



# 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="Kat"/>	<input type="text" value="Richter"/>
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)**

The project will resolve the largest municipal encampment in Marin County, and the largest in the City of San Rafael (CSR), known as the Mahon Creek Area (MCA), with a census of 65 individuals. The camp has grown in size significantly over the past year. The MCA comprises three contiguous/adjacent branches: Mahon Creek Path; Andersen and Francisco Boulevard West. The average age of MCA encampment residents is 46, and 70% have resided in San Rafael for more than five years. The population includes 18 monolingual Spanish speakers, especially at Andersen. The Andersen branch is located near roadways, posing an imminent danger to residents. Francisco Blvd W is next to a drainage culvert, also posing an imminent danger with repeated winter storms.

Marin County will contract for outreach and Housing-Based Case Management (HBCM). Clients will receive support to move directly to PH, or to IH and then PH for those who need more intensive services and/or have higher housing barriers.

Based on CSR's experience with ERF-1, we expect at least 46 of 65 (71%) of participants to gain and maintain PH. This proposal will create 65 new IH units, through a variety of interim sites and strategies. Proposal will leverage PSH from: (1) PSH vouchers through the Marin Housing Authority & Coordinated Entry; and (2) rapid rehousing subsidies for people who have lower barriers and can secure income.

## People Served

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

65

#

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

0

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

65

#

**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?**

65

#

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

65

#

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

46

#

*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)**

The proposed project will address one large encampment area known as Mahon Creek Area (MCA), with three contiguous/adjacent branches. There are 65 individuals across the full site. Based on survey data collected by CSR in December 2023, the average age of MCA encampment residents is 46, and 70% have resided in San Rafael for more than five years. The encampments include 18 monolingual Spanish speakers, mostly in the branch at Andersen. A disproportionate number of the residents across the three sites are LatinX ethnicity (35% compared to 16% in Marin County generally). The residents are also disproportionately Black, at ten times the rate of Marin County generally, at 22% (vs. 2% countywide). Coordinated Entry (CE) data and observational data from outreach demonstrates the residents are approximately 59% male, 39% female, and 2% transgender or gender non-conforming. Based on CSR's survey, PIT, and reasonable accommodation requests to CSR, we estimate that at least 46% qualify as having a disabling condition. We are aware of three transition-age youth (5%) and three seniors 65+ (5%).

*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 largest section of the MCA encampment is Mahon Creek Path, spanning two blocks along a paved path by a creek. The Path connects a transit center, a commercial center and middle school. It contains 32 individuals in 32 tents. Some camps have unpermitted privacy fencing, and some block pedestrian/wheelchair path access with possessions..

The Andersen branch spans two blocks of Andersen between Lindaro and Rice, with 24 individuals living in 11 improvised structures, and 13 tents. Camps occupy a 6-10 ft wide, sloping median along the road and are within 2-3 ft of commercial buildings. Belongings frequently enter the road, and traffic passes within 5 ft of camps.

The Francisco W branch spans one block between 2nd and Irwin, with 9 individuals in 5 structures and 4 tents. Camps border a ditch that fills during storms and the fence of a roofing company, which has expressed concern about fire spreading to stored materials.

No vehicles are present.

**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 MCA encampment is Marin County's largest urban encampment. It generates the most police and alternative response calls in the City, and resolving the 65-person encampment would reduce unsheltered homelessness substantially in the City.

The residents are prioritized due to unmet service needs of the LatinX population, and serious safety issues with the campsites. Many are monolingual Spanish speakers underserved by the existing response system. Their sites are extremely close to roadways or flood-prone areas. There is little the City can do to make these areas safe for camping due to the slope and proximity to traffic at Andersen, and the drainage ditch and nearby businesses at Francisco. There are also significant risks of fire and flooding, as CSR officials recently noticed 18 of the unpermitted structures for severe fire risk, requesting that residents remove those structures voluntarily and accept a replacement tent from the City.

*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**

*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

## 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 6/30/2025, all participants will have entered interim housing

By 6/30/2026, thirty of sixty-five (46%) encampment residents will have entered permanent housing

By 6/30/2027, forty-six of sixty-five (71%) encampment residents will have entered permanent housing (either directly from encampment or from IH).

By 6/30/2027, all remaining encampment residents will either be connected to a pathway to permanent housing, or will have secured permanent housing.

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

1: Outreach (1.0 FTE) – One bilingual (EN/SP) outreach worker will be dedicated to the site.

2: Housing-Based Case Management (HBCM) (3.0 FTE)– for unsheltered clients, who will follow them into IH and PH, maintaining a 17:1 or less client ratio. 2 of 3 FTE will be bilingual (EN/SP).

