



Fiscal Year 2021

Homeless Solutions Annual Action Plan



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ACKNOWLEDGEMENTS

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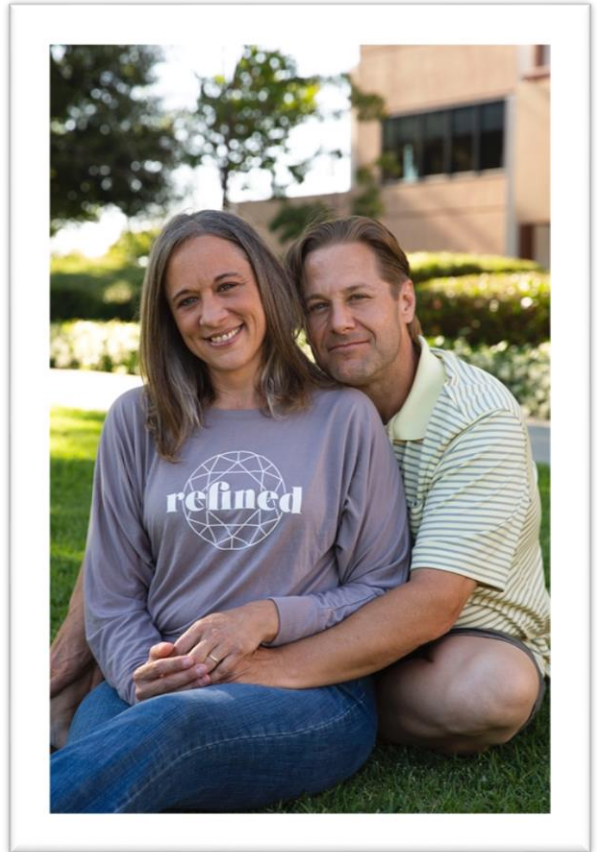
COUNCIL MEMBER

Wes Speake

COVER PAGE ACKNOWLEDGEMENTS

The City of Corona is pleased to feature a photograph of Cliff and Angela Hair on the front cover of this action plan. Cliff and Angela were willing to share their amazing story of transformation to provide hope and inspiration to Corona's homeless neighbors and the public and private stakeholders that will partner with us to improve the quality of life in Corona. The following bullet points summarize their journey:

- ✓ Loss of their dream home due to broken family relationships
- ✓ Change from homeownership status in their dream home to tenant status in a rental unit
- ✓ Spiral into depression and self-medication through drugs and alcohol
- ✓ Eviction from their rental unit and quick transition into homelessness
- ✓ Move to Motel 6 in Corona
- ✓ Decision to overcome fear to ask for help
- ✓ Connection to food services at Crossroads Church food pantry
- ✓ Engagement in faith-based & community-based support through Crossroads Christian Church, St. Edward Catholic Church, and Corona-Norco Settlement House
- ✓ Move from crisis to healing, stability and transition back to permanent housing
- ✓ Establishment of Angels Over Cliffs Ministry for the Homeless
- ✓ Provision of what-ever-it-takes support, home furnishings, housing navigation, and other services to move Corona's homeless out of crisis and into housing
- ✓ Partnership with City Net to help clients participating in City of Corona Motel Emergency Shelter Program. Partnership goal is to transition homeless out of motels and into permanent housing
- ✓ Desire to support the City of Corona and the community of public/private partners in the successful implementation of the Homeless Strategic Plan
- ✓ Desire to serve as an example of partnership opportunities with the faith community in the City of Corona



EXECUTIVE SUMMARY

Introduction

On June 17, 2020, the Corona City Council adopted the Homeless Strategic Plan. The Homeless Strategic Plan is a comprehensive, five-year roadmap that will be implemented in phases over time. The Homeless Strategic Plan is designed to be a living-breathing document that supports a flexible and scalable system of services that can respond to changing needs, issues, and opportunities. The five-year strategic plan calls for a Homeless Solutions Annual Action Plan (HSAAP) that is tied to the annual budget process. The HSAAP includes goals and implementing strategies that were outlined in the Homeless Strategic Plan under Phase I for Fiscal Year 2021.

