 FTE): The Program Manager will supervise the work of the Field-Based Housing Case Manager, participating in case conferencing, and serving as a liaison with program stakeholders, local government leaders, and other partners. They will also ensure the successful completion of all program milestones and adherence to compliance and reporting requirements.

Qualifications: To ensure that program staff are uniquely qualified to carry out the proposed duties, the County will actively seek out candidates whose work and life experiences afford specialized knowledge about the challenges faced by encampment residents. This includes individuals with lived experience of homelessness and/or co-occurring disorders, extensive experience providing street-level services to people

experiencing homelessness, and/or other professional and/or personal experiences pertinent to the provision of these services. The County will actively seek BIPOC candidates, particularly those who are bilingual (Spanish), to address some of the cultural and linguistic barriers faced by Hispanic/Latinx people experiencing homelessness. Once recruited, all staff will receive specialized training, with topics that include (but are not limited to): Trauma-Informed Care, Strengths-Based Case Management, Cultural Competency/Humility, Motivational Interviewing, and Outreach/Street-Level Services Safety.

Job Descriptions: Please see the attached Job Descriptions.

7 Proposed Budget and Fiscal Planning

How estimated/scalable: The award amount was determined based upon the size of the encampment – which is precisely determined – and the level of staffing needed to support the residents who are not yet connected to case management or other services. The costs were estimated jointly by the County and City of Novato and intended fill a critical (but manageable) gap in case management resources. If more resources were made available, the City and County could either expand this initiative to serve other nearby encampment in Novato or invest additional funds into resolving housing barriers. If fewer resources were made available, the program could be scaled back (e.g. slightly higher caseloads for case managers) but it may take longer to resolve the encampment.

Leverage: The total funding for this initiative is estimated as \$667,082 in Y1 and \$637,809 in Y2, which includes an estimated \$345,600 in Housing Authority resources for High User participants with vouchers, \$71,176 in leveraged case management and supervision resources from the County and local jurisdictions, and \$83,355 in operating

and administrative costs covered by those sources. With those commitments, ERF funds requested represent roughly 75% of the Y1 costs and 78% of costs in Y2.

Maximizing Resources: As shown above, this program is designed to maximize resources leveraged from other sources, roughly 3/4 of total program resources coming from non-ERF sources. This represents an efficient and responsible use of all funding sources. It is also sustainable: just as the ERF resources are nearing full expenditure, the encampment will be resolved and the residents served will have been housed for just over a year and likely much more stable in housing, such that ERF-funded resources will no longer be needed. The residents served with these resources can be folded into the caseloads of other County-funded case managers without disrupting services or compromising the quality of the program.

Timely Expenditures: The County and City of Novato will use the following strategies to ensure timely expenditure of resources. First, the budget is front-loaded, since the costs of Y1 are naturally higher due to engagement and barrier resolution activity. Second, the City and County will begin recruitment immediately upon award notification, so that staff can begin upon contract execution. Third, because this is an existing program, it can start right away, eliminating the need for start-up and planning activities that could otherwise slow expenditures down (e.g. developing program work flows and policies and procedures).

Budget and Budget Narrative: Please see the attached budget and narrative.

**COUNTY OF MARIN HEALTH AND HUMAN SERVICES/CITY OF NOVATO
LEE GERNER PARK ENCAMPMENT RESOLUTION PROPOSAL
PROGRAM BUDGET**

Personnel/Salaries			Y1 (22-23)	Y2 (23-24)
Field-Based Housing Case Manager	80,000	1.0	80,000	82,400
Program Manager	100,000	0.1	10,000	10,300
Fringe		23%	20,700	21,321
Total Salaries			110,700	114,021
Operations/Program Costs				
Transportation	500	12	6,000	6,000
Phone/Internet	100	12	1,200	1,200
Office Supplies	75	12	900	900
Equipment			1,200	
Program Supplies (Outreach)	1,000	12	12,000	
Hotel Vouchers	120	250	30,000	
Flex/Problem Solving Funds	500	18	9,000	9,000
Total Operations/Program Costs			60,300	17,100
Administrative Costs			5%	8,550
TOTAL ERF PROGRAM COST (ANNUAL)			179,550	137,677

LEVERAGED RESOURCES (Annually)		
Case Management for 11 residents already connected Provided by various High User providers, budget estimated		71,176
MHA Vouchers for 18 residents (~1,600 subsidy per resident per month)		345,600
Operating and Admin Costs associated with leveraged activities/resources (20%)		83,355
TOTAL LEVERAGED RESOURCES		500,132

LEVERAGE SUMMARY	Y1		Y2	
Leveraged Resources	500,132	74%	500,132	78%
ERF Resources	179,550	26%	137,677	22%
TOTAL PROGRAM RESOURCES	679,682	100%	637,809	100%

Marin County/City of Novato

Lee Gerner Park Encampment Resolution Program

BUDGET NARRATIVE

The proposed initiative includes the following costs, as shown in the attached budget.

