



# California Interagency Council on Homelessness

## ERF-3-R, Application

### Part 1 (A): ADMINISTRATIVE INFORMATION

#### Application Window

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

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

#### Eligible Applicant

Select the eligible applicant's jurisdiction type.

- CoC  City  County

What is the name of the city or county?

City of Ojai

### Part 1 (B) Contracting Information

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

#### Contractor Information

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

City of Ojai

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

95-6000753

#### Tax ID Form

Ojai Taxpayer ID Form\_013124.pdf

City of Ojai W-9.pdf

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

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

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

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

### Primary Contact

<input type="text" value="Carl"/>	<input type="text" value="Alameda"/>
First	Last

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

### Job title

<input type="text" value="Project Director"/>
job title

### Email

<input type="text" value="Carl.Alameda@ojai.ca.gov"/>
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### Phone

<input type="text" value="(805) 646-5581"/>
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*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

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### Secondary Contact

<input type="text" value="Jennifer"/>	<input type="text" value="Harkey"/>
First	Last

### Job title

<input type="text"/>
job title

### Email

<input type="text" value="Jennifer.Harkey@ventura.org"/>
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### Phone

<input type="text" value="(805) 658-4342"/>
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*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

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### Contact Person for Reporting

<input type="text" value="Jennifer"/>	<input type="text" value="Harkey"/>
First	Last

**Job title**

Project Coordinator/ Manager

job title

**Email**

Jennifer.Harkey@ventura.org

**Phone**

(805) 658-4342

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

**Authorized Representative**

Carl

First

Alameda

Last

**Job title**

Project Director

job title

**Email**

Carl.Alameda@ojai.ca.gov

**Phone**

(805) 646-5581

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

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

**Address**

401 S. Ventura Street

Address Line 1

Assistant City Manager's Office

Address Line 2

Ojai

City

California

State

93023

Zip Code

**Attention to (if applicable):**

Carl Alameda

** This Application uses character limits **

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

# question asked.

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## Part 2: PROPOSAL OVERVIEW

### Guidance:

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

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

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

### Proposal Summary

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

The City of Ojai is proposing to develop a 20 unit permanent supportive housing project with case management to provide a direct pathway to housing for the most vulnerable unhoused people living in the prioritized encampment at Ojai City Hall. The remaining 10 individuals at this prioritized encampment will be provided with non-congregate shelter through motel vouchers with wrap around services and housing navigation. We anticipate an additional 8 individuals seeking assistance over the next two years which could be offered interim shelter with case management through the Help of Ojai service provider. Street outreach services will provide assistance with the documentation and assessments to prioritize participants through the Coordinated Entry System for permanent housing opportunities. Other key components of this proposal include community outreach, incorporating people with lived experience of homelessness in the planning and design, as well as multidisciplinary team outreach and wrap around services provided by the County of Ventura. The City of Ojai and Help of Ojai has partnered with the Ventura County Continuum of Care (CoC) to ensure connections to HMIS and the Coordinated Entry System for a pathway to permanent housing.

## People Served

Number of people currently residing in prioritized encampment site

30

#

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

8

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

30

#

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?

38

#

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

18

#

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

20

#

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

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

Yes  No

## Encampment Information

1. Briefly describe the characteristics of the people residing within the prioritized encampment site, including demographics, household compositions, disabilities, and projected service and housing needs. Include how this information was gathered. (1500-character limit)

The City of Ojai has one large homeless encampment surrounding City Hall with a total of 30 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, 20 male and 10 female. In addition, 89.4% of individuals are white, 10% are Hispanic/Latino and 0.6% are black. Based on the assessments conducted, the majority or 60% of individuals self-reported physical health conditions. The average age is 55 with individuals ranging from 35 to 74 years old. 57% of the population are seniors with limited social security income and some with limited mobility. Homeless service providers 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. This information was gathered by street outreach staff at the Help of Ojai who have created a rapport with those living in the encampment.

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

2. Briefly describe physical characteristics of the prioritized encampment site in which the people

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

The City of Ojai encampment is located at the City Hall campus of approximately 8 acres of open land. There are wood structures, tents, tarps and approximately 5 vehicles on the site. The site is unsanitary with serious health concerns for those living in the encampment. Environmental concerns have also been raised due to the accumulation of debris and its proximity to the Pacific Ocean. There has also been concerns of fire risk due to the number of trees and close proximity to surrounding neighborhoods. The City Hall campus provides public access for residents and there are several buildings on the site which are occupied by City staff during regular business hours. The City recently hired an outreach specialist to work full time with those residing in the encampments to ensure access to bathroom facilities, provide basic needs and assist with case management at one of the buildings in close proximity to the encampment. A mapping of the site has been attached.

