

## **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 #3, 5/1/2023 - 6/30/2023

### Eligible Applicant

Select the eligible applicant's jurisdiction type.

City

What is the name of the city or county?

City of Thousand Oaks

### Implementing Organization

Implementing Organization

Ventura County Continuum of Care

Specific Unit or Office Within the Implementing Organization

County of Ventura - County Executive Office

Implementing Organization's Address

800 South Victoria Avenue

City

Ventura

Zip Code

93009

County

Ventura County

Implementing Organization's Tax ID

Number

95-6000944

### Project Director

Name

Ingrid Hardy

Title

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### Grant Administrator

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## **Contact Person for Application**

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**Title**

Ventura County CoC Program Director

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## **Authorized Representative**

**Name**

Ingrid Hardy

**Title**

City of Thousand Oaks Assistant City Manager

**⚠️ This Application uses character limits ⚠️**

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

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## **Part 2: PROPOSAL OVERVIEW**

### **People Served**

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

44

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

44

**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?**

50

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

30

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

44

**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)**

The City of Thousand Oaks has three large homeless encampments with 44 individuals experiencing homelessness. Local homeless service providers have provided outreach and HMIS assessments to determine the individual housing needs and wrap around services. The demographics include single adults, 34 male and 10 female. Based on the assessments, the majority or ninety-percent of individuals



self-reported mental health conditions and substance use disorders. Ten-percent have self-reported physical disabilities. Homeless service providers and law enforcement have documented the length of stay for chronic homelessness documentation. The majority will likely qualify for Permanent Supportive Housing with documented disabilities and would be prioritized through the Coordinated Entry System.

**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)**

There are three prioritized encampments in the City of Thousand Oaks. The first encampment is located on a city owned walking path with tents, tarps and temporary structures across 300 feet. The second encampment is located at a shopping mall across 1900 feet with 16 campsites of tents and temporary structures. The third encampment is located on a State right-of-way over a flood control channel across 400 feet. There are 7 campsites with tarps and wood structures in close proximity to a multi-story hotel. No vehicles are present in these locations. Caltrans has provided a letter of support for the right-of-way area.

**3. Why is this particular encampment site being prioritized? (1000 character limit)**

These three encampments have been prioritized by the City of Thousand Oaks due to the growing needs of unsheltered people who are seeking permanent housing and shelter. These locations have created unique challenges for first responders with warming fires, unsanitary conditions and regular calls for service to law enforcement. Street outreach services are offered regularly to provide basic needs and medical services to those with health conditions.

**Attachment: Map**

ERF Encampment information Final with Mapping.pdf

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

Yes - partially

**Attachment: Caltrans Letter of Support**

Thousand Oaks Caltrans ERF Support Letter signed (002).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)**

A 30 bed navigation center with non-congregate shelter beds will provide case management and housing navigation with a projected opening date of 12/2023. Interim shelter would be provided with wrap around services to include CalAIM health care and behavioral health services. The outcome goal will transition 100% of clients from interim shelter to permanent housing destinations or directly into PSH units from the encampment. Housing navigators will assist with chronic homelessness documentation to prioritize clients for Permanent Supportive Housing units.

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

Referrals will be made through the Coordinated Entry System and ensure data is collected in HMIS to track outcomes and performance. HMIS quarterly reporting will measure the number of clients served, the length of time homeless, the number connected to mainstream benefits, the number of exits to permanent housing destinations and measure housing retention once permanently housed. In addition, Housing and Service Plans for participants will be created together with case management to monitor status, adjust goals, and/or re-evaluate client needs and eligibility for housing-specific programs. Monthly follow up

meetings with participants will help measure progress and ensure that engagement expectations are met.

**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)**

The City of Thousand Oaks City Council has already approved this proposed navigation center project to transition clients from the encampments into interim sheltering for a pathway to permanent housing. The County of Ventura will provide assistance with this relocation through street outreach, backpack medicine and behavioral health services. The challenge will be obtaining the documentation required for clients to be prioritized for PSH units. This will be navigated by outreach specialists who are engaged in the Homeless Management Information System (HMIS) and actively participate in the Coordinated Entry System to help clients access PSH units and other permanent housing options.

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

Standalone

## **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)**

Street outreach services include local homeless service providers who are trauma informed and HMIS licensed to complete assessments and make referrals through the Coordinated Entry System (CES). Outreach includes a multifaceted team with medical and behavioral health services. Engagement consists of weekly contacts to develop rapport and trust to connect individuals to interim shelter and permanent housing. CES has protocols in place to ensure persons have immediate access to assistance with obtaining permanent housing. Case management and housing navigation will be provided to assist with overcoming barriers to obtain housing. Street outreach has been tailored to partner with local law enforcement to reach persons that do not seek services on their own. In terms of the ratio of staff to people served, there are 4 health care staff, 2 behavioral health staff, and 5 social services staff to serve 44 individuals living in the encampments on an ongoing basis by leveraging County of Ventura staff. In addition, the Healthcare for the Homeless team will leverage two outreach specialist to provide weekly engagement and assistance with each client's housing plan.

**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)**

The Ventura County Continuum of Care (CoC) utilizes a standardized assessment that is customized to reflect its values and approach. CES assessments gather low barrier eligibility criteria for all project types for immediate referral. Homeless Management Information System (HMIS) is then used to collect assessment and referral data as part of CES. CES assessments provide detailed data and reporting that is used for system, project planning and resource allocation. Written policies/procedures detail the CoC's CES assessment process, including documentation of criteria used for uniform decision-making across access points and for permanent housing resources, regardless of projects. CES is reviewed annually to ensure eligibility criteria is low barrier, Housing First compliant and appropriate for each project type to ensure diversity, equity and inclusionary framework and tested to ensure that CES is appropriately matching people to the right interventions and levels of assistance.

**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)**

This proposal seeks to exit and transition participants into permanent housing. The site plan reflects 30 units for sleeping and two overflow rooms. Each individual room will have a private entrance equipped with doors and keypad locks. Within the 30 units there will be 6 ADA-compliant units and 6 units for couples. The site plan accounts for an expansion to serve 20 additional individuals. Key site elements and amenities include a communal dining area, private meeting spaces for clients and service providers, laundry facilities, shower/bath stalls, social areas (green space), dog run, bike racks, parking, storage for site and client supplies and landscaping. Hope of the Valley (project operator) is an experienced operator that has extensive experience successfully operating interim housing like that being proposed, including many interim housing communities in the Los Angeles region. Hope of the Valley will sublease the property and manage the day-to-day operation of this interim housing community and will work with Many Mansions to ensure compliance of all commitments and coordinate with the County's Continuum of Care (Pathways to Home) regarding referrals, CES, reporting, etc. The Hope of the Valley team has the experience, resources and is mission oriented to ensure that this interim housing community will be successful. Many Mansions (project consultant) is also an experienced real estate developer having developed many

affordable rental communities in Thousand Oaks and Ventura County for over 35 years. This includes experience in entitlements, Building Codes, utilities and general construction, as well as extensive involvement with community and neighborhood outreach. Many Mansions will lend its strong reputation and experience to this project and will take the lead to intensively develop deep community and neighborhood outreach.

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

The Ventura County CoC has conducted targeted outreach to engage people with lived experience in homelessness and established a new workgroup in 2022 to open lines of communication. Staff have solicited feedback from the workgroup and those living in encampments to better understand the preferences of housing and services. Preferences include low barrier models with non-congregate spaces. People residing in encampments would prefer to stay in their city of residence. The proposal includes these preferences with a low barrier, Housing First model and non-congregate shelter within the city limits.

**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
Non-congregate shelter	No	30 units	Set-Aside for ERF-2-R	Both	70
Permanent Supportive Housing	Yes	77 units	Prioritized for ERF-2-R	Leveraged	30

**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?
Project Homekey - Permanent Supportive Housing for Chronically Homeless Adults	77 PSH units	Leveraged Funds

**Table 3: Strategies to Mitigate Displacement**

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
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Street Outreach to provide immediate assistance, 7 days a week, with a multifaceted team with health care, behavioral health, and homeless service providers to offer immediate shelter and referrals to CES for PSH.	Leveraged
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CoC Peer Support with persons with lived experience to develop rapport with unsheltered persons to build trust and relationships for successful engagement.	Leveraged
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## Table 4: Strategies to Mitigate Returns to Unsheltered Homelessness

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
CoC Coordinated Entry System case conferencing mitigates returns to homelessness by identifying households at risk to provide wrap around support and engagement for housing retention after placement.	Leveraged
CoC Technical Assistance and trainings to implement best practices for housing retention support including a Housing First approach and connections to mainstream benefits.	Leveraged

**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)**

Street outreach teams will continue to work with those living in encampments, to offer immediate placements through the navigation center and complete CES assessments to make referrals to permanent housing placements. This outreach is provided on a weekly basis to ensure people experiencing unsheltered homelessness are connected to services. Law enforcement will continue to work closely with homeless service providers to ensure referrals are made as needed.

**14. Describe how this proposal will support individuals with continued access to and / or the storage of their personal property. (1000 character limit)**

Special consideration was given for resident belongings and for this, the project design will include fully accessible, lockable storage for personal possessions that cannot be accommodated within the living units. Onsite bicycle racks will also be installed to secure 18 bicycles. At site entry, searches will be conducted for weapons and/or other banned substances/belongings. Prohibited items will not be allowed on site, but storage in designated Amnesty Lockers will be encouraged.

**15. Describe how this proposal will support individuals with service animals and/or pets. (1000 character limit)**

Key site amenities for service animals/pet owners include social areas with natural open space, green landscape and a thoughtfully arranged, accommodating dog run. In addition, Buddy Nation readily provides support for (homeless) pets with veterinary care, spay/neuter services, food & supplies when these cannot be afforded. Housing-focused case managers will also partner with participants when searching for PH that meets their pet needs, ensuring the pet safely transitions with its owner.

## Budget and Resource Plan

**16. State the total amount of ERF-2-R funds requested.**

\$5,828,740.80

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

\$1,600,458.00

**18. Identify and describe these non-ERF-2-R resources. (1000 character limit)**

City of Thousand Oaks project support, grant administration, permit planning fees, public works fees, wastewater enterprise fund for wastewater connection fees and city general fund discretionary dollars for the provision of programs, activities and services. The site for the navigation center is an underutilized City owned parcel. The County Health Care for the Homeless team will provide leverage with two outreach specialists and one case manager to provide engagement onsite with those residing in the encampments.

**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)**

In addition to the 30 bed navigation center, 77 units of PSH will be available by September 2023 for those who are PSH eligible and can be permanently housed from the encampments or from the navigation center. This will allow a pathway to housing for all individuals being served through this grant. The amount of funding requested for this ERF is based on the development costs for the navigation center, operations funding for the shelter with housing navigation, and ongoing street outreach to support the efforts to provide immediate shelter and housing from the encampments. The City of Thousand Oaks completed a Request for Proposals process to determine the developer and operator for this project.

**Attachment: Standardized Budget**

ERF-2-R, Budget Template\_TONavCtr-rev6.29.23.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)**

While the City of Thousand Oaks would implement the project and administer the grant, Hope of the Valley would be the agency operating the shelter and take the lead in shelter operation responsibilities that include site maintenance and supportive service management. This includes having full oversight of the shelter once it opens and working with local service providers to ensure all clients are provided adequate support to ensure self-sufficiency and permanent housing placement. Site responsibilities would also include day-to-day operations, case management, site supervision, security, meals and providing supportive services. Established in 2009, Hope of the Valley has quickly become a leading provider of housing and homeless services in the greater Los Angeles area. Hope of the Valley has 14 shelters with over 1,300 beds providing emergency and interim housing to men, women, and children experiencing homelessness. Hope of the Valley takes a holistic approach to full rehabilitation based on client's emotional, physical, relational, occupational, spiritual, and financial needs. Also, the County of Ventura Health Care for the Homeless program will provide two leveraged outreach specialists to provide case

management and housing navigation to those living in the encampments and assist with the transition to permanent housing placement.

**Table 5: Key Staff**

<b>Title</b>	<b>Currently Filled Position?</b>	<b>FTE of Staffing for This Proposal</b>	<b>Funded by ERF-2-R and / or Leveraged Funds?</b>	<b>Brief Description of Duties</b>
Assistant City Manager for City of Thousand Oaks	Yes	0.10	Leveraged	Authorized Representative for Grant Administration
Economic Development Analyst for City of Thousand Oaks	Yes	0.20	Leveraged	Grant Administration
Dignity Moves Chief Expansion Officer	Yes	0.50	ERF-2-R	Construction Development Administrator
Hope of the Valley Chief Executive Officer	Yes	0.50	ERF-2-R	Non-Congregate Shelter Operations Administrator
Hope of the Valley Chief Programs Officer	Yes	0.50	ERF-2-R	Non-Congregate Shelter Program Operations and Staff Management
Hope of the Valley Program Manager	Yes	1.00	ERF-2-R	Non-Congregate Shelter Program Manager
Hope of the Valley Case Manager	No	2.00	ERF-2-R	Non-Congregate Shelter Case Manager
Hope of the Valley Housing Navigator	No	1.50	ERF-2-R	Non-Congregate Shelter Housing Navigator
Hope of the Valley Monitors Lead	No	2.00	ERF-2-R	Non-Congregate Shelter Monitor for Daily Operations
County Health Care for the	Yes	2.00	Leveraged	Establish and build relationships during engagements with persons

Homeless  
Outreach  
Specialists

living in encampments. Formalize service agreements and work with clients to develop housing plans and present clients for permanent supportive housing.

County Health  
Care for the  
Homeless Case  
Manager

Yes

0.50

Leveraged

Oversee project operations and integrate the project with existing Health Care for the Homeless services and other supports.

**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)**

Hope of the Valley would be responsible for project operations and outcomes. However, Many Mansions, which has a long history of local development and supportive housing experience, would play a key role as a consultant on project development, operations and community support. Many Mansions will support both the developer and the operator in working through government entitlements and coordinating with state entities and local authorities to ensure the project is developed and placed into services in a timely manner. Many Mansions would take the lead in working with the community and potential civic partners in gaining acceptance and support. For over 43 years, Many Mansions has provided well-managed, service-enriched, affordable housing for low-income residents of Thousand Oaks and Ventura County. Many Mansions owns and manages 20 properties in Ventura County with 600 units of affordable housing, provides services to approximately 1,550 adults and 425 children and delivers on-site services that include job training, case management, homework tutoring and career preparation. Many Mansions is the leading provider of supportive housing in the area and has an additional 250 units of affordable housing in development/construction in the County.

**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)**

Dignity Moves, Hope of the Valley, and Many Mansions have collaborated in proposing to the CoC, a feasible and effective plan for the City of Thousand Oak's Navigation Center. Through this unique partnership, the 3 agencies have developed this proposal that includes all project aspects from the development phase to full operational implementation. Each organization has independently completed and contributed to the successful development and operation of interim housing projects throughout Southern California and have ample experience dealing with similar projects. Many Mansions' community involvement, established network and overall knowledge, combined with Hope of the Valley's experience running Tiny Home Villages, and Dignity Moves' expertise in innovative approaches to expedite the development of interim housing, all give credence to the proposed project and its success. The CoC and the 3 partner entities share a passion for supporting individuals experiencing homelessness.

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

RFPQ Navigation Center Final-compressed\_1 - signed (1).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. Additionally, describe how you collaborated with Caltrans on your program design, implementation plans, and timeline. (1000 character limit)**

One of the three encampment sites is located in a watershed flood control Right of Way. This parcel is owned by the State of California Caltrans and they have pledged their full support of this proposal. The two other sites are owned by the City of Thousand Oaks. One is on a walking path adjacent to landscaped



areas and the other is next to a watershed flood control channel adjacent to a Mall. This site is nestled between a Caltrans property and U.S. Highway 101. After the project has been developed, the City would partner and enter a long-term lease with Many Mansion to hold full possession (as a leaseholder) of the site. As a lessee, Many Mansions would be responsive to the neighbors, the city and the entire community and would ensure that the property is well-maintained and accessible. Many Mansions would also make sure that operations specifically follow project's requirements under Special Use Permits and any other City and County requirements.

## 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)**

When developing the project, Dignity Moves, Hope of the Valley and Mansions consulted the County's Homelessness Action plan that incorporates feedback from those with lived experience involving unsheltered, sheltered, and homeless prevention programs. In addition, the three partner agencies conducted interviews with current encampment residents. Since the encampment sites have been growing for the past two years, local law enforcement, the Police Department and the County Sheriff, have interacted with the residents and developed a small level of rapport with them – rapport that has allowed them to gather some feedback for design and development consideration.

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

Hope of the Valley follows a Housing First model for all their low barrier shelters and programs to quickly move individuals, regardless of sobriety, poor financial history and/or criminal background, through the housing continuum. Hope of the Valley staff are trained in the Housing First, low barrier principles and other evidence-based practices. This also includes motivational interviewing to help engage participants in reaching their housing goals and encourage them to access the needed services to meet them. Hope of the Valley prioritizes placement into permanent housing and utilizes client centered counseling, case management and housing navigation services to identify appropriate permanent housing, prepare individuals for transition to permanent housing and makes sure individuals have the resources to retain it.

**26. Briefly describe how this proposal will center an individual's choice and provide trauma informed services and supports. (1000 character limit)**

Gensler, the project's design firm and Dignity Moves applied an evidenced-based practice of trauma-informed design. The Gensler design process always begins with a deep dive into client goals and vision to develop a supportive and responsive environment. With the experience of creating these critical spaces, Gensler's designs not only give people access to basic needs, but also ensure a positive and successful delivery of supportive services that foster a constructive environment where people can begin to "think forward" and rebuild their lives in a safe and comfortable space. While evaluating site feasibility, both agencies visualized a "softer design," with as few angles as possible. This approach results in a site that has no institutional feel. Research demonstrates this type of design is more conducive to positive outcomes for residents. All design elements were taken into consideration to ensure a trauma-informed methodology was utilized as it relates to the program design.

**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)**

Hope of the Valley programs implement a Harm Reduction Policy to ensure staff follow and engage in non-judgmental communication with participants who are alcohol and/or substance users. Trained staff will offer support through psychoeducation so participants understand the potential risks associated with substance use and work towards reducing any dangerous behaviors. Participants will be provided with

resources and encouraged to access available services when willing. Although Hope of the Valley does not allow any alcohol or illegal substances on site, the agency will follow Harm Reduction principles by not enforcing sobriety for individuals at the time of enrollment or during their participation. To foster trust, Hope of the Valley will provide Amnesty lockers for participants to ensure substance use is not a barrier to their participation. Hope of the Valley will also provide sharps containers on site to provide access to safe disposal and have NARCAN available for emergency use.

**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)**

Hope of the Valley implements Trauma Informed Care in its practices by creating a physically and psychologically safe environment where individuals can feel comfortable and encouraged to seek support to process their trauma. Staff are trained in motivational interviewing to engage participants in services, assess individuals through a sensitivity lens, connect individuals to services that will help them process and heal from trauma, and help empower our participants, all while in a calm and tranquil setting. Hope of the Valley ensures staff are meeting individuals where they are and that participants are guiding their case plans and choosing the services they are willing to access. Hope of the Valley partnered with Dignity Moves and Many Mansions to ensure that the site design was completed with a Trauma Informed lens and TIC principles were incorporated into site development. Hope of the Valley promotes a client-centered approach to ensure staff build rapport with their clients.

**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)**

The City of Thousand Oaks works closely with homeless service providers to ensure basic needs and referrals to housing, shelter and services are provided through street outreach efforts. Individuals living in the encampments are not forced to move on from those locations but rather offered support through a compassionate approach to build rapport.

**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)**

Dignity Moves has fully engaged with the City of Thousand Oaks to address and evaluate key elements pertaining to sanitation services. Design features in this aspect include bathrooms for residents and on-site staff and shower/bath stalls (15:1 ratio). Other amenities also include proper site drainage, permanent storm water quality elements, property grading and the use of alternative pavement materials and/or gravel or permeable materials for portions of the site. The design also includes a three-bin trash enclosure per city standards. This project will adhere to all final City/Public Works Building Codes and Fire Department Conditions of Approval for site layout, including city roadway, grading, and paving standards and Compliance with Americans with Disabilities Act (ADA) requirements, including site internal design features.

## **Accelerated Timeline**

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

Support for the project and its operations have come from local and community involvement. Hope of the Valley has utilized the existing network of churches and synagogues, especially those already involved in the Nightly Feeding Program and the former overnight Winter Shelter to assist participants with food, clothing, transportation, on-site programs, in-kind donations and other support. Local food banks – Manna, Foodshare and Food Forward, would assist with providing food and meals. To the extent volunteers are

used in site operations and programs, Hope of the Valley would also draw upon this network for assistance. In addition, the Health Care for the Homeless program is providing two leveraged outreach specialists to assist with outreach and engagements to people in the prioritized encampment.

**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)**

The City has actively worked to educate the community about homelessness, contributing factors, and opportunities to meaningfully address related challenges. The City will continue to work with its partners to inform the public about the importance of establishing this emergency sheltering resource within the City and onsite services. Two weeks prior to the site’s anticipated opening, City, County, and operator staff will confirm intake documentation completeness and prepare case management support. Staff will also ensure units are move-in ready and make final site preparations for full occupancy. This includes installing laundry services, shower, and bathroom access. Hope of the Valley will host an Open House for the community to come and tour the site before the grand opening, promoting full transparency with the community. Service providers, community partners, and the general public will be invited on site. We anticipate 1-2 weeks to meet full capacity.