On May 27, 2020, City Council conducted a Homeless Strategic Plan Study Session to review and discuss budget, policy, and program options related to a system of homeless services. During the Study Session, City Council selected a system of services that includes emergency shelter, tenant-based rental assistance, permanent supportive housing, expanded Corona Police Department HOPE Team outreach, and other services that are outlined this action plan. The budget associated with this system of services was approved by City Council when the entire City budget was adopted on June 17, 2020.

To measure progress, the Homeless Strategic Plan calls for the development of a dashboard report that will be submitted to City Council and the public on a quarterly basis during Phase I. In subsequent phases, the Homeless Strategic Plan calls for semi-annual and eventually annual dashboard reports; however, City Council can amend the frequency of dashboard reports through the HSAAP process. The dashboard report will include metrics that capture opportunities and challenges that affect progress of the plan. The dashboard will also measure the goals with green, yellow, and red colors to provide a visual picture of the progress for each goal or benchmark.

Mission and Vision

Critical to the success of the HSAAP is the vision and mission of the Homeless Strategic Plan. The vision and mission statements are as follows:

Vision Statement	Mission Statement
A transformational system of services, shelter, and housing for Corona's homeless neighbors	Breaking the cycle of homelessness in Corona through public/private partnerships

EXECUTIVE SUMMARY

Priority Populations and Best Practices:

The Homeless Strategic Plan identified three priority populations. The HSAAP includes goals, strategies and evidenced-based programs that will target resources to support the following priority populations:

1. Unaccompanied Chronically Homeless Individuals/Unsheltered Street Homeless Individuals

- Outreach and Engagement
- Low-Barrier Emergency Shelter
- Navigation Center/Multi-Service Center
- Permanent Supportive Housing

2. Situationally Homeless Individuals and Families

- ✓ Outreach and Engagement
- ✓ Low-Barrier Emergency Shelter
- ✓ Connection to Existing Transitional Shelters
- ✓ Workforce Development Programs
- ✓ Affordable Housing

3. At-Risk of Homeless Individuals and Families

- ✓ Eviction and Foreclosure Prevention Programs
- ✓ Workforce Development Programs
- ✓ Utility, Food, Clothing, and Transportation Assistance Programs

Goals

The Homeless Strategic Plan includes the following ten goals:

Goal 1	Develop A Systems-Oriented Approach to Address Homelessness
Goal 2	Develop A Low-Barrier Emergency Shelter/Navigation Center System
Goal 3	Develop Permanent Supportive and Affordable Housing Solutions
Goal 4	Expand Outreach and Engagement
Goal 5	Develop and Participate in Sub-Regional Collaboratives with Neighboring Cities
Goal 6	Develop Public/Private Partnerships to Support Plan Initiatives
Goal 7	Develop Partnerships with the County and Continuum of Care to Support Plan Initiatives
Goal 8	Develop A Homeless Prevention Initiative
Goal 9	Develop An Advocacy Campaign to Support Plan Initiatives
Goal 10	Expand Data Tracking Systems and Dashboard to Measure System Performance

The FY 2021 HSAAP will focus on goals and implementing strategies that were outlined in Phase I of the Homeless Strategic Plan. Accordingly, Phase I efforts will primarily focus on Goal 1, 2, 3, 4 and 8 with a secondary focus on Goal 5, 6, 7 and 10. Goal 9 will be implemented in future phases. Primary goals will focus on the establishment of the City's system of services. Secondary goals will support the system.