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

There are serious environmental concerns with the lack of running water, plumbing and/or garbage disposal. Also, this encampment is located on the Ojai City Hall property which is open for public service. The encampment has steadily grown from approximately five to thirty unhoused people over the past two years. The unique challenges at this site have been 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. There is an aging population living at this encampment which creates a challenge for those with mobility issues living in tents. There are also concerns during the winter season for those living on the dirt during the rain events. The City recently purchased several tents and created raised foundations for safety purposes. The City has also provided a storage space with this temporary solution.

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

**Attachment: Map**

City of Ojai Mapping - Encampment.pdf

City of Ojai Mapping - Dignity Moves Test Fit.pdf

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

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

No  Yes - partially  Yes - entirely

## **Proposal's Outcomes**

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

A 20 Permanent Supportive Housing (PSH) unit project will provide case management and permanent housing to those who are highly vulnerable from the encampment. This provides a direct pathway to housing by the Fall of 2024. Interim shelter would also be provided through motel vouchers for those who are not prioritized for PSH. The interim shelter is offered through non-congregate shelter at local motels and managed by the Help of Ojai team. Wrap around services will include CalAIM health care and behavioral health services through the County of Ventura. The outcome goal will transition 95% of clients from interim shelter to permanent housing destinations by referring through the Coordinated Entry System. Housing navigators will assist with chronic homelessness documentation to prioritize clients for PSH units.

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

The housing development will be implemented by the Dignity Moves team in coordination with the City of Ojai planning department. The interim shelter will be provided by the Help of Ojai team in coordination with the Ventura County Continuum of Care. The street outreach activities will be provided by the City of Ojai community development division in coordination with the Help of Ojai. The outcomes for each activity will be tracked and measured by the Ventura County Continuum of Care and reported to the City of Ojai. The Help of Ojai currently utilizes HMIS and will create new projects in the system for the housing units, interim shelter and street outreach activities.

**7. 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.

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

The City of Ojai City Council has already approved this proposed PSH unit project to transition the majority of clients from the encampments directly into permanent housing. The County of Ventura will provide assistance with this relocation through street outreach, backpack medicine and behavioral health services.

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

Standalone  Larger initiative

## Centering People

**10. Describe how the perspectives of people with lived experience of homelessness meaningfully contributed to the content of this proposal? How will people with lived experience be part of the**

**implementation of this ERF project? If individuals living in the encampment site were included in the development of this proposal, describe how their input was obtained and how that input shaped the proposal. (1000-character limit)**

The Ventura County Continuum of Care (CoC) has conducted targeted outreach to engage people with lived experience of homelessness to gain input on the approach for the housing development and interim sheltering. CoC staff have solicited feedback from 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 and stay in close proximity to those they currently reside with in the encampment. The proposal includes these preferences with a low barrier, housing first model and non-congregate model within the city limits.

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

The proposal provides a Housing First approach by offering a direct pathway to housing or shelter with a low barrier model. The project will ensure diversity, equity and inclusion through different levels of support and wrap around services. The Help of Ojai will provide the supportive services through a trauma informed, person centered approach. The County of Ventura will provide healthcare and behavioral health services to all participants through the CalAIM program.

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

Street outreach is provided by the City of Ojai in collaboration with the County of Ventura and homeless service providers who participate in the Homeless Management Information System (HMIS) and receive training on person centered, trauma informed care. Outreach teams include those with lived experience of homelessness to help build rapport and successfully engage with people living in the encampment. Interim shelter will be provided by the Help of Ojai supportive services staff as an option for non-congregate shelter versus a congregate setting. The permanent housing units will be offered as a priority for those who are highly vulnerable and prioritized through the Coordinated Entry System, as a direct pathway to housing from the encampment.

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

Case management staff are provided training on harm reduction through a person centered approach for overdose prevention strategies and assisting with informed choices. Street outreach includes a multidisciplinary approach with healthcare, behavioral health and public health staff to provide resources, including naran, HIV testing and syringe disposal containers. The permanent housing units will be supported by two case managers with the same training and resources.