**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 ____.
May 2023	August 2023	December 2023	August 2024

**Attachment: Standardized Timeline**

Updated ERF-2-R Project Timeline Template\_12.22-2.23\_City of Thousand Oaks\_02.23.v2.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**

Jennifer Harkey

**Title**

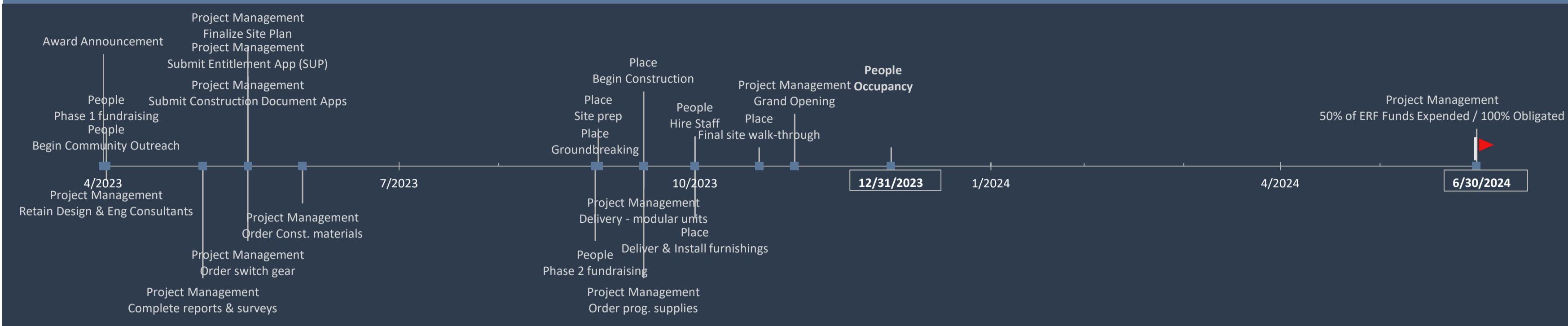
Ventura County CoC Program Director

**Email**

jennifer.harkey@ventura.org

# ERF-2-R Project Timeline

# CITY OF THOUSAND OAKS



## Project Milestones

Date	Milestone	Category	Vertical Position	Additional Detail for Milestone
4/30/2023	Award Announcement		150	
5/1/2023	Phase 1 fundraising	People	50	Launch Phase 1 fundraising effort. Focus on major corporate and other initial fundraising efforts
5/1/2023	Begin Community Outreach	People	10	Begin implementation of community outreach plan to ensure community stakeholders, including target
5/1/2023	Retain Design & Eng Consultants	Project Management	-20	Retain Design & Engineering Consultants: Submit soils, land surveyor, civil engineer, architect, and other
5/31/2023	Complete reports & surveys	Project Management	-150	Complete reports and surveys for mapping. Submit soils, land survey services as required for parcel map, legal
6/14/2023	Finalize Site Plan	Project Management	160	Finalize placement of units and amenities, ensure plans are complete and ready for submission and
6/14/2023	Order switch gear	Project Management	-100	Order switch gears and other longer-lead time supplies
6/14/2023	Submit Entitlement App (SUP)	Project Management	120	Submit appropriate materials to obtain Special Use Permit (SUP). Define/accept conditions of approval.
6/14/2023	Submit Construction Document Apps	Project Management	70	Submit appropriate Building-related and Public Works permit applications for review, as appropriate.
7/1/2023	Order Const. materials	Project Management	-50	Place order for construction-related materials.
9/30/2023	Groundbreaking	Place	5	
9/30/2023	Phase 2 fundraising	People	-100	Phase 2 fundraising efforts. Broaden efforts to include adopt-a-room and other giving opportunities.
10/1/2023	Site prep	Place	50	Grading, paving, plumbing, electrical, etc.
10/15/2023	Order prog. supplies	Project Management	-150	Order program-related materials.
10/15/2023	Delivery - modular units	Project Management	-30	
10/15/2023	Begin Construction	Place	100	
10/31/2023	Hire Staff	People	40	
10/31/2023	Deliver & Install furnishings	Place	-70	
11/20/2023	Final site walk-through	Place	25	
12/1/2023	Grand Opening	Project Management	70	
12/31/2023	Occupancy	People	25	Full occupancy by 12/31/2023
6/30/2024	50% of ERF Funds Expended / 100% Obligated	Project Management	50	Statutory Deadline for 50% of ERF funds to be spent and 100% Obligated
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
				SALARY	FTE	MONTHS	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.
Guidance and Intended Use	<i>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</i>								
	<i>Use dropdowns. See NOFA, III. A.</i>								
	<i>Enables Cal ICH to immediately understand the line item.</i>								
	<i>Enables Cal ICH to associate the line item with specific entities or parts of a proposal.</i>								
	<i>Only ERF-2-R Funds</i>								
<b>PERSONNEL COSTS</b>									
	Operating Subsidies	Staff salaries	Hope of the Valley	420,607.00		24	841,214.00		Navigation center operations staffing for 30 bed emergency shelter
	Interim Sheltering	Staff salaries	Dignity Moves	400,000.00			400,000.00	86,200.00	City staff time for project support and administration (Assistant City Manager, Chief Assistant City Attorney, Finance Director, and Economic Development Analyst )
	Services Coordination	Staff salaries for Case Manager	Ventura County Health Care ^	63,540.00	0.50	24		63,540.00	Oversee case management and housing navigation; Connecting clients to CES/HMIS.
	Street Outreach	Staff salaries for Outreach Specialists	Ventura County Health Care ^	47,892.00	2.00	24		191,568.00	Provide direct outreach and engagement at encampments.
<b>Subtotal - Personnel Costs</b>							<b>\$ 1,241,214.00</b>	<b>\$ 341,308.00</b>	
<b>NON-PERSONNEL COSTS</b>									
				<b>UNIT</b>	<b>RATE</b>	<b>TIME</b>			
	Systems Support	Security	Hope of the Valley			24	384,384.00		
	Systems Support	Food	Hope of the Valley			24	219,000.00		
	Operating Subsidies	Supplies	Hope of the Valley			24	20,000.00		
	Services Coordination	Transportation	Hope of the Valley			24	4,000.00		
	Services Coordination	Vehicles	Hope of the Valley			24	10,000.00		
	Operating Subsidies	Utilities	Hope of the Valley			24	30,000.00	31,223.00	City of Thousand Oaks Wastewater Enterprise fund for wastewater connection fees.
	Systems Support	Maintenance	Hope of the Valley			24	10,000.00		
	Interim Sheltering	Development	Dignity Moves				3,712,158.00	1,200,000.00	City of Thousand Oaks General Fund (unrestricted discretionary dollars for the provision of programs, activities, and services)
<b>Subtotal - Non-Personnel Costs</b>							<b>\$ 4,389,542.00</b>	<b>\$ 1,231,223.00</b>	
<b>ADMINISTRATIVE COSTS</b>									
	Administrative Costs	City of Thousand Oaks Legal Counsel	City of Thousand Oaks				46,125.00	27,927.00	City of Thousand Oaks in planning, building, and public works fees.
	Administrative Costs	Office supplies and expenses for grant manag	Hope of the Valley	\$1,518,598.00	10%		151,859.80		
<b>Subtotal - Administrative Costs</b>							<b>\$ 197,984.80</b>	<b>\$ 27,927.00</b>	
							<b>\$ 5,828,740.80</b>	<b>\$ 1,600,458.00</b>	



# Police Department

Jim Fryhoff  
Sheriff

Jeremy Paris  
Chief of Police

2101 East Olsen Road • Thousand Oaks, CA 91360  
Phone 805/494.8200 • Fax 805/494.8295 • www.toaks.org

January 31, 2023

Jeremy Paris  
Chief of Police  
City of Thousand Oaks


To Whom it May Concern,

This letter is to convey that the Thousand Oaks Police Department fully supports the City of Thousand Oaks proposal for the Encampment Resolution Funding Program.

The City of Thousand Oaks currently has three (3) large homeless encampments, two of which directly border the U.S. Highway 101 corridor. Many of the individuals living in these encampments suffer from drug/alcohol addiction, mental health issues, and/or physical disabilities. The Thousand Oaks Police Department's Vulnerable Population deputies routinely patrol these encampments and address quality of life issues. The funds provided by the Encampment Resolution Funding Program will directly aid in the service options available to the deputies when they provide outreach services or encounter individuals in need of assistance/support.

In conclusion, the efforts by the City of Thousand Oaks to secure necessary funding to support the needs of persons experiencing homelessness is instrumental in addressing and curtailing homelessness. The Thousand Oaks Police Department knows this funding will directly impact the service options available to persons experiencing homelessness. Consequently, it will give deputies the tools they need to assist those individuals experiencing homelessness in their efforts to achieve self-sustainability, which the Thousand Oaks Police Department fully supports.

Sincerely,

  
Jeremy Paris  
Chief of Police  
Thousand Oaks Police Department

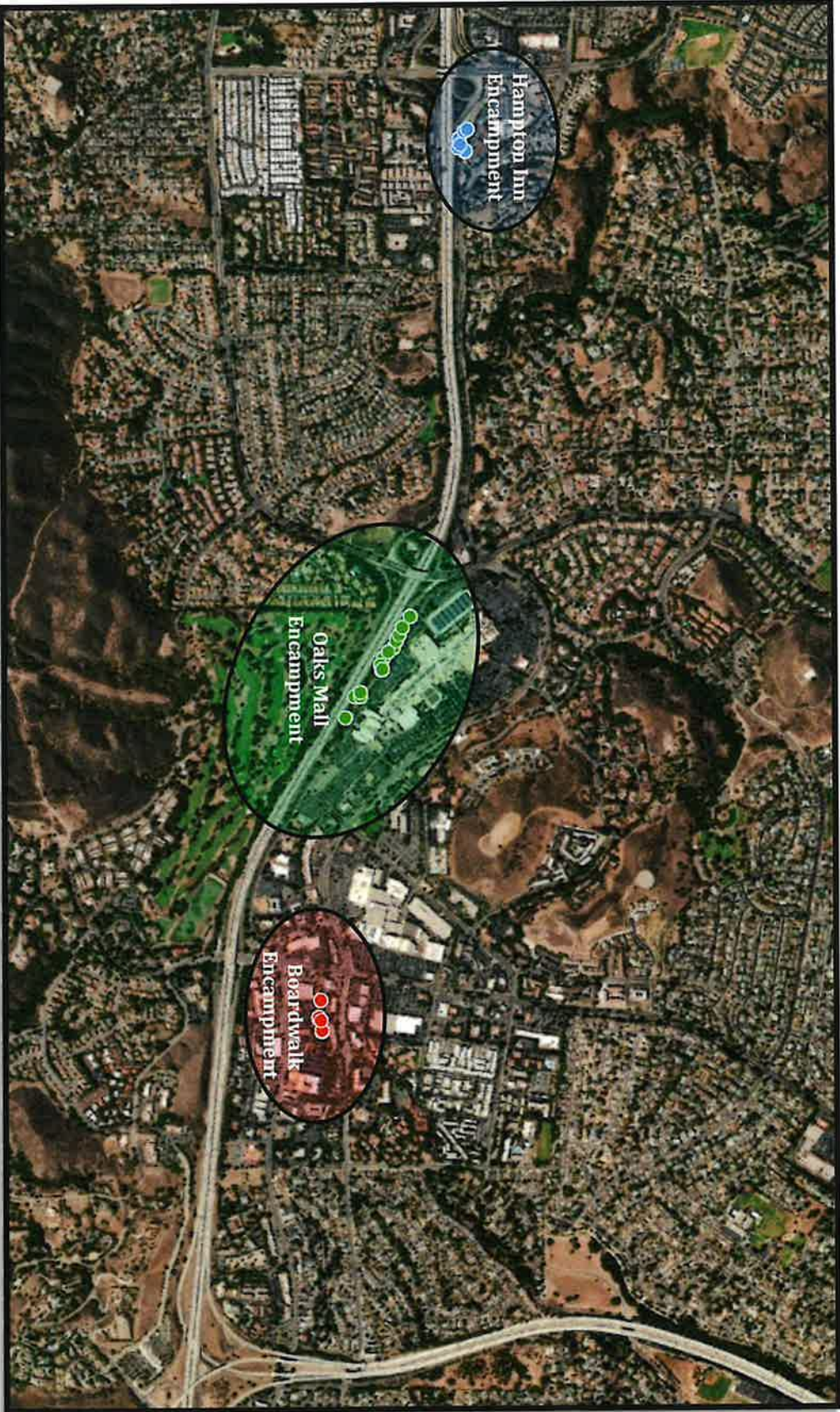








Ventura County Sheriff's Office  
Encampments: City of Thousand Oaks  
As of 01/01/2023







Ventura County Sheriff's Office  
 Thousand Oaks: Boardwalk Encampment  
 As of 01/01/2023



Icon	XY Coordinates
1	34.1803719832955, -118.87373774724759
2	34.18037253969599, -118.87372773391557
3	34.180362123119316, -118.87489896687246
4	34.180262737141284, -118.87417507827685
5	34.18025890182027, -118.87417199298864
6	34.180338880063985, -118.87409047523947





# Ventura County Sheriff's Office Thousand Oaks: Hampton Inn Encampment As of 01/01/2023



Icon	XY Coordinates
7	34.18497132485493, -118.90803592000732
8	34.18497931117224, -118.90800917625342
9	34.184723159086545, -118.90820166238665
10	34.184685704829654, -118.90851777198733
11	34.18478323908501, -118.90852769958818
12	34.18481332563372, -118.90835867116434
13	34.18495148649876, -118.90886623974686
14	34.18502832446077, -118.90892147059239





Ventura County Sheriff's Office  
 Thousand Oaks: Oaks Mall Encampment  
 As of 01/01/2023



Icon	XY Coordinates
15	34.18111681298158, -118.885949902845
16	34.181380590807244, -118.88681075737205
17	34.18155553100442, -118.88675000016757
18	34.18161443655933, -118.88688072901927
19	34.18235898382637, -118.88832739110221
20	34.182262843358984, -118.88802058057142
21	34.182304436522976, -118.88779268237647
22	34.18229998785965, -118.88781682225658

Icon	XY Coordinates
23	34.18267025018389, -118.88867725521385
24	34.182528334639116, -118.88848161934627
25	34.182759746499926, -118.88895596782412
26	34.182759746499926, -118.88895183129242
27	34.18275951046547, -118.88895823424585
28	34.182855176092204, -118.88919903704058
29	34.182973322533755, -118.88947715750649
30	34.18321268965752, -118.88989075774207





## Encampment Descriptions

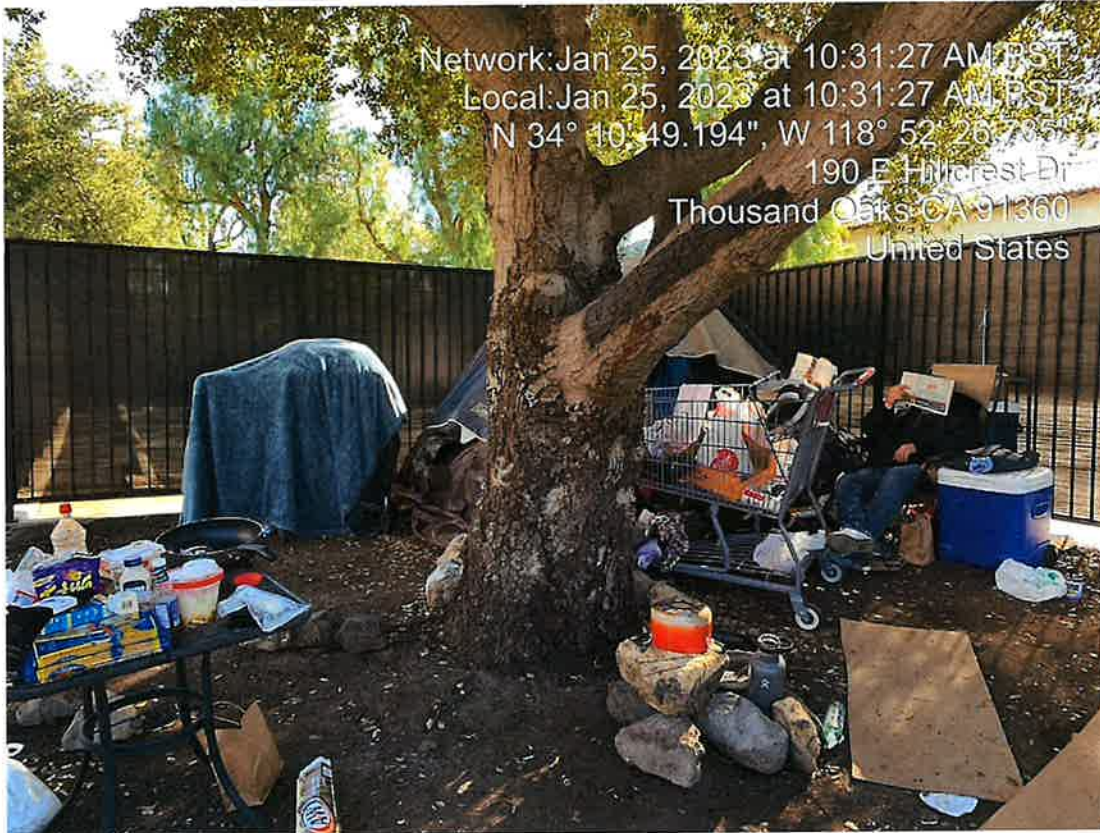
All of the individuals who reside in the below encampments have substance abuse issues and/or mental health issues. Substance abuse ranges from illegal narcotics to alcoholism. Some of those with mental health issues are voluntarily seeking treatment, while others have been left untreated or undiagnosed.

**The Boardwalk Encampment-** Located on the walking path to the rear of 80 E. Hillcrest Drive and 190 E. Hillcrest Drive in Thousand Oaks.

This encampment is located along a city owned walking path and the adjacent landscaped borders. The encampment spans approximately 300 feet in length running from east to west. This encampment has 6-7 different "campsites." The campsites are made up of multi-person tents, tarps, and other rudimentary structures. There are no public restrooms open throughout the night in the immediate area. The areas around the "campsites" are strewn with trash, leftover food, soiled clothing/blankets, etc.





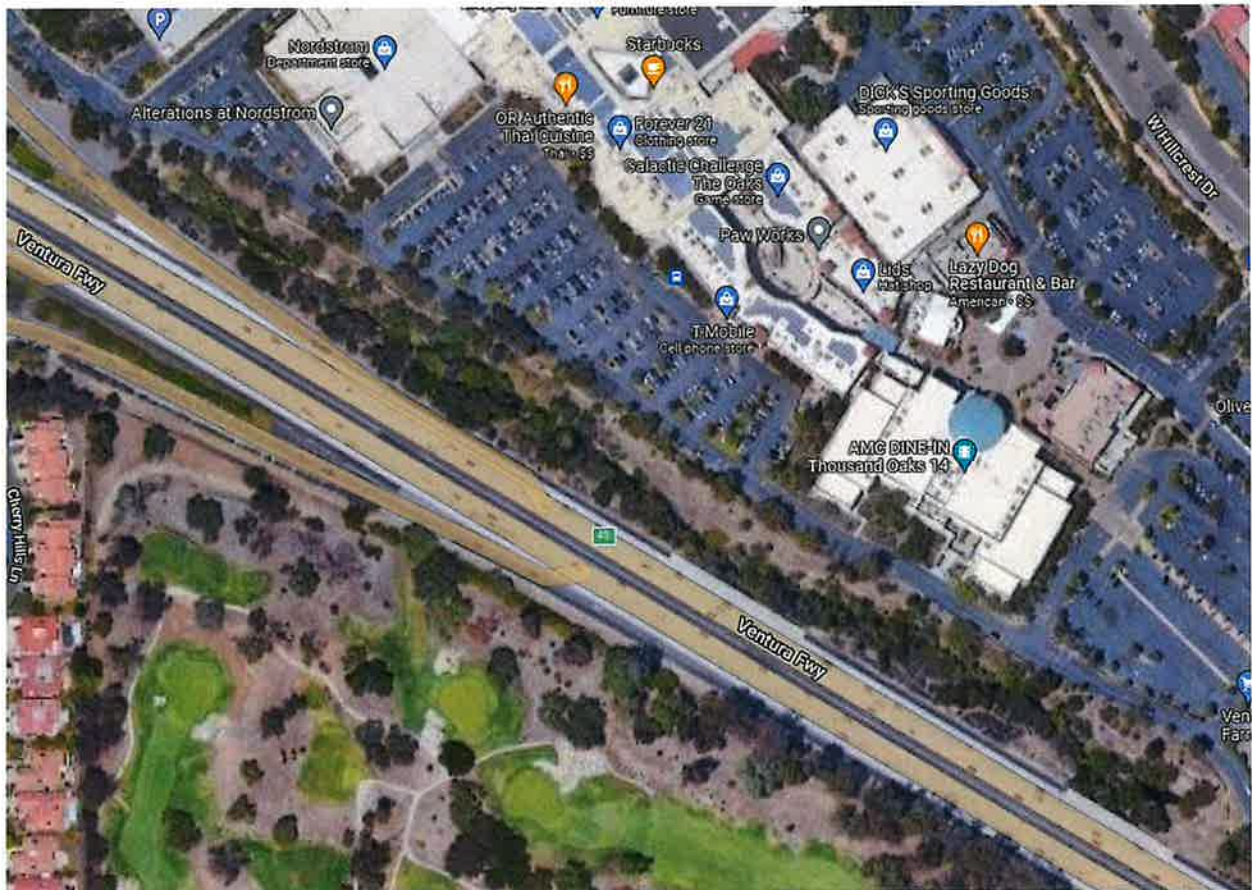




**The Oaks Mall Encampment-** Located on a five-acre parcel of land owned by the City of Thousand Oaks. This area is between the Oaks Mall southern frontage road and CalTrans State Property and US Highway 101 northbound.

This area is a watershed flood control channel and runs east/west. The banks of the flood channel gully are steep with heavy overgrowth, including an abundance of Poison Oak. This encampment stretches approximately 1900ft in length by 100ft wide at its widest point. The encampment is comprised of tents, as well as crudely engineered freestanding structures made from scrap wood, traps, shopping carts, Arundo, etc. This encampment is currently the largest encampment within the City of Thousand Oaks. There are approximately 16 different campsites. The conditions are unhygienic and unsanitary.

This site is an area of concern for the Ventura County Fire Department. The topography of the area offers unique challenges for first responders as the ingress and egress is very limited. We have seen incidents of violence in this encampment among the inhabitants as well as campfires that have gotten out of control. First responders have an extended response time as access to the encampment is extremely difficult and unsafe.





