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DIVISION OF HOUSING POLICY DEVELOPMENT
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ERF 2R Marin County — Binford Rd

Table of Contents

Application
Application Budget
Map
Change Request #1
Change Request #2
Current Budget

SUBMISSION PORTAL OVERVIEW

Is the Application a "Test" Submission?
No, this is my official Submission.

Part 1: ADMINISTRATIVE INFORMATION

Application Window

This application is being submitted in the following application window:
Window #1, 12/1/2022 - 2/28/2023

Eligible Applicant

Select the eligible applicant's jurisdiction type.
County

What is the name of the city or county?
Marin

Implementing Organization

Implementing Organization
The County of Marin Department of Health and Human Services

Specific Unit or Office Within the Implementing Organization
Division of Homelessness and Whole Person Care

Implementing Organization's Address
1177 E Francisco Blvd

City	Zip Code	County
San Rafael	94901	Marin

Implementing Organization's Tax ID Number
946000519

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⚠This Application uses character limits ⚠

Reaching these limits is not required. Competitive responses may fall well short of these limits.

Part 2: PROPOSAL OVERVIEW

People Served

Number of people currently residing in prioritized encampment site
87

Of people currently residing in prioritized encampment site, how many will be served by this proposal?
87

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?
92

Of people projected to be served across the entire grant period, number of people projected to transition into interim shelters
37

Of people projected to be served across the entire grant period, number of people projected to transition into permanent housing
40

Is the prioritized encampment site part of a larger encampment area?
No

Encampment Information

1. Briefly describe the characteristics of the people residing within the prioritized encampment site. The description must include demographics and may include household compositions, disabilities, and projected service and housing needs. (1500 character limit)
There are 87 confirmed residents at the Binford Road encampment, residing in 132-146 vehicles, which range from fully functional to non-operational. Data collection has been limited due to lack of engagement, but Marin's demographics estimates for the encampment residents are: 89% aged 50+, 57% aged 62+; 39% aged between 25-61; with 4% unknown, and 75% male, 25% female, 86% white, 7% black or African

American, 3.5% Asian or Asian American; 89% non-Hispanic/non-Latino/x/a. At least one single-parent family with a child under the age of 12 has been identified. Clients range in health status, including physical disabilities, chronic illnesses, and substance use disorders.

Many of the residents have full-time jobs but are unable to afford housing. These residents will 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 outreach support outside of business hours, during which time they are typically at work. Approximately 17 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, as well as connection to medical and behavioral health care.

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 a number of businesses. The encampment, spanning 3 miles of roadway along a waterway, has 87 residents living in 132-146 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 bathrooms, and the potential for discharge of gray or black water in the creek has become an environmental concern. 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 and vehicles.

3. Why is this particular encampment site being prioritized? (1000 character limit)
The encampment grew over the pandemic to be the largest encampment in the County and has become a community concern, especially for environmental hazards such as the potential for discharge of contaminated water into Rush Creek. In addition to generating a large volume of 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 risk of water contamination; to avoid flooding, residents are parked on both sides of the road, which impedes fire truck access—which 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 stretch of road, the potential for vehicle and pedestrian accidents is high.

Attachment: Map
binford map terrain.docx

right of way map.pdf

second right of way map.pdf

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

Attachment: Caltrans Letter of Support
County of Marin Letter of Commitment.pdf

Proposal's Outcomes

5. What are the outcomes this proposal seeks to accomplish by the grant close (6/30/2026)? If funded, what are the primary activities you are planning to implement to achieve the proposal's outcomes? (1000 character limit)
By the grant close (6/30/2026), this program will connect 87 encampment residents with either permanent housing or housing-focused interim housing/emergency shelter.
17 people will access permanent supportive housing
23 people will be permanently housed through rapid rehousing and/or shared housing
37 people will access interim housing or housing-focused emergency shelter, or be diverted to more appropriate locations for RV residency.
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 safetynet services such as employments supports, CalFresh, CalWORKs, general relief, SSI/SSDI, veterans benefits, Medi-Cal, and/or DV supports
Improving immediate circumstances by increasing sanitation access, e.g. providing portapotties, and mobile showers
Environmental mitigation including trash collection

6. 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 other providers serving the encampment to ensure that their teams are informed of any new developments or issues that arise as people are transitioning out of the encampment.

7. 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. Other 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 FTE outreach workers to this site on offset shifts to build trust with the largest number of people possible. The program will include significant resources to improve immediate quality of life to build trust with residents.

Barrier: Difficulty navigating the housing system. Solution: Dedicating 2 FTE outreach workers to assist clients in navigating the housing system.

Barrier: Lack of affordable housing. Solution: Partner with Marin Housing Authority to connect clients with vouchers, and the wider homelessness system of care to access other housing opportunities.

8. Is this proposal a standalone project or part of a larger initiative?
Larger initiative

8. a) How would this larger initiative be categorized?
Part of a larger project for encampments in general

Please describe. (1000 character limit)
The proposed Encampment Resolution Program will build on Marin's High User Case Management by

connecting those encampment residents using the greatest volume of municipal services to case management, permanent housing vouchers, and other supportive services to address their immediate and long-term needs.

Part 3: IMPLEMENTATION

Core Service Delivery and Housing Strategies

9. 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 overall strategy of this proposal is to address individuals' immediate needs to improve their well-being and improve trust, and then to assist residents in accessing permanent housing. Through trust-building, outreach workers will be able to connect and engage with people to get them on a housing pathway. The mechanisms for addressing their immediate needs will be outreach, connection to services, and addressing hazards in their immediate environment. This proposal includes 2 FTE dedicated housing-focused outreach workers with a 20% pay adjustment to work swing hours, so that they will be available when the clients are available (Tues-Sat, 3pm-11pm). The dedicated FTEs will be on-site 5 days a week and at least one will have bilingual capacity in English and Spanish. Outreach workers will connect with all residents at an approximate ratio of 38:1. Marin's medical street van will make monthly visits, needle exchange and harm reduction programs will visit the encampment weekly, ACA health insurance sign-up are offered to clients as appropriate. Marin HHS's Social Services unit will have a pop-up on site 1-2 times a month during off-hours to connect with clients and enroll them in needed services such as Calworks/Calfresh, employment supports, General Relief, or SSI/SSDI. This proposal includes environmental impact mitigation: fence repair, and an initial bulk trash removal followed by ongoing trash pickups. When immediate needs are met and a trusting relationship is built, the housing-focused outreach workers will support each resident to identify possible permanent housing opportunities, including (for those who are chronically homeless) permanent supportive housing and rapid rehousing and/or shared housing for those with employment income. For those eligible for permanent supportive housing, this program will provide housing case management at a ratio of 17:1.

10. 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.

11. Please describe the interim shelter and permanent housing opportunities proposed to support this proposal and provide evidence of the applicant's demonstrated ability and commitment to deliver permanent housing for people residing in the prioritized encampment. (2000 character limit)

Permanent housing options proposed:

Permanent Supportive Housing: an estimated 17 residents are chronically homeless and will qualify for permanent supportive housing, which will be provided through a combination of ERF-2-funded case management and housing vouchers from the Marin Housing Authority

Rapid Rehousing/Shared Housing: many 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.

Interim housing: Case managers will offer connection to motel vouchers as appropriate.

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, and employment supports.

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 583 chronically homeless people, due in part to a collaborative effort to increase the supply of permanent supportive housing by over 80%. Approximately 94% of these people are still housed and have experienced dramatic reductions in healthcare and criminal justice utilization.

12. 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 has a focus on outreach, trust-building and trauma-informed care. With guidance from the Lived Experience Advisory Board, a local board of people with lived experience of homelessness in Marin, the proposal is designed to address immediate needs and connect individuals to needed services and resources. Because many residents work and are not available during business hours, this program includes outreach during off-hours (Tues-Sat 3-11 p.m.) to ensure that the clients are served. Outreach workers 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.