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



The Help of Ojai staff will provide support in coordination with the County of Ventura to offer healthcare, behavioral health and basic needs while connecting people to resources. A harm reduction policy will be followed from a non-judgmental communication approach. The Ventura County CoC will provide training to case management staff in how to work towards reducing any dangerous behaviors and encourage healthy choices.

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

The City of Ojai and Help of Ojai staff have created a safe environment where people feel comfortable and supported. Staff have been offering basic needs and ongoing support to those living in the encampment, as well as seeking feedback on ways to improve. Peer support staff also assist in creating a rapport with people and promoting a person centered approach. Individuals living in the encampment are not forced to move on from the location at Ojai City Hall and have been offered support.

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

Dignity Moves has included bathrooms and showers in the design including compliance with the Americans with Disabilities Act (ADA) requirements. The full development of the housing units will include site drainage, permanent stormwater quality elements, property grading and proper sanitation services. The design also includes trash enclosures per city standards. The Dignity Moves team has been working with the City of Ojai planning department and fire department to ensure proper approvals for the site layout.

## **Part 3: IMPLEMENTATION**

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

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

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. In terms of the ratio of staff to people served, there are 2 case management staff and one city staff coordinator to serve 30 individuals living in the encampment on an ongoing basis. The County of Ventura provides monthly backpack medicine and behavioral health services as well.

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

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.

**19. Describe each of the specific (a) interim housing and (b) permanent housing opportunities that will be used to achieve the proposed outcomes of this ERF project. Demonstrate that any ERF-3-R funded interim housing capacity is either non-congregate or clinically enhanced congregate shelter. (2000-character limit)**

The site plan proposes 20 private housing units and 18 non-congregate shelter options. 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. Help of Ojai is an experienced homeless service provider that has extensive experience successfully providing supportive services and has build a rapport with the Ojai Valley residents. Help of Ojai will coordinate with the County's Continuum of Care (Pathways to Home) regarding referrals, CES, reporting, etc. Dignity Moves is working in coordination with the City of Ojai on the project development and will take the lead to intensively develop deep community and neighborhood outreach.

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

This proposal will provide 20 units of permanent housing with supportive services to those living in the prioritized encampment. Those who are not prioritized for the housing units will be offered non-congregate shelter with case management to help develop their housing plan and work on the documentation for permanent supportive housing through the Coordinated Entry System. The Help of Ojai works closely with the Ventura County CoC to prioritize clients for housing and make referrals through HMIS and Pathways to Home. Five clients from the Help of Ojai were assisted in the past year with Emergency Housing Vouchers and connected to permanent housing.

**21. 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 been working with the Help of Ojai to conduct outreach and engage with those living in the encampment. Many of the individuals are seniors with limited mobility and therefore, the units will be developed with ADA standards and ramps to provide accessibility. Also, people with lived experience have recommended more common areas, such as a dining room and shared outdoor spaces which will be incorporated into the design. Another preference is private single room occupancy units with storage space which has been included in the design.

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

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

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

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

Briefly Describe Each Projected Living Situation Immediately Following the Encampment	Is This Permanent Housing?	Quantify the Capacity (e.g., number of beds/units, frequency of bed/unit availability)	Prioritized or Set-Aside for ERF-3-R?	Is this living situation funded by ERF-3-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation
Dignity Moves PSH	Yes Yes/No	20	Prioritized Pri/Set-Aside/Neither	ERF ERF/Lev/Both	67 %
Non-Congregate Shelter	No Yes/No	18	Prioritized Pri/Set-Aside/Neither	ERF ERF/Lev/Both	33 %
	Yes/No		Pri/Set-Aside/Neither	ERF/Lev/Both	%
	Yes/No		Pri/Set-Aside/Neither	ERF/Lev/Both	%

## Table 2: Permanent Housing Opportunities

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

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

**Describe the Permanent Housing Opportunity**

**Prioritized or Set-Aside for ERF-3-R?**

**Quantify the Capacity of the Housing and Service Opportunity**

**Is this Housing Opportunity Funded by ERF-3-R and / or Leveraged Funds?**

Dignity Moves Permanent Supportive Housing Units	Prioritized	20	ERF
	Pri/Set-Aside/Neither		ERF/Lev/Both
	Pri/Set-Aside/Neither		ERF/Lev/Both
	Pri/Set-Aside/Neither		ERF/Lev/Both
	Pri/Set-Aside/Neither		ERF/Lev/Both

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

Street outreach will provide immediate assistance with obtaining temporary placement and permanent housing. The targeted outreach includes a multifaceted team with health care, behavioral health, and homeless service providers to offer immediate shelter and referrals to permanent supportive housing. Peer support staff include persons with lived experience to leverage their specific expertise and ability to develop a rapport with unsheltered persons. This builds trust that foments successful communication and engagement. For those who are not provided with a housing unit, interim shelter will be offered with case management.

