



# California Interagency Council on Homelessness

## ERF-3-R, Application

### Part 1 (A): ADMINISTRATIVE INFORMATION

#### Application Window

- Window #1, 11/3/2023 - 1/31/2024  
 Window #2, 2/1/2024 - 4/30/2024  
 Window #3, 5/1/2024 - 6/30/2024

*Applications received after 5:00 p.m. on the last day of the application window will be reviewed and evaluated during the following application window. **Note, applications submitted after 5:00 p.m. on 6/30/2024 will not be reviewed.***

#### Eligible Applicant

Select the eligible applicant's jurisdiction type.

- CoC  City  County

What is the name of the city or county?

Marin

### Part 1 (B) Contracting Information

Complete all elements of the below section. This information is required for contracting should this application be chosen for award.

#### Contractor Information

Contractor Name (the legal entity entering into contract with the State)

County of Marin

What is the Federal Employer Identification Number (FEIN # or tax id number) for the contractor?

946000519

Tax ID Form

GovtTINForm\_000 (002).pdf

Governmental entities will need to submit a GovTIN Tax Form, and Non-governmental entities will need to submit a STD 204 Tax Form. Links to each are below:

GovTIN: [Taxpayer ID Form \(ca.gov\)](#)

STD 204: [STD 204 - Payee Data Record \(ca.gov\)](#)

## Who is the best contact person for this contract?

### Primary Contact

<input type="text" value="Andrea"/>	<input type="text" value="O'Malley"/>
First	Last

*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

### Job title

job title

### Email

### Phone

*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

---

### Secondary Contact

<input type="text" value="Gary"/>	<input type="text" value="Naja-Riese"/>
First	Last

### Job title

job title

### Email

### Phone

*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

---

### Contact Person for Reporting

<input type="text" value="Kat"/>	<input type="text" value="Richter"/>
First	Last

### Job title

job title

**Email**

**Phone**

*This contact will ONLY receive grant reporting correspondence (inclusive of guidance, report releases/reminders, report follow-ups).*

**Authorized Representative**

First

Last

**Job title**

job title

**Email**

**Phone**

*The Authorized Representative has authority to contract on behalf of the eligible applicant*

**If this application is funded, what address should the check be mailed to?**

**Address**

Address Line 1

Address Line 2

City

State

Zip Code

**Attention to (if applicable):**

** This Application uses character limits **

**Reaching these limits is not required, however competitive responses will address all parts of each**

# question asked.

---

## **Part 2: PROPOSAL OVERVIEW**

### **Guidance:**

In completing this application, applicants must identify the specific encampment that will be prioritized for resolution.

If an applicant proposes to prioritize a large, noncontiguous, or multiple site(s), the encampments may only be addressed through a single application if: (a) the justification for prioritizing the encampments is the same, **and** (b) the demographics and service needs of the residents of the encampments is sufficiently the same that, (c) the same set of services, and service providers, including outreach, interim and permanent housing programs, will be used to resolve the identified people's experience of homelessness in encampments.

*Applicant must prepare a separate application for each encampment that does not meet the requirements of (a) – (c).*

### **Proposal Summary**

**Summarize the proposed Encampment Resolution Fund (ERF) project, including an overview of all key components and/or phases of the project that will be funded in whole or in part with ERF-3-R resources. (1500-character limit)**

This proposal builds on existing investments dedicated to helping the residents at the Binford Road encampment access a pathway towards stable, permanent housing. The first phase of project focused on outreach, because a barrier at the time was a lack of connection to and information on the encampment residents. Since its ERF-2-R award, Marin County Health and Human Services (HHS) has successfully connected with 100% of the encampment residents, and as a result better understands their needs. HHS has also deepened existing partnerships and developed new ones to increase and improve the support available to encampment residents. These relationships include with the Marin County Board of supervisors, the CEO of Marin County, the Department of Public Works, the Community Development Agency, Social Services, and Downtown Streets Team. The proposed second phase of the project incorporates the new knowledge and new partnerships and includes: funding additional housing-based case management proportionate with the number of PSH-eligible clients; additional interim shelter to help clients move into a safer location more quickly; funds to support housing acclimation and invest in clients' housing sustainability; additional safety and hygiene measures to better support clients at the site); and operational support. This proposal combines the input and support from an interdisciplinary team, including on-site outreach and housing-based case management staff.

## People Served

**Number of people currently residing in prioritized encampment site**

98

#

**Potential inflow of people into the prioritized encampment site during the grant term.**

12

**Of people currently residing in prioritized encampment site, how many will be served by this proposal?**

98

#

**Given the potential for inflow of people into the prioritized encampment site, how many people are projected to be served across the entire grant period?**

110

#

**Of people projected to be served across the entire grant period, number of people projected to transition into interim housing.**

50

#

**Of people projected to be served across the entire grant period, number of people projected to transition into permanent housing**

90

#

*This should include both people who transition directly into permanent housing **and** people who may first transition into interim housing.*

**Is the prioritized encampment site part of a larger encampment area?**

Yes  No

## Encampment Information

**1. Briefly describe the characteristics of the people residing within the prioritized encampment site,**

**including demographics, household compositions, disabilities, and projected service and housing needs. Include how this information was gathered. (1500-character limit)**

There are 98 confirmed residents at the Binford Road encampment, residing in approximately 100-110 vehicles, which range from fully functional to non-operational. Marin's demographics estimates for the encampment residents are: 55% aged 50+, 28% aged 62+; 72% aged between 25-61; 68% male, 32% female; 75% white, 2% black or African American, 2% Asian or Asian American; 14% Hispanic/Latino/x/a. Nine children live at the site. Clients range in health status, including physical disabilities, chronic illnesses, and substance use disorders. Several of the residents have full-time jobs but are unable to afford housing. These residents may benefit from rapid rehousing and/or employment and training services to secure a higher income to support long-term housing stability. These residents will also benefit from support services outside of business hours, during which time they are typically at work. After extensive outreach efforts, the County has learned that approximately 62 are chronically homeless and eligible for permanent supportive housing. Marin expects all clients will benefit from connection to social services, including general relief, SSI/SSDI advocacy, CalFresh/CalWORKs, employment resources, connection to medical and behavioral health care, and financial supports to address their current health and safety needs as well as move into interim and successively permanent housing.

*If this proposal seeks to serve a particular target population, specify and describe.*

**2. Briefly describe physical characteristics of the prioritized encampment site in which the people you are proposing to serve are residing. The description must include the specific location, physical size of the area, the types of structures people are residing in at the site, whether vehicles are present, and any other relevant or notable physical characteristics of the site. (1000-character limit)**

The Binford Road encampment is along a highly visible State Right-of-Way frontage road in unincorporated Marin County, just outside the City of Novato, which leads to a local airport and is home to several businesses. The encampment, spanning 3 miles of roadway along a waterway, has 98 residents living in approximately 100-110 vehicles including cars, vans, boats, motorcycles, and RVs. Many residents live in a non-operational van or RV and commute to work in a smaller vehicle. There is a small fence separating the creek from the road, however, the site lacks access to potable water, and the presence of both functional and non-functional vehicles presents the concern that pollutants such as gasoline, oil, etc., might run-off into the creek. The road is lined with tall grass that is especially flammable during the summer. The lack of streetlights and Binford Road's rural location means the encampment is very dark, presenting a safety hazard to residents, vehicles, and service providers.

**3. Why is this encampment site being prioritized? Applicant should identify any distinguishing needs and/or vulnerabilities of the people living in this encampment and/or any health, safety, or other concerns that led the applicant to prioritize this site over other encampments. (1000-character limit)**

The encampment grew over the pandemic to be the largest encampment in Marin and has become a community concern, especially regarding the possibility of pollutants entering Rush Creek. In addition to generating community complaints, the encampment's location presents a risk to the residents. The site is at risk of flooding, which threatens both resident safety and poses a water contamination risk; to avoid flooding, residents are parked on both sides of the road, impeding fire truck access; this has become especially hazardous with California wildfires increasing year by year and the proximity of gas tanks to flammable grass. As the encampment is located along an unlit road, the potential for vehicle and pedestrian accidents is high. Out of the 98 residents, 62 to date have been identified as chronically homeless, exceeding our initial estimate by 45 people. This encampment is prioritized because these individuals will likely have difficulty resolving their homelessness without support.

*ERF authorizing legislation requires funding be used for "prioritized" encampments. Applicants must, therefore, provide a justification for the prioritization of the encampment proposed to be served. Except in very small communities where it may be possible to justify prioritizing all of a small number of encampments for resolution using this fund source, ERF is not intended to be used to fund a community-wide encampment resolution program.*

**Attachment: Map**

right of way map.pdf

second right of way map.pdf

*The provided map should clearly indicate the area of the prioritized encampment. The map may also indicate the location of other key service, shelter, and housing resources described in this proposal.*

**4. Is the prioritized site on a state right-of-way?**

No  Yes - partially  Yes - entirely

**Attachment: Caltrans Letter of Support**

County of Marin Letter of Commitment.pdf

Projects entirely or partially on a state right-of-way must include a Letter of Support from Caltrans.

- This letter must include confirmation from Caltrans that they are aware of and in support of the ERF project, including the projected timeline, and that they will only take action on that encampment site in collaboration with and at least 2 weeks-notice to the ERF grantee, unless critical circumstances exist when an encampment poses an imminent threat to life, health, safety, or infrastructure and must be immediately addressed.
- This letter should be signed by the local Caltrans Deputy District Director of Maintenance (DDDM) or their designee.
- This letter may also include Caltrans role in the proposal and what Caltrans resources are being leveraged.