3: Interim Housing –65 units of IH. Delivery of IH units may include motel and transitional units; or small non-congregate shelter units (Tiny Homes). Providers will be identified through the procurement process. IH units will be targeted to clients with high housing barriers needing intensive services to transition to PH.

4: PH – leveraged from: (1) 40 PSH vouchers via MHA and CE plus bridge subsidies for 6 months; and (2) twelve rapid rehousing subsidies. Flex funds to support move-in costs will be available for up to 20 people. Flex funds can cover application fees, deposits, furnishings, etc.

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

limit)

The program team will enter data on all participants into the Marin County HMIS System (operated by Marin County Health and Human Services), in compliance with AB977 and HMIS data standards. HMIS data will allow the County to report on outreach contacts, enrollment in interim housing and placement into permanent housing. 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)**

No local ordinances or other factors will hinder the proposal's outcomes. CSR is implementing its camping ordinance, which sets spacing requirements on public land, with a human-centered approach. The City is committed to managing encampments through relationship building and positive incentives, using enforcement rarely and as a last resort. Health and safety services in the proposal such as bathrooms, handwashing stations, mobile showers, and voluntary trash pickups expand on services currently provided.

Housing placement depends on the availability of and access to subsidized PH (HCVs, EHV, PSH units, etc.). However, about 80% of survey respondents report they want, but do not currently have HBCM to help navigate the system. As the County's PSH inventory and tenant-based voucher turns over, these supported clients with IH and HBCM will be ready to move. The proposal includes flex funds to help participants use available vouchers and subsidies.

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

Standalone  Larger initiative

## 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)**

CSR and outreach agency partners conducted a detailed survey of MCA residents in Dec 2023, gaining 60 responses. Respondents prefer IH options collectively (71%) over sanctioned encampments (8%) or remaining outdoors (21%). Respondents preferred motels and non-congregate shelters over congregate shelters, so this proposal invests in a variety of IH models including motel units, transitional units, and possible development of a non-congregate shelter site.

Marin County's "Lived Experience Advisory Board" (LEAB) includes formerly homeless community members who provide consumer feedback and advise the County and CSR. The County and CSR have met with LEAB, engaged its members in the encampment survey, and committed to ongoing involvement. If awarded ERF-3 funds, the County will procure service providers that involve people with lived experience in program design and implementation.

**11. Briefly describe how the proposal exemplifies Housing First approaches as defined in Welfare**



**and Institutions Code section 8255. (1000-character limit)**

Marin County is committed to Housing First principles, and will integrate these expectations into our procurement process for the service provider for this project. Expectations will include:

Use a trauma-informed approach.

Rules designed only for client safety, not to control clients or behaviors.

No requirement of treatment or sobriety.

No prohibitions based on mental illness or substance abuse diagnosis.

No requirement of medication or treatment compliance.

No prohibition based on past (non-violent) rule infractions.

Accept all clients regardless of sexual orientation or gender identification.

Follow all Fair Housing laws.

No exclusion of persons with zero income or limited to no work history, past criminal history.

CM focused on housing first, as opposed to building “housing readiness,” attaining sobriety, or adherence to treatment.

Supportive services are always voluntary, and clients will not be terminated for lack of progress on services goals.

**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 or that are close to service

**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)**

Marin County’s project implementation partner, CSR, uses harm reduction in programs and policing.

Unhoused people are not targeted for enforcement of drug possession, prostitution, or nonviolent disturbances resulting from substance abuse or mental illness. Neither sobriety nor mental health treatment compliance is required to access or participate in ongoing services. CSR operates SAFE – a mobile mental health crisis response team – that provides appropriate services and interventions for people experiencing behavioral health challenges as an alternative to a law enforcement response.

This proposal includes a dedicated outreach worker on site who will be trained in motivational interviewing and harm reduction. The interim housing units will also use a harm reduction policy; sobriety will not be required for participation, though the provider may establish rules regarding what substances are permitted in the units.

**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)**

Two of the three sections of the encampment are located in relatively unsafe locations posing hazards to residents from traffic, fires and flooding. The primary approach to improving their health, dignity and safety will be to offer non-congregate interim housing, or direct access to permanent housing, as an alternative to staying in hazardous areas of the encampment. For those who continue to reside in the encampment, a dedicated outreach staff member will connect people to needed services and continue efforts to connect them to either interim or permanent housing. CSR will also continue to address immediate safety issues such as fires or flooding through its Fire, Police and Public Works Departments. CSR will provide tents to individuals living in structures determined to be a fire hazard. This proposal includes the support and expansion of a mobile shower service to support resident hygiene, the provision of portable toilets, and trash cleanup.