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

The Ventura County CoC mitigates returns to homelessness by identifying households at risk through regional CES case conference meetings. Cases including demographics and service history data, are reviewed to continue engagement and provide wrap around support as needed. The CoC and its partner agencies regularly engage in TA and trainings to implement best practices for housing retention support including using a Housing First approach and providing connections to mainstream benefits.

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

Street outreach teams will continue to work with those living in encampments, to offer immediate placements through non-congregate shelter 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.

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

Dignity Moves and the City of Ojai have given special consideration for resident belongings by offering fully accessible, lockable storage for personal possessions that cannot be accommodated within the interim or permanent housing units.

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

Key site amenities for service animals/pet owners include social areas with natural open space and a 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. For those staying in non-congregate shelter, case managers will partner with participants when searching for permanent housing that meets their pet needs, ensuring the pet safely transitions with its owner.

## **Budget and Resource Plan**

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

\$12,667,461.04

\$

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

\$323,103.00

\$

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

The County of Ventura CalAIM staff to provide healthcare and behavioral health services. The Ventura County CoC will connect street outreach staff to ensure connections to HMIS and the Coordinated Entry System. The City of Ojai will provide utility connections at the City Hall property and have dedicated general funds to provide services to the encampment.

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

*and, if applicable, to sustain the new programming beyond the end of the grant term.*

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

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

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

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

In addition to the 18 non-congregate shelter units, 20 units of PSH will be available by August 2024 for those who are PSH eligible and prioritized as highly vulnerable from the encampment. The amount of funding requested for this ERF is based on the development costs for the permanent housing units, operations funding with housing navigation, interim shelter costs and ongoing street outreach to support the efforts to provide immediate shelter and housing from the encampment surrounding Ojai City Hall. The City of Ojai has a strong collaborative relationship with the County of Ventura, Ventura County CoC, Help of Ojai and other homeless service providers to ensure the success of this project.

**Attachment: Standardized Budget**

ERF-3-R, Budget Template\_City of Ojai.xlsx

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

## **Key Entities and Staff**

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

While the City of Ojai would implement the project and administer the grant, Help of Ojai would provide supportive services and take the lead in the non-congregate shelter operation responsibilities. This includes 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. The Help of Ojai takes a holistic approach based on each client's emotional, physical, relational, occupational, and financial needs.

### Table 3: Key Staff

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

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-3-R and / or Leveraged Funds?	Brief Description of Duties
City of Ojai Outreach Specialist	Yes <small>Yes/No</small>	1 <small># FTE</small>	ERF <small>ERF/Lev/Both</small>	Provides street outreach and coordinates services to the current encampment at Ojai City Hall.
Help of Ojai Case Manager	No <small>Yes/No</small>	2 <small># FTE</small>	ERF <small>ERF/Lev/Both</small>	Provides supportive services and housing navigation. Connect clients to HMIS with assessments, chronic homelessness documentation and prioritizes clients for PSH or other housing resources.

32. First, describe key partners that will be responsible for implementing this ERF project and achieving the proposal's outcomes (e.g. service providers, public agencies, development entities

**etc.). Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500-character limit)**

Help of Ojai would be the responsible organization for project operations, supportive services, and outcomes. The Help of Ojai currently manages CoC State grant funding for Homelessness Prevention, Rapid ReHousing and Street Outreach services. Dignity Moves will support the development of the housing project, providing community support and outreach. Dignity Moves has successfully developed several interim and permanent housing projects in California. The City of Ojai will manage the grant, coordinate with the State and local authorities to ensure the project is developed in a timely manner. The City of Ojai's Assistant City Manager and Planning Director have taken the lead on this grant to ensure compliance. The Ventura County CoC will ensure clients are connected and prioritized for housing and services. The CoC regularly coordinates with all of these entities and other homeless service providers to support clients countywide.