## Proposal's Outcomes

**5. What outcomes does this proposal seek to accomplish by 6/30/2027? Outcomes should be specific, measurable, attainable, relevant, and time-bound (SMART). (1000-character limit)**

By the grant close (6/30/2027), this program will connect 98 encampment residents with either permanent housing or housing-focused interim housing/emergency shelter.

98 people will access a pathway to permanent housing, with at least 62 people accessing a pathway to permanent supportive housing.

At least 60 people will be permanently housed by the end of the program. This may include rapid rehousing or shared housing if deemed appropriate.

50 people will access interim housing or housing-focused emergency shelter or be diverted to more appropriate locations for RV residency.

**6. What are the primary activities the applicant will implement to achieve each of the proposal's outcomes? (1000-character limit)**

The primary activities that will be implemented to accomplish these outcomes are: Case management supporting PSH-eligible clients; Housing counseling/housing search assistance; Increasing income through connection to applicable safety net services such as employments supports, CalFresh, CalWORKs, general relief, SSI/SSDI, veterans benefits, Medi-Cal, and/or DV supports; direct financial assistance in the forms of an RV buyback program, housing acclimation supports, and flexible problem-solving funds; Improving immediate circumstances by increasing sanitation access, e.g. providing water, mobile showers, porta-potties, and trash collection; and providing interim shelter supports, including the establishment of a safe parking site, motel vouchers, and storage.

**7. How will the applicant measure progress towards the proposal's outcomes? (1000-character limit)**

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 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. Housing based case management clients will also be entered into Marin County's local data system WIZARD, which facilitates case coordination and tracks client outreaches and progress on client goals.

**8. Are there any local ordinances, resources, or other factors that may hinder achieving the proposal's outcomes? If so, how will the applicant navigate these challenges? (1000-character limit)**



There are no ordinances that will hinder our proposal. Barriers and solutions include:

Barrier: Difficulty connecting with residents. Many residents work during the day, which makes engagement difficult. Inconsistent evening outreach is met with suspicion as people are wary of unfamiliar people after dark. Additionally, many residents distrust service providers and/or have past trauma.

Solution: Dedicate 2.4 FTE outreach workers to this site on shifts outside 9-5 to build trust with the largest number of people possible.

Barrier: Difficulty navigating the housing system.

Solution: Dedicating 3.6 FTE Housing-based case managers to assist clients in navigating the housing system.

Barrier: Lack of affordable housing.

Solutions: Partner with Marin Housing Authority to connect eligible clients with vouchers, and the wider homelessness system of care to access other housing opportunities. Connect clients with financial assistance, including housing acclimation funds.

**9. Does this proposal fund a standalone project, or is the proposed project one component of a larger initiative?**

Standalone  Larger initiative

**If it is part of a larger initiative, describe the role and significance of this project in achieving the objectives of the larger initiative. (1000-character limit)**

The Binford Road Encampment resolution program is part of the larger High-Utilizer Case Management (HUCM) initiative. The HUCM's primary goal is to end the homelessness of people with high utilization rates of municipal services by providing them with housing-based case management. This program is a collaboration between the County of Marin and all 11 local cities and towns and is in its third year of operation. Because the Binford road encampment residents have a high utilization of municipal services, by ending their homelessness, this program will further the initiative's mission.

## Centering People

**10. Describe how the perspectives of people with lived experience of homelessness meaningfully contributed to the content of this proposal? How will people with lived experience be part of the implementation of this ERF project? If individuals living in the encampment site were included in the development of this proposal, describe how their input was obtained and how that input shaped the proposal. (1000-character limit)**

In the initial stage of the project, Marin HHS consulted its Lived Experience Action Board (LEAB) regarding what would be important to include in the encampment resolution service plan. The LEAB placed great importance on improving the immediate quality of life in the encampment, recommending wash stations, bathrooms, and services to assist with disposal of gray water for RVs. Since outreach efforts began, the Downtown Streets outreach team consulted encampment residents regarding their needs, and they reported that potable water was a priority, with some clients spending half of their CalFresh allocation just on drinking water. Because residents reported that the cost of housing is high, the County authorized an RV buyback program to provide direct financial support to clients, which is a known gap in homelessness services. All the aforementioned services have been implemented on site-- additional ERF funding will allow for the extension of these services throughout the grant period.

**11. Briefly describe how the proposal exemplifies Housing First approaches as defined in Welfare and Institutions Code section 8255. (1000-character limit)**

The service plan prioritizes immediate connection to housing under the belief that safe, stable housing is the foundation for addressing other needs. Participation in services is encouraged but not mandated. Outreach engages participants by building trust and rapport without judgment. Drug testing, sobriety, mental health treatment or medication compliance are not required to access services or participate in any services. Case managers will practice harm reduction strategies and conduct motivational interviewing to help the client develop their own goals to define a realistic and personalized pathway to wellness. Income or employment are also not required to access services, and services will not be terminated due to income, substance use, non-participation, history of domestic violence, or lack of progress.

**12. Describe how each of the following service delivery practices are incorporated into the outreach, interim shelter (if applicable), and permanent housing aspects of the proposed ERF project: (a) individual participant choice and (b) trauma informed care. (1000-character limit)**

Outreach workers and case managers will be trained on housing first principles, including centering individual's choice and trauma-informed services. Outreach workers will build rapport and trust through addressing immediate, self-prioritized needs, including communication support, food, emergency supplies, etc. Encampment residents that are actively in crisis will be offered field-based trauma-informed crisis intervention support. Case managers will provide safe environments, co-develop individualized strengths-based plans with client-directed goals, and promote equality of access and enhanced care delivery.

Case managers will work with clients to identify interim shelter or permanent housing sites that respect their individual choice and trauma they may have endured. For example: by only allowing motel vouchers to be used at client-approved sites; providing storage to prevent the trauma associated with losing items; or locating apartments that allow pets.

**13. Describe how harm reduction principles will be incorporated into the outreach, interim housing (if applicable), and permanent housing aspects of this ERF project. (1000-character limit)**

Outreach workers are trained in housing first, harm reduction and motivational interviewing. Service provision will not require sobriety and case managers will incorporate strategies of safer use vs abstinence. A safe needle exchange program has been regularly providing access to clean use equipment, testing strips and overdose protection. Outreach workers will be guided through harm reduction principles, accepting drug use, working to minimize the harmful effects and understanding the complexities of substance use. The program will provide a non-judgmental space, give residents a voice and the understanding that the program is designed to serve them, and recognize impact of social inequalities and vulnerability on capacity for navigating substance related harm. This proposal includes mobile showers, hand-washing stations, toilets and mobile medical service, which will provide medical services on site including Narcan, medication assisted treatment, prescriptions, and health screenings

**14. Describe the services that will be provided to improve people’s health, dignity, and safety while they continue to reside within the prioritized encampment site. (1000-character limit)**

Local agencies and outreach providers assess the health and safety needs of this encampment weekly. To address health needs at the site, a Mobile medical van regularly visits the site to provide medical services. To improve sanitation, this proposal includes hand-washing stations, portable toilets, shower services twice a week and laundry service once a week. Because of the danger posed by non-encampment residents driving through the site at high speeds, especially at night, Marin HHS has collaborated with the Department of Public Works, County Counsel, and the Marin County Board of Supervisors to establish an enforceable 35 miles per hour speed limit at the site. Marin HHS coordinates a monthly service fair on site, which includes representatives from Social Services, Marin Humane Society, Community Court, Eligibility Specialists, and other service providers.

**15. Identify what controls are or will be in place to ensure that all ERF-3-R funded parties will not penalize homelessness. The term “penalize homelessness” means to impose, by a governmental unit, criminal or civil penalties on persons who are homeless in a manner that is related to those persons’ engagement in necessary human activities, including sleeping, resting, and eating. (1000-character limit)**

Since the encampment’s inception, the County has implemented a harm reduction approach, choosing to provide port-a-potties, hand washing stations, and trash services instead of issuing citations. Though the encampment generates many community complaints, the County has chosen to respond non-punitively whenever possible. Marin County Sheriff’s Office (MCSO) has established a Homeless Liaison to engage people experiencing homelessness to address potential problems outside of the criminal justice system. MCSO shares information biweekly in case conferencing with social services agency (data sharing is one way to protect clients), which is a tremendous benefit to outreach workers seeking to engage residents. Integration of MCSO into the day-to-day response also minimizes the potential for a reactionary law enforcement response to community reports.

**16. Describe how this proposal considers sanitation services for people residing in the prioritized encampment. This may include but is not limited to non-intrusive, curb-side waste removal and access to clean and available bathrooms. (1000-character limit)**

Per the suggestions of Marin's Lived Experience Advisory Board, this proposal includes measures to support the quality of life of people in the encampment. Via multiple funding sources, the County currently provides showers, bathrooms, laundry, portable toilets, trash removal, and gray water removal--additional funding will support the continuation of these services throughout the grant period. Downtown Streets Team outreach and case management staff have, through in-kind donations, provided clothes and sanitation supplies to residents to address ongoing hygiene needs between shower visits, and ongoing funding will allow them to continue to do so throughout the grant period.