PHASE I GOALS AND MILESTONES

Phase I	<p>Primary Focus:</p>
FY 20/21	<p>Goal 1: Develop a Systems-Oriented Approach to Address Homelessness</p> <p>Milestones: Full completion in Phase I through development of a homeless system of services, shelter, and permanent housing. The FY 2021 system of services is outlined in more detail in the budget section of this document</p> <p>Goal 2: Develop a Low-Barrier Emergency Shelter/Navigation Center System</p> <p>Milestones: Full completion in Phase I with first half of year in project development and second half of year in program operation. Milestones include:</p> <ul style="list-style-type: none"> ✓ Harrison Shelter renovation ✓ Development of an RFP to select a nonprofit operator. RFP will include full system of services including emergency shelter, permanent housing, and other system components ✓ RFP selection process and recommendation of nonprofit operator ✓ Council approval of nonprofit operator ✓ Development of operator contract ✓ Execution of operator contract ✓ Grand opening ✓ Issue notice to proceed for operation of full system of services <p>Goal 3: Develop Permanent Supportive and Affordable Housing Solutions</p> <p>Milestones: Goal will be implemented over time during all phases. Phase I milestones are as follows:</p> <ul style="list-style-type: none"> ✓ Development of an RFP to select a nonprofit operator for full system of services including aforementioned emergency shelter/navigation center as well as use of City Housing Units on 5th Street for Permanent Supportive Housing and FY 2021 HOME Funds for a Tenant-Based Rental Assistance Housing Program ✓ RFP selection process and recommendation of nonprofit operator ✓ Council approval of nonprofit operator ✓ Development of operator contract ✓ Execution of operator contract ✓ Grand opening ✓ Issue notice to proceed for operation of full system of services

PHASE I GOALS AND MILESTONES

Phase I	<p>Primary Focus:</p>
FY 20/21	<p>Goal 4: Expand Outreach and Engagement</p> <p>Milestones: Goal will be completed in Phase I through the following milestones:</p> <ul style="list-style-type: none"> ✓ Through first half of FY 2021, use half of line item in budget to expand the Corona Police Department HOPE Team outreach by 24 hours per week to provide coverage during evenings and weekends ✓ Through second half of FY 2021, use balance of line item in budget to partially fund two additional HOPE Team Officers. The City's general funds will be leveraged with a grant secured by the Corona Police Department. This strategy will increase the HOPE Team from two to four officers <p>Goal 8: Develop a Homeless Prevention Initiative</p> <p>Milestones: Partial completion in Phase I with the following milestones:</p> <ul style="list-style-type: none"> ✓ Implement City Housing Department Emergency Housing Needs Assistance Program using CARES Act Funds. The program will provide homeless prevention grants to Corona renters that meet income qualifications and financial impacts as a result of COVID-19 ✓ Additional components of the Homeless Prevention Initiative will be completed in future phases through the development of new partnerships <p>Secondary Focus:</p> <p>Goal 5: Develop and Participate in Sub-Regional Collaboratives with Neighboring Cities</p> <p>Milestones: Partial completion in Phase I with the following milestones:</p> <ul style="list-style-type: none"> ✓ Homeless Solutions Manager is newly elected as the Vice Chair of the Continuum of Care. In this role, the Homeless Solutions Manager will work with the Chair of the Continuum of Care, County staff, the Board of Governance and other Continuum of Care stakeholders to develop policies that incentivize sub-regional partnerships. Examples of potential incentives include: <ul style="list-style-type: none"> • Technical Assistance • Training • Funding