**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)**

This proposal focuses on engagement and service connections, not enforcement. CSR’s Police Department (SRPD) employs a Mental Health Liaison to solve community complaints with service providers and offers of support. CSR has also invested in SAFE – a mobile crisis response team that responds to behavioral health crises. SRPD has long-standing practices of relocating individuals only when fire risk, safety or potential civic program conflicts require it. Notice of relocation has exceeded legal requirements and CSR staff meet regularly with case management agencies to plan client support and shelter referrals in camp relocations. The City provides temporary storage to campers when moves must occur.

**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, curbside waste removal and access to clean and available bathrooms. (1000-character limit)**

CSR’s public works team and related contractors are providing twice weekly trash removal services at the MCA encampment geared toward keeping walkways open and maintaining safety from sharp objects. This service is provided voluntarily and collaboratively with campers. CSR is providing six portable restrooms and handwashing stations, available 24/7 with twice weekly service, within the MCA encampment. This proposal requests ERF 3 funding for a mobile shower vehicle and service that would operate two days per week; the City currently supports a similar, weekly program with partner WeHope. This proposal would fund the replacement of their antiquated 2002 mobile shower vehicle with a new vehicle which will include added laundry service.

## **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)**

The proposed engagement strategy is to meet clients where they are and support them to transition to PH (or first to IH then PH). Marin County's HBCM ratio is 1 FTE per 17 clients maximum; this proposal includes a 1.0 FTE outreach worker and 3.0 FTE HMBC for 65 encampment residents. Case managers continue to serve clients who transition to IH or PH. HBCM strategies include:

Services address self-identified needs; issues of health, safety, basic needs, and mental wellness may precede conversations about housing.

Housing location tailored to client needs and preferences, considering location, community ties, safety, accessibility, public transportation, and nearby amenities.

Units screened for habitability by MHA.

CSR, the County and MHA can deploy this proposal's advance rental assistance to individuals waiting on vouchers, to house them more quickly.

RRH subsidies in this proposal are deployed through case management partners for individuals scoring low on priority lists but working or having capabilities to return to work

Clients assisted in securing documentation, completing applications, and reasonable accommodation requests.

Clients directly assisted to move into housing, including transportation and storage, and furniture.

Housing stabilization follows the client, ensuring continued passing of unit inspections, connection to representative payee, transportation to appointments, and intervention with landlords. CMs may resolve roommate or community disputes, set boundaries around guest behavior, and ensure rental payments, with home visits if the client permits.

Clients assessed annually along the following domains: client strengths and resources, Cultural Identity, Behavioral Health, Medical, Social, Family Support, Education and Employment History. Treatment plans, developed in partnership with clients, provide skills development, medication support, therapy, crisis intervention, and peer and family support.

Services documented within 72 hours.

**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 Coordinated Entry (CE) lead, Marin HHS meets weekly with service providers to discuss encampment resolution. CE supports regular housing-focused case conferencing to assist individuals living in encampments including MCA, coordinating appropriate resources to conduct outreach, assist, and stabilize residents. CE will manage referrals to HBCM. CE partners with Marin Housing Authority (MHA) to provide vouchers to clients with ongoing HBCM to create new PSH for chronically homeless individuals and families. Because this proposal's HBCM is limited to residents of MCA, there will be no conflict with CE on prioritization of encampment clients for PH resources. The CE system has the capacity to make 50 PSH referrals to MHA annually. Voucher availability depends on turnover. The project team is conservatively estimating that 40 program participants from the MCA will secure housing through CE and MHA, and an additional 6 obtaining PH through RRH.

**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)**

Interim Housing: The proposal employs diverse models to create interim housing. Delivery of IH may include options such as: 1) activate currently vacant transitional units such as 8 units owned by St. Vincent de Paul. The funding would provide rent and operational support for security and on-site management. 2) Utilize master-leasing of motel rooms, or scattered-site motel vouchers, to provide additional units of non-congregate interim housing. 3) Marin County and CSR are also partnering to develop a non-congregate “tiny shelter” site. Individuals entering into any of the interim housing models would be assigned a housing case manager to support them in their pathway to securing permanent housing.

Permanent Housing: The project’s housing focused case management services will connect participants to a range of permanent housing options, including: (1) up to 40 vouchers through MHA and CE, which can be used in either site-based or scattered site programs; (2) 6 rapid rehousing slots funded by ERF.

Rental Assistance: The ERF-3 request includes funding for six months of rental assistance for participants to accelerate entry into housing when a rental unit has been secured but a voucher is not available, so that they can secure a unit that will pass inspection and they are already in place once their voucher becomes available. Participants will also be able to access flex funds for move-in costs.