## **Part 3: IMPLEMENTATION**

### **Core Service Delivery and Housing Strategies**

**17. Describe the proposed outreach and engagement strategy, case management, and / or service coordination for people while they are continuing to reside within the encampment site. Quantify units of service to be delivered including the ratio of staff to people served, frequency of engagement, and length of service periods. (2000-character limit)**

This proposal's strategy is to address individuals' immediate needs to improve their well-being and increase trust. Through trust-building, outreach will be able to engage with individuals to get them on a housing pathway. The mechanisms for addressing immediate needs will be: Outreach, connection to services, and addressing hazards in their immediate environment, and provision of basic necessities. This proposal includes 2.4 FTE housing-focused outreach workers who will be on site 5 days a week and connect with all encampment residents, and 3.6 FTE housing case managers will provide intensive support to PSH-eligible clients to transition them into permanent housing. These supports include housing navigation, transportation to appointments, communicating with landlords, direct financial assistance via an RV buyback program, interim shelter support including motel vouchers and storage, and housing acclimation assistance (e.g., moving costs, furniture, etc). Marin's medical street van will make monthly visits to the site, needle exchange and harm reduction programs visit the encampment weekly, and ACA health insurance sign-ups are offered to clients as appropriate. Monthly service fairs conducted at the site will connect clients to safety net services such as CalWORKS/CalFresh, General Relief, or SSI/SSDI, while outreach workers will connect clients to these services throughout the month.

**18. Describe the role of Coordinated Entry in the context of this proposal and how Coordinated Entry policies or processes will support and / or hinder the implementation of this proposal. (1000-character limit)**

As the Coordinated Entry lead, Marin County HHS meets weekly with homelessness service providers to discuss issues relevant to Coordinated Entry, which includes encampment resolution. Coordinated Entry supports regular housing-focused case conferencing meetings to assist individuals living in encampments, including the Binford Road encampment, during which time case managers are connected to appropriate resources to conduct outreach, assist, and stabilize encampment residents. Coordinated Entry will manage referrals to the case management portion of this program, which will be paired with vouchers from Marin Housing Authority to create new permanent supportive housing vacancies for the chronically homeless residents.

**19. Describe each of the specific (a) interim housing and (b) permanent housing opportunities that will be used to achieve the proposed outcomes of this ERF project. Demonstrate that any ERF-3-R funded interim housing capacity is either non-congregate or clinically enhanced congregate**

**shelter. (2000-character limit)**

Permanent housing options proposed:

Permanent Supportive Housing: at least 62 residents are chronically homeless and will qualify for permanent supportive housing, which will be provided through a combination of ERF (rounds 2 & 3) - funded case management and housing vouchers from the Marin Housing Authority

Rapid Rehousing/Shared Housing: Several of the Binford Road residents work full- or part-time but are unable to afford rent. These clients will be connected with rapid rehousing (funded through leveraged resources) and/or shared housing, with the goal of increasing their income and/or reducing rental costs.

Interim housing/low barrier on-site assistance proposed:

Emergency shelter: Case managers will offer connection to emergency shelter when appropriate. Homeward Bound, the primary emergency shelter provider in Marin, collaborates with FQHC Ritter Center to ensure medical services are available to people staying at the emergency shelter.

Interim housing: Case managers will offer connection to motel vouchers as appropriate, for example, when a lease with an apartment has been signed but move-in day is still a few weeks out. For those clients unwilling to leave their vehicle prior to entering permanent housing, on-site supports equivalent to those available in a shelter environment will be provided, including connection to other resources, housing search assistance, employment supports, and an RV buyback program for inoperable RVs. For clients on a longer housing pathway, Marin County plans on establishing a safe parking site with wrap-around services to help clients with their immediate health needs, wellness goals, and their pathway to housing.

**20. Demonstrate the applicant's commitment and ability to deliver permanent housing solutions to the people residing in the prioritized encampment, including by providing examples of prior successful efforts to permanently house similarly situated individuals. (2000-character limit)**

HHS has served as the lead 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. Since October 2017, HHS and its community partners have housed 726 chronically homeless people, due in part to a collaborative effort to increase the supply of permanent supportive housing, which has more than doubled since 2017. This has included increasing the supply of Housing based case management, strengthening partnerships and creating new ones to fund and build 136 site-based PSH beds. Approximately 94% of clients are still housed and have experienced dramatic reductions in healthcare and criminal justice utilization. In its encampment response, Marin County has housed 99 people formerly living in encampments--including 17 from Binford road—and has helped an additional 36 access a housing pathway.

**21. Describe how this proposal is tailored to meet the needs and preferences of people residing within the prioritized encampment. (1500-character limit)**

This proposal is built specifically to address the needs of the people on site. Many residents are avoidant of services due to distrust of providers and underlying trauma, and as such this proposal includes outreach, trust-building and trauma-informed care. Because some residents are unavailable during business hours, this program includes outreach during off-hours (Tues-Sat 3-11 p.m.) to ensure that the clients are served. Case Managers will practice the housing first principles of consumer choice and self-determination and will work with clients to develop self-directed goals that reflect the clients' self-determined preferences, needs, and hopes. Because there are at least 62 people experiencing chronic homelessness, this proposal adds an additional 2.6 housing-based case managers to serve clients at the site. Clients reported spending half of their CalFresh funding on potable water, so this proposal includes water provision. The current service provider, Downtown Streets team, noted that many clients do not have phones, making coordination of services difficult; phone costs have been added to the proposal. Homelessness service providers have noted an increasing difficulty acquiring furniture for clients when they move in- because of this, housing acclimation costs have been added to the budget.

Where applicable, identify the people, data, evidence, and / or other sources of information that was relied upon for this proposal.

## Table 1: Projected Living Situations Immediately Following the Encampment

For people served who exit the encampment, what are the projected Living Situations Immediately Following the Encampment, including but not limited to, permanent housing, interim sheltering, and unsheltered?

Please provide responses in the table below. Add a row for each projected living situation. (250-character limit for each cell)

<b>Briefly Describe Each Projected Living Situation Immediately Following the Encampment</b>	<b>Is This Permanent Housing?</b>	<b>Quantify the Capacity (e.g., number of beds/units, frequency of bed/unit availability)</b>	<b>Prioritized or Set-Aside for ERF-3-R?</b>	<b>Is this living situation funded by ERF-3-R and / or Leveraged Funds?</b>	<b>% of Served Persons Projected to Fall Within This Living Situation</b>
Permanent Supportive Housing	yes Yes/No	23	prioritized Pri/Set-Aside/Neither	both ERF/Lev/Both	24 %
Rapid Rehousing/Shared Housing	yes Yes/No	23	set aside Pri/Set-Aside/Neither	both ERF/Lev/Both	23 %
Emergency shelter/motel voucher	no Yes/No	52	prioritized Pri/Set-Aside/Neither	both ERF/Lev/Both	53 %

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
	Yes/No		Pri/Set-Aside/Neither	ERF/Lev/Both	%

## Table 2: Permanent Housing Opportunities

A permanent housing opportunity is a combination of project and/or service provided to an individual with the goal of helping the individual obtain permanent housing. Of course, applicants cannot and do not need to provide every possible scenario; Cal ICH is looking to understand the primary, expected permanent housing opportunities for people projected to be served by this proposal.

Please provide responses in the table below. Add a row for each projected opportunity. (250-character limit for each cell)

Describe the Permanent Housing Opportunity	Prioritized or Set-Aside for ERF-3-R?	Quantify the Capacity of the Housing and Service Opportunity	Is this Housing Opportunity Funded by ERF-3-R and / or Leveraged Funds?
Permanent Supportive Housing	prioritized Pri/Set-Aside/Neither	75	Both ERF/Lev/Both
Rapid rehousing/shared housing	prioritized Pri/Set-Aside/Neither	23	Lev ERF/Lev/Both
<input type="text"/>	<input type="text"/> Pri/Set-Aside/Neither	<input type="text"/>	<input type="text"/> ERF/Lev/Both
<input type="text"/>	<input type="text"/> Pri/Set-Aside/Neither	<input type="text"/>	<input type="text"/> ERF/Lev/Both

22. Describe strategies the applicant will use to ensure that people are not displaced from the prioritized encampment into another unsheltered location. Include strategies that are in addition to/complement the interim shelter and permanent housing opportunities that are part of this proposal. (1000-character limit)

Trust building: Field outreach workers will build rapport and trust with residents through a trauma-informed and client-centered approach that addresses immediate needs which will open the door for residents to accept a pathway to housing.

Crisis intervention and support: Field outreach workers will offer on-site crisis intervention support to clients that may benefit from it.

Housing Navigation Support: the housing process can be difficult to navigate on their own, with help from the outreach worker, this will accelerate access to permanent housing.

Permanent or Interim Housing: providing clients with interim or permanent housing with appropriate, trauma-informed, tailored case management will ensure people are not returning unsheltered homelessness.

Connection to Services: connecting clients to job training, food, income supports, storage, etc. will increase ability to maintain housing and decrease likelihood of returning to unsheltered homelessness.

**23. Describe specific strategies and/or services the applicant will use to prevent returns to unsheltered homelessness among people from the prioritized encampment who are sheltered and housed through this ERF project. Include whether these strategies will be funded with ERF-3-R funds and, if not, what other resources will be leveraged. (1000-character limit)**

Permanent or Interim Housing: providing clients with interim or permanent housing with appropriate, trauma-informed, tailored case management will ensure people are not returning unsheltered homelessness. Funded partially by ERF-3-R, ERF-2-R.