Table 1: Projected Living Situations Immediately Following the Encampment

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-2-R?	Is this living situation funded by ERF-2-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation
Permanent Supportive Housing	Yes	17	Prioritized	Both	20
Rapid Rehousing/Shared Housing	Yes	23	Set Aside	Lev	26
Emergency Shelter/Interim	No	32	Prioritized	Both	37

Housing					
Other Unsheltered	No	15	Neither	Neither	17

Table 2: Projected Housing and Service Pathways to Permanent Housing

Describe Projected Housing and Service Pathway to Permanent Housing	Quantify the Capacity of the Housing and Service Pathway	Is this Housing and Service Pathway Funded by ERF-2-R and / or Leveraged Funds?
Rapid Rehousing/Shared Housing	Capacity for 130 households in RRH; average length of stay is 153.4 days	Leveraged
Diversion/problem solving	All outreach and case management staff are skilled in problem solving; RRH resources are also used for diversion.	Both
Permanent Supportive Housing	Current PSH beds: 581; Marin system of care houses on average 10 people/month and continuously adds new beds.	Both

Table 3: Strategies to Mitigate Displacement

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
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.	ERF
Crisis intervention and support: Field outreach workers will offer on-site crisis intervention support to clients that may benefit from it.	ERF
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.	ERF

Permanent or Interim Housing: providing clients with interim or permanent housing with appropriate, trauma-informed, tailored case management will ensure people are not displaced to other unsheltered locations	Both
Case Management: connecting clients to person-centered case management where clients can identify and work towards their goals and provide support to reach said goals will reduce the likelihood of moving to an alternate location.	ERF
Connection to Services: connecting clients to job training, food, income supports will increase ability to access housing and decrease likelihood of displacement.	Both
Environmental mitigation efforts such as trash removal, provision of bathrooms, showers, will help clients address their immediate concerns and will reduce the likelihood of moving to an alternate location.	Both

Table 4: Strategies to Mitigate Returns to Unsheltered Homelessness

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
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.	Both
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.	Leveraged
Housing Navigation Support: the housing process can be difficult to navigate on their own, with help from the outreach worker, this will improve ability to maintain housing and prevent returns to unsheltered homelessness.	ERF

13. 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. Taking an approach that addresses all the encampments decreases the likelihood of inter-encampment movement. Additionally, the county continues to expand Permanent Supportive Housing so that voucher-eligible residents have a place to go, and coordinates with Marin Housing Authority to ensure vouchers are allocated appropriately.

14. Describe how this proposal will support individuals with continued access to and / or the storage of their personal property. (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 on-site trash removal to facilitate this change.

15. Describe how this proposal will support individuals with service animals and/or pets. (1000 character limit)
People in encampments do not wish to be separated from their animals. The team will work to identify housing options that allow residents to keep their pets and support them to ensure that any associated issues are addressed (addressing vaccinations and licensing, connections to veterinary services, ensuring access to food and supplies, etc.). They will also enlist the assistance of MHA Housing Locators - real estate professionals who build relationships with landlords and identify units appropriate for each voucher holder, whose support has dramatically improved voucher utilization since coming on staff.

Budget and Resource Plan

16. State the total amount of ERF-2-R funds requested.
$1,579,137.00

17. State the estimated dollar value of secured, non-ERF-2-R resources that will help meet this proposal's outcomes.
$2,420,333.90

18. Identify and describe these non-ERF-2-R resources. (1000 character limit)
CA DHCS Housing and Homelessness Incentive Program: $690,000 for rapid rehousing for 23 clients for 1 year.
HUD Housing Choice Voucher (HCV) Program: 18 HCV, est. value of $965,160 for 2 years.
CA DSS Housing and Disability Advocacy Program: $16,096.32 to fund monthly on-site visits by SSI/SSDI benefits advocate for 3 years.
Combination of CalWorks, Calfresh, CEFT, MediCal funds: $16,096.32 to support monthly on-site visits by CEFT employment development counselor and CalWORKS outreach team for 3 years.
Intergovernmental Transfer Funds from Partnership Health Plan: $48,662.70 for mobile medical visits, including a Family Nurse Practitioner, Medical Assistant, LCSW/ASW Behavioral Health Specialist, and a CA HIV/Hep C Certified Outreach worker for 3 years.
County general funds: $39,598.20 for portable toilet and hand washing stations for 3 years.
County general funds: $323,731.20 for Senior Social Services Worker to coordinate service activities, support system navigation for 3 years.

19. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to serve and the types of services and housing to be provided in the proposal. Include an explanation of how the requested ERF-2-R amount was determined. (1000 character limit)
This proposal will permanently house 40+ people; mostly supported through leveraged funding streams. Two dedicated outreach workers and immediate supports to improve quality of life are short-term costs necessary to build trust among encampment residents. Many residents are working and will not require long-term support; this proposal will provide short-term, cost-effective support to transition these clients to permanent housing.

The interventions proposed are the result of months of case conferencing regarding encampment residents and are tailored to the known needs and barriers of this encampment.

Service costs were estimated by reviewing costs in similar local programs. Physical supports, including trash and pump-out services, are based on estimates from local providers and historical contracts. Housing costs are based on current fair market rents. Typical administrative costs for Marin contracts are 5-10%; this proposal is for the lowest end of that spectrum.

Attachment: Standardized Budget
ERF-2-R, Budget Template_Marin_Binford.xlsx

Key Entities and Staff

20. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-2-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 583 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 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 5: Key Staff

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-2-R and / or Leveraged Funds?	Brief Description of Duties
Binford Encampment Coordinator	No	1	Lev	The County is in the process of defining the duties and scope for a full-time senior social worker dedicated to resolving the Binford encampment. Draft duties include coordination and management of services and partnership building.
Program Coordinator	Yes	.01	Both	Drafts contract documents, submits reports, reviews invoices, reviews data, and provides technical assistance to subcontractors.

Senior Program Coordinator	Yes	.05	Lev	Coordinates all parties providing services at the site and facilitates case conferencing.
Field Outreach	No	2	ERF	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	No	1	ERF	Conducts trauma-informed, client-centered housing-based case management to assist clients in housing search, landlord engagement, documentation, and other associated housing supports.
Program Manager/Supervisor	No	.3	ERF	Supervises outreach and housing case managers, participates in case conferencing, and serves as a liaison with program stakeholders, local government leaders and other partners.
Social Services and Outreach Eligibility Worker	Yes	.04	Leveraged	Engages with clients on site and as appropriate, connects them to CalWORKS/CalFresh.
CEFT Employment Development Counselor	Yes	.04	Leveraged	Engages with clients on site and as appropriate, connects them with employment supports.
SSI Benefits Advocate	Yes	.04	Leveraged	Engages with clients on site and as appropriate with SSI/SSDI benefits advocacy services.
HIV/Hep C Certified Outreach worker (Safe Needle Exchange)	Yes	.05	Leveraged	Provides needle exchange services and infectious disease prevention (e.g. Hep C, HIV, COVID-19, etc).
Medical Outreach/Onsite Family Nurse	Yes	.05	Leveraged	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 Health Staff	Yes	.05	Leveraged	Visits the site in medical van and provides on-site Behavioral health services including crisis support.
Medical Outreach/Medical Assistant	Yes	.05	Leveraged	Visits the site in medical van, enrolls in medical insurance, provides medical services.

21. First, describe key partners that will collectively pursue the proposal's outcomes. 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): Role/Responsibilities: Lead entity. Design project, coordinate partners, submit application, subcontract with CBOs, report data, deliver services inc. employment support, benefits advocacy, behavioral health care. HHS has managed many complex homelessness projects and grants, inc. a 2022 ERF grant, Coordinated Entry, and most of the homelessness funding in Marin. HHS has built relationships with key partners, tailored interventions for a diverse population, and determined how to leverage other funds to support this project.