**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 serves 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, and both HHS and CSR are actively supporting the development of additional site-based PSH projects. Approximately 94% of clients are still housed and have experienced dramatic reductions in healthcare and criminal justice utilization. In its encampment response, Marin County and its partners, including CSR, have housed 99 people formerly living in encampments—and has helped an additional 36 access a housing pathway. The County has also supported municipalities to address homelessness locally through a mix of funding and joint strategies supporting municipal approaches. Project implementation partner CSR’s City Council ratified Housing and Homelessness as one of its four Goals and Objectives for FY 23-25. CSR committed to development of a new interim housing development with HBCM, seeking Homekey-style opportunities, and protecting vulnerable renters.

**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 was developed with a focus on human-centered design, informed by CSR’s December survey of encampment residents. The proposal prioritizes multiple interim shelter strategies because residents indicated their preference for this approach. Additional person-centered strategies that will be in place include: tailoring voluntary services to self-identified needs; housing navigation tailored to client preferences, considering location, community ties, safety, unit accessibility, public transportation, and amenities, and continued housing stabilization; assistance with hoarding; transportation to appointments; intervention with landlords; resolution of roommate disputes, and ongoing home visits if the client permits. While many residents are avoidant of services due to distrust of providers and underlying trauma, this proposal includes outreach focusing on trust-building and trauma-informed care. Clients will be surveyed at 90-day intervals to evaluate quality of services and ensure the program continues meeting client needs and preferences; if necessary, changes will be implemented swiftly.

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)

Briefly Describe Each Projected Living Situation Immediately Following the Encampment	Is This Permanent Housing?	Quantify the Capacity (e.g., number of beds/units, frequency of bed/unit availability)	Prioritized or Set-Aside for ERF-3-R?	Is this living situation funded by ERF-3-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation
Interim Housing (e.g. via motel voucher)	No <small>Yes/No</small>	65	Set Aside <small>Pri/Set-Aside/Neither</small>	ERF <small>ERF/Lev/Both</small>	100 <small>%</small>
<input type="text"/>	<input type="text"/> <small>Yes/No</small>	<input type="text"/>	<input type="text"/> <small>Pri/Set-Aside/Neither</small>	<input type="text"/> <small>ERF/Lev/Both</small>	<input type="text"/> <small>%</small>
<input type="text"/>	<input type="text"/> <small>Yes/No</small>	<input type="text"/>	<input type="text"/> <small>Pri/Set-Aside/Neither</small>	<input type="text"/> <small>ERF/Lev/Both</small>	<input type="text"/> <small>%</small>
<input type="text"/>	<input type="text"/> <small>Yes/No</small>	<input type="text"/>	<input type="text"/> <small>Pri/Set-Aside/Neither</small>	<input type="text"/> <small>ERF/Lev/Both</small>	<input type="text"/> <small>%</small>

## 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 via vouchers from CE and MHA	<input type="text" value="Prioritized"/> <small>Pri/Set-Aside/Neither</small>	<input type="text" value="40"/>	<input type="text" value="Leveraged"/> <small>ERF/Lev/Both</small>
Rapid Rehousing subsidies	<input type="text" value="Set Aside"/> <small>Pri/Set-Aside/Neither</small>	<input type="text" value="6"/>	<input type="text" value="ERF"/> <small>ERF/Lev/Both</small>
<input type="text"/>	<input type="text"/> <small>Pri/Set-Aside/Neither</small>	<input type="text"/>	<input type="text"/> <small>ERF/Lev/Both</small>
<input type="text"/>	<input type="text"/> <small>Pri/Set-Aside/Neither</small>	<input type="text"/>	<input type="text"/> <small>ERF/Lev/Both</small>

**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)**

CSR's Camping Ordinance permits camping on public land subject to spacing requirements. Individuals in MCA will not be displaced and can remain there under the ordinance. They will only be moved into IH or PH.

Trust building: Outreach staff build rapport through a trauma-informed and client-centered approach that addresses immediate needs, opening a door for residents to accept a pathway to housing.

Crisis intervention and support: SRPD mental health liaison and SAFE mobile crisis team will offer on-site crisis intervention support.

Housing Navigation Support: outreach and case management staff help clients navigate the housing process and access PH.

Permanent or Interim Housing: appropriate, trauma-informed, tailored case management ensures people do not return to unsheltered homelessness.

Connection to Services: job training, food, income supports, and storage will increase ability to maintain housing and not return 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 Housing: Providing clients with ongoing case management after they enter permanent housing will support their stabilization and prevent exits to unsheltered homelessness. Such case management may include roommate mediation, rental payment assistance, home visits, etc. Funded by ERF 3-R and via County funded support post-grant.

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

Connection to Services: connecting clients to job training, food, income supports etc. will increase ability to maintain housing and decrease likelihood of returning to unsheltered homelessness. Funded by ERF-3-R.

Housing Navigation Support: Housing Case Manager will support clients through the difficult housing process and will thus improve ability to maintain housing and prevent returns to unsheltered homelessness. Funded through ERF-3-R.