Connection to Services: connecting clients to job training, food, income supports will increase ability to maintain housing and decrease likelihood of returning to unsheltered homelessness. This will partially be funded by ERF-3-R through Case Management, but will primarily be funded through HDAP, CalWorks, CFET, IGT, MediCal, CalFresh, and County General Funds.

Housing Navigation Support: the housing process can be difficult to navigate on their own, with help from the Housing Case Manager, this will improve ability to maintain housing and prevent returns to unsheltered homelessness. This will be funded through ERF-3-R and ERF-2-R funds.

**24. Describe how this proposal considers and plans for the dynamic nature of encampments including potential inflow of people into the geographically served areas. (1000-character limit)**



The 2022 PIT showed that homelessness in Marin grew by 8.4% during the pandemic, during which time the Binford Road encampment also grew in size. This proposal is part of a wider initiative by Marin County to address encampments by connecting residents to supports end their homelessness. One source of encampment growth is movement between encampments; to address this, Marin has multiple encampment resolution programs running simultaneously, which include biweekly case conferencing meetings where stakeholders coordinate to improve engagement and connections to housing for most of the major encampments in the county. Thus far this approach has housed 99 former encampment residents. Additionally, the County continues to expand Permanent Supportive Housing, including opening multiple Homekey sites, so that voucher-eligible residents have a place to go. Marin HHS also coordinates with Marin Housing Authority to ensure vouchers are allocated appropriately.

**25. Describe how participants in this ERF project will be supported with continued access to, and storage of, their personal property while in the encampment, in interim housing (if applicable), and in permanent housing. (1000-character limit)**

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. The service plan and budget include storage fees and on-site trash removal to facilitate this change. The County has also authorized an RV buyback program, which will offer direct cash payments to clients in exchange for their RV. With a rate of \$175 per linear foot, this may pay clients \$4,00-5,000 for their RV.

**26. Describe how participants in this ERF project who have service animals and/or pets will be supported while in the encampment, in interim shelter (if applicable), and in permanent housing. (1000-character limit)**

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.). HHS collaborates with the Marin Humane Society by facilitating quarterly visits to the site to provide pet-related services such as vaccinations to maintain pet health and prepare them for permanent housing. Clients with pets and/or service animals who make use of motel vouchers will be connected to pet-friendly motels, or, in the unlikely event one is not available, case managers will connect with the Marin Humane Society to support pet boarding. Case managers 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, including units that allow pets.

## **Budget and Resource Plan**

**27. State the total amount of ERF-3-R funds requested.**

\$3,720,706.26

\$

**28. State the estimated dollar value of secured, non-ERF-3-R resources that will help meet this proposal's outcomes.**

\$3,662,548.27

§

**29. Identify and describe each leveraged non-ERF-3-R resource and how that specific resource will be used to help meet the proposal's outcomes, including the permanent housing outcomes. (1000-character limit)**

ERF-2-R: Funds outreach and HBCM staff, operating costs, environmental mitigation, flex problem solving, etc. These resources build trust with clients so they will accept help to access a housing pathway.

Funds from State Senator Maguire's office provide trash pickup, environmental mitigation, and RV gray water removal. These services follow the LEAB guidance to improve the residents' immediate environment.

Marin County General Funds: funds sanitation services, RV buyback program, a Senior Social Services Worker position. These funds support the immediate improvement of resident well-being, directly provide residents with funds to support their housing goals, and the coordination of all Binford related services.

IGT: funds the mobile medical van providing residents with medical services.

CalWorks, HDAP, CFET, CalFresh, MediCal: funds benefits advocacy, job training, and connection to enabling services, all crucial in supporting clients' long-term housing sustainability.

*Applicants are directed to provide a detailed description of other fund sources, and system capacity, that will be leveraged to achieve the outcomes proposed for the ERF-3-R funded project (**especially as it relates to meeting this proposal's permanent housing outcomes**) and, if applicable, to sustain the new programming beyond the end of the grant term.*

*This includes prior ERF awards, HUD unsheltered NOFO, and other federal, state, and local funding sources.*

*Applications will be evaluated with the understanding that communities vary significantly with respect to the current availability of other fund sources that can be used as leverage for their proposed projects and to sustain the projects beyond the grant term.*

*In the absence of currently available resources, Applicants are encouraged to provide a specific plan for obtaining the funding necessary to sustain their project beyond the grant term if the project is intended to continue.*

**30. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to serve, the types of services and housing to be provided, and any benefits to the community's efforts to address homelessness that will extend beyond the grant term, including ongoing expansion of interim and permanent housing capacity. Include an explanation of how the requested ERF-3-R amount was determined. (1000- character limit)**

This proposal will permanently end the homelessness of almost 100 individuals. Outreach workers and immediate supports to improve quality of life are short term costs necessary to build trust.

The interventions proposed are the result of months of collaboration between interdisciplinary stakeholders and are tailored to the known needs and barriers of this encampment.

Service costs were estimated by reviewing contracts with similar service providers. Physical supports, including storage and motel vouchers, are based on estimates from local providers and historical contracts. Housing costs are based on current fair market rate. The Housing-based case management ratio in Marin County is one case manager per 17 clients; with at least 62 PSH-eligible clients, 3.6 is a reasonable estimate. Housing Acclimation costs were calculated conservatively based on past service agreements.

**Attachment: Standardized Budget**

ERF-3-R Budget\_Marin County\_01.24.xlsx

*Applicants must use the [ERF-3-R Budget Template](#) available on [box.com](#)*

## **Key Entities and Staff**

**31. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-3-R. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500-character limit)**

Marin County Health and Human Services (HHS) has served as the lead entity for Marin County's response to homelessness and offers a range of services including behavioral healthcare, social services, and homelessness housing and services. Since 2017, Marin HHS and its partners have housed 726 chronically homeless individuals with a 94% housing retention rate. Marin HHS's primary responsibilities over this grant term will be administrative: executing a contract with Cal ICH and vendors; contract management and oversight; data analysis; reporting; and continuing to convene case conferencing meetings to address encampment residents' needs and collaboratively strategize creative solutions as issues occur. As the home of Coordinated Entry, the Marin Continuum of Care, and the administrator of ERF-1 and ERF-2-R funding, Marin's experience with managing complex grants is that collaboration and input from the field are critical to a projects' success-- as such, this proposal was developed with field input and includes a highly collaborative component.

### Table 3: Key Staff

Identify all staff positions (e.g. administrative, programmatic, development etc.) which are integral to this ERF project and to achieving the proposal's outcomes. For each position include the title, whether the position is filled or vacant, the approximate fulltime equivalent (FTE) of the position dedicated to the ERF project, whether the position is funded through ERF-3-R and/or Leveraged (i.e.non-ER-3-R) funds, and a brief description of the duties. Please provide responses in Table 3 below.

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-3-R and / or Leveraged Funds?	Brief Description of Duties
Binford Encampment Coordinator/Senior Social Services Worker	yes <small>Yes/No</small>	1 <small># FTE</small>	Lev <small>ERF/Lev/Both</small>	Coordination and management of services on site and partnership building.
Field Outreach	partially <small>Yes/No</small>	2.4 <small># FTE</small>	Both <small>ERF/Lev/Both</small>	Conducts trauma-informed, client-centered outreach and engagement services to build trust, rapport, meet immediate needs, provide crisis intervention services, and support clients in their journey out of the encampment into permanent housing

Housing Based Case Manager	partially Yes/No	3.6 # FTE	Both ERF/Lev/Both	Conducts trauma-informed, client-centered housing-based case management to assist clients in housing search, landlord engagement, documentation, and other associated housing supports.
Supervisor	yes Yes/No	1.18 # FTE	Both ERF/Lev/Both	Supervises outreach and housing case managers, participates in case conferencing, and serves as a liaison with program stakeholders, local government leaders and other partners.
Subcontractor Fiscal staff	yes Yes/No	.6 # FTE	Both ERF/Lev/Both	Manages prepares invoices and associated paperwork, other fiscal tasks associated with the project.
Subcontractor Program Director	yes Yes/No	.1 # FTE	Both ERF/Lev/Both	Develops and executes strategic plans associated with the project.
CalWorks Outreach Team Staff	yes Yes/No	.4 # FTE	Leveraged ERF/Lev/Both	Engages with clients on site and as appropriate, connects them to CalWORKS/CalFresh.
CFET employment development counselor	yes Yes/No	.5 # FTE	Leveraged ERF/Lev/Both	Engages with clients to connect them with employment supports.
Eligibility worker II, bilingual	yes Yes/No	.5 # FTE	Leveraged ERF/Lev/Both	Engages with clients on site to connect them to Calfresh/Calworks and other supports.
SSI Benefits advocate	yes Yes/No	.05 # FTE	Leveraged ERF/Lev/Both	Engages with clients on site and as appropriate with SSI/SSDI benefits advocacy services.