Downtown Streets Team (DST)/Community Action Marin (CAM)/Other outreach: Role/Responsibilities: DST and CAM have built relationships with Binford residents since the encampment's inception. 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): Role/Responsibilities: 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: Role/Responsibilities: Investigate possible environmental contamination and provide guidance on mitigating environmental impacts.

22. 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), which includes representatives of both the County and two cities. 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. 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.

Optional Upload: Evidence of Cross-Jurisdictional Collaboration
MHA Letter of Intent for ERF 02.17.23.pdf

County of Marin Letter of Commitment.pdf

23. Identify any entities that have a right to and/or control of the property upon which the encampment site resides and discuss whether each of these entities committed allowing the implementation of this proposal. If they have not committed, please explain how you have or plan to engage with this entity to implement your proposal. Aditionally, describe how you collaborated with Caltrans on your program design, implementation plans, and timeline. (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.

Centering People

24. How were persons with lived experience meaningfully incorporated into the planning and proposed implementation of this proposal? Please identify whether any perspectives were incorporated from persons that are currently unsheltered and / or formerly or currently residing within the prioritized encampment. (1000 character limit)
Marin County HHS (CoC lead agency) is in the process of formalizing its Lived Experience Advisory Board (LEAB), which is a group of individuals either formerly or currently experiencing homelessness who provide meaningful feedback on homelessness programs. Marin HHS consulted the 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. They recommended supporting wash stations, bathrooms, and services to assist with disposal of gray water for RVs. Engaged encampment residents have also provided feedback and insight towards their needs, including sanitary wipes to support personal hygiene between shower visits.

25. 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. (self-directed 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.

26. Briefly describe how this proposal will center an individual's choice and provide trauma informed services and supports. (1000 character limit)
Outreach workers and case managers will be fully trained on housing first principles, which includes centering individual's choice and trauma-informed services. In recognition and response to the individual trauma encampment residents have experiences the outreach workers will slowly build rapport and trust through addressing immediate, self-prioritized needs, including transportation support, communication (phones), food, emergency supplies, and vehicle repair (etc.). Encampment residents that are actively in crisis will be offered field-based crisis intervention support. Case managers will work provide safe environments to build empowering relationships, provide individualized strengths-based plan with client-directed goals, to address the needs that the client has chosen and prioritized and promote through our system of care equality of access and enhance care delivery.

27. Describe how this proposal will operationalize harm reduction and provide services that improve a person's health, dignity, and safety while they continue to reside within the prioritized encampment site. (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 this 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.

28. For encamped locations that are objectively dangerous, describe how the proposal will seek to prevent harm for people experiencing unsheltered homelessness in these locations. (1000 character limit)

Local agencies and outreach providers assess the health and safety needs of this encampment weekly. Preventative measures have been established to keep residents safe. The site is susceptible to flooding; this proposal includes fence repair to prevent residents from parking in a flooding zone. In the dry season, the site is next to dry, tall, very flammable grass, which is especially concerning as seasonal fires have become more common each year. Possibly hazardous trash buildup compounds this issue as it could lead to poisonous fumes. To mitigate this, the plan includes trash pickup and fire education.

Non-residents drive through the site road at alarming speeds, which is particularly dangerous at night as the road does not have lighting. To address this safety concern, HHS is working with other County partners on possible solutions, including warning signs, speed bumps, lowered speed limit signs, and lighting.

29. Identify what controls are or will be in place to ensure that all ERF-2-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, trash services, and vouchers for RV pump-out 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.

30. 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 improve the quality of life of people in the encampment, including showers, bathrooms, and wash stations. Outreach and case management staff will also be able to provide sanitary wipes to allow residents to address hygiene needs between shower visits. Additionally, this proposal includes an initial bulk trash removal, with ongoing trash removal services for the duration of the grant period and RV gray water removal services. The county already provides portable toilets and hand washing stations on site, and will continue to provide them through the grant period.

Accelerated Timeline

31. How is your community currently supporting and / or engaging with people residing within the prioritized encampment? (1000 character limit)
Outreach providers, 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. On February 16th, Marin HHS hosted a service fair onsite, including representatives from the Mobile Medical van, needle exchange and harm reduction services, housing-focused outreach teams, and Benefits Eligibility specialists. Portable toilets and hand washing stations are also already on site.

32. 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 6: Projected Milestones

Outreach to the people residing in the prioritized encampment site began / will begin in month ____.	This proposal will reach full operating capacity in month _____.	The first planned exit of a person or household from the prioritized encampment will occur in month_____.	The last planned exit of a person or household from the prioritized encampment will occur in month _____.
7	7	11	38

Attachment: Standardized Timeline
ERF-2-R Binford Project Timeline Template_12.22-2.23_Marin_02.23.xlsx

Applicants must use the ERF-2-R Timeline Template available on box.com

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.

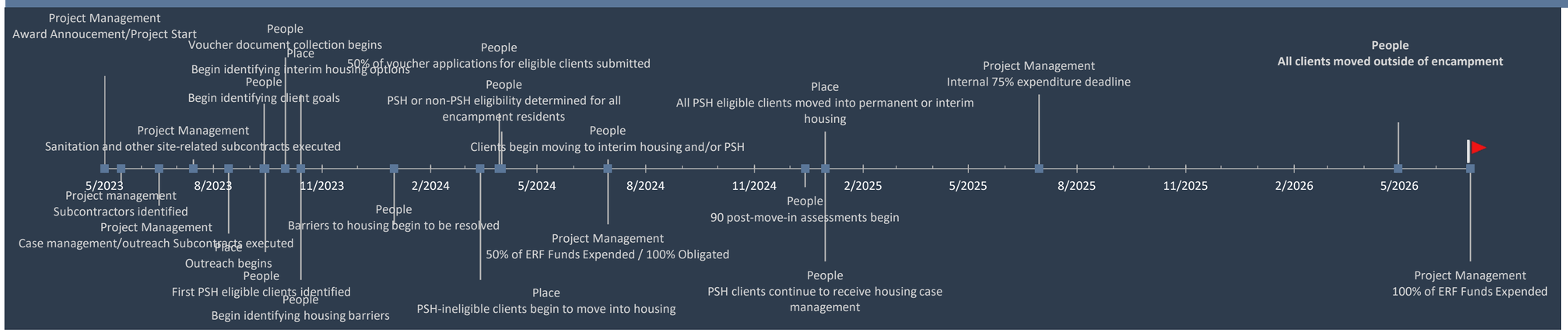
Name
Kat Richter

Title
Program Coordinator

Email
krichter@marincounty.org

ERF-2-R Project Timeline

JURISDICTION



Project Milestones

Date	Milestone	Category	Vertical Position	Additional Detail for Milestone
5/1/2023	Award Annoucement/Project Start	Project Management	50	
5/15/2023	Subcontractors identified	Project management	-7	case management and outreach worker contracts
6/16/2023	Case management/outreach Subcontracts executed	Project Management	-20	Subcontractor will begin hiring process
7/15/2023	Sanitation and other site-related subcontracts executed	Project Management	5	(RV graywater removal, trash, etc)
8/14/2023	Outreach begins	Place	-35	
9/13/2023	Begin identifying client goals	People	35	
9/14/2023	First PSH eligible clients identified	People	-45	
10/1/2023	Voucher document collection begins	People	60	
10/14/2023	Begin identifying housing barriers	People	-60	
10/14/2023	Begin identifying interim housing options	Place	40	
12/14/2024	Barriers to housing begin to be resolved	People	-10	
1/1/2024	PSH-ineligible clients begin to move into housing	Place	-30	
3/14/2024	50% of voucher applications for eligible clients submitted	People	-60	
3/30/2024	PSH or non-PSH eligibility determined for all encampment	People	30	
4/1/2024	Clients begin moving to interim housing and/or PSH	People	20	
6/30/2024	**50% of ERF Funds Expended / 100% Obligated**	**Project Management**	**5**	**Statutory Deadline for 50% of ERF funds to be spent and 100% Obligated**
6/30/2024	90 post-move-in assessments begin	People	**-30**	
12/31/2024	All PSH eligible clients moved into permanent or interim housing	Place	20	
12/31/2024	PSH clients continue to receive housing case management	People	-50	
6/30/2025	Internal 75% expenditure deadline	Project Management	40	
4/30/2026	All clients moved outside of encampment	People	25	
6/30/2026	**100% of ERF Funds Expended**	**Project Management**	**-50**	**Statutory Deadline for 100% of ERF funds to be spent**