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

The City of Ojai and Ventura County CoC have been working on a feasible and effective plan for this proposal over the past few months. There have been several meetings with the City's homelessness taskforce, local advocates and homeless service provider to ensure the proposal meets the needs for this encampment. The CoC staff attended City Council meetings with the Dignity Moves team to present the information and answer questions on the proposal. The City of Ojai and CoC have worked diligently to come up with a plan to create new housing units as well as offer interim shelter through this design.

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

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

Letter of Support.pdf

HoO ERF LOS.pdf

Letter of support for ERF Grant from Ojai Taskforce.docx

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

The parcel is owned by the City of Ojai and the City Council has approved the use of this location for the development of the housing units. The City will be responsive to neighbors and ensure the property is well maintained and accessible. All of the permits and approvals will be offered through the City of Ojai and and ensure approval with County Fire.

## **Accelerated Timeline**

**35. 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 advocates and community involvement. The Help of Ojai staff have been regularly engaging with people at this encampment to provide food, clothing, transportation, and other support. Food donations are provided by the local food bank, Food Share, as well as through private donations to the Help of Ojai. The City of Ojai has also provided tents with raised foundations temporarily during the rainy winter season, until the housing units are developed.

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

Two weeks before the expected opening of the site, Help of Ojai staff will prepare for expected new clients by preparing documentation needed for intake, ensuring units are move in ready and making final site preparations for full occupancy. Dignity Moves will hold an Open House for the community to come and tour the site before the grand opening, promoting full transparency with the community. Site tours and photo ops will be offered as well. Service providers, community partners and the general public will be invited on site to answer any questions anyone may have on services being provided. Once the site is open, Help of Ojai staff will coordinate with the City of Ojai and CoC to ensure full occupancy within two weeks.

**Table 4: Project Timeline**

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

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

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

Date	Milestone	Category	Additional Detail for Milestone
4/1/2024	Community Outreach	People	Begin implementation of community outreach plan to ensure community stakeholders, including target population service providers and local businesses, are aware of the project scope, goals, function, timeline, etc.

5/31/2024	Finalize Housing Site Plan	Project Management	Finalize placement of units and amenities, ensure plans are complete and ready for submission and comprehensive review.
9/30/2024	Groundbreaking	Place	
10/15/2024	Delivery of Modular Units	Project Management	Coordinate delivery with Dignity Moves.
10/31/2024	Hire Case Management Staff	People	Help of Ojai to provide two case managers for supportive services.
12/1/2024	Housing Units Grand Opening	Project Management	
1/1/2025	50% Occupancy	People	Help of Ojai team accepted 10 households.
1/15/2025	Full Occupancy in Housing Units	People	Full occupancy of 20 housing units.

**Table 5: Projected Milestones**

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

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

<b>Outreach to the people residing in the prioritized encampment site began / will begin mm/yyyy.</b>	<b>This proposal will reach full operating capacity in mm/yyyy.</b>	<b>The first planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.</b>	<b>The last planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.</b>
12/18/2023	01/2025	12/15/2024	01/2025

# 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

First

Last

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

## Title

## Email

	ELIGIBLE USE CATEGORY	5-WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL		ERF-2-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	2 SENTENCE DESCRIPTION
Guidance and Intended Use	Use dropdown. See NOFA, III. A.	Enables Cal ICH to immediately understand the line item.	Enables Cal ICH to associate the line item with specific entities or parts of a proposal.		Only ERF-2-R Funds	Non ERF-2-R Funds That WILL be Used to Support this Proposal	Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.
<b>PERSONNEL COSTS</b>				<b>SALARY</b>	<b>FTE</b>	<b>MONTHS</b>	
	Services Coordination	Staff salaries for Case Managers	Help of Ojai	72,360.00	2.00	24	289,440.00
	Street Outreach	Staff salaries for Outreach Specialists	City of Ojai	119,245.92	1.00	24	238,491.84
<b>Subtotal - Personnel Costs</b>							<b>\$ 527,931.84</b>
<b>NON-PERSONNEL COSTS</b>				<b>UNIT</b>	<b>RATE</b>	<b>TIME</b>	
	Systems Support	Security	City of Ojai			24	384,384.00
	Systems Support	Food	Help of Ojai	18 rooms	21 per day	24	272,160.00
	Operating Subsidies	Supplies	Help of Ojai			24	20,000.00
	Services Coordination	Transportation	Help of Ojai			24	4,400.00
	Operating Subsidies	Utilities	City of Ojai			24	30,000.00
	Systems Support	Maintenance	City of Ojai			24	10,000.00
	Interim Sheltering	Non-Congregate Motel Vouchers	Help of Ojai	18 rooms	\$90/night	12	583,200.00
	Delivery of Permanent Housing	Development	Dignity Moves				10,799,338.00
<b>Subtotal - Non-Personnel Costs</b>							<b>\$ 12,105,482.00</b>
<b>ADMINISTRATIVE COSTS</b>							
	Administrative Costs	Grants management	City of Ojai	\$ 720,944.00	5%		36,047.20
<b>Subtotal - Administrative Costs</b>							<b>\$ 36,047.20</b>
							<b>\$ 12,667,461.04</b>
							<b>\$ 323,103.00</b>