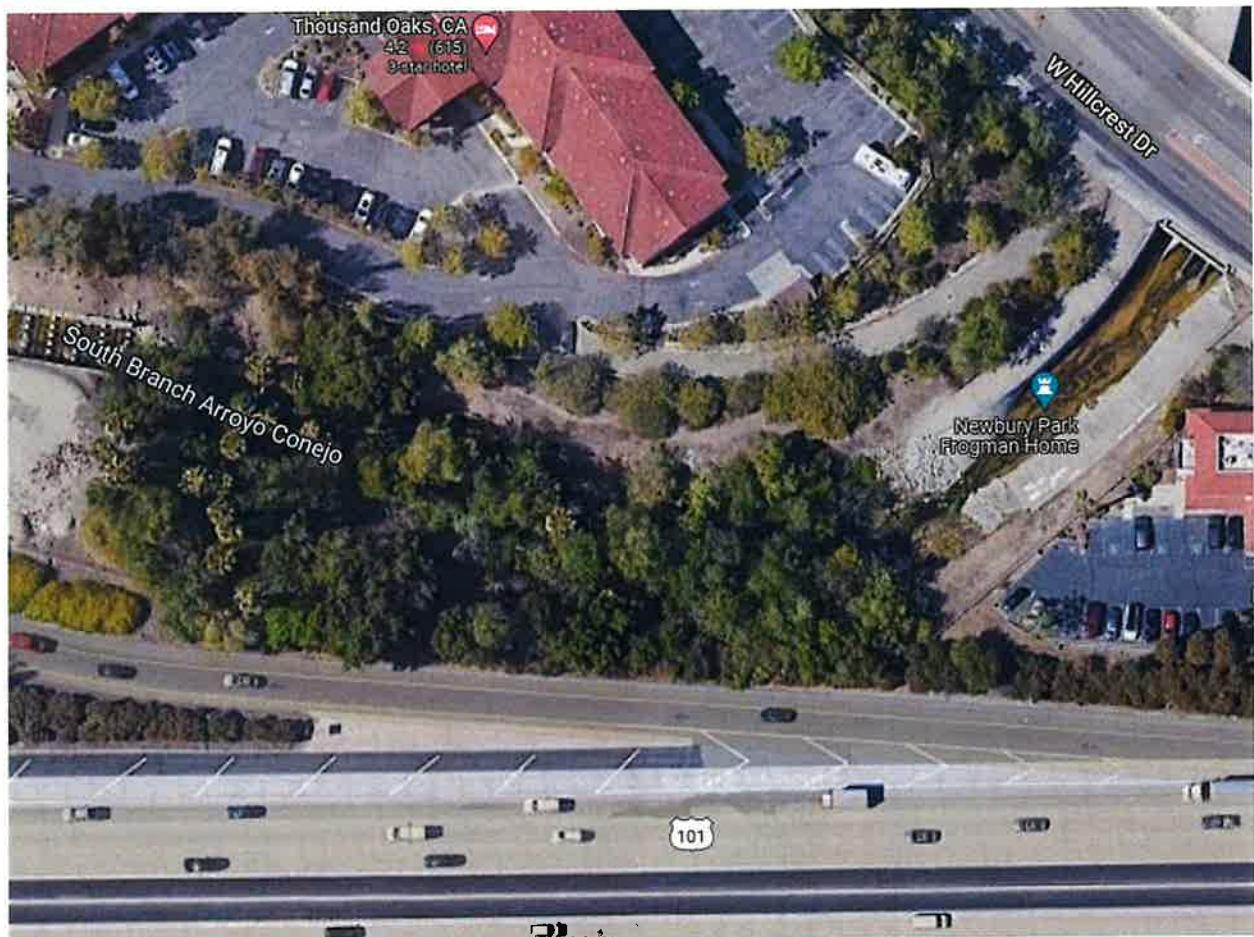




**Hampton Inn Encampment**- Located in a watershed flood control right-of-way (South Branch Arroyo Conejo) to the rear of the Hampton Inn located at 510 N. Ventu Park Road. The encampment is approximately 400ft in length and spans both sides of the flood control channel. This parcel of land is owned by the State of California/CalTrans.

The encampment is comprised of both tents and rudimentary structures made from wood, tarps, etc. There are approximately 7 campsites throughout this encampment. This encampment has a fluctuating number of residents.

This encampment has had numerous calls for service for both law enforcement and the fire department reference campfires/warming fires which are visible to the hotel's guests. The area is accessible from either the hotel parking lot (510 N. Ventu Park Rd) or the Ventu Park Rd off-ramp from northbound US Highway 101. Up until the recent rains, drought conditions in the area had made fires a major concern due to the encampment's proximity to a multi-story hotel.







## Encampment Inhabitants

**\*Note: These lists are subject to change and fluctuate frequently. Some of the below listed individuals go back and forth between different encampments.**

### Boardwalk Encampment

Corey Revelo  
Thomas Faye  
Griselda Blanco  
Eugene Burke  
James Dehart  
Lara Brown  
Heidi Knight  
Jerry Hooper  
Juan Carlos Lopez-Perez  
Victor Franco  
William Reese  
Don Williams  
Rory Walthius?  
Wendy Montavon?

### The Oaks Mall Encampment

Emily Andre  
Charles Booker  
Bryan Lavery  
Chad Bryant  
Cameron Burn  
Kaitlyn Brodie  
Martin Castro  
Ivan Diaz  
Robert Kersten  
Kyle Dotzler  
Angela Hoffman  
Karl Duncan  
Kevin Mathenia  
Raquel Testa  
Steven Meade  
Andre Gabler

Ricardo Herrera  
Christopher Johnson  
Carrie White  
John Desoto  
Edlison Ortiz-Catalan  
Larry Spicer

**Hampton Inn Encampment**

Marcus Anderson  
Graciela Blancas  
Silke Brown  
Elizabeth Dominguez  
Martin Trujillo  
Jarrod Emmons  
Derek Ramsey  
Antonio Marin-Munoz

February 14, 2023

To: California Business, Consumer Services, and Housing Agency

Subject: City of Thousand Oaks Encampment Resolution Funding Letter of Support

To Whom It May Concern,

Caltrans District 7 is supportive of and committed to the City of Thousand Oaks for their proposal of the Encampment Resolution Funding request. City of Thousand Oaks and partnering agencies have been providing services such as crisis intervention, mental health support, transitional housing, identification vouchers, and other services to homeless encampments along 101 FWY for the last 13 months. They are committed to the region and have shown their willingness to partner to improve the accessibility of those most in need by providing housing and other resources.

Caltrans is committed to:

- ✓ Provide recommendation/support for funding
- ✓ Provide brief explanation why funding is necessary for homeless encampments along highways in the Conejo Valley and surrounding areas
- ✓ You Agency's role in support for ERF funds

We are eager to be part of the City of Thousand Oaks' partnership so we can strengthen and expand the resources to connect homeless with new opportunities in the community.

Sincerely,



Godson Okereke, PE  
Deputy District Director, Caltrans District 7  
godson\_okereke@dot.ca.gov  
(213) 817-2087



NOVEMBER 03, 2022

PROPOSAL FOR THE CITY OF  
THOUSAND OAKS NAVIGATION  
CENTER FOR PERSONS  
EXPERIENCING HOMELESSNESS



Joint-Application  
Submitted by:



HOPE OF THE VALLEY  
RESCUE MISSION



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# Section A



BOSS CUBEZ

# Cover Letter



Dear City of Thousand Oaks,



1259 E. Thousand Oaks Blvd.  
Thousand Oaks, CA 91362  
P: (805) 496-4948  
F: (805) 497-1305

DignityMoves, Hope of the Valley Rescue Mission, and Many Mansions jointly submit this proposal as a formal submission for your consideration regarding the Request of Proposal/Qualifications for the Navigation Center for persons experiencing homelessness.

This collaborative team is experienced in the complex facets of developing Interim Housing for a community facing homelessness. As a team, we have extensive experience in developing and operating interim housing; this includes the operations of multiple tiny home villages, the development of interim housing shelters, and 40-plus years of experience working with the City of Thousand Oaks community and its local service providers.

DignityMoves, a 501(c)(3) nonprofit organization, has over 150 years of combined experience in finance, technology, nonprofit fundraising, and construction development. DignityMoves experience includes board of director and executive level management of interim housing projects, large-scale residential housing, mixed-use development, and human services related explicitly to homelessness, street-based outreach, street medicine, encampment resolution, interim housing development, shelter operations, mental health, and substance abuse treatment services. Since 2021 DignityMoves has developed three interim housing projects comprised of 165 units serving 225 chronically homeless individuals and has 141 units in the planning approval process.

DignityMoves has partnered with Gensler, an international architectural firm, on the design of this project. DignityMoves has worked closely with Gensler on the three projects it has completed and its two current projects underway. Understanding that the City of Thousand Oaks would like to ensure the project is in tune with local project vernacular for an endeavor like this, we have enlisted a Ventura County General Contractor, Staples Construction, to develop the initial budget for the project.

Hope of the Valley Rescue Mission (HOTV) is an independent 501(c)(3) faith-based nonprofit organization. HOTV has extensive experience operating tiny home villages, and through its partnership with the City of Los Angeles, operates the first tiny home village ever built in the county, as well as the largest tiny home village in the country. With nearly 900 beds in the Tiny Home Villages, HOTV continuously works towards operationalizing an innovative, effective program model.

Many Mansions has served the City of Thousand Oaks since 1979. As a 501(c)(3) affordable housing nonprofit, Many Mansions is Thousand Oaks' and Ventura County's leading developer and operator of permanent supportive housing; over 1,400 residents live at one of 18 affordable housing communities developed and managed by Many Mansions.

We strongly appreciate the City of Thousand Oaks' investment into their community for people experiencing homelessness, as we know the overwhelming need to further support stability for those in most need. We believe this joint application of the leaseholder, developer, and operator will meet the needs and expectations of this RFP/Q.

Please feel free to contact any of the organizations for further information. We look forward to working with the City of Thousand Oaks on this project and appreciate your consideration.

Sincerely,

  
Rick S (Nov 4, 2022 12:36 PDT)

Rick Schroeder  
President  
Many Mansions



Ken Craft  
Chief Executive Officer  
Hope of the Valley Rescue Mission



Elizabeth Funk (Nov 4, 2022 15:45 EDT)

Elizabeth Funk  
Founder and CEO  
DignityMoves

## Contact Information



2406 Bush Street  
San Francisco, CA 94115

### DignityMoves

Marc Sabin, Chief Expansion Officer  
2406 Bush Street  
San Francisco, CA 94115  
(650) 333-9581  
Marc@dignitymoves.org

Elizabeth Funk , Founder and CEO  
2406 Bush Street  
San Francisco, CA 94115  
(415) 867-7397  
Elizabeth@dignitymoves.org



16641 Roscoe Place  
North Hills, CA 91343  
P: (818) 392-0020  
F: (805) 497-1305

### Hope of the Valley Rescue Mission

Ken Craft, Founder and Chief Executive Officer  
16641 Roscoe Place  
North Hills, CA 91343  
(805) 279-3055  
Ken.Craft@hopeofthevalley.org



1259 E. Thousand Oaks Blvd.  
Thousand Oaks, CA 91362  
P: (805) 496- 4948  
F: (805) 497-1305

### Many Mansions

Rick Schroeder, President  
1259 E. Thousand Oaks Blvd.  
Thousand Oaks, CA 91362  
(805) 496-4948 x 227  
rick@manymansions.org

Alexander Russell, Chief Operating Officer  
1259 E. Thousand Oaks Blvd.  
Thousand Oaks, CA 91362  
(805) 496-4948 x 220  
alex@manymansions.org

## Roles And Responsibilities

### DignityMoves (Developer)

DignityMoves will be the developer of the site. DignityMoves will make efforts to work with a local general contractor to ensure the development of the site meets all the local requirements. DignityMoves will retain a general contractor who will subcontract work related to electrical, mechanical, landscaping and civil engineering to best understand the parcel and any limitations or advantages it may have. DignityMoves will oversee all project management tasks and will collaborate with Many Mansions and Hope of the Valley to ensure the development stages of the project are inclusive of the needs of the operator and the identified needs of the community.



2406 Bush Street,  
San Francisco, Ca 94115  
P: (415) 867-7397

### Hope of the Valley Rescue Mission (Operator)

Hope of the Valley will be the operator of the shelter and will take a lead in holding operation responsibilities that include site maintenance, shelter operations, and supportive services. This includes having full oversight of the shelter once it opens and working with local service providers to ensure all clients are provided adequate support to ensure self-sufficiency and permanent housing placement. Hope of the Valley will partner with the developer to ensure site design is optimal for efficient program operations. Project responsibilities will include day-to-day operations, case management, site supervision, security, meals, and supportive services.



16641 Roscoe Place  
North Hills, CA 91343  
P: (818) 392  
F: (805) 497-1305

### Many Mansions- (Consultant/Leaseholder)

With an immense amount of local development and supportive housing experience, Many Mansions will play a vital role in this project's development, operations, and community support. Many Mansions will support both the developer and the operator in navigating through the government entitlements to ensure that the project is developed and operated in a timely manner. Many Mansions will take the lead in working with the community and potential civic partners in gaining acceptance and support. Finally, Many Mansions would propose that the City transfer the property to Many Mansions under a long-term ground lease. As the lessee, Many Mansions would ensure that the property is well-maintained and that its operations follow the requirements of the RFP, the Special Use Permit, and other requirements of the City and County.



1259 E. Thousand Oaks Blvd.  
Thousand Oaks, CA 91362  
P: (805) 496-4948  
F: (805) 497-1305

# Section B



# Scope of Work

## History & Status

DignityMoves was founded in 2020 and obtained 501(c)(3) status in November 2021. DignityMoves has successfully developed a total of 165 units of interim supportive housing with projects in San Francisco (70 units), Santa Barbara (35 units), and Rohnert Park (60 units), with projects underway in Alameda (47 units) and Santa Maria, CA (94 units). Two of these projects (Rohnert Park and Alameda) were awarded Project Homekey funding. The Rohnert Park project, which opened in October 2022, received an early occupancy bonus for successful completion and full occupancy within eight months of award. The DignityMoves leadership team has over 150 years of experience in finance, technology, nonprofit fundraising, and construction development. Our expertise includes the Board of Directors and executive-level management of programs and projects specifically related to homelessness.



### **Main Office**

2406 Bush Street  
San Francisco, CA 94115

### **Legal Form**

501(C)(3) Nonprofit Public  
Benefit Corporation

### **Board of Directors**

Elizabeth Funk (Chair)  
Christina Dickerson  
Aaron Edelstien  
Abigail Bloomking  
Smoke Wallin  
Ed Chan

## Mission Statement

DignityMoves works to end unsheltered street homelessness in our communities by building Interim Supportive Housing with rapid, cost-effective, scalable solutions.

Using innovative solutions and disruptive thinking, DignityMoves builds interim supportive housing communities using state-of-the-art prefabricated modular construction that can be made fast and cost-effectively. DignityMoves believes that housing alone does not solve homelessness; thus, we take great care to partner with exceptional support services agencies. Importantly, DignityMoves is more than just a real estate developer; we leverage our extensive network of relationships and resources to make each site come together and succeed. We support community outreach efforts, mobilize philanthropic funding, and stay involved after a project is completed to augment supportive services programs with shared best practices across our portfolio of partners. DignityMoves is working diligently to scale our model and build more dignified interim housing communities across California, and beyond-this project aligns directly with that core mission.



## Agency Profiles | Hope of the Valley Rescue Mission

### History & Status

Established in 2009, Hope of the Valley (HOTV) has quickly become a leading provider of housing and homeless services in the Los Angeles area. Hope of the Valley has 14 shelters with over 1,300 beds providing emergency and interim housing to homeless men, women, and children. We take a holistic approach to full rehabilitation based on our client's emotional, physical, relational, occupational, spiritual, and financial needs. Our two-pronged approach starts with crisis intervention and then bridges clients, when they are ready, into long-term services that address chronic obstacles. We believe everyone deserves a second chance. Hope of the Valley is an independent 501(c)(3) faith-based nonprofit organization that does not discriminate based on gender, age, ethnicity, sexual orientation, religious affiliation, or lack thereof. Our services are grounded in a deep respect for the dignity inherent in every human being.

### Mission Statement

Hope of the Valley's mission *is to prevent, reduce and eliminate poverty, hunger, and homelessness.*

We do this by offering immediate assistance and long-term solutions. Hope of the Valley has an extensive interim housing portfolio to provide immediate assistance to those experiencing street homelessness. We understand that no one model is ideal for all people as we operate multiple forms of interim housing, including residential shelters, congregate shelters, and Tiny Home Villages. Our goal is to meet those in need where they are at in life and support their self-sufficiency and journey towards permanent housing. HOTV does not believe the streets should be the waiting room for those experiencing homelessness and directly works towards bringing more people indoors promptly.

HOPE OF THE VALLEY  
RESCUE MISSION

#### **Main Office**

16641 Roscoe Place  
North Hills, CA 91343  
P: (818) 392  
F: (805) 497-1305

#### **Legal Form**

501(C)(3) Nonprofit Public  
Benefit Corporation

#### **Board of Directors**

Theresa Jackson, Board Chair  
Tim Winters, Vice Chair  
Josie Lowe, Treasurer  
Joyce White, Secretary  
Troy Bagwell, Board Member  
James Lee, Board Member  
Jeff Biederman, Board  
Member  
Asif Mahmood, Board Member  
Bibliana Boverly, Board  
Member  
David Reyna, Board Member  
Ted Gartner, Board Member  
Richard Sheehan, Board  
Member  
Steve Goddard, Board  
Member  
Theresa Wolfe, Board Member

## Agency Profiles | Many Mansions

### History & Status

For 43 years, Many Mansions has provided well-managed, service-enriched, affordable housing to low-income residents of Thousand Oaks and Ventura County. Many Mansions owns and manages 20 properties in Ventura County with 600 units of affordable housing, providing services to approximately 1,550 adults and 425 children and providing on-site services that include job training, case management, homework tutoring, career preparation, and much more. Many Mansions is the leading provider of supportive housing and has an additional 250 units of affordable housing in construction or development in the County.



#### **Main Office**

259 E. Thousand Oaks Blvd.  
Thousand Oaks, CA 91362  
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#### **Legal Form**

501(C)(3) Nonprofit Public  
Benefit Corporation

### Mission Statement

*Many Mansions' mission is to provide quality affordable rental housing in Southern California and services that encourage our residents to thrive.*

Many Mansions has been serving the Thousand Oaks community for over 43 years. As Thousand Oaks and Ventura County's leading developer and operator of permanent supportive housing, the development of a Navigation Center for Persons Experiencing Homelessness directly and closely supports Many Mansion's mission of providing quality supportive housing. The persons served at the Navigation Center will ultimately transfer to Many Mansions' (and others') permanent supportive housing, and the services provided will help ensure their success.

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## Overview

The expectations set forth in the Request for Proposal/ Qualifications are outlined in the following detailed Scope of Work.

DignityMoves, Hope of the Valley, and Many Mansions have joined in partnership to present a detailed proposal explaining all aspects of the project from the development phase to full operational implementation. DignityMoves, Hope of the Valley, and Many Mansions have collaborated in proposing a feasible and effective plan for the City of Thousand Oak's Navigation Center.

Each organization has completed and contributed to the successful development and operation of interim housing projects and can confidently state based on experience with similar projects that any obstacles, barriers, or complications that arise will be handled with swift resolve. Our collaborative efforts, combined with our background knowledge, will generate reasonable and realistic solutions to work through and overcome any complexities that may arise during the development and operations of the Navigation Center.

DignityMoves, Hope of the Valley, and Many Mansions have the combined experience to ensure the efficient completion of the project. Many Mansions' community involvement, established network, and overall knowledge combined with Hope of the Valley's experience running Tiny Home Villages and DignityMoves' expertise in innovative approaches to expedite the development of interim housing gives credence to the proposed project and its success. As combined entities, there is a shared passion for supporting individuals experiencing homelessness. Many Mansions and Hope of the Valley have experience providing supportive services and extensive expertise in maintaining sites, either rental properties where property management responsibilities are provided or Tiny Homes Villages currently operated by HOTV.

As presented in our proposal, if chosen, we request the City of Thousand Oaks to enter into a long-term lease with Many Mansions to hold full possession (as a leaseholder) of the site. Many Mansions, being an established organization in the area, will be able to partner with Hope of the Valley and DignityMoves through the development phase of the project to ensure it meets the needs of the client and the community. DignityMoves' experience includes developing and completing 165 units of Interim Housing in three different cities. These projects required the flexibility, skills, and knowledge base to work within the complex environment of design, permitting, community input, and safety code requirements. These Interim Housing sites are in full operation.

DignityMoves will facilitate a weekly communication process with all relevant entities, which will aid communication over the duration of the project's development. DignityMoves experience with completed projects demonstrates its ability to navigate unknowns, find solutions, and stay on track with project timelines. DignityMoves brings deep design, development, and construction experience to prepare, plan and execute projects designed to address the needs of communities facing homelessness.



DignityMoves sites are designed with at least 20 percent of its units exceeding ADA codes designated by the State of California. We will maintain the integrity of ADA statutes in all ADA-identified units which extend into decking, groundcover, railings, ramps, and accessibility to hygiene facilities. ADA requirements will be met for those with mobility, hearing, and vision limitations. We ensure that parking is available for outside agencies and create ease of access for clients with any limitations in mobility or otherwise.

Through the incorporation of Gensler's trauma-informed design solutions, DignityMoves' sites are inclusive and meet the needs of all regardless of, gender identity, race, ability, age, neurodiversity, socioeconomic status, and culture. These strategies play a vital role in removing, reducing, or mitigating experiences of exclusion from everyday lived experiences of people who reside, work or visit the site.

DignityMoves is adept at utilizing the Emergency Building Codes designated in Appendix "O" of the California Building Code which is applicable in cities or counties that have declared a housing crisis. These codes allow us to develop projects significantly quicker and less expensively than traditional development projects.

In the initial phase of a project, DignityMoves puts significant effort into carefully evaluating the feasibility of a site. This includes (but is not limited to) understanding the grade of a parcel, the ground material (paved or otherwise), and where the points of connection (POC) are for services/utilities. We locate utilities as close to POC as possible to limit excavating and disrupting the integrity of the parcel.

Sustainability (minimizing carbon footprint) as well as the use of existing infrastructure and natural elements are integral to project design. We conduct studies on how to minimize paving/driving concrete into the ground, avoiding rebar, preserving existing curb cuts, etc. We strive to take as light of a touch as possible, while never compromising items related to life and safety.

DignityMoves and our design team consider the natural beauty of an area to create an environment that allows the existing surroundings (ex: foothills/natural landscaping) to be fully enjoyed by the residents and the staff. Special attention is afforded to sun exposure and is considered in the layout of the property. It is important to ensure that sun and shade exposure is balanced and provides as much comfort as possible.

As the project develops, ongoing efforts to ensure that aesthetic context is addressed include:

- Use of native foliage both for beauty and preservation of the existing landscaping
- Determining the color palette of the units (to the extent possible) to blend in with the existing environment and community
- Enlisting local artists to provide murals and details to the buildings or barriers
- Using fence screening that not only provides privacy but is matched to the environment

- Ground painting interventions to ensure walkways blend naturally into the environment
- All design elements are taken into consideration to ensure a trauma-informed methodology is utilized as it relates to the environment/program design

Gensler and DignityMoves utilize an evidenced-based practice of trauma-informed design. As we evaluate the feasibility of a site, we visualize how it will be a "softer design," with as few angles as possible. This approach results in a site that has no institutional feel. Research demonstrates this type of design is more conducive to positive outcomes for residents.