PROJECT TIMELINE TIPS

1. Fill in the light blue cells to customize this template with your project's specific milestones.

2. Insert entire rows to the Project Milestones table to add additional milestones.

3. Column B should be a date

3. Column C should be the milestone name- however your team refers to it.

4. Column D provides a dropdown menu with options to help categorize milestones into broad groups. To add an option, go to sheet 1 and add the option in one of the green calls at the bottom of the list.

5. Column E Indicates the *Vertical Position* of milestone markers in the Project Milestones table at the top of the sheet. Changing this number allows you to change the vertical position of the milestone relative to the horizontal axis. Use positive numbers to position them above the axis and negative numbers to position them below.

6. Column F is a space to provide additional context, detail, or description for a specific milestone.

		ELIGIBLE USE CATEGORY	<5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL				ERF-2-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	2 SENTENCE DESCRIPTION
Guidance and Intended Use	*This budget template may be slightly modified to meet local needs. If awarded funding, this budget, once approved, will serve as your communitys official project budget. Any changes to this budget must be authorized through the change request process.* ***Principle** : Cal ICH should be able to navigate only your submitted budget and understand the general parameters of the proposal and how it may be funded*	*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-2-R Funds*	*Non ERF-2-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.*
PERSONNEL COSTS					**SALARY**	**FTE**	**MONTHS**			
		Street Outreach	Outreach Worker	Subcontractor of Marin HHS	80,400.00	1.00	30	201,000.00		Subcontractor will be chosen via RFP process per County policies. Outreach worker salary includes 20% differential for non-typical hours
		Street Outreach	Benefits at 25%	Subcontractor of Marin HHS	20,100.00	1.00	30	50,250.00		""
		Street Outreach	Outreach worker, billingual	Subcontractor of Marin HHS	84,420.00	1.00	30	211,050.00		Bilingual, non-typical hours differentials
		Street Outreach	Benefits at 25%	Subcontractor of Marin HHS	21,105.00	1.00	30	52,762.50		""
		Delivery of Permanent Housing	Housing-based case manager, billingual	Subcontractor of Marin HHS	85,260.00	1.00	30	213,150.00		Bilingual differential included
		Delivery of Permanent Housing	benefits at 25%	Subcontractor of Marin HHS	21,315.00	1.00	30	53,287.50		""
		Delivery of Permanent Housing	Supervisor	Subcontractor of Marin HHS	100,000.00	0.30	30	75,000.00		""
		Delivery of Permanent Housing	Benefits at 25%	Subcontractor of Marin HHS	25,000.00	0.30	30	18,750.00		
		Delivery of Permanent Housing	Subcontractor Indirect	Subcontractor of Marin HHS			30	-		Contractor systems support activities including HMIS entry
		Services Coordination	Senior Social Services worker	Marin HHS	107,910.40	1.00	30		323,731.20	County General Funds
		Services Coordination	benefits at 47.1%	Marin HHS	50,825.80	1.00	30		152,477.40	Benefits are projected to increase due to COLAS
		Street Outreach	Family Nurse Practitioner	Ritter Center	82,680.33	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	39,900.33	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	82,421.67	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/Hep C Certified Outreach W	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	54,069.67	0.05	36		8,110.45	IGT - benefits are listed as an average
		Street Outreach	Subcontractor indirect	Ritter			36		6,250.00	systems support activities mobile medical van contract, .05 FTE, and accounting for the 2 year grant period.
		Street Outreach	SSI Benefits Advocate + benefits	Marin HHS	134,136.00	0.04	36		16,096.32	Funded via CDSS HDAP program
		Street Outreach	CEFT Employment Development Counselor	Marin HHS	134,136.00	0.04	36		16,096.32	Funded via CFET
		Street Outreach	CalWorks Outreach Team Staff + benefits	Marin HHS	134,136.00	0.04	36		16,096.32	Funded via CalWorks, Medi-Cal, CalFresh
									54,912.70	
Subtotal - Personnel Costs						**8.97**		**$ 875,250.00**	**$ 634,322.95**	
NON-PERSONNEL COSTS					**UNIT**	**RATE**	**TIME**			
		Street Outreach	Fence Repair		525 feet	$90/150 feet	One-time repair	315.00		fix the fence along the waterway to prevent camping in areas at risk of flooding
		Street Outreach	Trash Pickup		10 pickups/month	8500 per month	30 months	204,000.00		
		Street Outreach	RV Gray water removal		60 RVS	14000	30 months	42,000.00		cost per pumpout event for 60 RVS is estimated $14k
		Street Outreach	Tech costs - computer, internet		3 people	112.5/month	30 months	10,125.00		Computer, internet
		Street Outreach	Office supplies		3 people	75/month	30 months	6,750.00		
		Street Outreach	Cell phones		3 cell plans	100/month	30 months	9,000.00		for outreach workers and case manager
		Street Outreach	travel costs		travel costs for 3	500/month	30 months	45,000.00		
		Street Outreach	Client engagement and direct assistance		87 clients	4500/month	30 months	135,000.00		includes sanitation costs (deodorant, antibacterial wipes, etc) - includes delay assuming some clients will not immediately engage.
		Street Outreach	flex problem solving		60 clients	500/year/client	30 months	75,000.00		Cost is calculated using 50 people, assuming many clients will not immediately request help
		Street Outreach	Mobile medical transportation/outreach costs		IGT contract av	.05 FTE multipli	36 months		1,252.75	cost calculated using average of total transportation/outreach supplies cost on contract and a .05 multiplier to match FTE.
		Street Outreach	mobile showers		1 visit a week	550 per visit	130 weeks	71,500.00		
		Street Outreach	Portable toilets & handwashing stations		service to 3 toil	1099.95/month	36 months		39,598.20	County general funds
		Interim Sheltering	Motel Vouchers		1 bed at night	approx 120/night	250 nights	30,000.00		
		Rapid Rehousing	Rapid rehousing for 30% of clients		26 people	2500/ month	12 months		780,000.00	Housing and Homelessness Incentive Program (HHIP) via Partnership HealthPlan
		Delivery of Permanent Housing	Vouchers at Studio FMR		10 people	2156	24 months		517,440.00	HUD - using voucher program applicable to client
		Delivery of Permanent Housing	Vouchers at 1 Bedroom FMR		7 people	2665	24 months		447,720.00	HUD - using voucher program applicable to client
Subtotal - Non-Personnel Costs								**$ 628,690.00**	**$ 1,786,010.95**	
ADMINISTRATIVE COSTS										
		Administrative Costs	Program Coordinator/Program Analyst staffir	Marin HHS				75,197.00		Costs associated with grant adminstration, including program coordinator/program analyst time
Subtotal - Administrative Costs								**$ 75,197.00**	**$ -**	
TOTAL BUDGET								**$ 1,579,137.00**	**$ 2,420,333.90**	

Superseded by Current Budget

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

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

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.