Oversee case management, housing navigation and supportive services; Leveraged support by County of Ventura CalAIM staff for healthcare and behavioral health services; Provide direct outreach and engagement at encampments; Leveraged support by County of Ventura Street Outreach staff to connect clients to HMIS and Coordinated Entry System.

City of Ojai water and wastewater connections at City Hall reentry.

City of Ojai General Fund (unrestricted discretionary dollars for the provision of services to encampment).





# Ventura County **SHERIFF'S OFFICE**

Jim Fryhoff - Sheriff | John Reilly - Undersheriff | Trina Newman - Chief of Police



January 24, 2024

California Interagency Council on Homelessness  
Selection Committee for the Encampment Resolution Funding (ERF) Program

I am writing this letter in strong support of the City's application for the Encampment Resolution Funding (ERF) Cycle 3 to fund shelters and provide essential services for the homeless population within the Ojai community. As the Captain of the Ojai Station of the Ventura County Sheriff's Department, I am keenly aware of the challenges faced by both law enforcement and our homeless residents.

The issue of homelessness is multifaceted, and it requires a comprehensive and compassionate approach. The ERF Grant represents a crucial opportunity to address homelessness by creating temporary and eventually interim shelters and offering vital services that will not only enhance the well-being of those experiencing homelessness but also contribute to public safety and the overall quality of life in our city.

The Ventura County Sheriff's Department consistently encounters homeless individuals in various situations, and we recognize the importance of having robust shelter options and support services in place. By the City of Ojai securing the ERF Grant, we can strengthen our collaborative efforts with community partners, ensuring that individuals experiencing homelessness have access to safe and dignified shelter, as well as the necessary resources to address the root causes of their circumstances.

The ERF Grant will allow us to enhance our coordination with local service providers, nonprofits, and other stakeholders to create a unified and effective response to homelessness. Together, we can work towards sustainable solutions that address the diverse needs of our homeless population.

I urge you to consider this application favorably, as the positive impact of securing the ERF Grant will extend beyond law enforcement and directly benefit the entire community. Thank you for your time and consideration. If you require any additional information or have questions, please feel free to contact me at (805) 646-1414.

Sincerely,

A handwritten signature in blue ink that reads "Trina Newman".

Trina Newman, Captain  
Ventura County Sheriff's Office  
Ojai Station



***HELP of Ojai, Inc***

*108 S Montgomery Street / P.O. Box 621 / Ojai, CA 93024 / (805) 646-5122*

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January 26, 2024

Carl Alameda, Interim City Manager  
City of Ojai  
401 South Ventura Street  
Ojai, CA 93023

Re: Letter of Support

HELP of Ojai is the Ojai Valley's sole full time social services agency. Our mission is to fulfill the basic unmet needs of vulnerable Ojai residents. We bring together individual and community resources to provide safety net services to reach those who need it most. We prioritize our help to reach senior citizens, low-income families with minor children, and unhoused individuals.

Under the State of California Encampment Resolution Funding Program, HELP of Ojai would provide dedicated supportive services with two full time case managers. These staff members would ensure residents are connected to wrap around services for housing retention purposes.

HELP of Ojai has worked with the Ojai Valley's most vulnerable population for more than fifty years. Creating this partnership with the City of Ojai ensures our services will continue to support our community in a meaningful and impactful manner. We look forward to working with you and creating lasting opportunities for Ojai residents.