The Gensler design process always begins with a deep dive into their client's goals and vision to develop a supportive and responsive environment. They have experience with the programming and design of several projects for the homeless including a women's day shelter & community center, interim supportive housing, and training spaces. With this experience of creating these critical spaces, Gensler's designs not only give people access to basic needs, but also ensure the successful delivery of supportive services, and foster a constructive environment where people can begin to "think forward" and rebuild their lives.

DignityMoves has experience navigating through the complex internal processes of electrical power providers. Along with the support of our design and mechanical engineering teams, we communicate effectively, provide the required documentation in a timely fashion, and prioritize follow-through to ensure utility connections will not hinder our execution.

DignityMoves will also work closely with dry utility consultants that further facilitate the coordination of utility company design approvals, permitting, and installation. We have found that these consultants are well worth the cost as utility company redesigns and delays can be costly and very time-consuming. As such, we plan to work with a local dry utility consultant on this project to meet the time-sensitive goals of building this critical interim housing community.

The DignityMoves development team is uniquely positioned to navigate land use entitlements using State, County, and City, emergency building codes and CEQA exemptions to expedite the development of interim housing for chronically homeless individuals.

With extensive experience in pre-development, development, and construction the DignityMoves team has entitled general plan amendments, planned development rezoning, infill exemptions, and conditional use permits for commercial and mixed-use projects/developments. DignityMoves works closely with city community and economic development teams, planning staff, public works staff, and building and safety staff to entitle and process projects. In addition, the DignityMoves team partners with city administrators, city managers, planning commissions, city council members, and mayors to craft projects that fit within each community DignityMoves works in.

*BOSS CUBEZ*



DignityMoves utilizes Appendix “O” building codes which enable local jurisdictions that have declared housing/homelessness an emergency to be flexible in how they permit and approve plans for interim/emergency housing.

Hope of the Valley is an experienced operator of interim housing communities in the Los Angeles region. Hope of the Valley will sublease the property and manage the day-to-day operation of this interim housing community. Hope of the Valley will also work with Many Mansions to ensure compliance of all commitments and coordinate with the County’s Continuum of Care (Pathways to Home) regarding referrals, reporting, etc. Hope of the Valley will create a city-approved management plan, hire/manage all staff, coordinate community groups/volunteers, and be a responsive community partner.

Hope of the Valley team has extensive experience successfully operating interim housing like that being proposed. While challenging at times, our team has the experience, resources, and mission orientation to ensure that this interim housing community will be successful.

Many Mansions is also an experienced real estate developer having developed affordable rental communities in Thousand Oaks and Ventura County for the past 35 years. This includes experience in entitlements, Building Codes, utilities, construction, etc. Many Mansions will lend it’s knowledge and experience to the Developer for this project.

Many Mansions will take the lead to develop extensive community outreach to intensively include the community in developing this project. Over its many years of developing affordable housing communities, Many Mansions has extensive experience with community and neighborhood outreach.

## Development Phase

DignityMoves, Hope of the Valley, and Many Mansions will partner together throughout each phase of the project. Our team is working with Gensler, an architectural firm with unparalleled experience designing interim housing utilizing a prefabricated model such as that being proposed. In addition, we are working with a local general contractor, Staples Construction, which has built and/or renovated affordable housing in Thousand Oaks. For example, Staples built the Garden View Terrace affordable housing development in Thousand Oaks and was the general contractor for the recent and major renovation of Many Mansions’ Villa Garcia Apartments.

DignityMoves, Hope of the Valley, and Many Mansions have thoroughly reviewed the RFP/Q, Addendums, and local code, toured and took videos of the property, and have held several internal meetings to produce a refined proposed design and development plan for the Navigation Center that meets the needs of future residents, the city, and the broader community (including opportunities for future expansion). Our team will work with the city and community to refine this preliminary concept and create a navigation center that the City of Thousand Oaks community can be proud of and that meets the critical needs of our most vulnerable residents.



DignityMoves, upon award, will engage fully with the City of Thousand Oaks to identify and evaluate the specific requirements of the project. The fit test submitted with the RFP addresses some of the key elements identified in the RFP:

- Full frontage improvements
- Construction of all-weather surfaces along the access road and the north side of the property including grading and construction of retaining walls as needed.
- Ensure that all grading/pavement meets City of thousand Oaks standards (including the Internal site within the navigation center).
- This project will adhere to all final City and Fire Department Conditions of Approval for site layout, including city roadway, grading, and paving standards and Compliance with Americans with Disabilities Act (ADA) requirements, including site internal design features. As necessary,
- The use of alternative pavement materials, and/or gravel or permeable materials for portions of the site
- Will consider two new 30-foot-wide automatic electrically operable decorative gates along the access road.

As safety is paramount for the individuals who will be working and living at the site, special consideration will be given to security fencing to secure the west and east portions of the site. DignityMoves designs its projects with the surrounding area in mind. The design will ensure the existing integrity and privacy of neighbors (commercial interests in this instance) by constructing six-foot walls to screen the project from the adjacent parcel.

The design also includes:

- A three-bin trash enclosure per city standards
- Proper site drainage, and permanent stormwater quality features in accordance with the Ventura County best management practices manual (BMPs).
- Provide additional lockable storage for resident belongings that cannot be accommodated within the living units.
- Onsite bicycle racks to accommodate a minimum of eighteen bicycles.
- Landscaping along the project frontage and provisions for shade devices in outdoor gathering areas.

DignityMoves, with the support of Many Mansions and Hope of the Valley, will lead the project and all development elements from start to finish. This will include design, engineering, and development of construction plans for all city approvals, weekly Owner/Architect/Contractor (OAC) meetings, expenditure management, commissioning of all aspects of the projects, and final close out.

DignityMoves, through the partnership with Many Mansions will work closely with the City of Thousand Oaks and its City Planning Department, the City Manager's Office, the Office of Emergency Service, and any other entities to ensure that all plans and concepts have been discussed and are in accordance with the design, permitting and structural vernacular of the city.

The design of the project which is illustrated on the Fit Test was the result of approximately 5 hours of collaborative meetings with Gensler, Many Mansions, Hope of the Valley, and Dignity Moves. The premise of the meetings was to ensure that the design considered what would best serve the needs of the community which faces homelessness, and the flow of operations for the Hope of the Valley team and remained with the architectural vernacular of the City of Thousand Oaks.

The site plan reflects 30 units for sleeping and two overflow rooms. Each individual room has a private entrance and a door with a keypad lock. Within the 30 units for sleeping there are six ADA-compliant units and six units for couples. The site plan accounts for an expansion to serve 20 additional individuals. We anticipate upon award; the design will undergo additional iterations. Yet this will be to refine the design to accommodate permitting, points of connection, and any value engineering possibilities

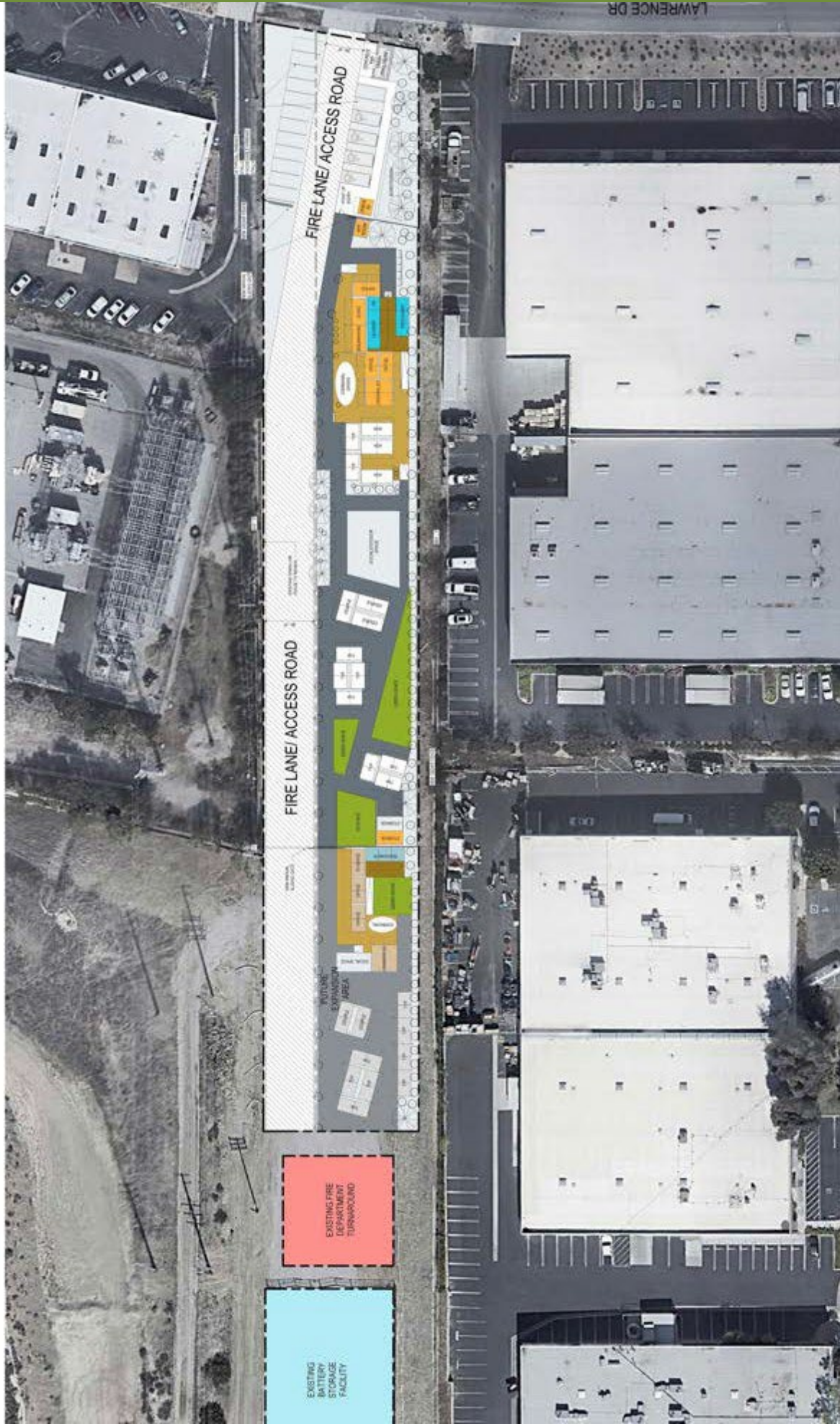
The key elements of the site, which were thoughtfully arranged to accommodate the clients and the service team with keeping the budget in mind include:

- Communal dining area
- Office space for staff
- Private meeting spaces for clients and service providers
- Laundry facilities
- Shower/bath stalls (15:1 ratio)
- Staff restroom
- Social areas (green space)
- Dog run
- Bike racks
- Parking
- Storage for site and client supplies
- Landscaping

*BOSS CUBEZ*


















**UNIT COUNT: 30 DOORS**

3 ADA MODS (170 MODULES):  
 6 DOORS  
 3 COUPLES MODS (170 MODULES):  
 6 DOORS  
 10 TYPICAL MODS (144 MODULES):  
 20 DOORS

**EXPANSION UNIT COUNT: 20 DOORS**

2 COUPLES MODS (170 MODULES):  
 4 DOORS  
 8 TYPICAL MODS (144 MODULES):  
 16 DOORS

 TOILETS/SHOWER  
 CLINIC/STORAGE  
 DINING/FLEX  
 OFFICES  
 RESIDENTIAL  
 10'-0"  
 FIRE SEPARATION  
 FIRE LANE





BOSS CUBEZ



BOSS CUBEZ





## **BOSS CUBEZ ADVANTAGE**

Dignity Moves did extensive research on a myriad of vendors and believes Boss Cubes is a premium example of modular units which could be utilized on this project. This is a panel-based system that is assembled on-site. Unlike other products that are designed for 5 years of useful life, these have an estimated useful life of over 20 years. The units have a steel-framed foundation, and the panels are made of 30% recycled plastics. With 2" thick walls and a 4" thick roof, they have a highly insulated and fire-retardant PIR core making them extremely fire-resistant. With pent roofs, they feel very spacious and have ample space for beds, desks, air-conditioning, and heating. Most importantly, they are aesthetically pleasing, have a drywall-like finish; and do not look or feel like sheds. The buildings, as stated, have an estimated useful life of over 20 years- and when a project ends, they are easily relocated.

BOSS CUBEZ has developed interim housing modular units built to the highest of standards and code related to fire and insulation. The attention to safety and comfort has the fully intended consequence of being able to utilize BOSS to address the homeless and housing crisis- and build communities which enhance the resident's ability to focus on moving towards a better living situation. The Gensler community-focused site design is largely possible because the safety features of the BOSS Cubez (units are placed very closely to each other) allow for a true neighborhood to be developed. This creates a welcoming environment where staff and residents can interact easily together as the flow of the site is extremely intuitive and natural.

## **BOSS CUBEZ FEATURES**

- Durable long life steel walls and roof
- Vaulted 8.5' pent-roof ceilings
- Home Grade Insulation with walls that have an R17 insulation
- Spacious rooms just like a home
- Fire-rated FM Class 1: Highest fire rating for building materials and self-extinguishing
- Eco-Friendly construction with 30% recycled content (post-consumer bottles)
- Meets California residential structural requirements
- Meets California Title 24 energy requirements
- Moveable buildings with a forklift
- Dual Control AC/Heat
- Built-in shelving
- Custom Blinds
- Various Safety Features including smoke detectors, Electrical lines housed within walls, Security Screen Glass Doors, Electronic door locks, and Exterior lighting for community safety

*BOSS CUBEZ*



## BOSS Cubez Features



## Standout Quality

- Fire rated FM Class 1: highest fire rating for building materials and self-extinguishing
- Resistant to mold, mildew, rot and pests
- Eco-Friendly 35% post consumer recycled content
- Meets California structural residential codes and Title 24 requirements
- Safety features: smoke detectors, electrical lines housed within walls, security screen glass doors, electronic door locks and exterior lighting



## Site Operations:

Hope of the Valley will provide site operation of an initial 30-unit site with a potential operational expansion to 50 units. Hope of the Valley is prepared to provide site supervision, security, meals, supportive services and provide expected maintenance needs. Hope of the Valley utilizes multiple methodologies to ensure services are provided with the utmost respect to our clients.

HOTV follows a Housing First Model for all of our programs to quickly move individuals through the housing continuum. Combined with upholding a Housing First model HOTV operates low-barrier shelters. HOTV staff are trained in the Housing First Model, low barrier principles and other evidence-based practices such as motivational interviewing to engage participants in their housing goals and encourage them to access the needed services to meet their goals. HOTV prioritizes placement in permanent housing and utilizes case management and housing navigation services to prepare individuals for housing, identify appropriate permanent housing, and ensure that individuals have the resources to retain housing.

Low Barrier principles allow clients to access and receive services without having to meet an extensive number of requirements. HOTV efforts to incorporate Housing First and low barrier principles in our services include accepting all referrals if possible, accepting all clients who meet eligibility requirements and not imposing additional expectations on the clients, assuring individuals are document-ready, connecting individuals to Housing Navigation services, working with participants on Housing & Services Plans (HSP), tailoring services that focus on securing permanent housing, providing warm-hand offs to other providers, and developing a network of landlords and property management companies that are willing to rent to our participants. HOTV also utilizes prevention services such as Problem-Solving to connect individuals to services that will provide financial assistance resources to support in securing housing or provide interventions that will assist in quickly self-resolving a housing crisis.

Hope of the Valley programs implements a Harm Reduction Policy to ensure that staff follow the model and are engaging in non-judgmental communication with participants who use alcohol and/or other substances. HOTV staff is trained to offer support to participants through psycho-education so that they understand the potential risks associated with substance use and work towards reducing any dangerous behaviors. HOTV provides appropriate resources to participants who use substances and encourage them to access services when they are willing. However, do not require individuals to enroll in substance use services or maintain their sobriety while in the program. Although HOTV does not allow any alcohol or illegal substances on the site, HOTV further implement Harm Reduction principles by not requiring individuals to be sober at the time of enrollment or during their participation. HOTV provides Amnesty lockers to participants to ensure substance use is not a barrier to their program participation. HOTV also provided all sites with a sharps container to ensure access to disposal of any sharps in a safe manner and have NARCAN available for distribution or use.



Trauma-Informed Care (TIC) is also an important component of the service delivery model. HOTV recognizes that a majority of individuals experiencing homelessness have experienced some level of trauma as a result of their homelessness or other life experiences. HOTV staff receives ongoing training on TIC to understand trauma, recognize the impact it has on an individual, appropriately respond to behavioral reactions as a result of trauma, and prevent re-traumatization.

Hope of the Valley implements TIC in our practices by creating a physically and psychologically safe environment where individuals can feel comfortable and encouraged to seek support to process their trauma. HOTV staff are trained in motivational interviewing to engage participants in services, assess individuals through a sensitivity lens, connect individuals to services that will help them process and heal from trauma, and help empower our participants. We ensure HOTV staff are meeting individuals where they are and that participants are guiding their case plans and choosing the services, they are willing to access. HOTV partnered with DignityMoves and Many Mansions to ensure that the site design was completed with a Trauma Informed lens and TIC principles were incorporated into site development.

HOTV promotes a client-centered approach to ensure staff build rapport with their clients starting from intake and enrollment. We believe clients should be leading in planning for self-sufficiency and believe staff should encourage clients to take lead in their journey to permanent housing. This can be demonstrated by working with clients to set desired goals and be at the center of planning how to reach established goals. HOTV staff are trained to be flexible and meet their client where they are to ensure clients are empowered to make their own decisions and hold autonomy in what is going in their life and the level of support they are in need.

Cultural Competency is a vital component in HOTV methodology to ensure authentic relationships are built between staff and clients. HOTV provides ongoing training to ensure staff are aware of the importance of cultural competency and provides annual training for ongoing focus. HOTV takes a holistic approach to full rehabilitation based on the emotional physical, relational, occupational, spiritual, and financial needs of our participants. Hope of the Valley is an independent 501(c)(3) faith-based nonprofit organization that does not discriminate based on gender, age, ethnicity, sexual orientation, religious affiliation, or lack thereof. Our services are grounded in a deep respect for the dignity inherent in every human being. HOTV provides access to services in different languages, employs staff that speaks additional languages aside from English, and provides access to translation services if needed. HOTV respects all preferred gender identities as the staff is trained to utilize preferred gender pronouns when speaking to all participants, ensure that participants are placed into sites based on their gender identity, provide a safe environment for all participants to express themselves authentically, and ensure participant's gender expression is respected at all times. HOTV also provides training on abiding by ADA expectations as all sites can accommodate and provide accessible office space, bathrooms, and sleeping quarters.

### **Program Eligibility**

Qualifications for participation require that incoming individuals are chronically or recently homeless and at least 18 years of age. Program participants must be able to complete their Activities of Daily Living. HOTV will ensure that all clients in the program meet the eligibility requirements set forth in the service agreement and will ensure continuous assessment of eligibility on a quarterly basis. HOTV is well experienced in assessing and verifying homelessness status, income status, and level of need to ensure the appropriate participants enter the program and needs are met at all times.

### **Referrals Process**

Ideally, our program will be integrated into the Coordinated Entry System and will receive referrals based on the current expectations set forth by Ventura County's Continuum of Care. HOTV expects for all program participants to be referred to the program and will operationalize policies and procedures to ensure alignment with current best practices in the area. In addition, HOTV will partner with the City of Thousand Oaks to ensure that the city, local partners, and law enforcement needs are being supported and met while abiding by the CES expectations.

### **Program Intake**

Individuals experiencing homelessness that have been matched to the program site will undergo a program intake. Program Intakes will be completed throughout the week and as needed on weekends to ensure the site is at full capacity at all times. Ideally, program intakes will be completed Monday -Friday during the day to ensure their assigned case manager is on-site to provide support. Efforts are made to accommodate same-day intake appointment requests, especially from local law enforcement.

Upon entry, participants will be searched by a security guard for weapons, drugs/alcohol, and/or any other banned substances/belongings. Any prohibited items will be encouraged to be stored in designated Amnesty Lockers. COVID protocols will be followed in accordance with CDC guidelines. New participants will meet with a Housing Focused Case Manager (HFCM) to complete an intake packet, enter their information into HMIS, and if needed conduct a needs assessment.

#### **Potential Intake Documents:**

- Request for copy Identification (ID), Social Security Card, and Birth Certificate
- Homeless Eligibility Certification Form
- Self-Declaration of Income (Proof of Income)
- Emergency Contact Sheet
- Participant Agreement
- HMIS Consent
- Grievance and Termination Policy
- TB Test/Acknowledgement



- Client's Rights and Responsibilities
- Notice of Privacy and Practices
- Participant Code of Conduct
- Transportation Code of Conduct
- Service Animal Agreement (if applicable)
- Mail Service Agreement (if applicable)
- Medication Storage Agreement (if applicable)

Copies of the signed forms are expected to be uploaded to their HMIS accounts within 48 hours of intake. During intake, the participant is assigned a unit, given a tour of the site, and shown where their additional storage space is located.

### **Housing and Services Plan (HSP)**

Program participants are expected to meet with their assigned HFCM and create a plan that identifies their strengths and summarizes their housing goals during their first week in the program. The HSP is completed with the client to create a plan for permanent housing. This can include accessing needed services, obtaining vital documentation, employment goals, and life skills needed to be self-sufficient. HSPs are specific to each individual and require a minimum of one meeting per month between the participant and HFCM to monitor status, adjust goals, and/or re-evaluate client needs and eligibility for housing-specific programs. Ideally, HFCMs are meeting with their clients on a weekly basis to ensure progress and engagement expectations are met.

### **Program Exit**

Housing Focused Case Managers are expected to work with their participants in achieving permanent housing. Ideally, this will lead to participants' exit and transition into permanent housing. Case Managers work with their clients to problem solve and identify any viable option of housing, this at times can include family reunification, relocation, or connecting participants to Rapid Rehousing or PSH for additional support. HOTV will work in connecting participants to needed housing resources to minimize the length of stay for the participants. The length of stay for any client can range from 3-6 months. At times program participants may be exited from the program due to safety concerns, HFCMs will do everything they can to find alternative housing options that meet the needs of the participant. Case Managers are expected to document in detail the reason for exit in HMIS to adhere to the established HMIS expectations. This will also include an exit form to document exit details.