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

DocuSign Envelope ID: 9A4A41EE-3247-4EB5-9FD6-76C8E51F32A2

February 17, 2023

MARIN HOUSING
Making Housing More Affordable

4020 Civic Center Drive
San Rafael, CA 94903-4173

Executive Director
Kimberly Carroll

To Whom It May Concern,

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:
Kimberly Carroll
43729E2DC617450...

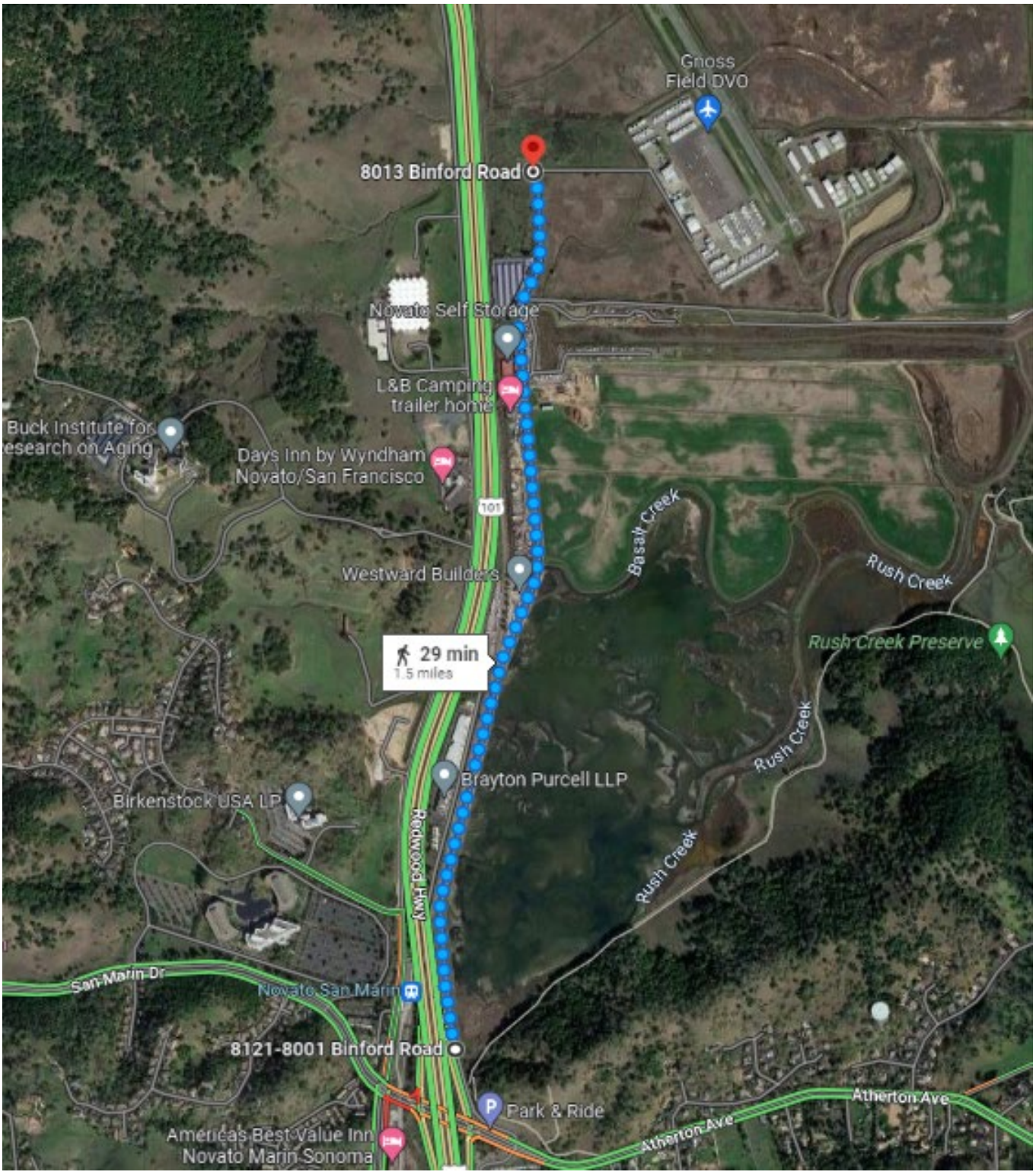
Kimberly Carroll
Executive Director, Marin Housing Authority

Housing Authority of
The County of Marin

415/491-2525

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

www.marinhousing.org


Gnoss Field DVO
8013 Binford Road
Novato Self Storage
L&B Camping trailer home
Buck Institute for Research on Aging
Days Inn by Wyndham Novato/San Francisco
101
Basalt Creek
Rush Creek
Westward Builders
29 min
1.5 miles
Rush Creek Preserve
Brayton Purcell LLP
Birkenstock USA LP
Redwood Hwy
San Marin Dr
Novato San Marin
8121-8001 Binford Road
Park & Ride
Atherton Ave
Americas Best Value Inn Novato Marin Sonoma

BY	DATE	REVISIONS

DISTANCE SHOWN ARE ON THE CALIFORNIA COORDINATE SYSTEM OF 1927, ZONE 3. MULTIPLY DISTANCES SHOWN BY 1.0000546 TO OBTAIN GROUND LEVEL DISTANCES.

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

CITY OF NOVATO

N21°47'39"W 427.47'
N0°24'14"W 53.48'
R=5704.28' Δ=1°50'49" L=183.87'
N66°35'30"W 35.73'
R=5750.28' Δ=0°05'46" L=9.66'
N66°35'30"W 38.71'
R=5714.28' Δ=0°20'28" L=34.02'
S87°58'39"E(R)
N88°33'25"W(R) 10.00'
N2°39'54"E 103.73'
S66°35'30"E 35.49'
R=5750.28' Δ=0°07'39" L=12.80'
S66°35'30"E 38.38'
R=5714.28' Δ=6°36'56" L=661.39'
N86°56'35"W(R)
S86°19'59"E(R) 10.00'

REDWOOD BLVD

SONOMA MARIN AREA RAIL TRANSIT DISTRICT

R=5704.28' Δ=6°51'43" L=683.16'
N79°28'16"W(R) 10.01'
R=5714.29' Δ=2°42'13" L=269.64'

ATHERTON AVE

US ROUTE 101

385+00 N5°48'58"W 4334.63' 390+00 395+00
J Line

62212-1
Encroachment Permit, 2 years duration

R=3030.00' Δ=11°07'36" L=588.42'(T)
Δ=6°36'37" L=349.57'
N5°01'49"W 895.70'
S80°27'12"W 18.99'

BINFORD RD

R=3011.01' Δ=6°36'37" L=347.38'
N16°09'25"W 207.98'(T)
188.24'
N16°09'25"W 188.24'
R=330.00' Δ=16°02'28" L=92.39'
S57°48'07"W 12.00'
S73°50'35"W 18.99'
N39°17'19"E 109.30'
N66°35'30"W 265.03'
R=318.00' Δ=35°55'31" L=199.39'

RUSH CREEK PHASE I
21 RM 41

19 OS 8

PARCEL #S	ACQ. CODE	GRANTOR	AREAS (square feet; AC=Acres) TOTAL	R/W	REM	EXCESS	REMARKS	RECORDATION INST	DATE	DOCUMENT REF.	EA
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

- o DIMENSION POINT
- ACCESS PROHIBITED

HANGING FILE **21**

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

RIGHT OF WAY
APPRAISAL MAP
A-10469.4

SCALE 1"=50'