**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 proposal reduces the census of the encampment gradually as individuals are referred to housing and shelter. Given the precarious location of 2 out of 3 of the branches of the encampment, CSR has prohibited new residents from moving into these locations as the initial group moves to housing. New individuals will not be permitted to camp in MCA. However, if new individuals attempt to camp in the area, the CSR camping ordinance permits camping on most public lands which may accommodate them elsewhere. Furthermore, the outreach provider will connect them to other case management resources such as CalAIM Enhanced Case Management.

**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)**

CSR's Police Department (SRPD) provides temporary storage of belongings for individuals in encampments who are in the process of relocating to emergency shelter, treatment programs, or transitional housing where possessions are limited. The City provides a storage unit at its Corporation Yard behind a locked fence for 90 days, or longer as requested. Stored items must be bagged and organized with a limit of two large 50 gallon bags, and no illegal or hazardous items are allowed. People with items stored there may access their items or arrange delivery by SRPD when they have obtained a housing unit or other storage solution.

**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)**

While residents are in the encampment, they will have access to a range of services through the Marin Humane Society, including veterinary care. The Humane Society provides veterinary care for free at a regular Seeds of Hope Luncheon and Social Services Fair, located at the community center in Albert Park. The Humane Society additionally maintains a community fund that low-income people can use to pay for veterinary costs. The proposed interim housing will involve selecting motels that allow pets and developing a tiny shelter site. Pet restrictions are always considered in housing referrals and landlord negotiations. The flex funds requested as part of this proposal would also be used for pet deposits in rental units.

## **Budget and Resource Plan**

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

\$5,999,241.68

\$

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

\$5,525,727.15

\$

**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)**



CSR General Fund: supports mental health liaison, homelessness team (outreach, referrals, data management, site livability and cleanup), Downtown Streets Team (employment readiness), WeHope (mobile shower) and Ritter Center (mailbox/storage); improves living conditions, engages with system of care, increases client income.

Community Homeless Fund: Marin County jurisdictions have pooled flexible dollars for homeless response; pays for mobile showers. Program improves health, builds trust, supports successful housing/job search.

CSR Cannabis tax: funds SAFE team mobile crisis, immediate health and wellness support  
HCVs and PSH units through CE: Clients with HBCM access deep subsidies with housing navigation.

HCVs and PSH units through CE: Clients with HBCM access deep subsidies with housing navigation

State earmark: CSR and County applied for and received \$500K from State surplus funding in 2022, matched with \$500K in County funds

*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 provides immense public benefit by permanently housing 46 encampment residents, and providing the remaining 19 a pathway to housing, at approx \$2,563/month in ERF funds per individual and \$2,361/mo in leveraged local support over 3 years. Outreach workers and immediate sanitation support to improve quality of life are short term-costs necessary to build trust. Interim housing costs provide safety, stability and dignity to individuals engaging in HBCM and increase success of housing search; site costs would average \$13,928 per year for each person served). Service costs equal to contracts with similar providers. Physical supports, including storage and motel vouchers, are based on estimates from local providers and historical contracts. Housing costs based on FMR. The HCBM ratio in Marin is one CM per 17 clients; with 45 residents requesting HCBM in the survey, 3 FTE provides strong coverage. Move-in 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
Outreach worker	No Yes/No	1 # FTE	ERF ERF/Lev/Both	First contact on street; engagement specialist; liaison between providers - clients; Assists in documentation for housing and employment.
Housing Based Case Manager	No Yes/No	3 # FTE	Both ERF/Lev/Both	Service coordination and case management for individuals experiencing homelessness and transitioning to IH / PH. Post grant will be funded through County General Funds or other grants.
Interim Housing Staff	No Yes/No	3 # FTE	ERF ERF/Lev/Both	Property management; operations, security assistance for IH sites.
CSR Housing / Homelessness team and CSR administration	Yes Yes/No	.4 # FTE	Lev ERF/Lev/Both	Outreach in the encampment, referrals, ADA requests, survey and client feedback, monitors livability conditions and cleanup, works to gain compliance with City camping ordinance.
SRPD Mental Health Liaison	Yes Yes/No	.6 # FTE	Lev ERF/Lev/Both	Conducts outreach in the encampment, refers people to services, provides social services and support when needed.
	Yes/No	# FTE	ERF/Lev/Both	

**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. Procures services, manages associated contracts, administers CE; coordinates HBCM; PSH placement; maintains HMIS and WIZARD; reporting. Manages Binford Rd ERF-2 project.

City of San Rafael: Co-developer of proposal. Housing and Homelessness team, Mental Health Liaison within SRPD, outreach, referrals and program implementation. Other key departments include Fire, ADA Coordinator, Public Works. Successfully managed ERF-1 case management program and Service Support Area sanctioned encampment, which informed outcomes and need to center clients in program design.