Reasons for exiting a participant involuntarily include:

- Participants' actions and behaviors pose a direct safety risk to themselves, other participants, and/or staff.
- Threats and/or acts of violence.
- Bed abandonment. (not utilizing the unit for approximately 4 days)



## **Safety Concerns**

In instances where a program participant poses a risk to the safety of themselves and/or others, a trauma-informed approach will be taken in determining de-escalation tactics, safety planning, and how to move forward. Threats and/or acts of violence will not be tolerated under any circumstances, and any participant engaging in such behavior may be exited. Depending on the severity of the case a possible behavior plan can be completed to mitigate concerns and maintain the client in the program. Depending on the severity of the incident a participant will be informed of the reason for termination and complete a reinstatement plan for future use to track concerns and work towards positive change (Safe Behaviors). HOTV has established protocols for packing participants' belongings in instances that participants are not present, participants personal belongings are held for 30 days before they are disposed of.

## **Site Management and Oversight**

An initial 30 modular homes will be constructed and installed on the property located at 1125 Lawrence Dr., with room for an additional 20 modular housing units to be added in the future. Site will operate 24 hours a day, year-round including all expected holidays.

Program staff includes:

- Program Manager
- Housing Focused Case Managers
- Client Service Monitors
- HOTV will outsource security personnel to increase site supervision and safety, security will be on-site at all times.

All participants will be provided 3 meals a day by our Food Services Department consisting of at minimum 2 hot meals.

Transportation will be provided to all clients to attend any and all appointments associated with improving the likelihood of permanent placements, this includes medical, dental, and vision appointments, support with obtaining vital documents, and unit viewings. Each site received a vehicle to be shared by case manager(s) and all managers are given access to a company UBER HEALTH account to ensure all participant's transportation needs are met.

Wellness checks are conducted three times a day to monitor client safety. During the wellness checks, program participants can voluntarily open their tiny home door to confirm their presence, or staff will announce themselves and enter the room and check on the status of the client. Attendance is taken each night so we are aware of when a participant is missing. COVID protocols are implemented per CDC regulations.

Client Service Monitors conduct site supervision to ensure all clients are not engaging in any risky behaviors. Client Services Monitors provide crisis intervention and escalation when a participant is in need of support, serve meals, support with hygiene needs, and complete the janitorial duties.

HOTVs Operations department supports all sites with any maintenance needs and provides all shelters with needed supplies. The site will be serviced with monthly pest services, first aid kit refills, and vehicle maintenance to ensure a healthy work environment.

In an emergency Housing Focused Case Managers will utilize local law enforcement if needed and/or the fire department to ensure safety for all. This may include administering First Aid, CPR or NARCAN to residents in need to ensure proper care of residents.

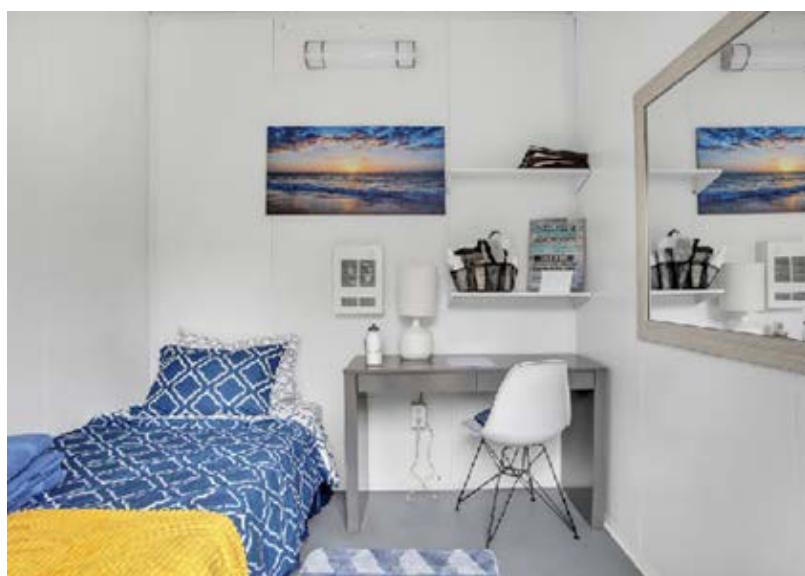
HOTV Development department collaborates with the site manager to ensure all volunteer opportunities are scheduled and supported by both the site staff and the development team. Volunteers are a vital component to the success of our organization, as they take a hands-on approach at the sites. Volunteer groups provide support with movie night, distributing meals, the assembly of first aid kits, etc. Hope of the Valley will partner with Many Mansions to ensure all volunteer opportunities are utilized and donations are provided to clients.

### **Case Management, Housing Navigation Connection of Existing Services**

Our housing-focused case managers provide housing-focused case management to our clients, this approach is centered on the shared ultimate goals of finding permanent housing and becoming stable in their home. This is completed by building individualized relationships with clients that can ensure clients are able to communicate their current barriers to obtaining housing. This allows the housing-focused case managers to provide needed services directly, link clients to appropriate community resources, and submit referrals to outside services on behalf of the client that can increase the client's likelihood of obtaining permanent housing.

Case Management is provided on a weekly basis, and ideally are expected to connect with their clients as often as needed to meet their needs. This can include, but is not limited to the following:

- Physical Health Care
- Mental Health Care
- Employment Services
- Mainstream Benefits
- Substance Use Treatment
- Education
- Life Skills
- Legal Services
- Financial Literacy
- Tenancy Rights and Responsibilities



Hope of the Valley has established relationships with other agencies to be able to link and submit referrals for the above.

A vital part of housing a client is the housing search and placement component commonly known as housing navigation. Housing focused case managers integrate this into their case management. This includes the following:

- Unit Acquisition
- Unit Viewing
- Rental application support
- Landlord Negotiations
- Lease Review
- Move-in Support

Housing-focused case managers partner with their clients in finding the ideal rental unit that meets their needs, this can include ADA needs, pet needs, location, size, and most commonly price. Housing-focused case managers support clients with unit viewings and completing rental applications to ensure they are completed correctly and in a timely manner. Landlord negotiations are a vital part of the work, this is usually conducted directly with the landlord or management service company to ensure both the landlord's needs and the client's needs are met. Housing-focused case managers work towards negotiating utilities, and rent amounts and breaking barriers that may disqualify the client as a tenant. A major factor of landlord negotiations is introducing the landlord to the potential resource's client may be utilizing and the benefits they provide. Resources can include short-term rental assistance programs (RRH), EHV vouchers and long-term rental assistance clients may have access to, and Permanent Supportive Housing.

Many Mansions is an experienced owner and operator of affordable housing in Thousand Oaks and will be the long-term ground lessee. Many Mansions will ensure that all codes, laws, and regulatory requirements from the city and any other funding sources are adhered to. In addition, as a local nonprofit, Many Mansions will be responsive to the neighbors, the city, and the entire community. This local presence and accessibility are strong selling points to the community as Many Mansions has proven to be a trusted community partner.

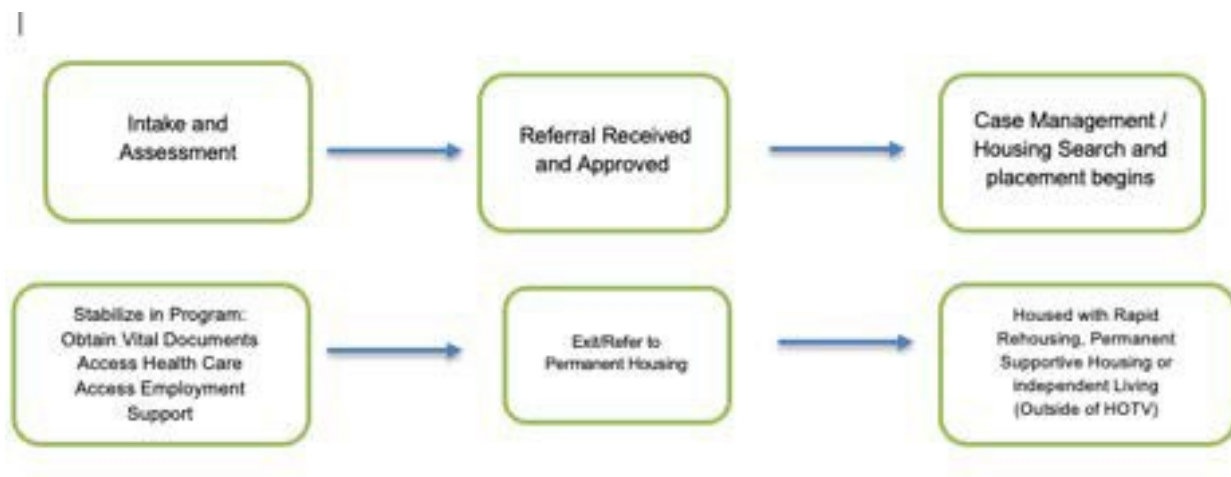
## System Level Partnership and Collaboration

The proposed Navigation Center would utilize local and regional resources, including local nonprofits, faith-based organizations, and service providers. As discussed, the Operator (HOTV) would use the County's Coordinated Entry System (CES) for referrals for housing. Clients would also come from the Ventura County Sheriff's Department, Lutheran Social Services, Harbor Housing, Interface, the Samaritan Center, the Ventura County Human Services Agency, Senior Concerns, Gold Coast Veterans, and other social service agencies.

Support for the operations would also come from local and community involvement. The Operator would utilize the existing network of churches and synagogues, especially those already involved in the Nightly Feeding Program and the former overnight Winter Shelter, to assist the clients with food, clothing, transportation, on-site programs, in-kind donations, and other support. The local food banks—Manna, Foodshare, and Food Forward—would assist with food and meals. To the extent volunteers are used in the operations and programs, the Operator would draw upon this network.

Placement of the clients into permanent supportive housing would also involve local affordable housing developers, housing authorities, and private property owners. Organizations such as Many Mansions, Cabrillo, Peoples Self Help, the Housing Authority of Ventura County, the Housing Authority of Oxnard, the Housing Authority of San Buenaventura, the United Way (Landlord-Engagement Program), and others would be used for such permanent placement into affordable and supportive housing.

Our local partnerships are evident in the letter of support provided by the Ventura County Community Foundation.





# Section C



## Project Schedule

# Project Schedule

## Proposed Project Schedule

Many Mansions, Hope of the Valley, and DignityMoves with the information in this RFP/Q collaborated, researched, and created the following proposed project schedule. This schedule will be routinely refined if chosen for this RFP/Q as we hold collaboration with the City of Thousand Oaks vital for the success of the proposed project and meeting timeline goals.

# Project Schedule

## Development Schedule Narrative

The Dignity Moves team is in place to immediately begin the implementation of the project from the date of award. Our construction team has been directly involved in the development of this proposal, has worked directly with the general contractor on the budget estimation and Gensler on the site plans which are included in the proposal. The time to completion from groundbreaking is 161 days-the chart is embedded below to support this estimation. It is only possible to include a duration schedule at this stage of the process.

The Project Construction will consist of phases which included:

- Pre-Construction
- Contract Administration
- Ordering of Materials and Labor
- Construction
- Close Out

In the pre-construction phase, DignityMoves will focus on the due diligence of environmental, soil reports, concept analysis, reviewing opportunities and constraints, and reviewing underground and utilities needs and challenges. The pre-construction phase will also include the review process with the city and seeking final site plan approvals and final permitting. It is critical that a deposit be made to BOSS Cubex to begin the construction of modular units.

The Development phase will include the bidding process for the General Contractor, ordering of long lead time items (ex. switchgear) and on-site and offsite construction (foundations and fabrication of modular units).

**City of Thousand Oaks  
Duration/ Milestone Schedule**



Task Name	Duration	2023									
		Dec	Qtr 1, 2023			Qtr 2, 2023			Qtr 3, 2023		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug		
<b>Project Duration</b>	<b>161 days</b>	[Gantt bar spanning from Dec to Aug]									
Pre Construction	82 days	[Gantt bar from Dec to May]									
Contract Administration	12 days	[Gantt bar in Apr]									
Material & Lead Times	60 days	[Gantt bar from Feb to Apr]									
Construction	86 days	[Gantt bar from Apr to Aug]									
Close-out	4 days	[Gantt bar at end of Aug]									

## Operational Schedule Narrative

The hiring of staff will be conducted 60 days before opening. HOTV will hire management staff initially followed by all direct service level staff. Staff undergoes a 2-week onboarding training following a period of shadowing at established sites.

Ordering of Program supplies will begin 30-45 days before opening to ensure that all supplies are at the site on the opening date. This includes all bedding, hygiene supplies, and programmatic office supplies.

Two weeks before the expected opening of the site all staff begins to prepare for expected new clients, preparing all units to be ready for move-in, preparing all documentation needed for intake, and ensuring the site is prepared to be fully used. This includes laundry services, shower, and bathroom access, and case management support.

HOTV holds an "Open House" for the community to come and see the site before the grand opening to ensure transparency with the community. This includes 2-3 days of tours, from 10 am to 6 pm. We offer tours to all service providers, community partners, and the general public to hold space to answer any questions anyone may have on services being provided.

Once the site is open the HOTV team will offer 3-6 intakes a day to ensure the site meets capacity expectations as soon as possible. HOTV expects it to take 1-2 weeks to meet full capacity.



# Section D



## Service and Data

## Service and Data Needed from City of Thousand Oaks

Dignity Moves, Hope of the Valley, and Many Mansions will work together throughout the development process. HOTV will be the site operator once the construction of the Tiny Home Village is completed.

As the lead developer, DignityMoves will set up an agreed-upon meeting cadence with city personnel to ensure communication is maintained at an optimum level. This ensures that there is a mechanism to address the many complexities that arise on a project which the city can be instrumental in resolving.

For the success of the project, we would kindly ask the City of Thousand Oaks to consider providing the following services/data to assist in the planning, funding applications, site control negotiations, etc:

- Program integration into the Ventura County Homeless Management Information System (VC HMIS), with full data access made available to the operators.
- Linking Hope of the Valley with Ventura County's Continuum of Care (CoC), Pathways to Home.
- City Council approved funding for acquisition, capital costs, and reserves.
- Project Roomkey FY 2022 Data.
- Participate in site control negotiations.
- City unsheltered homeless statistics.
- Collaborate ongoingly throughout project development and operations.
- Support the developer through local zoning requirements and entitlement procedures, to expedite the process.
- Remain as an active and engaged partner.

DignityMoves will connect with the City of Thousand Oaks and its various department to analyze additional information that would include, but not be limited to :

- Any existing information available (parcel maps)
- Discuss Appendix "O" and how the City is likely to interpret the code
- Hydrant Flow Tests
- Setbacks
- Municipal Code Requirements
- Zoning restrictions
- Topographic Survey
- Confirmation of lot lines
- Confirmation of easements
- Confirmation of utilities (location is key to going in)
- Stormwater management recommendations
- Geotech/existing soil info
- Request soil report
- DM would engage a Civil Engineer to provide information or data that the city might not have available
- Locating utilities
- Low voltage provider

# Section E



**Consultant/Leaseholder, Developer  
& Operator Background and  
Qualifications**

## Company Information

Many Mansions, a 501(c)(3) California nonprofit corporation incorporated on August 24, 1979.

Hope of the Valley, a 501(c)(3) California faith-based, non-profit organization incorporated on December 22, 2009.

DignityMoves, a 501(c)(3) California non-profit organization incorporated on November 5, 2021.

## Governing Body

Many Mansions is governed by a Board of Directors, a list of Board of Directors included.

Hope of the Valley is governed by a Board of Directors, a list of Board of Directors included.

DignityMoves is governed by a Board of Directors, a list of Board of Directors included.

## Location Information

Many Mansions

1259 E. Thousand Oaks Blvd.

Thousand Oaks, CA 91362

Hope of the Valley

16641 Roscoe Place

North Hills, CA 91343

DignityMoves

2406 Bush Street

San Francisco, CA 94115

## Project Team, Executive Director and Chief Financial Officer Name, Titles and Resumes

Many Mansions-Resumes included within the Proposal

Rick Schroeder, President

Alexander Russell, Chief Operating Officer

Cailan Lu, Chief Financial Officer

Derrick Wada, Director Real Estate

Hope of the Valley-Resumes included within the Proposal

Ken Craft, Founder & Chief Executive Officer

Rowan Vansleve, President & Chief Financial Officer

Steve Morse, Chief Operations Officer

Laurie Craft, Chief Programs Officer

DignityMoves- Resumes included within the Proposal

Marc Sabin, Chief Expansion Officer

Elizabeth Funk, Chief Executive Officer

Freya Estreller, Chief Operations Officer & Chief Financial Officer

Margaret L. Cafarelli, Chief Real Estate Officer

Jeff Spahr, VP Real Estate



## Number of Employees Locally and Nationally

Many Mansions- 72 employees

Hope of the Valley- 502 employees

DignityMoves- 9 employees

## Locations from which employees will be assigned

Many Mansions

1259 E. Thousand Oaks Blvd.

Thousand Oaks, CA 91362

Hope of the Valley

16641 Roscoe Place

North Hills, CA 91343

Shelter staff will be assigned to the site as the primary location of employment

DignityMoves

Team is mobile and will be assigned to onsite for the performance of related duties

## Experience with Housing First and use of the Coordinated Entry System

This joint application consists of three organizations that hold an abundant amount of experience using coordinated entry systems across the state and have integrated Housing First Principles in all aspects of the project. Given our experience working in different Coordinated Entry Systems, our agencies are adaptable to meet the needs of any Coordinated Entry System, added with the expertise of utilizing Ventura County's Coordinated System we are confident to meet the expectations of the City of Thousand Oaks.

Many Mansions has extensive experience in Ventura County with Housing First and the Coordinated Entry System (aka 'Pathways to Home'). Many Mansions is the leading provider of supportive housing in Ventura County. All its supportive housing properties adhere to the Housing First principles and use the Coordinated Entry System in placing new supportive residents into its housing. Many Mansions works closely with the County's Coordinated Entry System to place formerly homeless applicants into its housing restricted to persons formerly homeless, usually chronically homeless.

Many Mansions hold a history of providing property management and on-site case management and other supportive service programs. Employing 'Housing First,' entry into the supportive housing is 'low barrier' (e.g., no landlord-tenant references, disqualification for prior evictions, etc.). Services are voluntary, but Many Mansions offers extensive on-site services. These services included case management, workshops, job development, healthy eating, life skills, etc. The case managers enter all program information in the HMIS system.

HOTV follows a Housing First Model for all of our programs to quickly move individuals through the housing continuum. Our staff is trained in the Housing First Model and other evidence-based practices such as motivational interviewing to engage participants in their housing goals and encourage them to access the needed services to meet their goals. We prioritize placement in permanent housing and utilize case management and housing navigation services to prepare individuals for housing, identify appropriate permanent housing, and ensure that individuals have the resources to retain housing.

## Experience with Housing First and use of the Coordinated Entry System Continued

Hope of the Valley's efforts to incorporate Housing First in our services includes assuring individuals are document-ready, connecting individuals to Housing Navigation services, working with participants on Housing & Services Plans (HSP), tailoring services that focus on securing permanent housing, providing warm-hand offs to other providers, and developing a network of landlords and property management companies that are willing to rent to our participants. We also utilize prevention services such as Problem-Solving to connect individuals to services that will provide financial assistance resources to support in securing housing or provide interventions that will assist in quickly self-resolving a housing crisis.

HOTV has experience participating in Coordinated Entry Systems by collaborating with multiple Service Planning Areas. This includes collaborating with community lead agencies to ensure congruency with local CES expectations, such as administering assessments like CES/VI-SPDAT, placing referrals to CES partner providers, and conducting warm handoffs to improve the utilization of services. HOTV staff utilizes Homeless Management Information System to enter client-level data, submit and track referrals, and attend local CES Policy Council Meetings.

All HOTV shelters and interim housing sites are part of the Coordinated Entry System. HOTV works closely with CES partner providers, including other interim housing sites, access centers, access points, and outreach teams, SPA 2 CES Regional Lead, to make referrals and enroll individuals in our programs. Our programs utilize HMIS to conduct VI-SPDAT assessments and place referrals to other providers in the CES. Program Leadership implements ongoing case conferencing with providers to monitor each participant's progress.

DignityMoves, as a developer, is unique in its understanding of the Coordinated Entry System (CES). Marc Sabin, DignityMoves Chief Expansion Officer, has ten years of experience working within the Coordinated Entry Systems (CES) in Santa Clara and San Mateo Counties. He oversaw 170 shelter beds (for which entry was based on CES prioritization) and was responsible for implementing CES systems for street-based outreach services. Marc's experience with the Continuum of Care (CoC) system in San Mateo is extensive, and he participated in subcommittees developing a client-centered approach to providing services to unsheltered clients. Marc led the teams, along with support from the County CES team, through monthly meetings to review the caseloads and ensure individuals had priority for housing through the housing first model. This support was based on the Housing First model that once an individual is housed, identification of support services would follow to increase the chances of success.

DignityMoves, as the developer, will not be intricately involved with the provision of services. However, its understanding and experience in providing services to the population are important in the project's design. DignityMove's project approach involves all partners' input, including service providers, community, and clients, to the greatest extent possible. DignityMoves can distill and put information into play because of its extensive understanding of the issues individuals face and how the system (in this case CES) functions and incorporates housing first principles in site design.



## Background. History and Qualifications

Many Mansions was founded in the City of Thousand Oaks over 43 years ago. Concerned residents of Thousand Oaks came together and formed an organization to assist individuals and families needing affordable housing. Many Mansions' first affordable housing apartment complex was Schillo Gardens (1988), named after Frank Schillo, a former Thousand Oaks City Councilmember, Mayor, and County Supervisor. Schillo Gardens was developed and owned in partnership with the City's Redevelopment Agency. Many Mansions' second Thousand Oaks property, Shadow Hills (1991), was purchased through a bond issuance by the City. Many Mansions' close connection with the City of Thousand Oaks has only deepened in the past 25 years. In total, Many Mansions has developed and operates nine affordable housing rental complexes in the City of Thousand Oaks (456 units).

This includes such properties as Hillcrest Villas (60 units), Esseff Village (51 units), and Richmond Terrace (27 units)—all supportive housing properties for formerly homeless individuals and families. All nine properties received funding from the City of Thousand Oaks (Redevelopment Agency). Many Mansions is the leading supportive housing provider throughout Ventura County, with nine supportive housing properties (128 supportive units). Over the next three years, the number of supportive housing units will almost triple, with five new supportive housing projects currently in construction (Ventura and Los Angeles counties). This includes supportive housing for veterans, seniors, and homeless families.