PHASE I GOALS AND MILESTONES

<p>Phase I</p> <p>FY 20/21</p>	<p><u>Secondary Focus:</u></p> <p>Goal 6: Develop Public/Private Partnerships to Support Plan Initiatives</p> <p>Milestones: Partial completion in Phase I with the following milestones:</p> <ul style="list-style-type: none"> ✓ The Homeless Solutions Manager will work with the Homeless Strategic Plan Working Group to develop a plan of action for a public/private partnership initiative ✓ Implement action plan and establish five new public/private partnerships <p>Goal 7: Develop Partnerships with the County and Continuum of Care to Support Plan Initiatives</p> <p>Milestones: Partial completion in Phase I with the following milestones:</p> <ul style="list-style-type: none"> ✓ Homeless Solutions Manager is newly elected as the Vice Chair of the Continuum of Care. In this role, the Homeless Solutions Manager will actively participate in regional Continuum of Care meetings and planning efforts to identify potential funding and partnership opportunities ✓ Once opportunities are identified, establish two new County and/or Continuum of Care partnerships during Phase I <p>Goal 10: Expand Data Tracking Systems and Dashboard to Measure System Performance</p> <p>Milestones: Full completion in Phase I with the following milestones:</p> <ul style="list-style-type: none"> ✓ Homeless Solutions Manager will work with the IT Department to expand the website dashboard to track system measurements and client measurements to evaluate goal achievement and system performance ✓ Nonprofit operator selected through RFP will be required to collect systems and client data measurements outlined in the implementing strategies of this action plan <p>**Note: Goal 9 will be implemented in future phases</p>
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PHASE I IMPLEMENTING STRATEGIES

The following strategies will be implemented during the FY 2021 HSAAP:

Goal	Implementing Strategy
<u>Goal 1</u> Develop A Systems-Oriented Approach to Address Homelessness	<p>A systems-oriented approach to homelessness moves from a one-size, fits all approach to a system of care that matches the appropriate interventions to homeless individuals and families. A systems-oriented approach also reduces fragmentation, improves leveraging of resources and aligns to Federal, State, and County/Continuum of Care Policy. The following strategies are key to a systems-oriented service delivery system for Corona:</p> <ul style="list-style-type: none"> ✓ Align City Policy to Federal, State, County and Continuum of Care Homeless Policy and Funding Initiatives to position City for funding and partnership opportunities and to develop a system of services and housing to address homelessness in Corona. ✓ Develop City initiatives that link outreach/engagement, emergency shelter, supportive services, and permanent housing as part of a continuum of services for homeless clients. ✓ Improve coordination between public/private agencies serving the homeless in Corona to reduce fragmentation or duplication of services and to leverage limited resources. ✓ Develop City initiatives that promote coordination among multi-disciplinary service providers to improve wrap around services to homeless clients and to expedite permanent housing placements. ✓ For eligible programs, participate in the County's Homeless Management Information System and Coordinated Entry System. ✓ Maintain Homeless Solutions Coordinator Position. ✓ Encourage the County and the Continuum of Care to offer technical assistance and planning grants for cities to build capacity to develop a systems-oriented approach to addressing homelessness.

Goal	Implementing Strategy
<p><u>Goal 2</u></p> <p>Develop A Low-Barrier Emergency Shelter/Navigation Center System</p>	<p>Emergency Shelter should be connected to a system of services utilizing low-barrier, housing first policies that facilitate rapid placement in housing. The following strategies will facilitate the development of Corona's emergency shelter system:</p> <ul style="list-style-type: none"> ✓ Apply for 1st year of \$582,003 State SB2 Permanent Local Housing Allocation Entitlement Funds allocated to the City of Corona. Link funds to the Emergency Shelter/Navigation Center System to use for program operation and/or permanent housing placements. Develop required five-year plan to use the \$3,492,018 in SB2 funds to support the Shelter/Navigation Center System (proposed funding activity includes City's 5% administrative allowance). ✓ Establish a partnership with HomeAid Inland Empire to leverage City resources for rehabilitation the Harrison Emergency Shelter/Navigation Center. HomeAid Inland Empire is a nonprofit arm of the Building Industry Association and can leverage in-kind donations of materials and labor to develop emergency shelters. HomeAid Inland Empire is interested in partnering with the City of Corona. ✓ Issue an RFP and select a nonprofit to operate the Emergency Shelter/Navigation Center System. As part of RFP, require selected operator to apply for other funding sources to leverage City funding and expand the components of the Center's system of services and housing resources.