Marin Housing Authority: Housing navigation, inspections, landlord helpline, administers housing vouchers.

Housing based case management staff (TBD): Provide strengths-based HBCM, including support with goal setting, referrals, transportation, housing search, document readiness.

Outreach Staff (TBD): Outreach and HBCM that follows residents to IH and PH.

**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. This proposal was developed collaboratively between Marin HHS and the City of San Rafael, which ensures a consistent response to encampments throughout the County. This consistency ensures that case managers are easily integrated into joint strategy sessions and training, countywide coordination plans, and access to housing vouchers for clients. Additionally, Marin HHS has convened biweekly case conferencing meetings with multiple service providers to collaborate on supporting clients, including residents of the MCA. 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**

City of San Rafael Support letter for County of Marin application ERF-3.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 encampment is entirely on City property, and the City of San Rafael is the only entity with a right to and/or control of the property on which the encampment site resides. As the co-developer of this proposal, the City is committed to partnering with HHS on its implementation.

## **Accelerated Timeline**

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

CSR and County partner with numerous organizations for services at the MCA:  
 Downtown Streets Team: outreach; participated in the Encampment Needs Assessment Survey (Survey); teams of currently/formerly unhoused individuals clean encampment areas; HCBM.  
 Community Action Marin: CARE Team weekly outreach, assessments for CE; participated in conducting survey.  
 Spahr Center: regular harm reduction services; support to LGBTQ+ and HIV+ communities  
 Ritter Center: weekly mobile health service, hosts shower/laundry weekly, other FQHC services. Participated in conducting survey.  
 Marin County Hepatitis C testing and treatment  
 St. Vincent de Paul Society of Marin: free dining room (two meals/day, 365 days/yr); housing help desk; outreach. Participated in conducting survey.  
 Petaluma People Services Center: City's alternative response SAFE team (Specialized Assistance For Everyone), includes EMT and licensed mental health professionals.  
 WeHope: weekly mobile shower service

**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)**

If the proposal is selected, County and CSR can undergo contracting processes for new vendors, and budget for contract expansion for current vendors, in case management, sanitation services, shower program, security and more. County and CSR participate in various collaboratives with organizations supporting individuals experiencing homelessness and would initiate support for the new project within the entire system of care. County and CSR would work with CoC, members of LEAB with lived experience, and homeless union leaders to present and deploy new resources in a way that builds trust and buy-in.

**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
5/1/2024	Begin RFP process to select outreach, HBCM, interim housing providers.	Project Management	

7/1/2024	Award new contracts including HBCM, outreach, security, rapid rehousing, housing flex funds.	Project Management	
7/15/2024	Expand existing service contracts including mobile showers, portable toilets, sanitation, bridge subsidies.	Project Management	
8/1/2024	Outreach and case management begins.	People	
9/1/2024	First encampment residents begin moving to interim housing and shelter units.	People	
6/1/2025	100% of encampment residents have moved into interim housing.	People	
6/30/2026	30 encampment residents (46% )have moved to permanent housing	People	
6/1/2027	46 encampment residents (71%) have moved to permanent 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)

<b>Outreach to the people residing in the prioritized encampment site began / will begin mm/yyyy.</b>	<b>This proposal will reach full operating capacity in mm/yyyy.</b>	<b>The first planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.</b>	<b>The last planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.</b>
07/2024	01/2025	09/2024	06/2026