Many Mansions has advocated for the development of interim housing in the City of Thousand Oaks for more than 25 years. In 2008 Many Mansions formed a citizen committee named the 'Conejo Valley Affordable Housing Workgroup' to develop an emergency shelter. In addition, Many Mansions organizes the annual Homeless Count in Thousand Oaks, which is vital to ensuring all appropriate interventions can be taken by analyzing point-in-time data.

Many Mansions has close connections with the Thousand Oaks community. It has relations with most of the City's nonprofit organizations (Senior Concerns, Manna, etc.), service clubs (e.g., Rotary, Kiwanis, etc.), service providers (e.g., Harbor House, Lutheran Social Services, etc.), faith-based organizations (e.g., St. Paschal's, Ascension Lutheran, United Methodist Church, Temple Adat Elohim, etc.). It gives hundreds of talks and presentations throughout the community on affordable housing and homelessness. Many Mansions has expertise in permanent supportive housing and effective collaboration with local Communities.

Established in 2009, Hope of the Valley (HOTV) has quickly become a leading provider of housing and homeless services in the Greater Los Angeles County area. HOTV began as a small program out of the San Pablo Lutheran Church in Sun Valley, where volunteers cooked and served hot meals to homeless men, women, and children. The following year, HOTV moved into its 26,000 sq. ft. facility in Sun Valley, where onsite services increased, and daily meals, showers, case management, and life skills classes were offered. In 2011 HOTV opened its first residential recovery program, the John E. White House of Hope. By 2016 HOTV had opened three family crisis shelters with a total of 128 beds, the first Recuperative Care Center in the San Fernando Valley (30 beds), an 85-bed Cold Weather Shelter, a 38-bed Bridge Shelter for transitional aged youth, and began operating an Access Center/Day Shelter in Van Nuys to help connect people experiencing homelessness to needed resources, shelter, and food. HOTV experienced further growth in our pursuit to continue our mission by opening a 30-car Safe Parking program; an 85-bed congregate shelter in North Hollywood, a 100-bed congregate shelter in Van Nuys, and a Navigation Center in North Hollywood. During the COVID19 Pandemic, HOTV operated six emergency COVID-19 shelters and 50 interim housing trailers to support our local health crisis.

## Background. History and Qualifications continued

HOTV has continued to expand, now operating an additional six Interim Housing Tiny Home Shelter locations, a B7 (individuals exiting a criminal justice institution) shelter, and the newest 107-bed shelter in Northridge (Trebek Center). Hope of the Valley will have 14 shelters with over 1,360 beds, continuing to prioritize those in most need as we work towards providing needed care and services to those experiencing homelessness and work towards achieving stability for our participants.

HOTV's current program portfolio serves adult individuals, families, and transitional-aged youth. Our programs include Access Centers, a Navigation Center, a Safe Parking program, interim housing shelters, Housing Navigation, Time Limited Subsidies, Domestic Violence Rapid Rehousing, a Job Center, and a Men's Recovery Program. Our services include case management, housing navigation, mental health, substance use services, hygiene services, laundry, meals, security, transportation, and residential/site supervision to support individuals in obtaining permanent housing and personal stability. HOTV has extensive experience securing, renovating sites, and operating homeless services programs that provide shelter, housing, and supportive services. HOTV has experience developing shelter sites and is familiar with the rehabilitation process needed to meet local regulations. Our sites currently provide services for people experiencing homelessness in the San Fernando Valley, Northeast Los Angeles, and the Antelope Valley.

Hope of the Valley organizational structure consists of our executive leadership, Sr. Directors, Directors, Managers, Coordinators, and direct service staff. Our Executive team oversees the overall progress of the agency. Chief program officer and the Chief Operations Officer partner to ensure all programming is developed for each program according to our contractual agreements and applied methodologies for each site. The Chief Program Officer oversees Sr. Directors to ensure programs meet continuity of care standards, have effective operations, and that all services are in place to best support participants. Chief Operations Officer focuses on the overall needs of HOTV facilities, acknowledging the direct impact of programming and working on efficiently operating our sites. Sr. Directors oversee client programming for each site to ensure each program meets outcomes and provides adequate services. Our Directors, Managers, and coordinators maintain the day-to-day functions of the site to meet overall HOTV expectations. Our CFAO ensures all fiscal responsibilities are met and oversees our Sr. Director of Accounting and Finance and our Sr. Director of Grant Management. They partner in effectively managing all funds provided to HOTV, conducting oversight on proper fiscal protocols, and ensuring HOTV meets all federal and local regulations.

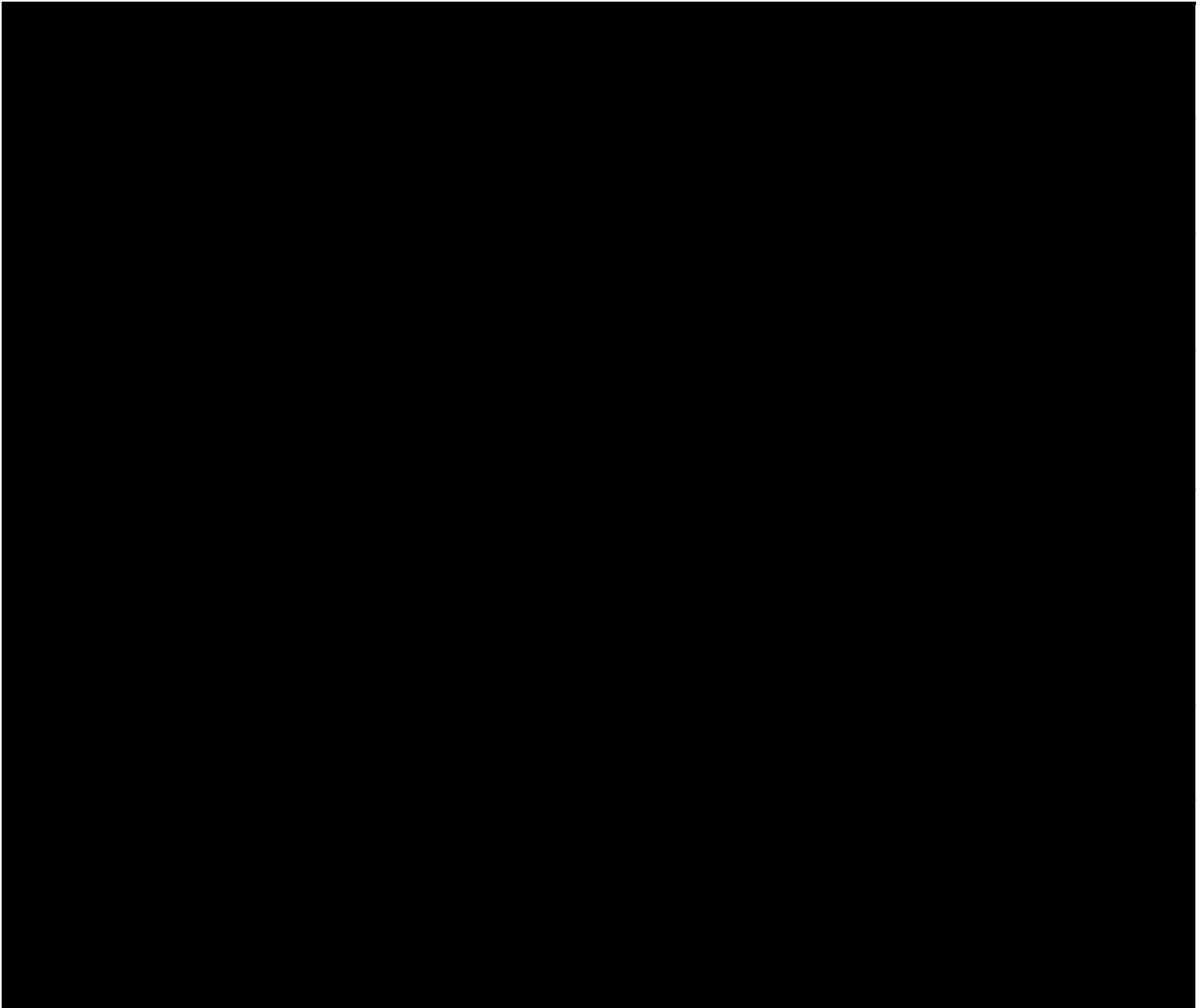
DignityMoves was founded in 2020 by a group of concerned business leaders who came together to apply private-sector approaches and Silicon Valley-style disruptive innovation to address the unsheltered homelessness crisis. DignityMoves received 501c3 status in November 2021. DignityMoves has completed three interim housing projects totaling 165 units and serving 225 chronically homeless individuals. These projects are in the city center(s) of San Francisco, Santa Barbara, and Rohnert Park, CA. The projects were funded with a combination of government and philanthropic dollars. DignityMoves has been successful in two Homekey applications for 20 million dollars in Rohnert Park, CA (\$11.4m) and Alameda, CA (\$9.4m). The Rohnert Park project opened in October of 2022 and was completed and fully occupied in under five months from the day the first shovel went into the ground. The Alameda project broke ground in October 2022, with completion anticipated in March 2023.



## Development and Operation Experience of Similar Projects

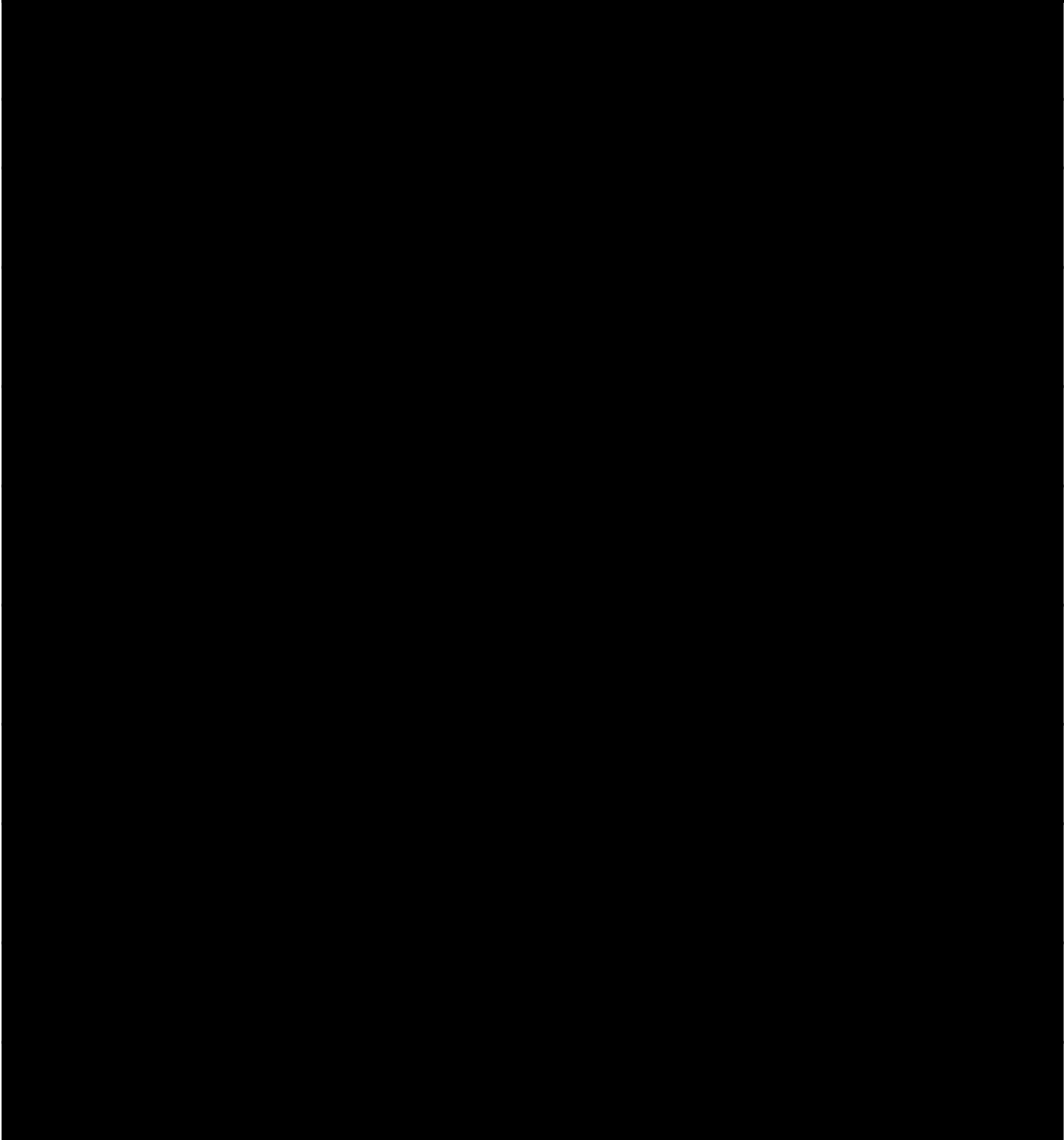
DignityMoves served as the developer and project manager for the projects listed below. DignityMoves facilitated and managed: architectural design, preconstruction work, permit process, community engagement, and engaging the general contractor, and civil and electrical engineers. DignityMoves also provided construction management of the project from start to finish. DignityMoves, from the inception of each project, engaged in an ongoing process, with supportive services agencies to ensure the project design met programmatic needs.

Currently, we have final designs in the approval phase for 94 units in Santa Maria, California. This project is in partnership with the County of Santa Barbara. This project is a combination of interim housing for Transitional Age Youth, single adults, and Recuperative Care. We also are in the design phase of a 300-unit project in the City of Stockton. This project received a combination of funding from a California-based healthcare foundation and the City of Stockton. The project will be a combination of single interim housing units, accessible units, and recuperative care ensuite units. The DM team has deep experience in business, finance, and non-profit agency leadership (direct service to the homeless community both in shelters and experiencing street homelessness). Additionally, our backbone is a construction and development team that has over 40 years of experience with bringing projects to life from the ground up.



## Development and Operation Experience of Similar Projects

Hope of the Valley Operates 6 Tiny Home Villages, 3 Congregate Shelters, 2 Family Shelters, 1 Tay Shelter, 1 B7 Shelter, and 1 Men's Recovery Shelter. Hope of the Valley is also currently developing 3 additional Family Shelters.









**CAILAN LU***Vice President of Finance and Administration***Professional Experience****Many Mansions, Thousand Oaks, CA****Vice President of Finance and Administration, 07/06 – Present**

- Direct and oversee all aspects of finance and administration division.
- Prepare annual operating budget for Many Mansions and its properties.
- Prepare financial reports for Many Mansions on monthly basis.
- Prepare cash flow projection for the organization on monthly basis.
- Prepare various financial reports for grantors and grant applications.
- Manage cash flows, federal grant draws and inter-fund transactions.
- Prepare annual reports for various HOME projects and online owner's certification for HUD section 811 project.
- Prepare budget variance reports for new projects in construction and/or rehabilitation.
- Supervise and assist various annual financial audits for Many Mansions and its affiliates.
- Ensure to be compliant with various grant, regulatory and partnership agreements in all fiscal aspects.
- Develop and implement fiscal policies and procedures.
- Participate strategic planning in drafting and reviewing goals in finance and administration areas.

**Director of Finance and Administration 02/01 – 06/06**

- Directed and oversaw all functions and responsibilities of finance department.
- Forecasted cash flows in 3 ~ 6 month time frame
- Prepared financial and budget reports for departments, finance committee and the Board.
- Managed cash flows, federal grant draws and inter-fund transactions.
- Prepared financial reports for lenders and partnerships.
- Processed payroll and payroll related reporting.
- Prepared annual operating budget for departments and consolidating organizational budget.
- Updated chart of accounts, distribution codes and payroll codes.
- Developed and implemented fiscal policies and procedures.
- Prepared schedules and supporting documentations for various annual financial audits

**General Ledger Accountant 12/99 – 01/01**

- Reconciled G/L accounts and bank accounts, and prepared month-end journal entries.
- Prepared financial and budget reports for departments and finance committee.
- Managed federal grant draws and inter-fund transactions.
- Prepared financial reports for lenders and partnerships.
- Processed payroll and payroll related reporting.
- Supervised A/P functions and optimized A/P procedures.
- Assisted upgrading MIP accounting system from DOS to Windows version.
- Installed MIP payroll module Windows version and set up payroll codes.
- Updated chart of accounts, distribution codes and payroll codes.

- Produced w-2s

**Kaali Distributing Company, Canoga Park**

**Accountant**

**06/99 – 12/99**

- Reconciled accounts receivable accounts for the head quarter and divisions.
- Reconciled all bank accounts for the head quarter and divisions.
- Run month-end journals and prepared journal entries.
- Generated sales and variance reports for VP and divisions.
- Assisted updating product database.

**California Lutheran University**

**MBA Student Consultant for Hoyle Products, Inc.**

**11/98 – 03/99**

- Reviewed and analyzed financials for the company.
- Did financial trend and ratio analysis based on three-year financials.
- Observed business operations and did SWOT analysis.
- Applied strategic management principles to its operation.
- Recommended new product ideas and business strategies.

**Beijing Huizhong HVAC Company, Dealer of Carrier China, Ltd., Hongkong**

**Controller and Owner**

**05/92 – 02/94**

- Prepared all financial reports for the company.
- Oversaw all accounting and finance functions.
- Managed cash flows on daily basis.

**Beijing Jimen HVAC Company, dealer of Hezhong Carrier, Ltd., Shanghai**

**Sales Manager**

**08/90 – 04/92**

- Managed sales activities: marketing, events and workshops.
- Prepared annual budget for sales department.
- Trained sales representatives.
- Nurtured client relationship.

***Education***

MBA with an emphasis in Finance, May 1999  
California Lutheran University, Thousand Oaks, CA

M.S. in Mechanical Engineering, February 1989  
Beijing University of Aeronautics & Astronautics, Beijing

B.S. in Mechanical Engineering, July 1986  
Beijing University of Aeronautics & Astronautics, Beijing



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Spearheaded short JKI plans, and developed business plans and tactics necessary to realize the ministry's philosophyrm nual goals, and objectives in a manner consistent with the Church's principles, in r urce, finance, operations, and created and maintained a Uvc or nitation strillcbJrc, dC'VC'loping 'th.ti pabi ty of thit-dhur(h lfo; indwid'uals.

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# LAURIE RAFT

16047 Tupper St., North Hills, CA 91343 / (C) 818-322-6244 / laurie@hopeofthevalley.org

## Professional Summary

Extensive experience in people management and problem solving. Detail oriented and focused on enhancing processes, culture, and productivity. A cohesive team environment with a high style that promotes a positive work environment.

- Exceptional communication skills
- Excellent organizational skills
- Attention to Detail
- Outstanding leadership
- Proactive problem solver

## Work History

**Chief Program Officer** 1/1/21-Present  
Hope of the Valley Rescue Mission-North Hills, CA

- Oversee coordination, implementation, and evaluation of all programs and services.
- Ensure delivery of high quality care to all clients.
- Determine staffing plan and manage staff.
- Develop and implement policies and procedures.

**Site Director, Help Center** 11/1/15-12/31/20  
Hope of the Valley Rescue Mission-Van Nuys, CA

- Manage and supervise staff.
- Implement and track all data.
- Develop and maintain relationships with all partners/partnering agencies.

# STEPHEN ORSE

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## EXPERIENCE

Chief of Operations Officer  
HOPE OF THE VALLEY RESCUE MISSION

### HOPE OF THE VALLEY RESCUE MISSION

Overseeing all aspects of Retail Stores. Negotiating leases, developing Business plans, Start up and Day to Day operation of Stores. Procurement of product, Dispatching Vehicles.

Retail Director  
HOPE OF THE VALLEY RESCUE MISSION

Overseeing all aspects of Retail Stores. Negotiating leases, developing Business plans, Start up and Day to Day operation of Stores. Procurement of product, Dispatching Vehicles.

## EDUCATION

Orlando  
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## SKILLS

- Good problem solver
- Good negotiating skills
- Good Leadership skills

## HOBBIES

Love helping and serving community and Homeless population. Mentoring people with addiction.  
watching Sport



## Rowan Vansleve

13312 Chase St, Los Angeles CA 91331 · 805.607.5330 (Cell) · rvansleve@gmail.com

A dynamic non-profit executive with a diverse experience in turnaround management, fundraising, and community outreach. With a “whole of Business” mindset that can balance financial responsibility and programmatic demands.

### PROFESSIONAL EXPERIENCE:

Chief Financial Officer & President, Hope of the Valley, Los Angeles, CA October 2017 - Present

- Oversee finance, development and strategic growth of the organization
- Board level financial reporting: financial statements, annual audit and 990 preparation
- Review current trends to model and forecast financial future trends

Deputy Director, InsideOUT Writers, Los Angeles, CA July 2014 - October 2017

- Developed a fundraising strategy and lead all fundraising initiatives, including grant writing during board and staff transition
- Oversaw community programs and ensuring policies and procedures are in compliance with Government contract regulatory requirements
- Developed and managed organizational budgets, making changes as needed during board transition
- Quarterly financial and risk reporting to Board of Directors and other stakeholders
- HR functions including benefits administration for a diverse team of 7 full time employees
- Acquired and managed government contracts

Business Development Consultant, Star World, Los Angeles, CA January 2016 - October 2017

- Developed and managed business relationship with high net-worth individuals
- Recruited former Head of State for the Board of Directors
- Venture capital pitches in Latin markets

Interim Executive Director, A Better LA Los Angeles, CA May 2013 - June 2014

- Developed funding, reporting and measurement criteria's for local program partners
- Oversight of annual financial reporting, 990 tax preparation and annual audit
- Developed turnaround strategies

Director of Operations, Hope of the Valley, Los Angeles, CA January 2011 - May 2013

- Oversaw operations, development and the growth of programs of the start up organization.
- Board level financial reporting: financial statements, first annual audit and 990 preparation.