Goal	Implementing Strategy
<p><u>Goal 3</u></p> <p>Develop Permanent Supportive and Affordable Housing Solutions</p>	<p>The key to ending homelessness is housing. Using a housing first approach provides the framework to ensure that situationally and chronically homeless can stabilize through quick transitions to housing resources. The following strategies will help the City of Corona to achieve these objectives:</p> <ul style="list-style-type: none"> ✓ Use City-Owned 12 Housing Units on 5th Street for Permanent-Supportive Housing for the homeless. Initial placements will use existing 3 vacancies. Additional homeless will be placed as more units become available through turn-over in occupied units. Link 5th Street Housing Units to the Navigation Center/Emergency Shelter as part of the Systems-Oriented Goal in this plan. ✓ Use City-Owned 4.76 Acres on 2nd & Buena Vista to create a combination of affordable housing and permanent supportive housing units. Issue an RFP to select a developer with experience in securing Federal, State, County, and other funding to construct and operate a blended motel of affordable housing and permanent supportive housing units. ✓ Develop partnership with the County Behavioral Health Department and other public and private agencies to provide services needed for Permanent Supportive Housing. ✓ To increase the supply of affordable housing and permanent supportive housing for the homeless and to leverage limited affordable housing resources, establish an inclusionary zoning policy and ordinance as part of the City's FY 20/21 Housing Element Update. Best practice inclusionary zoning policies require developers of market rate housing to include a percentage of affordable housing or pay a fee-in-lieu that goes to an affordable housing fund.

Goal	Implementing Strategy
<p><u>Goal 4</u></p> <p>Expand Outreach and Engagement</p>	<p>The homeless needs assessment confirmed that Corona has a large percentage of long-term street homeless. Effective engagement and connection to services and housing will require expanded outreach efforts. The following strategies will support these objectives:</p> <ul style="list-style-type: none"> ✓ Expand ability to respond to business and resident concerns and the needs of the homeless by increasing outreach and engagement efforts. ✓ Increase successful engagements through persistent, expanded, and coordinated outreach. ✓ Link outreach and engagement initiatives to the City's Emergency Shelter/Navigation Center to support the Systems-Oriented Goal of this plan and to facilitate warm hand-offs to shelter case managers. ✓ Expand Corona Police Department HOPE Team Outreach and Engagement efforts.

Goal	Implementing Strategy
<p><u>Goal 5</u></p> <p>Develop and Participate in Sub-Regional Collaboratives with Neighboring Cities</p>	<p>The homeless needs assessment confirmed that a percentage of homeless regularly migrate between the cities of 2nd District. Because of the transient nature of the homeless, the City of Corona needs to work with the County, Continuum of Care, and 2nd District cities to develop sub-regional partnerships. Implementing strategies to support this objective include:</p> <ul style="list-style-type: none"> ✓ Encourage the County and Continuum of Care to establish policies that help to facilitate sub-regional collaboration among cities. Examples of policies include: <ul style="list-style-type: none"> ○ Offer technical assistance/planning grants to cities to build capacity to develop sub-regional partnerships to address the homeless issue. ○ Offer bonus point incentives on grant applications for cities (or city endorsed nonprofits/developers) that are applying for funds to serve respective homeless clients living in cities within a sub-region.