PERSONNEL COSTS: Personnel costs in this budget amount to \$110,700 in Y1 and \$114,021 in Y2, and include the following:

- **Field-Based Housing Case Manager (1.0 FTE):** As described in the proposal, this person is responsible for conducting outreach and engagement services to all 18 encampment residents and ongoing housing navigation and case management support to 7 encampment residents. This caseload is small to enable them to conduct outreach and case management services for participants who are at different stages in the encampment resolution. This is a full-time position, budgeted at \$80,000 in Y1 and \$82,400 in Y2 (3% increase)
- **Program Manager/Supervisor (0.1 FTE):** The Program Manager will supervise the work of the Field-Based Housing Case Manager, participating in case conferencing, and serving as a liaison with program stakeholders, local government leaders, and other partners. They will also ensure the successful completion of all program milestones and adherence to compliance and reporting requirements. The annual salary for this position is \$100,000, 10% of which is funded through this initiative, for an annual cost of \$10,000 in Y1 and \$10,300 in Y2 (3% increase).
- **Fringe:** This line includes the fringe costs associated with salaried positions, including health insurance, unemployment insurance, and other benefits. Estimated at 23% of salary costs, this is equal to \$20,700 in Y1 and \$21,321 in Y2.

OPERATIONS AND PROGRAM COSTS: This program includes \$60,300 in Operations and Programs Costs in Y1 and \$17,100 in Y2, which include:

- Transportation: Estimated at \$500/month for the Case Manager to conduct outreach, home visits, and perform other key responsibilities, this amounts to \$6,000 per year.
- Phone/Internet: Estimated at \$100/month to ensure access to cellular phone/data and internet access, this amounts to \$1,200 per year.
- Office Supplies: This includes all supplies needed to perform standard job functions, including paper, folders, writing utensils, envelopes, binders, etc. Estimated at \$75/month, this amounts to \$900 per year.
- Equipment: This includes the cost associated with purchasing a laptop for the Case Manager, a one-time cost of \$1,200 included only in the Y1 budget.
- Program Supplies: This includes the cost of all supplies provided during outreach, including hygiene kits, tent equipment and sleeping bags if needed, clothing, food, and other materials needed to meet the immediate needs of encampment residents. Estimated at \$1,000 per month for the first year (after which outreach should be concluded), this is a total cost of \$12,000 in Y1.
- Hotel Vouchers: It is expected that many encampment residents will benefit significantly from coming into an interim housing arrangement while they are in the housing search process. To address this need, and to better enable the Case Manager to maintain contact with encampment residents during the transition, the budget includes the cost associated with temporary hotel stays. Budgeted at \$120/night for a total of 250 nights (roughly 2 weeks per resident), this represents a Y1 cost of \$30,000.

- Flex Funding/Problem Solving Funds: This budget includes \$9,000 per year in flexible funding resources. These are intended to address the diverse array of housing barriers that residents face both during housing search and often after housing placement. These include – but are not limited to – costs associated with securing an ID, applying for apartments, credit repair, background checks, and other costs associated with housing search; move-in supplies like cleaning supplies and utensils; and other costs that present barriers to housing stability or wellness (repairs not covered by a deposit, clothing needed for a job interview, etc.) These costs are budgeted at \$500 per resident per year, for an annual cost of \$9,000.

ADMINISTRATIVE COSTS: Administrative costs for this program include those costs associated with all non-direct program activities, including: executive oversight, insurance, finance/accounting and grants management activities, data management and reporting, office rent, and other expenses associated with program overhead. Budgeted at 5% of all other costs, the administrative costs of this program are \$7,950 in Y1 and \$6,556 in Y2.

LEVERAGE: As described in the narrative, this program will leverage roughly \$500,000 in additional case management, permanent and interim housing, and other resources each year, which represents roughly 75% of the total program cost.



4020 Civic Center Drive
San Rafael, CA 94903-4173

December 22, 2021

To Whom It May Concern,

Executive Director
Lewis A. Jordan

Marin Housing Authority (MHA) supports Marin County Health and Human Services' (HHS) application for Encampment Resolution Funds for the encampment located at Lee Gerner Park in the City of Novato. Many residents of this encampment are high-need individuals with long histories of homelessness and are a priority for services for both MHA and HHS.