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

SCALE IN FEET
0 50 100 150

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

MAP REFERENCES

HARD COPY	APPRAISAL	RECORD	MONUMENT
		R-21X.11 R-21X.13 R-21X.12	

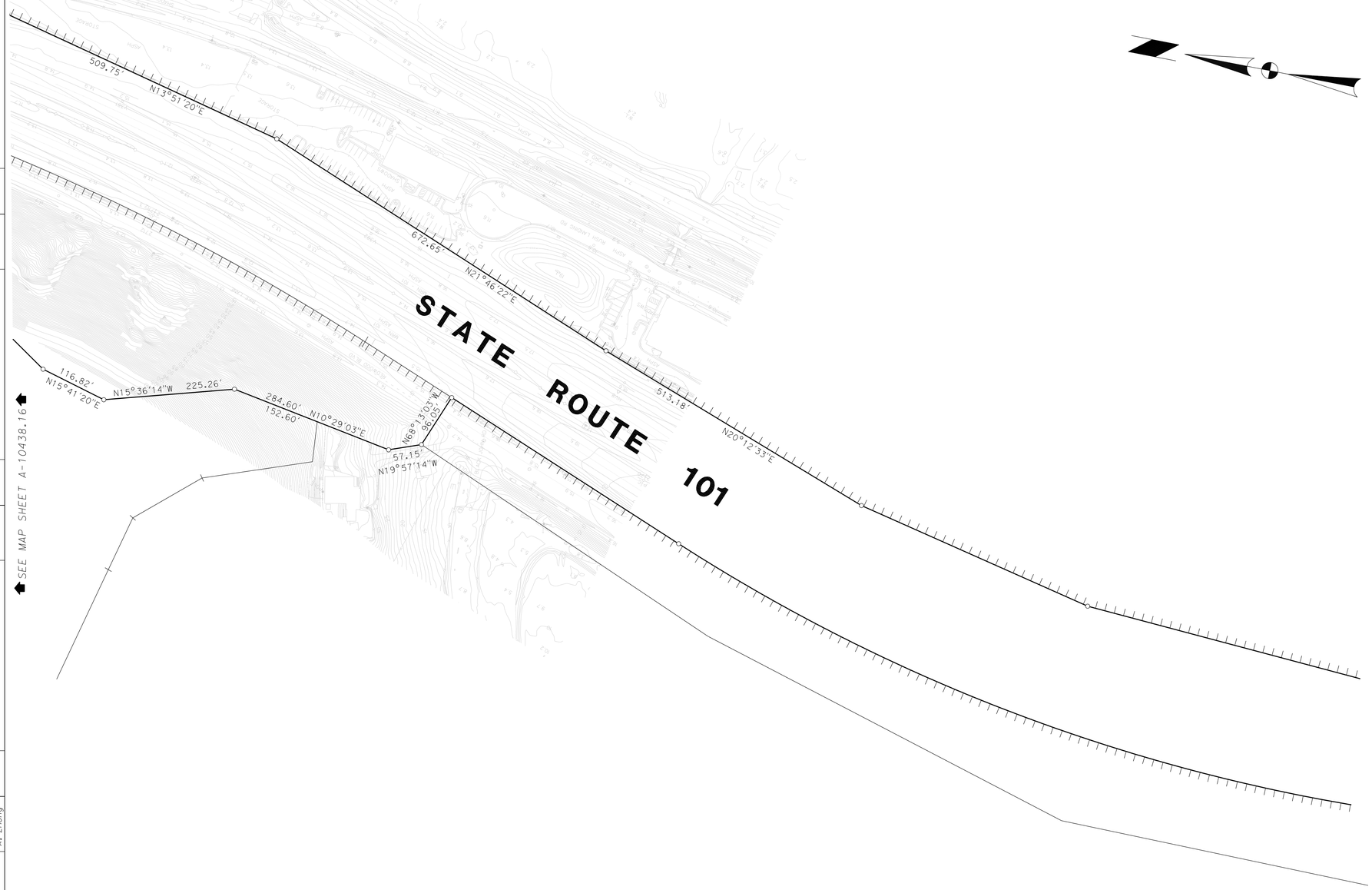
DRAWING DATE	COUNTY	ROUTE	POST MILE	KILOMETER POST	SHEET
03/11/2010	MRN	101	22.0		5 of 5

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.



SCALE IN FEET
0 100 200 300
SCALE: 1"=100'

HANGING FILE **21**

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

RIGHT OF WAY
APPRAISAL MAP
A-10438.17

SCALE 1"=100'

ACCESS PROHIBITED

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

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. 264072
R/W P.S. A.Z.

MAP REFERENCES

HARD COPY	APPRAISAL	RECORD	MONUMENT
		R-X21.15 & 16	

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

08/30/2016

ERF Budget Change Request Form

This budget change request was submitted on 4/30/2024 10:16 PM

Introduction

Please select from the list of jurisdictions
Marin County (23-ERF-2-R-10015)

The selected jurisdiction is associated with the following ERF award(s). Select the award(s) for which you are submitting this budget change request:

ERF-2R award in the amount of $1,579,137.00
Yes

Please confirm the selections are accurate before proceeding in this form.

ERF-2R Budget Change Request

Answer all of the questions below. Reponses should be concise and provide specific details explaining any proposed changes to funding and/or project plans.

Generally, the effective date is the date this form is submitted, however, in unique circumstances Cal ICH will consider retroactivity.

What date are you requesting that the revised budget be effective?
1/1/2024

If you would like this date to be retroactive, please explain why.
Approximate date when shower services expanded to include laundry.

Are you requesting an expedited review?
No

Provide a proposed budget below.
ERF-2-R, Budget Template_Marin_Binford_04.24_revision.xlsx

New Proposed Budget for ERF-2R funds by Eligible Use Category

Rapid Rehousing	Operating Subsidies	Street Outreach	Services Coordination

Rapid rehousing, including housing identification services, rental subsidies, security deposits, incentives to landlords, and holding fees for eligible persons, housing search assistance, case management and facilitate access to other community-based services.

New Proposed Budget
$0.00

Previously Approved Budget
$0.00

Operating subsidies in new and existing affordable or supportive housing units, emergency shelters, and navigation centers. Operating subsidies may include operating reserves.

New Proposed Budget
$0.00

Previously Approved Budget
$0.00

Street outreach to assist eligible persons to access crisis services, interim housing options, and permanent housing and services.

New Proposed Budget
$893,364.70

Previously Approved Budget
$1,113,753.00

Services coordination, which may include access to workforce, education, and training programs, or other services needed to improve and promote housing stability for eligible persons, as well as direct case management services being provided to persons.

New Proposed Budget
$0.00

Previously Approved Budget
$0.00

Systems Support

Systems support for activities that improve, strengthen, augment, complement, and/or are necessary to create regional partnerships and a homeless services and housing delivery system that resolves persons' experiences of unsheltered homelessness.

New Proposed Budget
$0.00

Previously Approved Budget

Delivery of Permanent Housing

Delivery of permanent housing and innovative housing solutions, such as unit conversions that are well suited for eligible persons.

New Proposed Budget
$566,575.30

Previously Approved Budget

Prevention and Shelter Diversion

Prevention and shelter diversion to permanent housing, including flexible forms of financial assistance, problem solving assistance, and other services to prevent people that have been placed into permanent housing from losing their housing and falling back into unsheltered homelessness. This category is only available to serve people who were formerly residing in the prioritized ERF encampment site.

New Proposed Budget
$0.00

Previously Approved Budget

Interim Sheltering

Interim sheltering, limited to newly developed clinically enhanced congregate shelters, new or existing noncongregate shelters, and operations of existing navigation centers and shelters based on demonstrated need that are well suited for eligible persons.

New Proposed Budget
$44,000.00

Previously Approved Budget

$0.00	$360,187.00	$0.00	$30,000.00

Improvements to Existing Emergency Shelters

Improvements to existing emergency shelters to lower barriers, increase privacy, better address the needs of eligible persons, and improve outcomes and exits to permanent housing.

New Proposed Budget
$0.00

Previously Approved Budget
$0.00

Administrative Costs

Up to 5% of grant funds may be applied to administrative costs. Administrative costs incurred by the city, county, continuum of care, to administer its program allocation.