Sincerely,

Jayn Walter  
Co-Executive Director  
HELP of Ojai

Ruth Miller  
583 W. Lomita Ave.  
Ojai, CA 93023  
[ruthmillerphoto@sbcglobal.net](mailto:ruthmillerphoto@sbcglobal.net)  
805/646-3103

**Letter of support for the City of Ojai ERF grant.**

Like many communities throughout the country, the Ojai Valley has been challenged by a sharp increase in our homeless population as rents and housing prices have reached record highs. To restrict camping in city parks and comply with Federal court rulings, 31 homeless campers were requested to camp and currently reside on Ojai's eight acre City Hall campus.

In the spring of 2023 a group of Ojai Valley volunteers began studying the feasibility of creating shelter for these homeless residents. We first reached out to the Ojai City Council members and were encouraged by their support for our initiative. We soon identified Dignity Moves, a non-profit developer of tiny home type structures for the homeless, who guided our thinking about the best path forward including the importance of linking supportive services with better shelter.

We also reached out to Ken Craft of Hope the Mission who generously gave us a tour of two shelter designs in the Los Angeles area. We researched structures that would be considered interim housing as well those qualifying as a permanent pathway to housing.

We recognized that building on City land would reduce the cost of the project and streamline the permitting and construction process. We identified three City owned parcels as possible building sites to help the City identify its preferred location.

We explored with Ventura County Community Foundation how they could support the City in any necessary fundraising efforts including receiving tax deductible donations for the project on the City's behalf.

Ventura County Supervisor Matt LaVere is a leading local voice in supporting the homeless and connected us with Jenn Harkey with Ventura County Continuum of Care. Jenn then met with us along with Ojai Mayor Betsy Stix and Interim City Manager Mark Scott and encouraged the City to apply for a soon to be released ERF grant.

We were expertly advised by Help of Ojai our local non-profit focused on providing supportive services to the homeless and food insecure. They actively work with many of the encampment residents and understand the optimal housing solution for each of them.



It was fortunate that Ojai Interim City Manager Mark Scott had significant experience assisting homeless populations in other cities. He was instrumental in securing \$180,000 from City Council to better manage the City Hall encampment and immediately improve conditions for residents pending a more permanent solution. A fulltime encampment manager was hired and an indoor "coffee room" was opened with a/c and heat where the residents experience some relief from the elements. Water proof tents on pallets placed on the parking lot are also being provided so campers can get out of the wet and mud.

Our volunteer team initially considered interim supportive housing as a solution for our homeless neighbors, but soon realized there is NO pathway to permanent housing in the Ojai Valley or even the entire County of Ventura. There is an extremely small supply of very affordable housing for which demand far exceeds supply.

On December 12, 2023 Ojai City Council approved locations to build permanent shelter for the homeless at City Hall and also directed staff to prepare the ERF grant application. We are writing this letter in full support of the ERF grant for the City of Ojai. We think this is an innovative volunteer driven project that can be a volunteer model for other small communities looking for ways to house their homeless neighbors.

Best Regards,  
Ruth Miller  
Ojai Citizen's Homeless Task Force



# Ojai City Hall

Designated Camping Area

Legend



★ Tent Locations (30)

Google Earth

Image Landsat / Copernicus

100 ft



PROPOSED SITE PLAN DIAGRAM SUBJECT TO CHANGE BASED ON EXISTING CONDITIONS, LOCATION OF FIRE LANE/EMERGENCY SERVICE ACCESS TO BUILDINGS, AND VERIFICATION OF SRO REQUIREMENTS FROM COUNTY. VALIDITY OF SITE PLAN AND UNIT LOCATION/QUANTITY CONTINGENT ON FIRE/BUILDING DEPARTMENT AS WELL AS COUNTY EVALUATION.

**RESIDENCES: 18 BEDS / OCCUPANTS**

TYPICAL SINGLE ROOM OCCUPANCY: 14 MODULES, 14 BEDS  
> 114 SQFT INTERIOR AREA, PER ROOM

ACCESSIBLE SINGLE ROOM OCCUPANCY: 4 MODULES, 4 BEDS  
> 114 SQFT INTERIOR AREA, PER ROOM

**SUPPORT SERVICES:**

KENT HALL RENOVATION:

- 1 CHECK-IN/SECURITY
- 4 RR/SHWR (2 ACCESSIBLE)
- 1 STAFF RR (ACCESSIBLE)
- DINING/KITCHEN

NEW MODULES:

- 2 OFFICES (CASE MANAGEMENT)
- 1 STORAGE UNIT
- 1 INTAKE