HIV/Hep C certified outreach (safe needle exchange)	yes Yes/No	.05 # FTE	Leveraged ERF/Lev/Both	Provides needle exchange services and infectious disease prevention (e.g. Hep C, HIV, COVID-19, etc)
Medical Outreach/onsite family nurse practitioner	yes Yes/No	.05 # FTE	Leveraged ERF/Lev/Both	Visits the site in medical van, performs medical visits, provides medication-assisted treatment, Practitioner Narcan distribution & education and screening for chronic health conditions including blood pressure.
Medical Outreach/LCSW or ASW behavioral staff	yes Yes/No	.05 # FTE	Leveraged ERF/Lev/Both	Visits the site in medical van and provides on-site Behavioral health services including crisis support.
Medical Outreach/ Medical Assistant	yes Yes/No	.05 # FTE	Leveraged ERF/Lev/Both	Visits the site in medical van, enrolls in medical insurance, provides medical services.

**32. First, describe key partners that will be responsible for implementing this ERF project and achieving the proposal's outcomes (e.g. service providers, public agencies, development entities etc.). Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500-character limit)**

Marin County Health and Human Services (HHS): Lead entity and Project design. Provision of employment support, benefits advocacy, and behavioral health care. Contract management and reporting. Administration of Coordinated Entry, coordination of case conferencing, relationship building with key partners, and has acquisition of leveraged funds to support this project.

Downtown Streets Team (DST): DST has built relationships with Binford residents since the encampment's inception, and provides outreach and housing based case management to Binford residents through an ERF-2-R funded contract. They, and additional subcontractors, will identify resident needs, provide service referrals, and assist residents to obtain documents necessary for housing. Marin County

Sheriff's Office (MCSO): Engagement. MCSO's Homeless Liaison has built relationships with many Binford residents. Because the encampment generates many community complaints, integration of MCSO into the day-to-day response (while maintaining appropriate client protections) minimizes the potential for a reactionary law enforcement response.

Marin Countywide Stormwater Pollution Prevention Program: Investigate possible environmental contamination and provide guidance on mitigating environmental impacts

Department of Public Works (DPW): provides environmental mitigation, including trash pickup, on site.

Community Development Agency (CDA): Provides gray water removal to encampment residents.

**33. Describe specific examples of how Local Jurisdiction(s) and the CoC have collaborated on the design and implementation of this proposal. (1000-character limit)**

Marin HHS staffs the Marin Continuum of Care (CoC). Marin HHS meets biweekly with representatives of multiple cities to discuss issues related to encampments across the County. Marin HHS has been meeting with the Marin County Board of Supervisor's office in biweekly meetings for the past year to address the Binford Road encampment, which has resulted in the approval of an RV buyback program and the establishment of a speed limit on site. These meetings are attended by the County Supervisor for the district, the Sheriff's Office, Department of Public Works, Community Development Agency, and outreach teams. Additionally, Marin HHS has convened biweekly case conferencing meetings with multiple service providers. This proposal incorporates both lessons learned from a year of ongoing discussion and direct feedback on how to leverage this program to advance the goal shared by both these groups to end the homelessness of encampment residents.

*Applicants may upload evidence of cross-jurisdictional collaboration such as MOUs, letters of support, or interagency agreements etc. in the field immediately below.*

**Optional Upload: Evidence of Cross-Jurisdictional Collaboration**

ERF3 LOI DST 2024.pdf

MHA Letter of Intent for ERF 02.17.23.pdf

**34. Identify any entities that have a right to and/or control of the property upon which the encampment site resides. Describe how applicant has engaged with these entities and confirm that each of these entities has committed to allowing the implementation of this proposal. (1000-character limit)**

The County of Marin is the only entity with a right to and/or control of the property on which the encampment site resides. As the lead agency submitting this proposal, the County is committed to allowing the implementation of the proposal.

## Accelerated Timeline

### 35. How is your community currently supporting and / or engaging with people residing within the prioritized encampment? (1000-character limit)

DST outreach and housing-based case management staff, County staff, and a harm reduction program are actively engaging with and making regular visits to the encampment to facilitate assessments and provide in-kind goods and referrals to residents. Marin's Coordinated Entry program hosts biweekly case conferencing meetings with service providers to identify needs and support transitions to housing. The Sheriff's Office shares information with service providers and has interceded with parking enforcement to prevent the criminalization of homelessness. Marin HHS hosts monthly service fairs onsite, including representatives from the Mobile Medical van, needle exchange and harm reduction services, housing-focused outreach teams, and Benefits Eligibility specialists. Portable toilets, hand washing stations are also already on site, with mobile showers making regular visits. The RV buyback program is currently available to interested clients.

### 36. If this proposal is selected, in advance of receiving funding, what steps will your community take to support the people living in the encampment and swift implementation of this proposal? (1000-character limit)

Marin HHS will continue to coordinate existing outreach efforts, including: biweekly case conferencing meetings with current service providers; monthly coordination meetings with the Board of Supervisors, the Department of Public Works, and the Sheriff's office; and ongoing coordination with the mobile medical team. Marin HHS and its partners hosted a Service Fair to jump-start trust-building and service provision efforts for encampment residents. Services provided included: Narcan and needle distribution; health exams, screenings and tests; Medi-Cal/CalFresh/GA applications; eligibility assessments; and more. Going forward and in advance of receiving funding, HHS will host similar service fair events monthly. To speed up the lengthy contracting process, Marin HHS will issue an RFP prior to notice of award to establish a pool of vendors capable in performing the necessary outreach and case management tasks. Once the award is issued, a service provider will be chosen quickly

## Table 4: Project Timeline

Cal ICH should be able to use the project timeline to understand the general parameters of the project and how it will be implemented.

This Standardized Project Timeline Template will not perfectly capture every nuance - that's Ok. However, applicants are strongly encouraged to provide incremental milestones for achieving the interim shelter and permanent housing goals set out in the proposal. For projects that include interim shelter and/or permanent housing development, the timeline should include major development milestones.

Where there is ambiguity, conflict, or silence, use your judgment.

Date	Milestone	Category	Additional Detail for Milestone
------	-----------	----------	---------------------------------



7/1/2023	Outreach and Housing based case management begins, incl. VI-SPDAT collection.	Place	
8/1/2023	Begin identifying client goals.	People	
9/1/2023	Voucher document collection begins.	People	
10/1/2023	Barriers to housing begin to be identified	People	
12/30/2023	First PSH eligible clients move into housing	People	
2/29/2024	VI-SPDATs completed for all residents.	People	
3/15/2024	All PSH clients identified	People	
7/1/2024	Additional outreach and housing based case managers onboarded.	Project Management	
10/24/2024	50% of voucher applications completed	People	
1/1/2025	50% of PSH eligible clients moved in	People	
7/1/2025	Safe Parking Site Established	Place	
9/30/2025	100% of PSH eligible clients moved in	People	

8/30/2026	All clients have exited encampment either to permanent housing or interim housing	People	
-----------	-----------------------------------------------------------------------------------	--------	--

**Table 5: Projected Milestones**

Answer the following questions in relationship to January 31, 2024. Cal ICH assumes disbursement will occur approximately 3-6 months after January 31, 2024.

Please provide responses in the table below including the month and year. (15-character limit for each cell)

Outreach to the people residing in the prioritized encampment site began / will begin mm/yyyy.	This proposal will reach full operating capacity in mm/yyyy.	The first planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.	The last planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.
7/2023	7/2024	2/2024	8/2026

**CERTIFICATION**

Before certifying, applicants are strongly encouraged to review the NOFA.

*I certify that all information included in this Application is true and accurate to the best of my knowledge.*