## 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
-----------------------------

ELIGIBLE USE CATEGORY	-5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL	ERF-3-R PROPOSED BUDGET			LEVERAGED FISCAL SUPPORT		-2 SENTENCE DESCRIPTION	
			SALARY	FTE	MONTHS				
Guidance and Intended Use	Use dropdowns. 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.	Only ERF-3-R Funds			Non-ERF-3-R Funds That WILL be Used to Support this Proposal		Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.
<b>PERSONNEL COSTS</b>									
Street Outreach	Outreach worker	Marin HIS	5,833.33	1.00	24	140,000.00		Outreach worker - contract by Marin HIS	
Street Outreach	Benefits @25%	Marin HIS				35,000.00			
Interim Sheltering	Housing focused CM for people in IH - contract	Marin HIS	6,250.00	3.00	33	618,750.00			
Interim Sheltering	Benefits @25%	Marin HIS				154,687.50			
Interim Sheltering	Interim Shelter Staff	Marin HIS	5,800.00	3.00	33	574,200.00			
Interim Sheltering	Benefits @25%	Marin HIS				143,550.00			
Systems Support	CSR Comm Devt Homelessness Team Asst. CD Dir. (0.5 FTE); Analyst (0.5 FTE)	CSR	21,916.00	0.50	36		394,488.00	Source: City of San Rafael General Fund. Conducts outreach in the encampment, refers people to services, provides social services and support when needed	
Systems Support	Benefits @25%	CSR					98,622.00	Source: City of San Rafael General Fund	
Street Outreach	SRPD Mental Health Liaison Outreach	CSR	10,000.00	0.60	36		216,000.00	Source: City of San Rafael General Fund	
Street Outreach	Benefits @25%	CSR					54,000.00	Source: City of San Rafael General Fund	
Interim Sheltering	Asst City Manager, Asst City Attorney	CSR		0.2	36		187,815.15	0.2 FTE Fully loaded costs with benefits @25%. Source: City of San Rafael General Fund	
<b>Subtotal - Personnel Costs</b>						\$ 1,666,187.50	\$ 950,925.15		
<b>NON-PERSONNEL COSTS</b>									
			UNIT	RATE	TIME				
Street Outreach	Purchase and operation of mobile shower vehicle - CSR	CSR	3	2333	24	317,976.00	83,988.00	Mobile shower vehicle (\$150,000) would have 3 showers (one of which is ADA accessible) and laundry facilities; replaces existing outdated vehicle (2002 model) Source of leverage: Community Homeless Fund. Operating cost all inclusive of staff, insurance, fuel, tolls, dumping/refill various IH strategies will be employed. Calculations based on: 8 IH units, 33 months, \$2300/mo FMR (\$6607,200) 27 motel units, \$100/night/ 18 months (\$1,485,000) Lease \$7000/mo for 24 mo (\$84,000) of IH site Purchase of 30 pallet shelters @18K ea (\$540,000) Source of leverage: curamk from state surplus funding (500K); county match (500K)	
Interim Sheltering	Interim Sheltering strategies for 23 individuals	CSR	65			2,716,200.00	\$ 1,000,000.00	Provide mobile overnight safety and support to IH sites \$400 daily total; 24 months IH operations	
Interim Sheltering	Security Contractor for IH programs	CSR	1	12000	24	288,000.00		Alternative response for medical/mental health emergencies. Source of leverage: City cannabis tax. Contractor since April 2023 is Petaluma People's Service Center, 775K/yr. EMT and licensed MH professional respond in lieu of police. 67% of calls for unshowered individuals; 12 hour x 7 day availability	
Street Outreach	City Mobile Crisis response - SAFE team	CSR	0.67	64583.33	36		1,557,750.00	Twice weekly service, inclusive of dumping and refill, cleaning, maintenance, and placement of units	
Systems Support	6 toilets (2 ADA) and handwashing stations	CSR	1	3400	24	81,600.00			
Systems Support	Encampment cleanup contractor	CSR	1	12000	12	144,000.00		Avg \$3K/wk; Twice weekly service, inclusive of dumping fees, staffing, hazmat, storage of belongings in line with SRPD storage policy	
Street Outreach	Downtown Streets Team cleanup assistance	CSR	1	3333.33	36	40,000.00	80,000.00	City contract for employment training and readiness; outreach; case mgmt; 4x /month. Source of leverage: City of San Rafael General Fund. Provides supported employment to currently/formerly homeless individuals in encampment on the City, with one day/week in the encampment. Priced for 60 individuals. Source of leverage: City of San Rafael General Fund.	
Systems Support	Mailbox and storage program	Ritter Center	60	12.5	36		27,000.00	For people who can work but need shorter term rental assistance	
Delivery of Permanent Housing	PH: RRH Rental Assistance	CSR	6	2800	12	201,600.00		3 in Year One; 3 in Year 2. Source of leverage: MHA HCVC program	
Delivery of Permanent Housing	PH: HCVCs	Marin Housing Authority	30	2818	18		1,521,720.00		
Delivery of Permanent Housing	PH: Rental assistance	CSR	10	2800	6	168,000.00			
Delivery of Permanent Housing	3 in Year One; 3 in Year 2	Misc; Filled through CE	6	2818	18		304,344.00	Source of leverage: Marin Housing Authority	
Delivery of Permanent Housing	PH: Housing Flex Funds	CSR	20	4500			90,000.00	Up to \$4500 per participant for security deposits, furniture assistance, moving costs, management	
<b>Subtotal - Non-Personnel Costs</b>						\$ 4,047,376.00	\$ 4,574,802.00		
<b>ADMINISTRATIVE COSTS</b>									
Marin HIS Admin @ 5%						285,678.18			
<b>Subtotal - Administrative Costs</b>						\$ 285,678.18	\$ -		
<b>TOTAL BUDGET</b>						\$ 5,999,241.68	\$ 5,525,727.15		





January 31, 2024

Undersecretary Melinda Grant  
Business, Consumer Services and Housing Agency  
500 Capitol Mall, Suite 1850,  
Sacramento, CA 95814