New Proposed Budget
$75,197.00

Previously Approved Budget
$75,197.00

Budget Change Request Total

Total New Proposed Budget
1,579,137.00

Total Previous Budget
1,579,137.00

Reason for the Request and Resulting Change

What prompted the need for this change?
Our original budget was based on the expectation that PSH-eligible residents made up a minority of the encampment. However, based on the extensive outreach that was supported through ERF-2 funds, the County learned that the PSH-eligible individuals make up more than half of the encampment residents. This high-level of need has required much more extensive staff time and operational costs devoted to the project, especially at a senior level to ensure to support the coordination of a cross-agency, multi-disciplinary response. The original budget also underestimated the interim shelter needs at the site. The County has also increased the dollar amount of leveraged funding in support of the project, for example, by authorizing an RV buyback program that has the dual effect of both providing clients with direct funds and facilitating the return of the site to its prior use by the vehicle removal.

At the program level, what will change if this budget change request is approved?

Programmatically, what will be eliminated, reduced, or augmented from the previously approved budget?

Programmatically, what will be added, expanded, or augmented in the newly proposed budget?
Overall, this budget represents an increase in

Trash pickup costs covered by ERF-2-R funds have been reduced. The amount of ERF-2-R dollars supporting the line items Flex funding and Client engagement line items has been reduced--however this reduction has largely been offset both by in-kind donated items from Downtown Streets Team and increased financial and programmatic commitments from the County.

supportive services available to the site, by increasing the leveraged funds being made available to support client direct expenses, and shifting ERF-2-R direct client expenses to staffing and operational costs. This budget increases the estimated leveraged cost of vouchers supporting the project. This budget also shows an increase in County leveraged funds, including the RV vehicle buyback program. The shower service also includes laundry. This budget increases the interim shelter made available to clients. This budget includes increased staff and operational supports to the site.

Certify and Submit

Title
Program Coordinator

Name
Kat Richter

Phone
(415) 473-3704

Email
kat.richter@marincounty.gov

[Form.Introduction.JurisdictionAndContractSelection.PleaseSelectYourJurisdiction.JurisdictionSelection] certifies that all information included in this form is true and accurate to the best of their knowledge.
Yes

California Department of
Housing and Community Development

ERF Budget Change Request Form

This budget change request was submitted on 3/26/2025 6:48 PM

Introduction

Please select the ERF Round for which you are submitting this budget change request:
ERF-2R

ERF-2R Budget Change Request

Select the ERF-2R Funded Encampment
Marin County — Binford Rd

Answer all of the questions below. Reponses should be concise and provide specific details explaining any proposed changes to funding and/or project plans.

Generally, the effective date is the date this form is submitted, however, in unique circumstances HPD Homelesness Grants will consider approving retroactive effective dates.

What date are you requesting that the revised budget be effective?
2/1/2025

If you would like this date to be retroactive, please explain why.
Staff expenses beginning 2/1/25 need to be shifted between lines to match actuals

Are you requesting an expedited review?
Yes

Please explain why.
We need to get this budget adjustment as soon as possible to ensure funding expenditure deadlines are acheived.

Provide a proposed budget below.
ERF2 Binford Budet w. Revisions (eff 2.1.25).xlsx

New Proposed Budget for ERF-2R funds by Eligible Use Category

Rapid Rehousing	Operating Subsidies	Street Outreach	Services Coordination
Rapid rehousing, including housing identification services, rental subsidies, security deposits, incentives to landlords, and holding fees for eligible persons, housing search assistance, case management and facilitate access to other community-based services.	*Operating subsidies in new and existing affordable or supportive housing units, emergency shelters, and navigation centers. Operating subsidies may include operating reserves.*	*Street outreach to assist eligible persons to access crisis services, interim housing options, and permanent housing and services.*	*Services coordination, which may include access to workforce, education, and training programs, or other services needed to improve and promote housing stability for eligible persons, as well as direct case management services being provided to persons.*
New Proposed Budget $0.00	**New Proposed Budget** $0.00	**New Proposed Budget** $893,364.73	**New Proposed Budget** $0.00
Previously Approved Budget $0.00	**Previously Approved Budget** $0.00	**Previously Approved Budget** $893,364.73	**Previously Approved Budget** $0.00

Systems Support	Delivery of Permanent Housing	Prevention and Shelter Diversion	Interim Sheltering
Systems support for activities that improve, strengthen, augment, complement, and/or are necessary to create regional partnerships and a homeless services and housing delivery system that resolves persons' experiences of unsheltered homelessness.	*Delivery of permanent housing and innovative housing solutions, such as unit conversions that are well suited for eligible persons.*	*Prevention and shelter diversion to permanent housing, including flexible forms of financial assistance, problem solving assistance, and other services to prevent people that have been placed into permanent housing from losing their housing and falling back into unsheltered homelessness. This category is only available to serve people who were formerly residing in the prioritized ERF encampment site.*	*Interim sheltering, limited to newly developed clinically enhanced congregate shelters, new or existing noncongregate shelters, and operations of existing navigation centers and shelters based on demonstrated need that are well suited for eligible persons.*
New Proposed Budget $0.00	**New Proposed Budget** $566,575.27	**New Proposed Budget** $0.00	**New Proposed Budget** $44,000.00

Previously Approved Budget $0.00	**Previously Approved Budget** $566,575.27	**Previously Approved Budget** $0.00	**Previously Approved Budget** $44,000.00

Improvements to Existing Emergency Shelters	**Administrative Costs**
Improvements to existing emergency shelters to lower barriers, increase privacy, better address the needs of eligible persons, and improve outcomes and exits to permanent housing.	*Up to 5% of grant funds may be applied to administrative costs. Administrative costs incurred by the city, county, continuum of care, to administer its program allocation.*
New Proposed Budget $0.00	**New Proposed Budget** $75,197.00
Previously Approved Budget $0.00	**Previously Approved Budget** $75,197.00

Budget Change Request Total

Total New Proposed Budget
1,579,137.00

Total Previous Budget
1,579,137.00

Reason for the Request and Resulting Change

What prompted the need for this change?
The subcontractor had shifts in their staffing needs.

At the program level, what will change if this budget change request is approved?

Programmatically, what will be eliminated, reduced, or augmented from the previously approved budget?
Supervisor will be reduced by $22,019.61 because County received funding from ERF 3 to pay Supervisor salary in full.
Client Engagement Services reduced by $1677.74 because less is needed than what was predicted based on current costs to date.

Programmatically, what will be added, expanded, or augmented in the newly proposed budget?
Increase of $22,019.61 to Director to ensure additional oversight time. More time and attention from

Director needed than was originally anticipated. Increase in Trash Pick-Up because County is working in alignment with partners and other County departments which has resulted in a more collaborative process that leads to a slight increase in cost.