**Name**

Kat	Richter
First	Last

*This does not have to be an authorized representative or signatory.*

**Title**

Program Coordinator

**Email**

kat.richter@marincounty.gov

GUIDANCE AND INTENDED USE	ELIGIBLE USE CATEGORY	5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL	ERF-3-R PROPOSED BUDGET			LEVERAGED FISCAL SUPPORT	2 SENTENCE DESCRIPTION
				QTY	ERF-3-R FUNDS	MONTHS		
This budget template may be slightly modified to meet local needs. If awarded funding, this budget, once approved, will serve as your community's official project budget. Any future changes to this budget must be authorized through the change request process.	Use drop-downs. See NOFA, III. A.	Enables Cal ICH to immediately understand the line item.	Enables Cal ICH to associate the line item with specific entities or parts of a proposal.	QTY	ERF-3-R FUNDS	MONTHS	LEVERAGED FISCAL SUPPORT	2 SENTENCE DESCRIPTION
<b>PERSONNEL COSTS</b>				<b>SALARY</b>	<b>FTE</b>	<b>MONTHS</b>		
	Delivery of Permanent Housing	Field Housing based case manager	Downtown Streets Team	\$85,200.00	3.00	36	\$20,808.00	213,150.00 2.6 HB/CM ERF-3, 1 = ERF-2-R
	Delivery of Permanent Housing	HB/CM Benefits @ 25%	Downtown Streets Team	\$19,609.80	3.00	36	211,785.84	53,287.50 2.6 HB/CM ERF-3, 1 = ERF-2-R
	Street Outreach	Outreach worker	Downtown Streets Team	\$84,420.00	2.40	36	77,664.40	405,216.00 0.4 outreach ERF3, 2 outreach ERF2-R
	Street Outreach	outreach worker benefits @ 25%	Downtown Streets Team	\$19,416.60	2.40	36	17,863.27	93,199.68 0.4 outreach erf3, 2 outreach ERF-2-R
	Services Coordination	Supervisor	Downtown Streets Team	\$95,000.00	1.18	36	285,000.00	41,040.00 1 supervisor = ERF-3; 0.18 = ERF-2-R
	Services Coordination	Supervisor benefits @23%	Downtown Streets Team	\$21,850.00	1.18	36	65,550.00	9,459.20 1 supervisor = ERF-3; 0.18 = ERF-2-R
	Services Coordination	Subcontractor Program Director	Downtown Streets Team	\$110,330.50	0.10	36	11,033.05	26,479.32 12 months = ERF3; remainder ERF-2-R
	Services Coordination	Director benefits @25%	Downtown Streets Team	\$4,465.82	0.10	36	2,537.60	21,435.93 12 months = ERF3; remainder ERF-2-R
	Delivery of Permanent Housing	Subcontractor Fiscal staff	Downtown Streets Team	\$95,195.11	0.60	36	57,117.07	114,254.13 12 months = ERF3; remainder ERF-2-R
	Delivery of Permanent Housing	Fiscal staff benefits @23%	Downtown Streets Team	\$21,894.88	0.60	36	13,136.93	26,273.85 12 months = ERF3; remainder ERF-2-R
	Services Coordination	Blindfold Encumbrance Coordinator/Senior Soc	Marin IHHS	\$165,913.40	1.00	30	323,711.20	County of SF Senior Social Service worker (budget at steep)
	Services Coordination	SSW benefits @45.6%	Marin IHHS	\$48,296.60	1.00	30	152,447.40	County of SF 45.6% benefit rate
	Services Coordination	Social Service Worker 1 Bi-lingual	Marin IHHS	\$49,015.20	0.50	36	73,522.80	Stephanie Gutierrez, budgeted at step 2, 50 FTE
	Services Coordination	SSW 1 HL benefits @45.6%	Marin IHHS	\$22,350.93	0.50	36	33,526.40	45.6% benefit rate
	Street Outreach	Family Nurse Practitioner	Ritter Center	\$2,680.33	0.05	36	12,402.05	Funded via Intergovernmental Transfer (IGT) Funds from Partnership HealthPlan of California to provide health services to MediCal beneficiaries. Contract covers different portions of salary by year: because of this, the salary listed is an average of what the contract covers by year. (eg 3 year contract, year 1 = 47k, year 2 112k, etc)
	Street Outreach	Medical Assistant	Ritter Center	\$9,900.33	0.05	36	5,985.05	IGT + salary listed is in average by year due to contract year by year changes
	Street Outreach	LCSW or ASW Behavioral Health Staff	Ritter Center	\$2,421.67	0.05	36	12,363.25	IGT + salary listed is in average by year due to contract year by year changes
	Street Outreach	California HIV/Hea C Certified Outreach Wo	Spahr	65,346.00	0.05	36	9,801.90	IGT + salary listed is in average by year due to contract year by year changes
	Street Outreach	Benefits at 20% for mobile medical staff	Ritter/Spahr	\$4,069.67	0.05	36	8,110.45	IGT + benefits are listed as an average
	Street Outreach	SSI Benefits Advocate + benefits	Marin IHHS	134,136.00	0.04	36	16,096.32	Funded via CDSS HDAP program
	Street Outreach	CEFT Employment Development Counselor +	Marin IHHS	134,136.00	0.04	36	16,096.32	Funded via CFET
	Street Outreach	CaWorks Outreach Team Staff + benefits	Marin IHHS	134,136.00	0.04	36	16,096.32	Funded via CaWorks, Medi-Cal, CalFresh
<b>Subtotal - Personnel Costs</b>				<b>\$</b>	<b>1,462,498.15</b>	<b>\$</b>	<b>1,683,935.07</b>	
<b>NON-PERSONNEL COSTS</b>				<b>UNIT</b>	<b>RATE</b>	<b>TIME</b>		
	Street Outreach	Safety gear	Downtown Streets Team	near per staff	80 per staff	36	560.00	reflective vests, flashlights, PPE, etc.
	Delivery of Permanent Housing	Operating costs	Downtown Streets Team	cost per month	3000	36	108,000.00	Office rent and insurance costs associated grant activities - lets follow up on this item
	Street Outreach	Water	Downtown Streets Team	48 count pallet (valdler)two weeks	150	140 weeks	61,600.00	
	Street Outreach	cell phones - clients	Downtown Streets Team	50 people	150	36	7,500.00	phone + one prepaid card
	Delivery of Permanent Housing	Tech costs	Downtown Streets Team	6 people @ \$200 expense	36 months	36 months	13,500.00	computer, internet, onsite tablet; leveraged in ERF-2-R
	Delivery of Permanent Housing	Office supplies	Downtown Streets Team	6 people	75/month	36 months	6,750.00	Leveraged = ERF-2R
	Delivery of Permanent Housing	cell phones - staff	Downtown Streets Team	6 plans	100/month	36 months	10,800.00	Leveraged = ERF-2R
	Street Outreach	travel costs	Downtown Streets Team	6 staff	500/month	36 months	54,000.00	Leveraged = ERF-2R
	Street Outreach	Client engagement and direct assistance	Downtown Streets Team	91 clients	4500/month	36 months	33,000.00	Leveraged = ERF-2R
	Street Outreach	Trash pickup	Downtown Streets Team	0 pickups/month	10000/month	36 months	156,000.00	Leveraged = ERF-2R
	Street Outreach	Flex problem solving	Downtown Streets Team	91 clients	500/year/client	36	61,500.00	Leveraged = ERF-2R
	Delivery of Permanent Housing	Housing Acclimation costs	Downtown Streets Team	91 000 per move-in	91 move-ins		91,000.00	Funds to assist clients move into permanent housing and adjust; includes fees associated with moving/donated furniture. Lev = approximate in-kind value of items donated to Downtown Streets Team to support Blinded clients.
	Delivery of Permanent Housing	Storage for clients	Downtown Streets Team	91 clients	276/month	3 month	75,348.00	For clients with case management, it may take 3 months to store items. Lev Funds from State Senator Maguire; covers trash pickup, environmental mitigation, and RV stray water removal.
	Street Outreach	Environmental mitigation	Marin Department of Public Works and Community Development Agency				\$300,000.00	
	Interim Sheltering	Safe parking site security at safe parking site	Marin IHHS				500,000.00	funding to support Safe parking site for clients with high needs and longer needs to locate with more on-site services and service coordination
	Interim Sheltering	Support Services	Marin IHHS subcontractor				100,000.00	Security at the safe parking site
	Street Outreach	Interim shelter (e.g. hotel vouchers)	Downtown Streets Team	1 client stay for 1050/week	2 weeks		100,000.00	on-site support services at the safe parking site
	Street Outreach	Clothes, hygiene, and other client supplies	Downtown Streets Team				\$30,000.00	Lev = ERF-2; Extends the amount of interim shelter that can be offered
	Street Outreach	RV buyback program	Marin IHHS	Linear foot of R	\$175		500,000.00	Estimated value of donations Downtown streets team receives and redistributes to clients
	Delivery of Permanent Housing	Rapid Rehousing for 30% of clients	Downtown Streets Team				\$780,000.00	For a standard RV, \$175 per linear foot may be \$4000 - \$5000. This is paid directly to the encumbrment resident in exchange for their RV.
	Delivery of Permanent Housing	Vouchers at studio FMR	Downtown Streets Team		\$2,292	24	\$55,008.00	Housing and Homelessness Incentive Program
	Delivery of Permanent Housing	vouchers at 1 bedroom FMR	Downtown Streets Team		\$2,818	24	\$67,632.00	HUD - using voucher program applicable to client
	Delivery of Permanent Housing	Portable toilets and handwashing stations	Marin IHHS	service to 3 tolt	1099/95/month	36	\$39,598.20	County General Funds
	Street Outreach	Pet support	Marin Humane Society				Volunteer hours etc	Humane society visits the site on a quarterly basis providing pet-related services including veterinary care, pet food, etc.
	Street Outreach	Mobile Shower/Laundry	Wellpex	1 month of shov	\$2,700	12	\$2,400.00	Lev = ERF-2; Extends the amount of time mobile showers can be offered to clients at the Blinded road site.
	Delivery of Permanent Housing	Indirect costs DTST	Downtown Streets Team		10% of contract	36	\$19,193.62	
<b>Subtotal - Non-Personnel Costs</b>				<b>\$</b>	<b>1,881,031.62</b>	<b>\$</b>	<b>1,978,613.20</b>	
<b>ADMINISTRATIVE COSTS</b>								
	Administrative Costs	County admin staff and operating expenses	Marin IHHS				177,176.49	staff to manage contracts, complete reports, other administrative tas
<b>Subtotal - Administrative Costs</b>				<b>\$</b>	<b>177,176.49</b>	<b>\$</b>	<b>-</b>	
<b>TOTAL BUDGET</b>				<b>\$</b>	<b>3,720,706.26</b>	<b>\$</b>	<b>3,662,548.27</b>	

## California Department of Transportation

OFFICE OF THE DIRECTOR  
P.O. BOX 942873, MS-49 | SACRAMENTO, CA 94273-0001  
(916) 654-6130 | FAX (916) 653-5776 TTY 711  
[www.dot.ca.gov](http://www.dot.ca.gov)



February 23, 2023

Attn: Jeannie McKendry, Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814  
[calich@bcsh.ca.gov](mailto:calich@bcsh.ca.gov)

**RE: Letter of Commitment for the County of Marin application for funding for the Encampment Resolution Funding Program**

Dear Chief Jeannie McKendry:

On behalf of the California Department of Transportation (Caltrans) I want to express our support and partnership for the County of Marin's application to the Encampment Resolution Funding Program. We are supportive of the County's decision to focus this effort on serving people located on state right of way in the Binford Road area encampment in unincorporated Marin County.