### SOFTWARE:

DonorPerfect, Razors Edge, eTapestry, Efforts to Outcomes (ETO), QuickBooks, and Microsoft business software applications

### EDUCATION:

Southern Cross University, Lismore, NSW, Australia December 2008  
Masters of Business Administration



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• Aq r Via, Oakland, CA | 2006 -2008

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Music Academy (w .musicacademy.org) | 2008-2017, 2 present

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# MARC SABIN

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Marc.sabin@m i:om

## Skills

- Nonprofit Sector Leadership
- Management of complex projects, contracts
- Multi-disciplinary Team Development
- Fiscal Oversight
- Staff Recruitment/Building Teams
- Community and Coalitions Impact
- Grant Writing
- Government Relations

## Areas of Experience

- Directing and managing the implementation of the Housing First model
- Strategic outreach program, design and implementation
- Successful implementation of the Housing First model
- Recovery-based Mental Health
- Who Pays for Care?
- Housing Care for the Homeless
- County-based Opioid Crisis
- Continuum of Care (CoC)
- Supportive Services to Veterans and their families (SSVF)
- Director, and former, of the Partnership for the Homeless
- Permanent Supportive Housing

## Experience

April 2022-Present

**Chief of Operations**  
Director of Operations

- Oversee the day-to-day operations of the Interim Housing Program, including the development and implementation of the program's policies and procedures.
- Manage a team of approximately 50 staff members, including program managers, case managers, and support staff.
- Collaborate with other departments, including Finance, HR, and IT, to ensure the program's success.
- Develop and implement strategies to improve program efficiency and effectiveness.
- Monitor and report on program performance, including budget and enrollment data.
- Provide leadership and guidance to staff, including training and supervision.
- Represent the organization in the community and with other stakeholders.

December 2021 - Present

**Homeless Services Manager**  
City of San Rafael, CA

- Liaison between the City and the Homeless Services Program, including the development and implementation of the program's policies and procedures.
- Manage a team of approximately 15 staff members, including program managers, case managers, and support staff.
- Collaborate with other departments, including Finance, HR, and IT, to ensure the program's success.
- Develop and implement strategies to improve program efficiency and effectiveness.
- Monitor and report on program performance, including budget and enrollment data.
- Provide leadership and guidance to staff, including training and supervision.
- Represent the organization in the community and with other stakeholders.

- Responsible for the implementation of Homeless Services Department IR utility projects.
- Developed **Requests** for program for outreach and Interim Housing Projects.

JUNE 2020 - DECEMBER 2021  
**Director /** O.E. - two Be Yioral e  
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**Director, Emergency Services** i.c@s / LH'e u-ve  
**Santa Clara and San Mateo County**

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## Education

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# Jeff Spahr

310.773.6437

Jspahr67@gmail.com

Ventura, California

## Career Summary:

Multi-dimensional building industry professional with exposure to new construction, renovation, rehabilitation, development, tenant improvement, and construction management in high-rise/mixed-use/multi-family/staple business and restaurant sectors.

- Experienced in numerous facets of construction practices and processes including business development, client portfolio management, interfacing with engineers/architects/designers, business professionals and ownership, subcontractors/vendors, bidding/contract negotiation, estimating/job cost, recruiting/training, scheduling/tracking, material procurement/ field activity direction, coordination/supervision, safety, permits and close-out.
- Passionate for construction and real estate development. Excited about prospect of joining a team that feels the same way.
- Specialized knowledge of construction and the communication skills needed to manage large projects and operations in various regions within the industry processes.

## Profile of Leadership and Qualifications:

- Confident and capable manager, effective manager for diverse roles in the construction industry. Proven track record in managing large-scale projects, including commercial, multi-family, and industrial. Strong communication and leadership skills, with a focus on client satisfaction and team performance.

## Education and Certifications:

- Bachelor's Degree in Business Administration, California State University, San Francisco
- Professional Engineer (PE) License, State of California
- Construction Management Certificate, California State University, San Francisco
- OSHA 10 and 30 Certified

## Employment History:

- Project Manager**, Dean Roofing and Solar, 2018 - 2021  
Managed the construction of a large-scale solar farm and roofing project. Successfully completed the project on time and within budget, resulting in a significant increase in revenue for the client.
- Project Manager**, Plume (Cotuit), 2017 - 2018  
Managed the construction of a large-scale commercial building project. Successfully completed the project on time and within budget, resulting in a significant increase in revenue for the client.
- Project Manager**, Bay Area, Steelwave Inc, 2007 - 2011  
Managed the construction of a large-scale commercial building project. Successfully completed the project on time and within budget, resulting in a significant increase in revenue for the client.

## **Spahr Construction Company, Owner**

Started, developed and operated a GC firm. Began in high end residential and commercial construction. Expanded into commercial, multi-family, and industrial construction. Successfully completed numerous projects, including large-scale commercial buildings, multi-family residential developments, and industrial facilities. Strong focus on client satisfaction and team performance.

Bio fo: 11111labeth funk

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DignityMoves

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# Section F



**Financial Capacity and  
Cost Effectiveness**



# Financial Capacity and Cost Effectiveness

## Development Budget

	Client Name: <b>City of Thousand Oaks</b>
	Address: <b>1205 Lawrence Dr.</b>
	Job Name: <b>DMCTO</b>
	Date: <b>November 3, 2022</b>
	# of Units: <b>32</b>

### GC COSTS & FEES

Earthwork, Grade & Asphalt	\$	239,365
Allowance for Utility Connection Fees	\$	25,000
Site Concrete	\$	114,031
Site Improvements	\$	466,119
Steel	\$	26,375
Carpentry & Millwork	\$	61,992
Thermal & Moisture Protection	\$	9,672
Flooring	\$	29,818
Painting	\$	3,335
Specialties	\$	17,550
Modular Assembly	\$	148,351
HVAC	\$	12,381
Plumbing	\$	9,090
Electrical	\$	219,890
<b>SUBTOTAL GC COST:</b>	<b>\$</b>	<b>1,967,078</b>
Site Cleaning (Final)	\$	7,540
General Conditions:	\$	235,904
Overhead	\$	152,502
<b>SUBTOTAL GC COST &amp; FEES:</b>	<b>\$</b>	<b>2,263,024</b>
Contingency: 10%	\$	226,302
<b>TOTAL GC COST, FEES &amp; CONTINGENCY:</b>	<b>\$</b>	<b>2,489,327</b>

### SOFT COSTS

<b>Design</b>			
DESIGN COST - DD, CD & Consultants	\$	355,000	
<b>Fee Allowances</b>			
CITY DEVELOPMENT & PERMITS	3%	\$	74,680
SCHOOL FEES	2%	\$	49,787
<b>Modular Units</b>			
Residences	\$	639,447	
Restrooms & Laundry	\$	224,086	
<b>FF&amp;E</b>			
Appliances	\$	2,500	
Window Blinds	\$	1,000	
Fire Extinguishers	\$	1,000	
Landscaping / Planters	\$	5,000	
Outdoor Furniture	\$	5,200	
Signage	\$	3,500	
<b>TOTAL SOFT COSTS, Design, Fees, Units, FFE:</b>	<b>\$</b>	<b>1,361,199</b>	

### TOTAL DIGNITY MOVES BASE PROJECT COSTS:

<b>SUBTOTAL GC COSTS, FEES &amp; CONTINGENCY:</b>	<b>\$</b>	<b>2,489,327</b>
<b>SUBTOTAL SOFT COSTS:</b>	<b>\$</b>	<b>1,361,199</b>
<b>DIGNITY MOVES ADMINISTRATIVE FEE:</b>	\$	400,000
<b>TOTAL DM CONSTRUCTION COST:</b>	<b>\$</b>	<b>4,250,526</b>

### ALTERNATE ADDS (Fees Included)

<b>Added Services</b>		
Internet Connection Allowance	\$	15,000
Security System Allowance	\$	10,000
Time Lapse Camera	\$	5,000
Pre-Run utility lines to the back of the site to minimize trenching at Expansion	\$	59,090
<b>EXPANSION TO 50 UNITS (second mobilization)</b>		
GC Cost	\$	937,372
Design Cost	\$	25,000
Modular Cost	\$	402,372
Development Cost	\$	75,000
<b>CONCRETE TRASH CAN ENCLOSURE per appendix B</b>		
Concrete slab, curbs, CMU walls	\$	51,600
Gates, Posts, Roofing		
<b>UPGRADE CEDAR FENCE TO Proto II Wall</b>		
Deduct Cedar Fence, Add Proto II Wall (Net)	\$	84,478
<b>UPGRADE ACCESS ROAD/DRIVEWAY TO ASPHALT</b>		
Deduct Crushed Stone, Add paving (Net)	\$	15,931

## Development Budget Narrative

The estimated development budget is for 30 sleeping units and two overflow units including known construction costs for this project \$4,250,525. The estimate considers all the current known facts of the site, condition of the parcel, assumptions regarding points of connection, current cost of materials and labor and general costs associate with similar projects. The General Contractor estimate is provided by Staples Construction, a Ventura County General Contractor with knowledge of the local construction industry and associated nuances with operating in the region (including drawing local labor).

This estimate is based on our understanding of current costs for labor and materials, The site plans included with the proposal demonstrate how the site can expand to fifty units. Listed below the base estimate amount of \$4,250,525 are the costs associated with the decision to construct 50 units. Though not anticipated, in the event a decision is made (by the City of Thousand Oaks) to approve the development of fifty units in one phase, there will be cost savings with a singular mode of mobilization and a shorter duration overall.

The budget reflects \$124,467 in fee allowances that in our diligence is important to carry as a line item. We are confident that due to the positive impact this project will have, the City of Thousand Oaks, those fees would be waived or reimbursed at the close of the project

The budget is based in our experience in developing sites such as this. The approximate completion time frame is of 161 days (once construction begins) is relying on long lead times for items such as electrical switchgear being delivered in a timely manner. Items such as this will be ordered immediately upon an award and design approval to minimize any delays in occupancy.

## Financial Capacity


DignityMoves' innovative model has attracted significant support from the community. Dignity Health has made substantial grants--understanding the critical role that housing plays as a determinant of health outcomes. Major corporate donors including Wells Fargo, First Republic Bank, TODCO, Square, the Golden State Warriors and others have provided significant contributions--recognizing the importance of healthy communities where they operate. Tipping Point Community, a preeminent foundation in San Francisco made a cornerstone grant of \$1 million to support our San Francisco project, as has the Balay Ko Foundation for our projects in Santa Barbara County. Over a dozen other foundations across California have made significant grants, in several instances their largest single grant of the year.

The support of individuals in the communities we serve has been astonishing—nearly \$1 million in the past fiscal year alone has come from community members' personal giving. DignityMoves closed its 2021-2022 fiscal year with a budget over \$10m and net income over \$750,000. DignityMoves has developed strong and reliable partnerships with the County of Santa Barbara, Dignity Health, Balay Ko and others which provide a solid financial foundation for our growing organization. With dozens of projects in various stages of discussion or planning, we anticipate significant growth in our financial position over the coming year.

Additionally, Many Mansions has a track record of over 30 years of successfully developing affordable housing in Thousand Oaks. Many Mansions' financial capacity is substantive and will use its resources to ensure the Navigation Center will be successful. Many Mansions' financial statements are available upon request.

# Financial Capacity and Cost Effectiveness

## Operational Budget

							
Hope of the Valley Rescue Mission City of Thousand Oaks- Navigation Center Proposal Operational Budget							
Expenses				30-Unit Budget		50- Unit Budget	
<i>Personnel</i>	<i>Pay Rate</i>	<i>Pos. Yr</i>	<i>Wage</i>	<i>FTE</i>	<i>Total Wages</i>	<i>FTE</i>	<i>Total Wages</i>
Program Manager			\$ 65,000.00	1.00	65,000.00	1	65,000.00
Housing Focused Case Managers	\$ 22.00		\$ 45,760.00	1.00	45,760.00	2	91,520.00
Client Service Monitors Lead	\$ 20.00		\$ 41,600.00	4.20	174,720.00	4.2	174,720.00
Client Service Monitors	\$ 19.00		\$ 39,520.00	1.50	59,280.00	4.2	165,984.00
<b>Total</b>					<b>\$ 344,760.00</b>		<b>\$ 497,224.00</b>
Fringe Benefits (22%)					\$ 75,847.20		\$ 109,389.28
<b>Total Personnel Cost</b>					<b>\$ 420,607.20</b>		<b>\$ 606,613.28</b>
<i>Operational</i>	<i>Rate</i>		<i>\$ of staff/ meals</i>		<i>Total Cost</i>		<i>Total Cost</i>
Security Personnel	\$ 22.00		1		\$ 192,192.00		\$ 192,192.00
Food & Food Supplies	\$ 2.50		90		\$ 82,125.00		\$ 82,125.00
Program Supplies					\$ 10,000.00		\$ 14,000.00
Transportation Cost					\$ 2,000.00		\$ 2,800.00
Vehicles					\$ 5,000.00		\$ 7,000.00
Utilities Cost					\$ 15,000.00		\$ 21,000.00
Maintenance repairs/supplies					\$ 5,000.00		\$ 7,000.00
<b>Total Operational Costs</b>					<b>\$ 311,317.00</b>		<b>\$ 326,117.00</b>
<b>Total Personnel Cost</b>					<b>\$ 420,607.20</b>		<b>\$ 606,613.28</b>
<b>Total Operational Cost</b>					<b>\$ 311,317.00</b>		<b>\$ 326,117.00</b>
Admin - 10% of Direct Expenses					\$ 73,192.42		\$ 93,273.03
<b>Total Program Expenses</b>					<b>\$ 805,116.62</b>		<b>\$ 1,026,003.31</b>

### Operational Budget Narrative

Program Manager is responsible for all supportive services, residential advocates, and operational needs. The program Manager provides supervision to all staff, and handles all employee relations matters such as payroll, evaluations, and time off requests. The program manager handles all scheduling needs and participates in the bi-weekly meeting to ensure continuity of care for participants.

Housing Focused Case manager(s) provide ongoing support to ensure all clients are connected to needed support systems. This can include linkage to mental health services, employment services, SUD services, connections to mainstream benefits, completing all intake and enrollment duties and responsibilities, and are expected to complete all related documentation into HMIS.

Client Service Monitor(s) provide 24 hours residential supervision. This includes crisis intervention, de-escalation techniques, support with the distribution of meals, hygiene support, and janitorial responsibilities. Residential advocates build rapport with clients to ensure a safe and secure environment for all, they provide crisis intervention and de-escalation support when needed.

## Operation Budget Narrative Continued

Security is outsourced by trusted companies we currently work with. We have established relationships with 3 Security companies that provide security support. Security staff provides additional site supervision support, they conduct site checks around the perimeter and conduct safety checks for all participants, staff, and potential external service providers when they enter the site. This includes checking their personal belongings and being wanted from a safe distance.

HOTV is able to provide unbeatable meal prices as we have an established food service department that produces over 2,000,000 meals a year. We have seasoned Chefs that provide a weekly meal calendar for clients, the meals are well-rounded nutritional entrees. With HOTVs established working relationships with donors we are able to provide meals at an incredible price!

Program Supplies will include hygiene supplies for clients, bathroom necessities (toilet paper, paper towels, soap, etc.), office supplies for case managers, and site maintenance supplies ( trash bags, bins, etc.). We supply our site with commercial-grade cleaning products to ensure the site is clean and organized at all times.

Transportation costs include UBER costs and gas expenses for the company vehicle. UBER is only utilized when conducting client-related matters that will break barriers to housing or are part of the client's general health. Vehicle cost includes the lease expense and insurance expenses.

We have estimated the expense amount of utilities for the site. This takes into consideration the benefits presented by using our selected modular provider. We hope for the city to provide a waiver on utilities to ensure a more cost-effective program.

In our experience, we have budgeted for unforeseen maintenance issues as we understand that our client's transition from street to indoors comes with an adjustment period where clients may cause issues with the units and the site may experience some property damage.

Due to the economy of scale, we expect the 30-unit design to be a larger expense based on operational needs and the size of the site. We will work towards a 50-unit model to ensure feasibility of site and continue to provide appropriate services to the clients.

## Financial Capacity

HOTV has the capacity to undertake the operational expectations for this project. If awarded HOTV has the financial infrastructure to meet the needs of the project, provide cash flow while funding is allocated and transferred to the agency, and experience working with multiple funding sources. HOTV undergoes an annual financial audit that meets the requirements for handling federal, state, county, and city funding. HOTV has an annual budget of over 50 million dollars and is projected to hold a 63 million dollar budget next calendar year.



# Section G



## Negative History

# Negative History

## Negative History- Many Mansions

Many Mansions affirmatively state there is no negative history that will prevent the implementation of the proposed project in the City of Thousand Oaks. Many Mansions does not have any alleged significant prior or ongoing contract failures, any civil or criminal litigation or investigations pending which Many Mansions is not involved or has been judged guilty or liable within the last five years.

## Negative History- Hope of the Valley

Hope of the Valley Rescue affirmatively states there is no negative history that will prevent the implementation of the proposed project in the City of Thousand Oaks. Hope of the Valley does not have any alleged significant prior or ongoing contract failures, any civil or criminal litigation or investigations pending in which Hope of the Valley is involved or has been judged guilty or liable within the last five years.

## Negative History- DignityMoves

DignityMoves affirmatively states there is no negative history that will prevent the implementation of the proposed project in the City of Thousand Oaks. DignityMoves does not have any alleged significant prior or ongoing contract failures, any civil or criminal litigation or investigations pending in which DignityMoves is involved, or has been judged guilty or liable within the last five years.

# Section H



**Client References**

**H-71**

## Client References 1 -Many Mansions

David Rowlands, City Manager  
City of Fillmore | 250 Central Avenue, Fillmore, CA 93015  
805-524-3701 | [drowlands@fillmoreca.gov](mailto:drowlands@fillmoreca.gov)

### **Type of service provided to the client**

Entitlement Approvals

### **Project Description**

Mountain View Apartments is a new construction development that will feature 77 new affordable workforce housing units. Eight units are set-aside for homeless individuals. Site amenities include a spacious community room that will host free after-school programs for the resident children and family services such as food assistance and life skills training for the adults. Access to on-site County of Ventura library services will also be available for the tenants.

### **Project Dates (starting and ending)**

2016-2022

### **Staff assigned to that project**

Doug Menges, Vice President of Real Estate  
805-496-4948 ext. 251 | [doug@manymansions.org](mailto:doug@manymansions.org)

### **Final Outcome**

Mountain View Apartments is currently under construction. The development will be complete in April 2022. Many Mansions will provide Property Management.

### **Project Funding Sources**

- County of Ventura (CDBG)
- State HCD Multifamily Housing Program (MHP)
- Area Housing Authority of the County of Ventura Project Based Section 8 Vouchers
- Ventura County Housing Trust Fund
- 4% Tax Credits + Tax Exempt Bond



### **Main Office**

259 E. Thousand Oaks Blvd.  
Thousand Oaks, CA 91362  
P: (805) 496- 4948  
F: (805) 497-1305

### **Legal Form**

501(C)(3) Nonprofit Public  
Benefit Corporation

### **Board of Directors**

Adarkwa, Francis  
Barnum, Gary  
Cass, Susan  
Cortez, Claudia  
Diaz, Mario  
Harrington, Tim  
Hus, Dick  
Ingram, Karen  
Kitzman, Aaron  
Kozal, Kevin  
Maddux, John  
Marselian, Zareh  
Mazen, Mackenzie  
Megaffin, Sister Lisa  
Moravec, Nancy  
Palao Da Costa, Patricia  
Perry, Douglas  
Petry, Jerry  
Secrease, Tina Marie  
Soltow, Chris  
Wolpert, Skyler



## Client References 2 -Many Mansions

Emilio Ramirez, Housing Director  
City of Oxnard - Oxnard Housing Authority  
435 S. D Street., Oxnard, CA  
805-385-8096 | [Emilio.ramirez@oxnard.org](mailto:Emilio.ramirez@oxnard.org)

### **Type of service provided to client**

Project Based Section 8 vouchers, HOME Funding, In-Lieu Fees, Entitlement Approvals

### **Project Description**

Ormond Beach Villas: 40-units of affordable housing dedicated to chronically homeless veterans, homeless veterans with a disability and low/very low-income veteran families. New Construction completed in 2018.

### **Project Dates (starting and ending)**

May 2018 - May 2019

### **Staff assigned to that project**

Derrick Wada, Associate Director of Real Estate  
805-496-4948 ext. 228 | [derrick.w@manymansions.org](mailto:derrick.w@manymansions.org)

### **Discuss Final Outcome**

Ormond Beach Apartments is the first permanent supportive housing development for Veterans in Ventura County. Property Management is provided by Many Mansions. Ormond Beach is currently 100% leased and in operation since 2018.

### **Project Funding Sources**

- City of Oxnard (HOME and In-lieu Fees)
- County of Ventura (HOME & CDBG)
- State HCD Veterans Housing and Homelessness Prevention Program (VHHP)
- Oxnard Housing Authority Project Based Section 8 Vouchers
- The Home Depot Foundation Grant
- 4% Tax Credits + Tax Exempt Bond



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Moravec, Nancy  
Palao Da Costa, Patricia  
Perry, Douglas  
Petry, Jerry  
Secrease, Tina Marie  
Soltow, Chris  
Wolpert, Skyler

## Client References 3 -Many Mansions

Scott Powers, Senior Deputy Executive Officer  
County of Ventura  
800 S. Victoria Ave., Ventura, CA 93009  
805- 677-8761 | scott.powers@ventura.org

### Type of service provided to client

HOME Funding, Entitlement Approvals

### Project Description

Rancho Sierra Senior Apartments is a 50-unit modular, affordable housing development in which 49 units will be restricted to seniors (62+ years of age). Additionally, 24 units will be restricted to seniors who are homeless with mental illness suffering from homelessness or at risk of homelessness. This development is a joint venture between Many Mansions and the Area Housing Authority of the County of Ventura with AHACV providing 100% Project Based Section 8 subsidy.

### Project Dates (starting and ending)

2019-2024

### Staff assigned to that project

Derrick Wada, Associate Director of Real Estate  
805-496-4948 ext. 228 | derrick.w@manymansions.org

### Discuss Final Outcome

The project is starting construction in October 2022 and expects to be completed in December 2023.

### Project Funding Sources

- County of Ventura HOME
- HCD – No Place Like Home
- HCD – Multifamily Housing Program
- Project-Based Section 8 Vouchers
- 4% Tax Credits + Tax Exempt Bond



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Moravec, Nancy  
Palao Da Costa, Patricia  
Perry, Douglas  
Petry, Jerry  
Secrease, Tina Marie  
Soltow, Chris  
Wolpert, Skyler

# Client References

## Client References - Hope of the Valley

Lorraine Diaz, District Director for Second District of Los Angeles (CD2)  
Second District of Los Angeles  
5240 N. Lankershim Blvd., Ste 200 North Hollywood, CA 91601  
818.755.7676 | Lorraine.Diaz@lacity.org

### Type of service provided to client

Operations and supportive services to 3 Tiny Home Sites

### Project Description

CD2 holds 3 Tiny Home villages: Chandler ( 75 units), Alexandria ( 200 units), and Whitsett( 150 units) which HOTV operated. In addition, HOTV provides supportive services to all clients in the Tiny Home Village. HOTV services consist of case management, site supervision, meals, security,storage and hygiene services.