Certify and Submit

Please provide any additional comments

Title
Senior Department Analyst, Fiscal

Name
Sara Fusenig

Phone
(415) 473-5043

Email
sara.fusenig@marincounty.gov

certifies that all information included in this form is true and accurate to the best of their knowledge.
Yes

This is a budget worksheet created by fiscal to track the budget revisions for ERF2 BINFORD (23-ERF-2R-10015)

	ELIGIBLE USE CATEGORY	<5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL				ERF-2-R PROPOSED BUDGET ORIGINAL W/APP	REVISED BUDGET (1)		REVISION IN PROCESS (2)		LEVERAGED FISCAL SUPPORT	2 SENTENCE DESCRIPTION
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-2-R Funds*		*First Budget revision approved on **6/10/2024 by CALICH***			*Non ERF-2-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.*
				SALARY	FTE	MONTHS		Reduction/increase	Budget Revision	Reduction/Increase	Budget Revision		
	Street Outreach	Outreach Worker	Subcontractor of Marin HHS	80,400.00	1.00	30	201,000.00	-	201,000.00	-	201,000.00		Subcontractor will be chosen via RFP process per County policies. Outreach worker salary includes 20% differential for non-typical hours
	Street Outreach	Benefits at 25%	Subcontractor of Marin HHS	20,100.00	1.00	30	50,250.00	4,020.00	46,230.00	-	46,230.00		""
	Street Outreach	Outreach worker, billingual	Subcontractor of Marin HHS	84,420.00	1.00	30	211,050.00	-	211,050.00	-	211,050.00		Bilingual, non-typical hours differentials
	Street Outreach	Benefits at 25%	Subcontractor of Marin HHS	21,105.00	1.00	30	52,762.50	4,221.00	48,541.50	-	48,541.50		""
	Delivery of Permanent Housing	Housing-based case manager, billingual	Subcontractor of Marin HHS	85,260.00	1.00	30	213,150.00	-	213,150.00	-	213,150.00		Bilingual differential included
	Delivery of Permanent Housing	benefits at 25%	Subcontractor of Marin HHS	21,315.00	1.00	30	53,287.50	4,263.00	49,024.50	-	49,024.50		""
	Delivery of Permanent Housing	Supervisor	Subcontractor of Marin HHS	100,000.00	0.30	30	75,000.00	31,332.61	43,667.39	(22,019.61)	21,647.78		shift $22,019.61 from the Supervisor position to the Director position
	Delivery of Permanent Housing	Benefits at 23%	Subcontractor of Marin HHS	25,000.00	0.30	30	18,750.00	8,706.50	10,043.50	(5,064.53)	4,978.97	4,978.97	redux in benefits due to revision
	Delivery of Permanent Housing	Program Director	Subcontractor of Marin HHS	110,330.50	0.10	30		(27,582.63)	27,582.63	22,019.61	49,602.24	11,408.50	increase Director position from Supervisor position
	Delivery of Permanent Housing	Benefits at 23%	Subcontractor of Marin HHS	11,033.05	0.10	30		(6,343.98)	6,343.98	5,064.53	11,408.51		increase in benefits due to shift
	Delivery of Permanent Housing	Subcontractor Indirect	Subcontractor of Marin HHS			30	-	-					Contractor systems support activities including HMIS entry
	Services Coordination	Senior Social Services worker	Marin HHS	107,910.40	1.00	30						323,731.20	County General Funds
	Services Coordination	benefits at 47.1%	Marin HHS	50,825.80	1.00	30						152,477.40	Benefits are projected to increase due to COLAS
	Street Outreach	Family Nurse Practitioner	Ritter Center	82,680.33	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	39,900.33	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	82,421.67	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/Hep C Certified Outreach W	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	54,069.67	0.05	36						8,110.45	IGT - benefits are listed as an average
	Street Outreach	Subcontractor indirect	Ritter			36						6,250.00	systems support activities mobile medical van contract, .05 FTE, and accounting for the 2 year grant period.
	Street Outreach	SSI Benefits Advocate + benefits	Marin HHS	134,136.00	0.04	36						16,096.32	Funded via CDSS HDAP program
	Street Outreach	CEFT Employment Development Counselc	Marin HHS	134,136.00	0.04	36						16,096.32	Funded via CFET
	Street Outreach	CalWorks Outreach Team Staff + benefits	Marin HHS	134,136.00	0.04	36						16,096.32	Funded via CalWorks, Medi-Cal, CalFresh
												54,912.70	
					9.17		$ 875,250.00	$ 18,616.50	$ 856,633.50	$ 0.00	$ 856,633.50	$ 650,710.42	
				UNIT	RATE	TIME		reduction/increase					
	Street Outreach	Fence Repair		525 feet	$90/150 feet	One-time repair	315.00		315.00	-	315.00		fix the fence along the waterway to prevent camping in areas at risk of flooding
	Street Outreach	Trash Pickup		10 pickups/month	500 per month	30 months	204,000.00	38,812.77	165,187.23	1,677.74	166,864.97		
	Street Outreach	RV Gray water removal		60 RVS	14000	30 months	42,000.00	-	42,000.00	-	42,000.00		cost per pumpout event for 60 RVS is estimated $14k
	Street Outreach	Tech costs - computer, internet		3 people	112.5/month	30 months	10,125.00	5,625.00	4,500.00	-	4,500.00		Computer, internet
	Street Outreach	Office supplies		3 people	75/month	30 months	6,750.00	2,375.00	4,375.00	-	4,375.00		
	Street Outreach	Cell phones		3 cell plans	100/month	30 months	9,000.00	3,555.00	5,445.00	-	5,445.00		for outreach workers and case manager
	Street Outreach	travel costs		travel costs for 3	500/month	30 months	45,000.00	21,735.00	23,265.00	-	23,265.00		
	Street Outreach	Client engagement and direct assistance		87 clients	4500/month	30 months	135,000.00	92,544.00	42,456.00	(1,677.74)	40,778.26		includes sanitation costs (deodorant, antibacterial wipes, etc) - includes delay assuming some clients will not immediately engage.
	Street Outreach	flex problem solving		60 clients	500/year/client	30 months	75,000.00	47,500.00	27,500.00	-	27,500.00		Cost is calculated using 50 people, assuming many clients will not immediately request help
	Street Outreach	Mobile medical transportation/outreach costs		IGT contract aver.	.05 FTE multipli	36 months		-		-		1,252.75	cost calculated using average of total transportation/outreach supplies cost on contract and a .05 multiplier to match FTE.
	Street Outreach	mobile showers		1 visit a week	550 per visit	130 weeks	71,500.00	-	71,500.00	-	71,500.00		
	Street Outreach	Portable toilets & handwashing stations		service to 3 toilet	1099.95/month	36 months		-		-		39,598.20	County general funds
	Interim Sheltering	Motel Vouchers		1 bed at night	approx 120/nig	250 nights	30,000.00	(14,000.00)	44,000.00	-	44,000.00		
	Rapid Rehousing	Rapid rehousing for 30% of clients		26 people	2500/ month	12 months				-		780,000.00	Housing and Homelessness Incentive Program (HHIP) via Partnership HealthPlan
	Delivery of Permanent Housing	Vouchers at Studio FMR		10 people	2156	24 months				-		517,440.00	HUD - using voucher program applicable to client
	Delivery of Permanent Housing	Vouchers at 1 Bedroom FMR		7 people	2665	24 months				-		447,720.00	HUD - using voucher program applicable to client
										-			
	Delivery of Permanent Housing	Finance				30		(90,388.27)	90,388.27	-	90,388.27		
	Delivery of Permanent Housing	DTST agency indirect						(126,375.00)	126,375.00	-	126,375.00		

			$ 628,690.00	$ (18,616.50)	$ 647,306.50	$ -	$ 647,306.50	$ 1,786,010.95
Administrative Costs	Program Coordinator/Program Analyst st	Marin HHS	75,197.00	-	75,197.00	-	75,197.00	Costs associated with grant adminstration, including program coordinator/program analyst time
			$ 75,197.00	$ -	$ 75,197.00		$ 75,197.00	$ -
			$ 1,579,137.00	$ 0.00	$ 1,579,137.00		$ 1,579,137.00	$ 2,436,721.37
							$ (0.00)	

	ORIGINAL BUDGET	BUDGET REVISION 1	BUDGET REVISION 2		
Street Outreach	1,113,752.50	893,364.73	893,364.73		
Delivery of Permanent Housing	360,187.50	566,575.27	566,575.27		
Rapid Rehousing	-	-	-		
Services Coordination	-	-	-		
Administrative Costs	75,197.00	75,197.00	75,197.00		
Interim Sheltering	30,000.00	44,000.00	44,000.00		
	1,579,137.00	1,579,137.00	1,579,137.00	1,503,940.00	Total of service categories
				75,197.00	5% admin