The Binford Road encampment is the largest in Marin County, with approximately 77 individuals residing in 132-146 vehicles, and it spans three miles of highly visible frontage road next to a waterway. Many residents of this encampment are high-need individuals with long histories of homelessness and are a priority for services.

Marin County has demonstrated its commitment to responding to homelessness and offers a diverse range of services as part of its person-first and housing-first approach to ending homelessness. Marin County and its partners have housed 574 of the most vulnerable chronically homeless people in Marin since 2017, 94% of which remain in housing today.

Ms. Jeanie McKendry  
Grants Development Section Chief  
February 22, 2023  
Page 2

The county has been a particularly dedicated partner in encampment resolution: they have launched a mobile medical program to provide medical services to people unable or unwilling to access traditional clinic settings; provided hand washing stations and portable toilets at 11 encampment sites; increased outreach and case management to encampment residents; and engaged in routine collaboration with partners, including case conferencing meetings. Caltrans has appreciated this collaborative approach during its extensive partnership with Marin County regarding multiple encampment locations, particularly as it helped to resolve an encampment on Caltrans property in San Rafael.

Caltrans is committed to only take action on encampment sites in the proposal in collaboration with and with at least two weeks-notice to the ERF grantee (unless critical circumstances exist when an encampment poses an imminent threat to life, health, safety, or infrastructure and must be immediately addressed).

We are committed to continuing our partnership with the County to serve the unhoused community members living in Marin County in the Binford Road encampment. I fully support the County of Marin's application for the State of California Encampment Resolution Funding Grant. These state resources will be instrumental to serving unsheltered people in the Binford Road encampment.

Thank you,

*Leah Budu*

Leah Budu  
District Director, Maintenance

Cc: Gary Naja-Riese, Director, Homelessness & Whole Person Care, Health and Human Services, County of Marin, [gnajariese@marincounty.org](mailto:gnajariese@marincounty.org)

# Marin Office

532 Fourth Street, San Rafael, CA 94901



Downtown Streets Team builds Teams that restore dignity, inspire hope, and provide a pathway to recover from homelessness.

**January 30, 2024**

To Whom it May Concern,

Downtown Streets Team supports Marin County Health and Human Services' (HHS) application for Encampment Resolution Funds for the encampment located at Binford Road. Many residents of this encampment are high-need individuals with long histories of homelessness and are a priority for services for both Downtown Streets Team and HHS.

Downtown Streets Team and HHS have a history of collaboration and partnership to address homelessness. This partnership has included:

- Contracting with HHS to provide outreach and housing-based case management services to clients experiencing homelessness in Marin County, including at the Binford Road encampment.
- Collaborating with HHS staff and the Marin County homelessness system of care to ensure clients are connected to the services they need or want.
- Participating in Coordinated Entry Case Conferencing and By-Name-List meetings to maximize collaboration with HHS and other service agencies.
- Actively participating in the Marin Coalition on Wellness (MCOW), Marin Alliance to Solve Homelessness (MASH), and act as voting members of Marin County's Homeless Policy Steering Committee (HPSC).
- Collaborating with HHS partners during the onset of the COVID-19 pandemic to safely provide services to individuals and families throughout Marin County's encampments. Efforts include mobile showers, vaccination and testing clinics, food distribution, pet care, and more.

Downtown Streets Team will support the County's Encampment Resolution Funds program in the following ways:

- Continuing to provide outreach and housing-based case management services on site at the Binford Road encampment.
- Engaging with clients on site to build trust, develop hope, and ultimately connect them to safe, sustainable, and permanent housing.
- Continuing to collaborate with Marin HHS on developing solutions to homelessness that respect the dignity and safety of those who have lived-experience.
- Continuing to enroll individuals into Coordinated Entry and conduct appropriate vulnerability assessments (VI-SPDAT, Family Matrix, VI-SPDAT revision, Housing Decliner, Medical Decliner, etc).

---

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

[StreetsTeam.org](https://StreetsTeam.org)

## Marin Office

532 Fourth Street, San Rafael, CA 94901



Downtown Streets Team builds Teams that restore dignity, inspire hope, and provide a pathway to recover from homelessness.

- Engaging with eligible program participants for government benefits and reducing barriers to enrollment or recertifications. DST will continue to collaborate with county HHS Eligibility Workers to ensure rapid enrollment and recertifications to avoid lapses in benefits for encampment residents.
- Continuing to create and maintain partnerships with homelessness service providers and other recourses county-wide to bring new services to monthly Binford Rd Service Fairs.
- Continuing and maintaining partnerships with county jail re-entry team, probation, rehabilitation, and courts to support encampment residents with any prior or new pathways of success in recovery. DST will continue to work to reduce rates of recidivism with encampment residents.
- Continuing to practice the principles of the Housing First Model. DST is committed to providing clients with assistance in obtaining safe, secure, and permanent housing as quickly as possible while continuing to connect and maintain wraparound services for highest possibility of success.
- Continuing to engage within a client-centered and trauma-informed approaches. This approach emphasizes client choice in terms of housing and supportive services that fit their needs. DST is not simply focused on meeting basic needs, but on supporting recovery from trauma endured before and during the experience of homelessness.
- Continuing to provide services that incorporate a client's cultural background, including but not limited to, language, family structure, religion or belief systems. We continue to hire proficient bilingual staff to meet the deepened needs of our primarily Spanish speaking/non-English speaking community members.
- DST will continue to abide by the values of the Continuum of Care (CoC) to not tolerate or engage in discriminatory behavior of any kind.

With the above stated, Downtown Streets Team Marin solidifies its support for Marin County Health and Human Services' (HHS) application for Encampment Resolution Funds for the encampment located at Binford Road.

### Zoë Neil

A handwritten signature in black ink that reads "Zoë Neil".

DST Marin County, Director  
(415)622-7068  
[zoe@streetsteam.org](mailto:zoe@streetsteam.org)

---

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

[StreetsTeam.org](http://StreetsTeam.org)



February 17, 2023



4020 Civic Center Drive  
San Rafael, CA 94903-4173

To Whom It May Concern,

Executive Director  
Kimberly Carroll

Marin Housing Authority (MHA) supports Marin County Health and Human Services' (HHS) application for Encampment Resolution Funds for the encampment located at Binford Road 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.

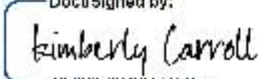
MHA and HHS have a long and robust history of collaboration to address homelessness. For more than a decade, MHA and HHS have jointly operated approximately 70 permanent supportive housing beds through the US Department of Urban Development's Shelter Plus Care (now Continuum of Care) Program; MHA administers 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:  
  
4979E2D081775C...

Kimberly Carroll  
Executive Director, Marin Housing Authority

Housing Authority of  
The County of Marin

415/491-2525

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

[www.marinhousing.org](http://www.marinhousing.org)