Goal	Implementing Strategy
<p><u>Goal 6</u></p> <p>Develop Public/Private Partnerships to Support Plan Initiatives</p>	<p>Addressing homelessness should be a community-wide effort to leverage resources and to develop creative programs. The following strategies support this objective:</p> <ul style="list-style-type: none"> ✓ Establish Faith-Based Partnerships to leverage City's homeless resources. There are approximately 100 faith-based organizations in the City of Corona. Examples of partnership opportunities include: <ul style="list-style-type: none"> ○ Volunteers to support the Emergency Shelter/Navigation Center ○ Donations for Food, Clothing, Hygiene Kits, and other essential items ○ Financial Donations to support operation of the Emergency Shelter/Navigation Center ○ Facilitating warm hand-offs and referrals for homeless receiving services from members of the faith community ○ Land donations for affordable housing ✓ Establish Partnerships with the Healthcare Community to expand services to the homeless. Potential partnership examples include: <ul style="list-style-type: none"> ○ Partnership with Corona Regional Medical Center and City's Emergency Shelter/Navigation Center System for safe hospital discharges and recuperative care. ○ Partnerships with medical professionals who are willing to donate behavioral health and medical/healthcare services to the homeless. ○ Partnerships with Colleges and Universities for provision of mental health counseling to the homeless through Clinical Psychology Master's Programs to assist students and graduated psychology alumni interns through providing clinical practicum and internship experiences. ✓ Establish Partnerships with the Business Community and Corona Chamber of Commerce. Examples of partnership opportunities include: <ul style="list-style-type: none"> ○ Volunteers to support the Emergency Shelter/Navigation Center ○ Donations for Food, Clothing, Hygiene Kits, and other essential items ○ Financial Donations to support operation of the Emergency Shelter/Navigation Center

Goal	Implementing Strategy
<p><u>Goal 7</u></p> <p>Develop Partnerships with the County and Continuum of Care to Support Plan Initiatives</p>	<p>According to data received from the County Executive Office, the County and the Continuum of Care invest an average of \$100 million per year to support services, shelter, and housing to prevent and end homelessness throughout the region of Riverside County. Examples of partnership opportunities to leverage/secure these resources include:</p> <ul style="list-style-type: none"> ✓ Participate in County and Continuum of Care regional efforts related to the homeless. Examples include but are not limited to: <ul style="list-style-type: none"> ○ Homeless Management Information System ○ Coordinated Entry System ○ 100-Day Challenges ○ Annual Count and Survey of the Homeless ○ Continuum of Care Meetings ○ Continuum of Care Sub-Committee Meetings ○ Continuum of Care Board of Governance Meetings ✓ Partner with County Behavioral Health for Mental Health and Substance Abuse Treatment Supportive Services. ✓ Partner with County Department of Social Services for benefits services and supports such as CalWorks, CalFresh/SNAP, GAIN/Welfare-to-Work, General Relief, and Medi-Cal. ✓ Partner with County Housing, Homelessness Prevention and Workforce Solutions Department for affordable housing financing resources, Section 8 Project-Based Vouchers and Housing Choice Vouchers, Workforce Development Services, and other resources. ✓ Partner with County for homeless encampment response support, linkage to County services, homeless policy and program information, and other strategic support. ✓ Partner with County Probation for re-entry services which include whole person care service coordination for health, behavioral health, and social services. ✓ Partner with the County Veterans Service Office and Office on Aging for veteran and older adult services.

Goal	Implementing Strategy
<p><u>Goal 8</u></p> <p>Develop A Homeless Prevention Initiative</p>	<p>The COVID-19 pandemic has caused unprecedented impacts to the economy. As a result, the City of Corona will likely experience an increase in homeless families and individuals. The following implementing strategies will support homeless prevention:</p> <ul style="list-style-type: none"> ✓ Develop an Emergency Shelter/Navigation Center System that includes Homeless Prevention programs and resources. ✓ Partner with public and private agencies that provide Homeless Prevention services and assistance programs such as: <ul style="list-style-type: none"> ○ Utility Assistance ○ Food and Clothing Assistance ○ Credit Counseling ○ Employment Services ○ Financial Support for Eviction Prevention ○ Fair Housing Counseling for Landlord/Tenant Disputes ✓ Establish a flexible pool of funding that can provide financial assistance to those who are at-risk of losing their existing housing. ✓ Work with County and Continuum of Care to support and improve discharge planning policies and regional efforts to prevent homelessness resulting from discharges from jails/prisons, hospitals, foster care and other institutions of care. ✓ Implement City Homeless Prevention Program with CARES Act funding.