MHA and HHS have a long and robust history of collaboration to address homelessness. For more than a decade, MHA and HHS have jointly operated approximately 70 permanent supportive housing beds through the US Department of Urban Development's Shelter Plus Care (now Continuum of Care) Program; MHA administers the housing portion and services are provided through HHS. This partnership has expanded significantly over the years:

- MHA is an active member of the Continuum of Care Board
- Since 2017, MHA has operated Marin County's Coordinated Entry program through a contract with HHS
- In 2017, MHA entered into a Memorandum of Understanding (MOU) with HHS, agreeing to provide up to 50 places annually on the otherwise closed Housing Choice Voucher waitlist for people experiencing chronic homelessness to be paired with housing case management services funded or coordinated by HHS, effectively creating a new, ever-expanding PSH program.
- In partnership with HHS, MHA has been awarded 177 competitive Federal Section 811 vouchers for people experiencing chronic homelessness.
- MHA was awarded 113 Emergency Housing Vouchers (EHVs) in summer 2021, and, through its partnership with HHS and Coordinated Entry, has one of the highest EHV utilization rates in the nation.

MHA will support the County and the City of Novato's Encampment Resolution Funds program in the following ways:

- MHA will continue to offer HHS up to 50 places on the closed Housing Choice Voucher waitlist annually for households with housing case management assigned through Coordinated Entry.
- MHA will continue to partner with HHS and Coordinated Entry to acquire additional housing resources for people experiencing homelessness, including applying for additional Section 811 and Emergency Housing Vouchers when they are available.
- Marin's Coordinated Entry system assigns homeless housing resources (including vouchers) based on vulnerability. Most tenant-based vouchers are assigned to the next eligible individual or family that has case management. By providing case management, this program will provide access to vouchers for high utilizers of municipal services.

Regards,

DocuSigned by:

Lewis Jordan

Lewis A. Jordan

Executive Director, Marin Housing Authority

Housing Authority of
The County of Marin

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Mayor
Eric Lucan
Mayor Pro Tem
Susan Wernick
Councilmembers
Denise Athas
Pat Eklund
Mark Milberg

City Manager
Adam McGill

December 22, 2021

To Whom It May Concern,

The City of Novato remains committed to protecting the health and safety of all community members while also striving to deliver public services to the greatest extent possible. The City works closely with the County of Marin Department of Health and Human Services (HHS) and local service providers to ensure that people experiencing homelessness have access to the resources they need. Accordingly, the City has partnered with HHS to prepare and submit an application for Encampment Resolution Funds for the encampment located at Lee Gerner Park in the heart of the City of Novato. Many residents of this encampment are high-need individuals with long histories of homelessness and are a priority for services for both the City and HHS. In March of 2020, the City collaborated with HHS to develop an outreach strategy for those residing in Lee Gerner Park. The mission of this project was to help find housing, provide outreach and offer other services such as medical and dental appointments. This was an important project as concerns related to the encampment were heightened due to the COVID-19 pandemic. Throughout this project, the City and HHS worked to balance the interests of the community through compassion and empathy for those experiencing homelessness.

Additionally in 2020, the Novato Police Department (NPD) was provided with a unique opportunity to partner with HHS on a pilot program funded through a Proposition 47 grant. The PIVOT program (Prop 47 Improving Lives Via Opportunity and Treatment) focuses on preventing those with mental health and substance abuse issues from entering the criminal justice system through non-criminal intervention. The PIVOT program accomplishes the goal of transitioning non-criminal law enforcement issues to a recovery coach specifically trained in handling behavioral health issues. This program provided the City the opportunity to move away from having uniformed police officers handling calls involving mental illness and substance abuse. The recovery coach collaborates with the City to identify those most at-risk, provide outreach to those experiencing behavior health issues, and connect individuals to long-term services such as drug and alcohol treatment, housing and mental health assessment and treatment.

The City and its partner service providers are engaged daily with those at Lee Gerner Park to offer services including shelter referrals, COVID-19 vaccines and housing alternatives. On July 13, 2021, the City Council approved an agreement with Homeward Bound of Marin to offer immediate interim housing options to most or all of the unhoused at Lee Gerner Park and throughout Novato.

Most recently, the City of Novato constructed drainage improvements, installed a privacy fence, and provided amenities such as hand washing stations and porta-potties within Lee Gerner Park to improve conditions for those living in the encampment. The day-to-day operations of the new sanctioned encampment area will be provided

and managed by civilian staff, rather than police officers. If the City of Novato's application for Encampment Resolution Funds is successful, the funding will be used to provide those living in the encampment at Lee Gerner Park with trauma-informed, client-centered, individualized services with the goal of resolving the encampment. Specific services will include 1) Outreach and engagement support to rebuild rapport and trust to eventually open the door for residents to accept the offer of moving into permanent housing; 2) Field-based crisis intervention and support; 3) Permanent housing vouchers through the Marin Housing Authority for those who are eligible; 4) Housing navigation support to address barriers to housing; and 5) Case management focused on attaining goals and improving individuals health and wellness.

Thank you for the opportunity to apply for Encampment Resolution Funds and for your consideration of our application,



Christopher Blunk, P.E.
Director of Public Works

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

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