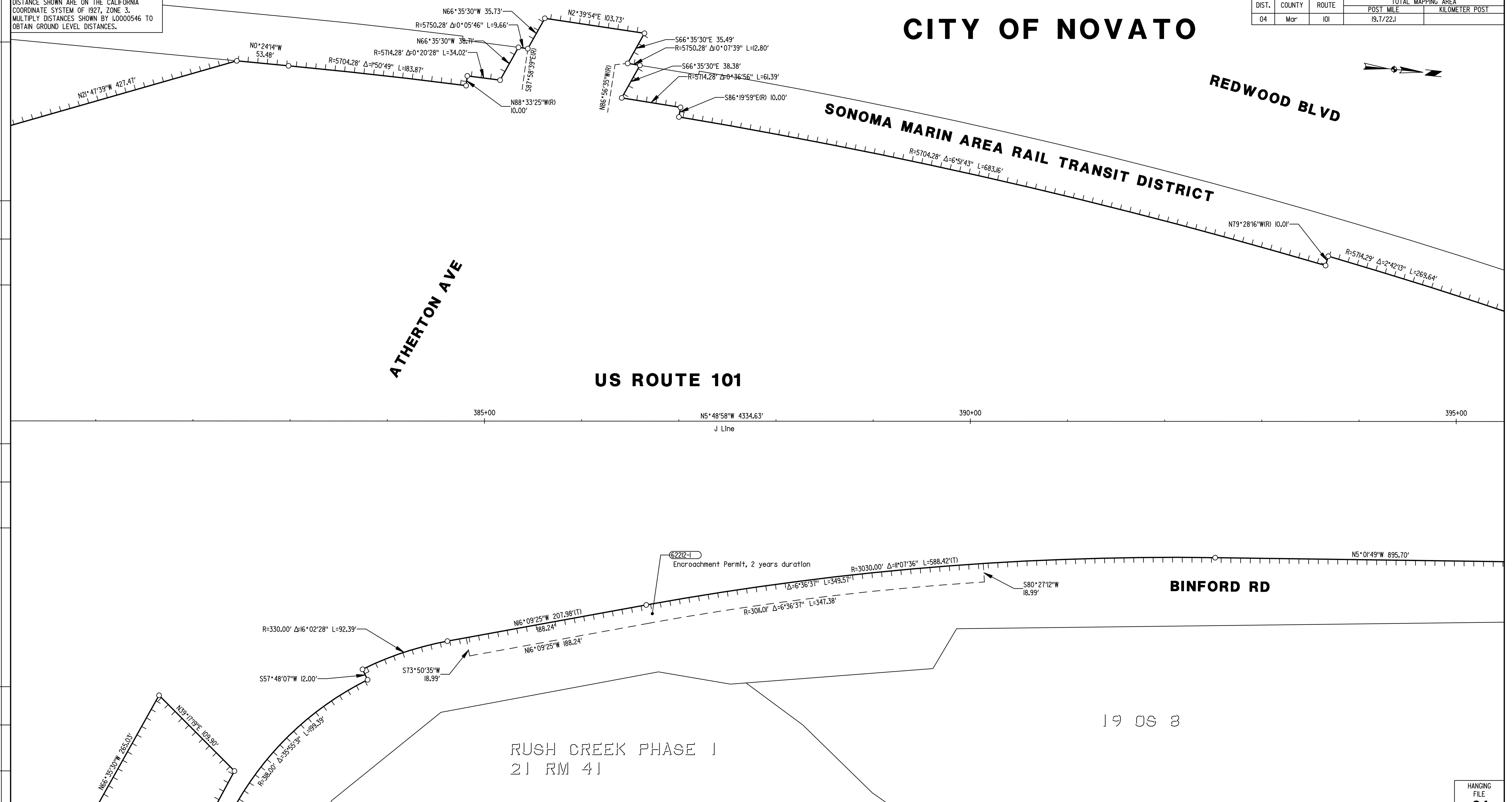


BY REVISIONS DATE BY REVISIONS DATE BY REVISIONS DATE BY REVISIONS DATE BY REVISIONS DATE BY REVISIONS DATE

DISTANCE SHOWN ARE ON THE CALIFORNIA COORDINATE SYSTEM OF 1927, ZONE 3. MULTIPLY DISTANCES SHOWN BY L0000546 TO OBTAIN GROUND LEVEL DISTANCES.

# CITY OF NOVATO

DIST.	COUNTY	ROUTE	TOTAL MAPPING AREA	
			POST MILE	KILOMETER POST
04	Mar	101	19.7/22.1	



PARCEL #S	ACQ. CODE	GRANTOR	AREAS (square feet; AC=Acre)				REMARKS	RECORDATION				EA
			TOTAL	R/W	REM	EXCESS		INST	DATE	DOCUMENT REF.		
62212-1	PERMIT	CITY OF NOVATO	INDEFINITE	0	INDEFINITE	0	10,193 sq ft Encroachment Permit, duration 2 years	X	XX/XX/XXXX	X		XXXXXX

**LEGEND**

- DIMENSION POINT
- ACCESS PROHIBITED

**STATE OF CALIFORNIA**  
**BUSINESS, TRANSPORTATION AND HOUSING**  
**AGENCY DEPARTMENT OF TRANSPORTATION**  
**RIGHT OF WAY**  
**APPRAISAL MAP**  
**A-10469.4**  
 SCALE 1"=50'



**MAP REFERENCES**

APPRaisal	RECORD	MONUMENT
R-21X.J1 R-21X.J2	R-21X.J3	

DRAWING DATE	COUNTY	ROUTE	POST MILE	KILOMETER POST	SHEET
03/11/2010	MRN	101	22.0		5 of 5

Supplementary Information may be obtained from the District Office, Office of R/W Engineering, Surveys and Mapping Services, 111 Grand Avenue, Oakland, California.

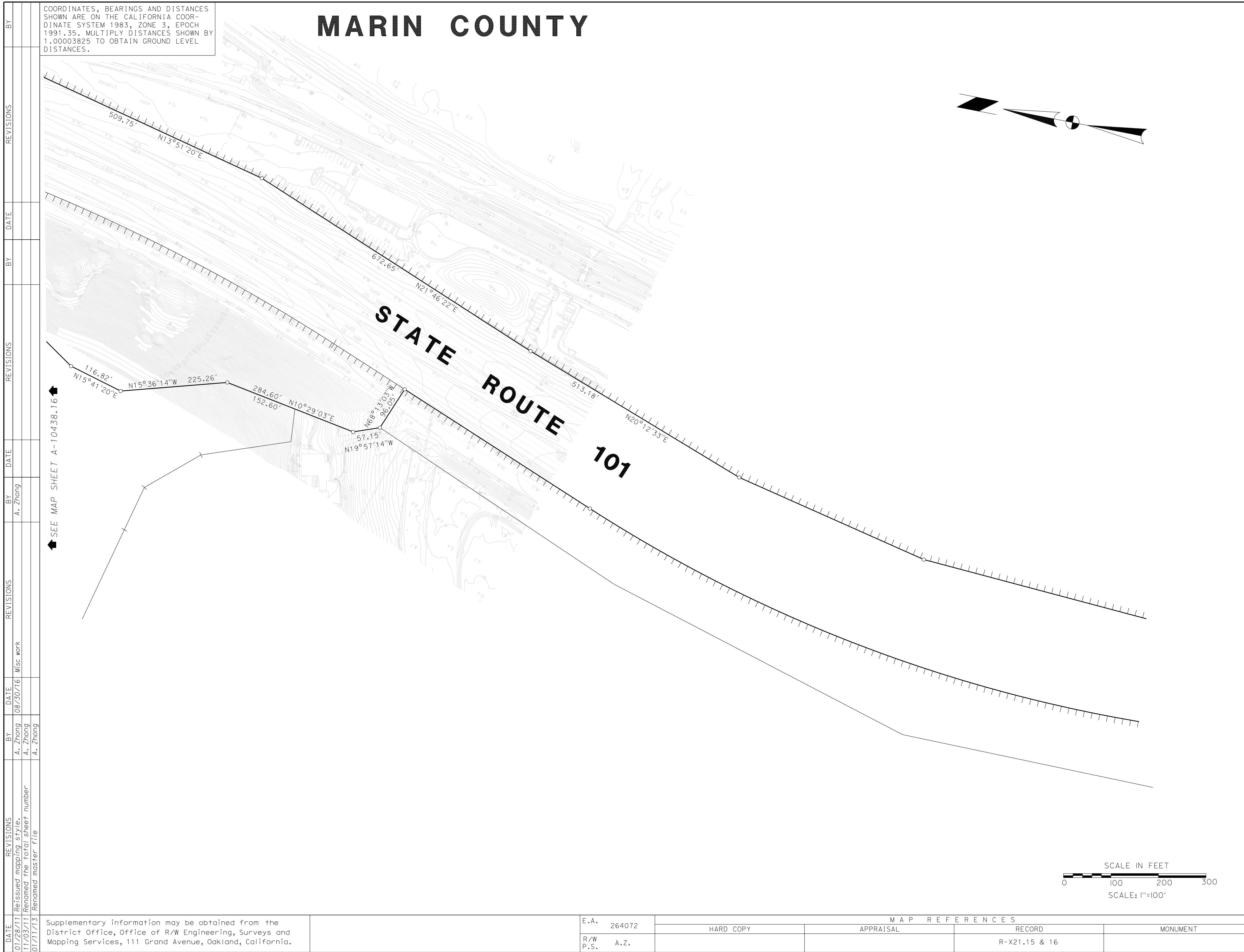
E.A. 264062  
R/W P.S. SAR

# MARIN COUNTY

COORDINATES, BEARINGS AND DISTANCES SHOWN ARE ON THE CALIFORNIA COORDINATE SYSTEM 1983, ZONE 3, EPOCH 1991.35. MULTIPLY DISTANCES SHOWN BY 1.00003825 TO OBTAIN GROUND LEVEL DISTANCES.

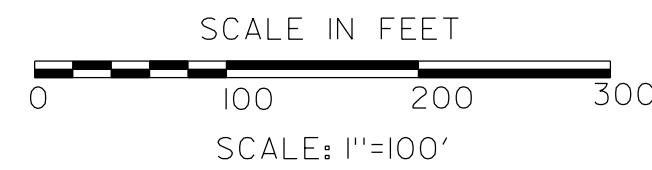
DIST.	COUNTY	ROUTE	TOTAL MAPPING AREA POST MILE
04	MRN	101	23.4/27.6
04	SON	101	0.0/3.0

The State of California or its officers or agents shall not be responsible for the accuracy or completeness of electronic copies of this plan sheet.



DATE	REVISIONS	BY	DATE	REVISIONS	BY	DATE	REVISIONS	BY	DATE	REVISIONS
01/28/11	Reissued mapping style.	A. Zhong								
11/03/11	Renamed the total sheet number	A. Zhong								
01/17/13	Renamed master file	A. Zhong								
			08/30/16	Misc work	A. Zhong					

SEE MAP SHEET A-10438.16



STATE OF CALIFORNIA  
BUSINESS, TRANSPORTATION AND HOUSING AGENCY  
DEPARTMENT OF TRANSPORTATION

**RIGHT OF WAY  
APPRAISAL MAP  
A-10438.17**

SCALE 1"=100'

ACCESS PROHIBITED

DRAWING DATE	COUNTY	ROUTE	POST MILE	SHEET
01/2011	MRN	101	22.9	20 of 20

HANGING FILE  
**21**

Supplementary information may be obtained from the District Office, Office of R/W Engineering, Surveys and Mapping Services, 111 Grand Avenue, Oakland, California.

E.A.	MAP REFERENCES		
	HARD COPY	APPRAISAL	RECORD
264072			R-X21.15 & 16
R/W P.S.	A.Z.		