Goal	Implementing Strategy
<p><u>Goal 10</u></p> <p>Expand Data Tracking Systems and Dashboard to Measure System Performance</p>	<p>The most effective way to measure success is through effective data tracking systems and dashboards that evaluate system performance. Measuring system performance aligns the City of Corona with Federal, State, County, and Continuum of Care data policy. Accurate data tracking will help the City to measure success in addressing homelessness and maintain a system of services that is flexible and scalable based on changing needs and resources. The following implementing strategies will help the City of Corona to accomplish these objectives:</p> <p><u>Client Measurements:</u></p> <ul style="list-style-type: none"> ✓ Track new public and private partnerships to measure additional resources. ✓ Track new and existing funding sources allocated to the City's system of homeless services. ✓ Modify existing dashboard to provide more specific outreach/engagement street exit destinations including placements in emergency shelter, transitional shelter, permanent housing, family reunification, etc. ✓ Track first time homeless. ✓ Track length of homelessness. ✓ Track length of stay in City's emergency shelter system. ✓ Track non-employment income changes. ✓ Track increases in employment and employment income changes. ✓ Track housing placement and retention rates. ✓ Track number of document ready clients waiting for permanent supportive housing, rapid rehousing or other housing placements. ✓ Track returns to homelessness. ✓ Compare and evaluate annual point in time count and survey data with client-level data from City's system of services, including client data on by-name list of homeless from street outreach. ✓ Modify City's Homeless Solutions Website Dashboard to include new data elements. <p><u>System Measurements:</u></p> <ul style="list-style-type: none"> ✓ Number of emergency shelter units to be developed ✓ Number of permanent supportive housing and affordable housing units to be developed ✓ Number and type of public/private partnerships to be developed with an overview of the types of resources to be secured or leveraged ✓ Number of sub-regional partnerships to be developed with an overview of the types of resources to be secured or policies to be approved to facilitate improved homeless services in the region ✓ Number of new grants to be secured to support or expand the City's system of homeless services.

FY 2021/PHASE I BUDGET

Expenses:

24/7 Emergency Shelter/Navigation Center - 30 beds Unaccompanied Males - 365 days for 10,950 nights	State PLHA & General Funds
	\$843,150
Rehabilitation of Shelter/Navigation Center	CDBG Capital Funds
	\$765,000
Tenant-Based Rental Assist Program/PSH Housing	HOME Funds
	\$355,869
Corona PD HOPE Team Expansion (+24 hours per week)	General Funds
	\$100,000
Harrison Shelter/5th Housing Units Maintenance	General Funds
	\$200,000
CityNet Outreach/Engagement Contract	General Funds
	\$129,792
Unaccompanied Female & Family Motel Program - 7,325 nights/20 Room Capacity for 365 nights	General Funds
	\$667,100
Homeless Solutions Coordinator 30 Hours Per Week	General Funds
	\$90,945
Navigation Center Housing Navigator / Landlord Partnerships Case Manager	General Funds
	\$60,000
Purchase of Equipment/Furnishings for Shelter/Navigation Center & Contingency	General Funds
	\$148,468
City Admin	State PLHA Funds
	\$30,000
Path of Life - 5 Dedicated Shelter Beds for 6 Months or until Harrison Shelter Opens	General Funds
	\$27,375
Total Expenses	\$3,417,699

FY 2021/PHASE I BUDGET

Revenue and Fund Distribution:

Revenue Source	Fund \$
FY 2021 General Funds	\$1,000,000
FY 2021 CDBG Capital for Rehab	\$765,000
FY 2020 General Fund Carry Over	\$714,827
FY 2021 State SB2	
City PLHA Entitlement Funds	
*Pending State approval	\$582,003
FY 2021 HOME TBRA/PSH	\$355,869
Total Revenue	\$3,417,699

Shelter/Housing	Outreach and Engagement	Staff/Admin	Total
\$843,150			
\$765,000			
\$355,869	\$100,000	\$90,945	
\$200,000	\$129,792	\$30,000	
\$667,100			
\$60,000			
\$148,468			
\$27,375			
\$3,066,962	\$229,792	\$120,945	\$3,417,699
90%	7%	3.54%	100%



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