Dear Undersecretary Grant,

I am writing to wholeheartedly endorse the grant application being submitted by the County of Marin to the State of California Interagency Council on Homelessness (CA-ICH), for Encampment Resolution Funding Program Round 3R (ERF-3R). This funding is critical for our joint ability to manage and resolve the largest urban homeless encampments within our jurisdiction referred to as the Mahon Creek Area (MCA) encampment near downtown San Rafael. As Mayor of San Rafael, I am deeply committed to addressing homelessness with a human-centered, trauma-informed, and compassionate approach, recognizing the inherent dignity and worth of every individual in our community, especially those experiencing homelessness. The City of San Rafael's commitment to this approach is unwavering, and we believe that investing in creating more interim housing as an alternative to homeless encampments is not only a moral imperative but also a pragmatic strategy for building a more resilient and equitable society.

We acknowledge the multifaceted challenges that accompany homelessness and are dedicated to implementing solutions that prioritize the well-being and agency of those impacted. We understand that homelessness is not simply a lack of shelter but is often a result of systemic issues such as poverty, mental health struggles, substance abuse, and past trauma. Therefore, our approach to addressing homelessness extends beyond providing temporary housing and/or shelter to encompass holistic support services aimed at addressing the underlying causes and empowering individuals to rebuild their lives with dignity and resilience.

The City and County have partnered well in the past, and we have a proven track record of success as previous Encampment Resolution State grants we received enabled us to house 32 people and to connect over 50 people with case management services in 2021-2022. The statistics on how many individuals the City of San Rafael has been able to house at both our previous Support Services

Area and the current MCA encampment can be found here.

<https://housingfirst.marinhhs.org/data-dashboard>

The City of San Rafael passed a new ordinance in 2023 regulating camping on public property last year, which is impacted by a partial injunction in the case Boyd et al vs. City of San Rafael et al. The City designed the ordinance to balance public health and safety by reducing the concentration of large encampments, while respecting individuals' rights and limiting displacement. I want to assure you that this injunction will have no impact on the County or City's capability to implement the proposed project. It is important to note that the City is diligently complying with the direction of the Court regarding the implementation of the ordinance and is doing so with a [human-centered and trauma-informed approach](#) as detailed on our website.

In December 2023, the City of San Rafael conducted a detailed survey project in the MCA. We designed our approach to partnering on this grant application with the County to address the gaps in services and preferred interventions identified by the individuals living in the MCA. For example:

- The survey identified a lack of housing-based case management services, but a strong desire to receive those services. Only 10 respondents reported having a case manager, but 45 were interested. The proposal funds 3 full-time case managers to ensure every individual's access to case management, including bilingual service delivery staff for eighteen identified monolingual Spanish speakers.
- The top immediate need identified in the encampments was bathrooms, showers, and hygiene services. The City has already begun providing bathrooms and handwashing stations, including accessible portable facilities, and twice-weekly trash pickups. This proposal would ensure the continuation of these basic health and safety services for 3 years. The proposal would also triple the City's current once-weekly mobile shower service.
- Survey respondents showed a strong preference for interim housing options collectively (71%) over sanctioned encampments (8%) or remaining outdoors (21%). Respondents preferred motels and non-congregate shelters over congregate shelters, so this proposal invests in interim housing options such as motel vouchers, transitional units offered by partner nonprofits, and development of a non-congregate shelter and/or interim housing site.
- Some survey respondents would score low on vulnerability assessments and aspire to return to work and rent without a subsidy or stay with family. The proposal provides shorter-term rapid rehousing subsidies and flex funds for furniture and deposit assistance.

This proposed grant funding will enable us to create safe and dignified temporary shelter and interim housing options that will serve as hubs for comprehensive

support services. From mental health counseling and substance abuse treatment to job training and assistance with securing permanent supportive housing, our collaborative approach will provide a continuum of care tailored to the unique needs of each individual. Importantly, all services will be delivered with empathy, respect, and a deep understanding of the trauma that many experiencing homelessness have endured.

I commend our respective County and City staff for their dedication to this cause and for their diligent efforts in preparing this grant application together. We are grateful for the County's partnership in resolving a large and long-standing encampment in the Mahon Creek Area (MCA) near downtown San Rafael. Together, we can make significant strides toward ending homelessness and creating a community where all individuals have the opportunity to lead fulfilling and dignified lives. As detailed in the grant application, both the City and County are bringing substantial resources to the table to ensure the success of this collaborative undertaking.

Thank you for considering the County of Marin's grant application, and I urge you to support our essential initiative.

Sincerely,

A handwritten signature in black ink that reads "Kate Colin". The signature is written in a cursive, flowing style.

Mayor Kate Colin



# MCA Encampment Area within San Rafael





# Proximity to St. Vincent de Paul and Ritter Center