### Project Dates (starting and ending)

2020-Current

### Staff assigned to that project

Rheanan Torres  
Director of Tiny Homes- CD2  
16641 Roscoe Pl North Hills, CA 91343  
Cell: (818) 397-0176  
rheana@hopethemission.org

### Discuss Final Outcome

The project is currently fully operational at full capacity at all 3 sites.

### Project Funding Sources

City of Los Angeles ESG funds

**HOPE OF THE VALLEY**  
SECOND DISTRICT

### Main Office

16641 Roscoe Place  
North Hills, CA 91343  
P: (818) 392  
F: (805) 497-1305

### Legal Form

501(C)(3) Nonprofit Public  
Benefit Corporation

### Board of Directors

Theresa Jackson, Board Chair  
Tim Winters, Vice Chair  
Josie Lowe, Treasurer  
Joyce White, Secretary  
Troy Bagwell, Board Member  
James Lee, Board Member  
Jeff Biederman, Board  
Member  
Asif Mahmood, Board Member  
Bibliana Boverly, Board  
Member  
David Reyna, Board Member  
Ted Gartner, Board Member  
Richard Sheehan, Board  
Member  
Steve Goddard, Board  
Member  
Theresa Wolfe, Board Member

## Client References 2-Hope of the Valley

Semee Park, Senior Legislative Deputy for Third District of Los Angeles (CD3)

Third District of Los Angeles

19040 Vanowen St. Reseda, CA 91335

Tel: (818) 774-4330 | semee.park@lacity.org

### Type of service provided to client

Operations and supportive services to 2 Tiny Home Sites

### Project Description

CD2 holds 2 Tiny Home villages: Tarzana ( 101 units) and Reseda ( 148 units) which HOTV operated. In addition, HOTV provides supportive services to all clients in the Tiny Home Village. HOTV services consist of case management, site supervision, meals, security, storage, and hygiene services.

### Project Dates (starting and ending)

2020-Current

### Staff assigned to that project

Ronald Rowland

Director of Tiny Homes- CD3 & CD14

16641 Roscoe Pl North Hills, CA 91343

Cell: (818)742-8807

ronald@hopethemission.org

### Discuss Final Outcome

The project is currently fully operational at full capacity at all 2 sites.

### Project Funding Sources

City of Los Angeles ESG funds



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Bibliana Boverly, Board  
Member  
David Reyna, Board Member  
Ted Gartner, Board Member  
Richard Sheehan, Board  
Member  
Steve Goddard, Board  
Member  
Theresa Wolfe, Board Member



# Client References

## Client References 3-Hope of the Valley

Hannah Lee, Chief of Staff  
Twelfth District of Los Angeles  
9207 Oakdale Ave., Suite 200 Chatsworth, CA 91311  
Phone: (818) 882-1212 | hannah.lee@lacity.org

### Type of service provided to client

Operations and supportive services at Trebek Center, congregate shelter of 107 beds.

### Project Description

HOTV provides supportive services to all clients at Trebek Center. HOTV services consist of case management, site supervision, meals, security, storage, and hygiene services. In addition, HOTV is piloting a self-funded Mental Health Program to ensure all clients receive needed services to facilitate self-sufficiency.

### Project Dates (starting and ending)

2022-Current

### Staff assigned to that project

Sharon Somoza  
Director of Bridge Housing  
16641 Roscoe Pl North Hills, CA 91343  
Cell: (818) 800-4167  
Sharon@hopethemission.org

### Final Outcome

The project is currently fully operational at working with local CES to reach full capacity.

### Project Funding Sources

City of Los Angeles ESG funds

**HOPE OF THE VALLEY**  
BRIDGE HOUSING

### Main Office

16641 Roscoe Place  
North Hills, CA 91343  
P: (818) 392  
F: (805) 497-1305

### Legal Form

501(C)(3) Nonprofit Public  
Benefit Corporation

### Board of Directors

Theresa Jackson, Board Chair  
Tim Winters, Vice Chair  
Josie Lowe, Treasurer  
Joyce White, Secretary  
Troy Bagwell, Board Member  
James Lee, Board Member  
Jeff Biederman, Board  
Member  
Asif Mahmood, Board Member  
Bibiana Boverly, Board  
Member  
David Reyna, Board Member  
Ted Gartner, Board Member  
Richard Sheehan, Board  
Member  
Steve Goddard, Board  
Member  
Theresa Wolfe, Board Member

# Client References

## Client References 1 - DignityMoves

Terri Maus-Nisich, Assistant County Executive Officer  
County of Santa Barbara  
105 East Anapamu Street, Santa Barbara, CA93101  
(805) 450-8296 | tmaus@countyofsb.org

### Type of service provided to client:

Provided development and project management for the site development and construction of a 35-unit Interim Housing Project. We were the Lead Developer and engaged with the project from initial conceptualizing with Santa Barbara County through completion.

### Project Description

A 35-unit interim supportive housing community in Downtown Santa Barbara equipped with bathrooms and showers, a dining building, office facilities, computer lab, and community spaces designed to match the aesthetics of Santa Barbara architecture. The units are manufactured (BOSS Cubez) with a panel-based system that were assembled on-site. The land is owned by the County of Santa Barbara and will be developed with permanent housing in 3-5 years, at which time the units will be relocated to another location within the County.

### Project Dates (starting and ending)

Ground Breaking: February 2022  
Completion Date: August 2022

### Staff assigned to project:

Jack Lorenz, Chief Advancement Officer  
Jeff Spahr, VP, Real Estate  
Marc Sabin, Chief Expansion Officer  
Elizabeth Funk, CEO

### Final Outcome: Clients in beds by August 5, 2022

### Project Funding Sources:

Project Cost: 1.75 million, Santa Barbara County



### Main Office

2406 Bush Street  
San Francisco, CA 94115

### Legal Form

501(C)(3) Nonprofit Public  
Benefit Corporation

### Board of Directors

Elizabeth Funk (Chair)  
Christina Dickerson  
Aaron Edelstien  
Abigail Bloomking  
Smoke Wallin  
Ed Chan

# Client References

## Client References 2 - DignityMoves

Emily Cohen, Deputy Director of Communications and Legislative Affairs  
San Francisco Department of Homelessness and Supportive Housing  
440 Turk Street, San Francisco, CA 94102  
(415) 307-3584 | emily.cohen@sfgov.org

### Type of service provided to client:

Provided development and project management for the site development and construction of a 70 unit Interim Housing Project. We were the Lead Developer and engaged with the project from initial conceptualizing with City and County of San Francisco through Completion

### Project Description

A 70-unit interim supportive housing community in the center of San Francisco that includes two dining buildings, showers and bathrooms, offices, computer lab, and community spaces. The units are manufactured by Boss Cubez with a panel-based system that were assembled on-site. The site is owned by a private developer who will be building permanent housing in the location soon; the project is intended to be at its current location for the next 1-3 years before the units are moved to a new location.

### Project Dates (starting and ending)

Ground Breaking: November, 2021  
Completion Date:  
March 2022 ( phase 1 complete and clients took residence)  
May 2022 ( ( phase 2 complete and clients took residence)

### Staff assigned to that project

Jack Lorenz, Chief Advancement Officer  
Sharon Li, Executive Director ( left DM in June 2022)  
Marc Sabin, Chief Expansion Officer  
Elizabeth Funk, CEO

### Final Outcome

Completion Date: May 2022--Fully occupied as of May 2022

### Project Funding Sources:

Project Cost: \$2.2 million, Entirely funded through Philanthropy (Tipping Point/DignityHealth)



### Main Office

2406 Bush Street  
San Francisco, CA 94115

### Legal Form

501(C)(3) Nonprofit Public  
Benefit Corporation

### Board of Directors

Elizabeth Funk (Chair)  
Christina Dickerson  
Aaron Edelstien  
Abigail Bloomking  
Smoke Wallin  
Ed Chan

# Client References

## Client References 3 - DignityMoves

Jenna Garcia, Housing Administrator  
City of Rohnert Park  
130 Avram Ave, Rohnert Park CA94928  
(707) 588-2233 | jgarcia@rpcity.org

### Type of service provided to client:

Provided development and project management for the site development and construction of a 60-unit Interim Housing Project. Connect Homes and California Modular were utilized as vendors for units. We were the Lead Developer and engaged with the project from initial conceptualizing with the City of Rohnert Park (including the writing of Homekey application) through completion.

### Project Description

A 60-unit interim supportive housing community funded in part by the State of California's Project Homekey. The project includes community spaces, dining and meeting rooms, staff offices, a pet area, and a community garden.

### Project Dates (starting and ending)

Groundbreaking: June 2022  
Completion Date: October 23, 2022

### Staff assigned to the project:

Jack Lorenz, Chief Advancement Officer  
Sharon Li, Executive Director (left DM in June 2022)  
Marge Cafarelli, Chief Real Estate Officer  
Marc Sabin, Chief Expansion Officer  
Elizabeth Funk, CEO

### Final Outcome-

Project is complete and clients are in residence as of October 2022

### Project Funding Sources

State of California- Primarily State of California Homekey Funding  
Project Cost: \$11.4 million



### Main Office

2406 Bush Street  
San Francisco, CA 94115

### Legal Form

501(C)(3) Nonprofit Public  
Benefit Corporation

### Board of Directors

Elizabeth Funk (Chair)  
Christina Dickerson  
Aaron Edelstien  
Abigail Bloomking  
Smoke Wallin  
Ed Chan



# Section I



**Additional Information**



October 26, 2022

**Re: Request for Proposal  
Navigation Center for Persons Experiencing Homelessness  
Letter of Support**

Dear City of Thousand Oaks:

It is with pleasure and enthusiasm that I write to you on behalf of the Ventura County Community Foundation to support the responsive proposal submitted by the team led by Many Mansions. I am confident given many years of experience with Many Mansions that they have the experienced partners, the skilled staff, and years of relevant experience that Many Mansions, Dignity Moves and Hope of the Valley can deliver the Navigation Center for the City of Thousand Oaks. I first want to thank the City of Thousand Oaks for your leadership on the issues of affordable housing and homelessness; your city has shown such leadership on these critical and difficult issues and has set the example for other communities in Ventura County and beyond.

Established in 1987, the Ventura County Community Foundation (VCCF) has focused on building philanthropy in our region by stewarding legacies through careful management of the charitable capital entrusted to us. We are committed to a long-term perspective for Ventura County. We honor donor intent by protecting endowments forever and we specialize in connecting philanthropic resources with community needs for the benefit of all. We invest in the future through scholarships, grant making, and collaborative partnerships. We stand ready to bring the power of local philanthropy to this project to ensure it provides robust, honorable, and effective services to ensure success.

Many Mansions, Dignity Moves and Hope of the Valley contacted VCCF about this RFP opportunity and described their concept for a collaborative effort to bring this critical project to reality. Many Mansions as convener, Dignity Health as builder and Hope of the Valley as operator. Many Mansions and this team are well positioned and experienced to conduct site preparation and development, procure and own thirty (30) tiny home units and install them at the site that would include connection to all appropriate utilities on City owned vacant land located at 1205 Lawrence Drive, Thousand Oaks, CA. This unique partnership is experienced operating a year-round, emergency shelter for individuals and/or couples, as referred by Thousand Oaks based nonprofit organizations, law enforcement, and designated County agencies. I have no doubt that Many Mansions, Dignity Moves and Hope of the Valley will provide a safe shelter, basic needs, and system navigation services to move residents out of homelessness and into long-term housing solutions, per the specifications.

**Board of Directors:** Sean L. Leonard, Chair | Scott P. Hansen, Immediate Past Chair | Leah Lacayo, Secretary | Veronica Quintana, Treasurer  
Meryl Chase | Geoff Dean | Jack Edelstein | John Kearney | Catherine Sepulveda | Venkat Yipuri  
Vanessa Bechtel, President & CEO | Bonnie Gillis, Vice President & CFO

4001 Mission Oaks Blvd, Suite A | Camarillo, CA 93012 | Office: 805.988.0196 | [www.vccf.org](http://www.vccf.org)

## Letter of Support



As an organization, Many Mansions has been building affordable communities throughout Ventura County and beyond. As a former community development director for the City of Ventura and the City of Oxnard, I have seen the effective project management, implementation, and operation that Many Mansions provides. I have reviewed the deep experience Dignity Moves and Hope of the Valley serve and am confident in their ability to deliver and manage this project successfully. On behalf of VCCF, thank you to the City of Thousand Oaks for your efforts to bring this opportunity to the community and we look forward to supporting this collaboration.

Sincerely,

*Jeffrey Lambert*

Jeffrey Lambert, FAICP  
Chief Operating Officer  
Ventura County Community Foundation

**Board of Directors:** Sean L. Leonard, Chair | Scott P. Hansen, Immediate Past Chair | Leah Lacayo, Secretary | Veronica Quirana, Treasurer  
Meryl Chase | Geoff Dean | Jack Edelstein | John Kearney | Catherine Sepulveda | Venkat Yeguri  
Vanessa Bechtel, President & CEO | Bonnie Gilles, Vice President & CFO

4001 Mission Oaks Blvd, Suite A | Camarillo, CA 93012 | Office: 805.988.0196 | [www.vccf.org](http://www.vccf.org)

# Section J



## Required Documents



**WAIVER FOR ELECTRONIC SUBMISSION OF PROPOSALS FORM**

**Navigation Center for Persons Experiencing Homelessness**

TO BE EXHIBITED BY USER AND

SUBMITTED BY PROPOSAL

I, Riek Sehroede am submitting a proposal on behalf of Ma. ir. Jilsons in response to the Request For Proposals/Qualifications (RFPIQ) published by the City of Thousand Oaks on October 1, 2022, titled Navigation Center for Persons Experiencing Homelessness.

By Signing this document, I have read and agree to the following:

Due to the extraordinary circumstances caused by the COVID-19 pandemic, the City is temporarily suspending the requirement that proposals for the above referenced RFPIQ be submitted as hard copies. The City is now accepting proposals electronically.

I agree to submit my proposal according to, and in strict accordance with the **Submittal** section of this RFPIQ, including the requirements that proposals must be submitted as two separate pdfs, one for the proposal and one with the final non-negotiable shall be submitted in 2 mb. Files should be filed as requested per the RFPIQ.

I understand that the City will accept every proposal to ensure that electronic submissions are not opened prior to the published date and time, and that information is shared with other proposers. City makes no guarantee as to such. I understand that by submitting my proposal electronically I do so at my own risk and I waive any claims of proposal opening irregularities, except where caused by gross negligence or intentional act.

I certify that I am authorized to sign this document on behalf of the above named company.



Name and Title

11/01/2022

Date

**NON-COLLUSION AFFIDAVIT FORM**

**Navigation Center for Persons Experiencing Homelessness**

**TO BE EXECUTED BY PROPOSER(S) AND**

**SUBMITTED WITH PROPOSAL**

I, Rick Schmitt, hereby declare as follows:

I am President of Many Mansions the [Party herein] foregoing proposal that U.S. proposal is not made in fit-ness of, or on behalf of any undisclosed person, partnership, association, organization, or corporation; that my proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in, fill or sham proposal, and has not directly or indirectly colluded, conspired, or agreed with any proposer or anyone else to put in a sham proposal, or that anyone shall refrain from proposing that the proposer has in any manner, directly or indirectly sought by agreement, communication, conference, or otherwise, anyone to fix the proposal price of the proposer or anyone else, or to fix any profit, or cost element of the proposal, or of that of any other proposer, or to seal or execute any agreement against the public body ordinary contract of anyone intended in the proposed contract: that all statements contained in the proposal are true and, further, that the proposer has not directly or indirectly solicited or received any kickback or any other breakdown thereof, or the contents thereof, or divulged in whole or in part the contents thereof, or paid, or not pay, any fee to any organization, partnership, company, association, or organization, or any depository, or to any officer, member or agent, of the effectuate a collusive or sham proposal.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Proposer signature 

By name Rick Schmitt  
Title President

Organization Many Mansions  
Address 1259 e. Thousand Oaks CA 91362

**NON-COLLUSION AFFIDAVIT FORM**

11

11

**Navigation Center for Persons Experiencing Homelessness**

**TO BE EXECUTED BY PROPOSER(S) AND  
SUBMITTED WITH PROPOSAL**

I, Ken Craft, hereby declare as follows:

I am CEO/Founder of Hope of the Valley Rescue Mission the party making the foregoing proposal that the proposal is not: made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal, or that anyone shall refrain from proposing; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the proposal are true; and, further, that the proposer has not, directly or indirectly, submitted his or her proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Proposer Signature Ken Craft

By Name Ken Craft

Title Founder and Chief Executive Officer

Organization Hope of the Valley Rescue Mission

Address 11641 Roscoe Pl., 011 Hills, CA 91346

## WAIVER FOR ELECTRONIC SUBMISSION OF PROPOSALS FORM

### Navigation Center for Persons Experiencing Homelessness TO BE EXECUTED BY PROPOSER AND SUBMITTED WITH PROPOSAL

I, Ken Craft, am submitting a proposal on behalf of Hope of the Valley in response to the Request For Proposals/Qualifications (RFP/O) published by the City of Thousand Oaks on October 7, 2022, entitled Navigation Center for Persons Experiencing Homelessness.

By signing below, I hereby affirm that I have read and agree to the following:

Due to extraordinary circumstances caused by the COVID 19 pandemic, City is temporarily suspending the requirement that proposals for the above referenced RFP/Q be submitted as hard copies. City will now be accepting proposals electronically.

I agree to submit my proposal according to the directions as stated in the Submittal section of this RFP/O, including the requirements that proposals must be submitted as two separate pdfs, one for the proposal and one with the financial information, and shall be less than 25 mb. Files should be titled as requested per this RFP/Q.

I understand that, while City will take every reasonable step to ensure that electronic submissions are not opened prior to the published date and time, and that no information is shared with other proposers, City makes no guarantee as to such. I understand that by submitting my proposal electronically I do so at my own risk and agree to waive any claims of proposal opening irregularities except where caused by gross negligence or intentional act.

I certify that I am authorized to sign this document on behalf of the above-named company.

IUC CEO  
Name and Title

11... 1- 22-  
Date



**WAIVER FOR ELECTRONIC SUBMISSION OF PROPOSALS FORM**

**Navigation Center for Persons Experiencing Homelessness  
TO BE EXECUTED BY PROPOSER AND  
SUBMITTED WITH PROPOSAL**

I, Elizabeth Funk, am submitting a proposal on behalf of DignityMoves in response to the Request For Proposals/Qualifications (RFP/Q) published by the City of Thousand Oaks on October 7, 2022, entitled Navigation Center for Persons Experiencing Homelessness.

By signing below, I hereby affirm that I have read and agree to the following:

Due to extraordinary circumstances caused by the COVID-19 pandemic, City is temporarily suspending the requirement that proposals for the above referenced RFP/Q be submitted as hard copies. City will now be accepting proposals electronically.

I agree to submit my proposal according to the directions as stated in the Submittal section of this RFP/Q, including the requirements that proposals must be submitted as two separate pdfs, one for the proposal and one with the financial information, and shall be less than 25 mb. Files should be titled as requested per this RFP/Q.

I understand that, while City will take every reasonable step to ensure that electronic submissions are not opened prior to the published date and time, and that no information is shared with other proposers, City makes no guarantee as to such. I understand that by submitting my proposal electronically I do so at my own risk and agree to waive any claims of proposal opening irregularities except where caused by gross negligence or intentional act.

I certify that I am authorized to sign this document on behalf of the above-named company.

Elizabeth Funk  
Elizabeth Funk (Nov 4, 2022 15:45 EDT)

Founder and CEO

10/25/22

Name and Title

Date

**NON-COLLUSION AFFIDAVIT FORM**

**Navigation Center for Persons Experiencing Homelessness**

**TO BE EXECUTED BY PROPOSER(S) AND  
SUBMITTED WITH PROPOSAL**

I, Elizabeth Funk, hereby declare as follows:

I am CEO and Chair Person of DignityMoves the party making the foregoing proposal that the proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal, or that anyone shall refrain from proposing; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the proposal are true; and, further, that the proposer has not, directly or indirectly, submitted his or her proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Proposer Signature 

By Name Elizabeth Funk

Title CEO and Chair Person

Organization DignityMoves

Address 2406 Bush Street, San Francisco CA 94115












# RFPQ Navigation Center Final-compressed\_1

Final Audit Report

2022-11-04


Created:	2022-11-04
By:	Bernice Saavedra (bernicesaav@hopethemission.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAyj-ndKC63MGJdQPebWroulrmn742Ra

## "RFPQ Navigation Center Final-compressed\_1" History

-  Document created by Bernice Saavedra (bernicesaav@hopethemission.org)  
2022-11-04 - 7:14:40 PM GMT
-  Document emailed to Ken Craft (ken.craft@hopeofthevalley.org) for signature  
2022-11-04 - 7:17:15 PM GMT
-  Email viewed by Ken Craft (ken.craft@hopeofthevalley.org)  
2022-11-04 - 7:34:32 PM GMT
-  Document e-signed by Ken Craft (ken.craft@hopeofthevalley.org)  
Signature Date: 2022-11-04 - 7:34:51 PM GMT - Time Source: server
-  Document emailed to rick@manymansions.org for signature  
2022-11-04 - 7:34:53 PM GMT
-  Email viewed by rick@manymansions.org  
2022-11-04 - 7:35:21 PM GMT
-  Signer rick@manymansions.org entered name at signing as Rick S  
2022-11-04 - 7:36:03 PM GMT
-  Document e-signed by Rick S (rick@manymansions.org)  
Signature Date: 2022-11-04 - 7:36:05 PM GMT - Time Source: server
-  Document emailed to elizabeth@dignitymoves.org for signature  
2022-11-04 - 7:36:07 PM GMT
-  Email viewed by elizabeth@dignitymoves.org  
2022-11-04 - 7:44:13 PM GMT
-  Signer elizabeth@dignitymoves.org entered name at signing as Elizabeth Funk  
2022-11-04 - 7:45:32 PM GMT

 Document e-signed by Elizabeth Funk (elizabeth@dignitymoves.org)

Signature Date: 2022-11-04 - 7:45:34 PM GMT - Time Source: server

 Agreement completed.

2022-11-04 - 7:45:34 PM GMT