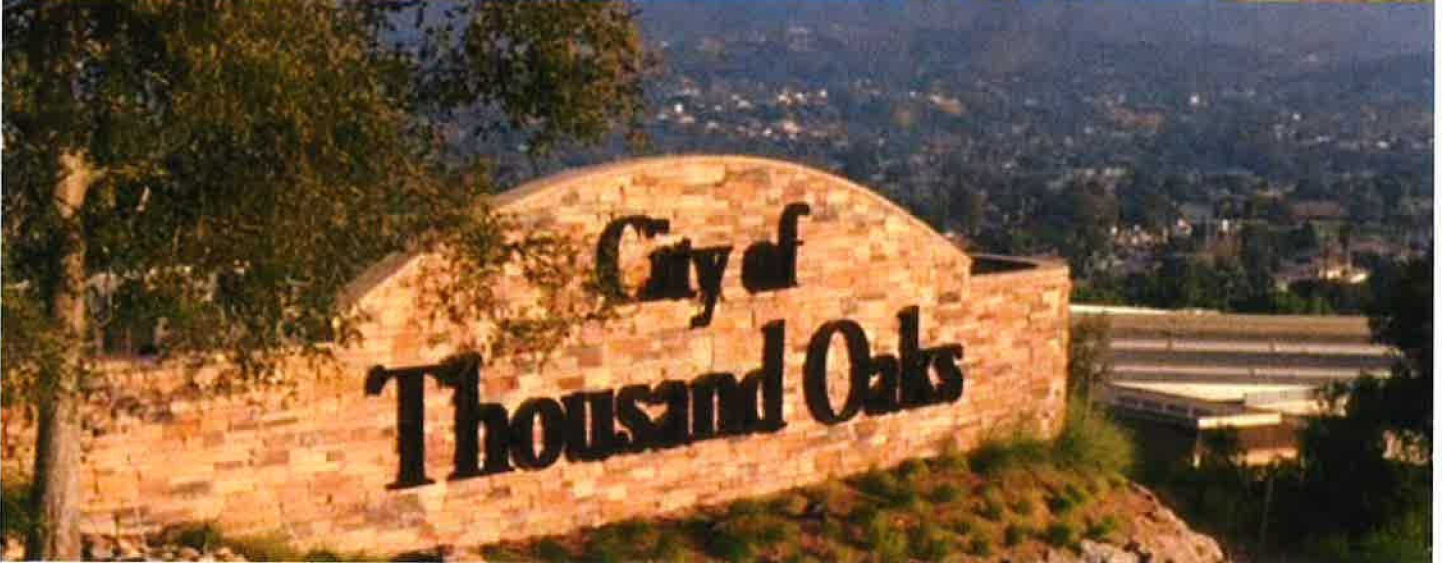


NOVEMBER 03, 2022

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



Joint-Application
Submitted by:



HOPE OF THE VALLEY
HOPE FOR THE WORLD



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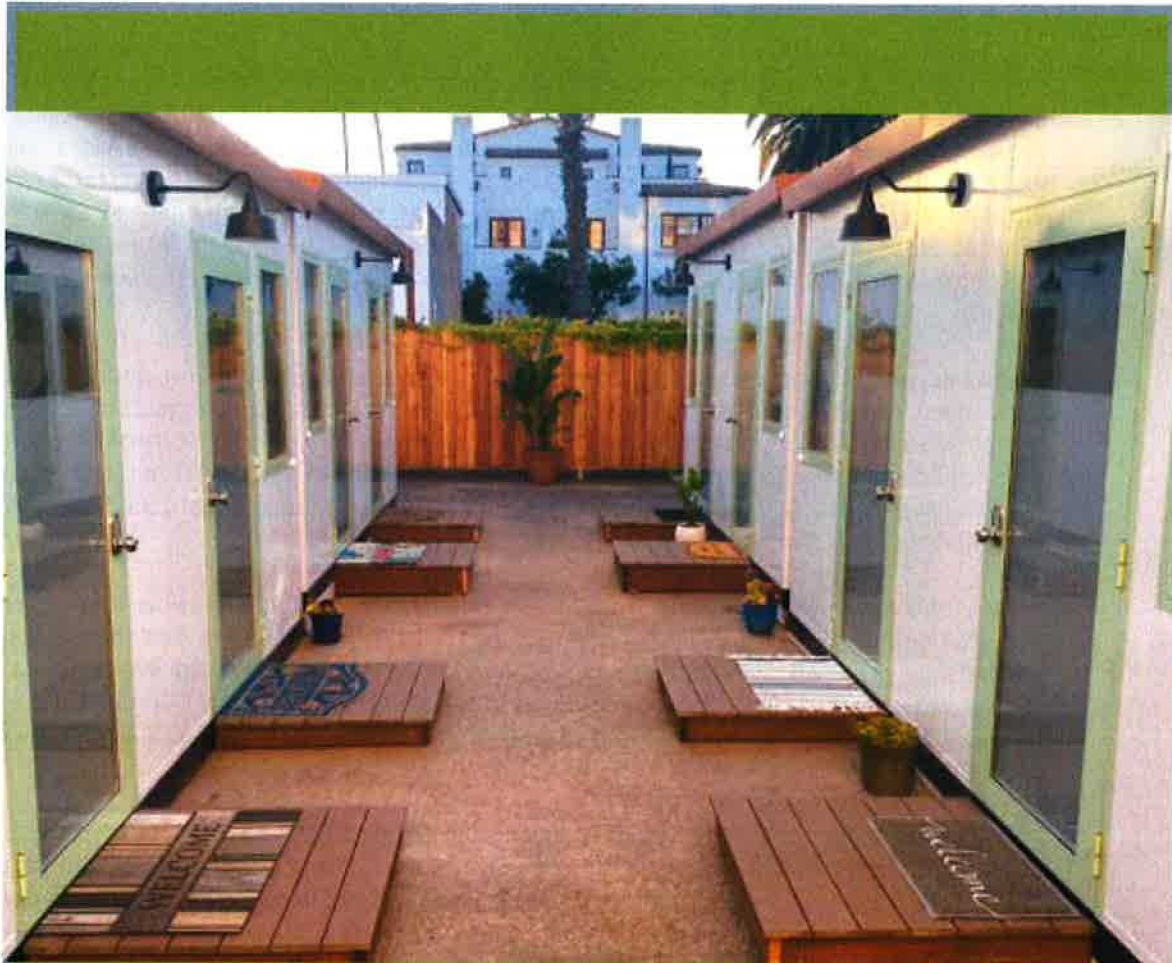
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BOSS CUBEZ

Cover Letter

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.



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

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.



2406 Bush Street
San Francisco, CA 94115

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,

A blue ink signature of Rick Schroeder.

Rick Schroeder
President
Many Mansions

A blue ink signature of Ken Craft.

Ken Craft
Chief Executive Officer
Hope of the Valley Rescue Mission

A blue ink signature of Elizabeth Funk.

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

Elizabeth Funk
Founder and CEO
DignityMoves

Contact Information



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San Francisco, CA 94115

DignityMoves

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Hope of the Valley Rescue Mission

Ken Craft, Founder and Chief Executive Officer
16641 Roscoe Place
North Hills, CA 91343
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Ken.Craft@hopeofthevalley.org



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Many Mansions

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

Roles And Responsibilities

DignityMoves (Developer)



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

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.

Hope of the Valley Rescue Mission (Operator)



16641 Roscoe Place
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P: (818) 392
F: (805) 497-1305

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.

Many Mansions- (Consultant/Leaseholder)



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F: (805) 497-1305

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.

Section B



Scope of Work

Agency Profiles | DignityMoves

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 Blooming
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
Bibiana 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
P: (805) 496-4948
F: (805) 497-1305

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.

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

Scope of Work

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



Scope of Work

- 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



B-13



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.



Scope of Work

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.

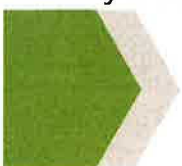
As safety is paramount for the individuals who will be working and living at the site, special consideration will be given to security fencing to secure the west and east portions of the site. DignityMoves designs its projects with the surrounding area in mind. The design will ensure the existing integrity 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.



Scope of Work

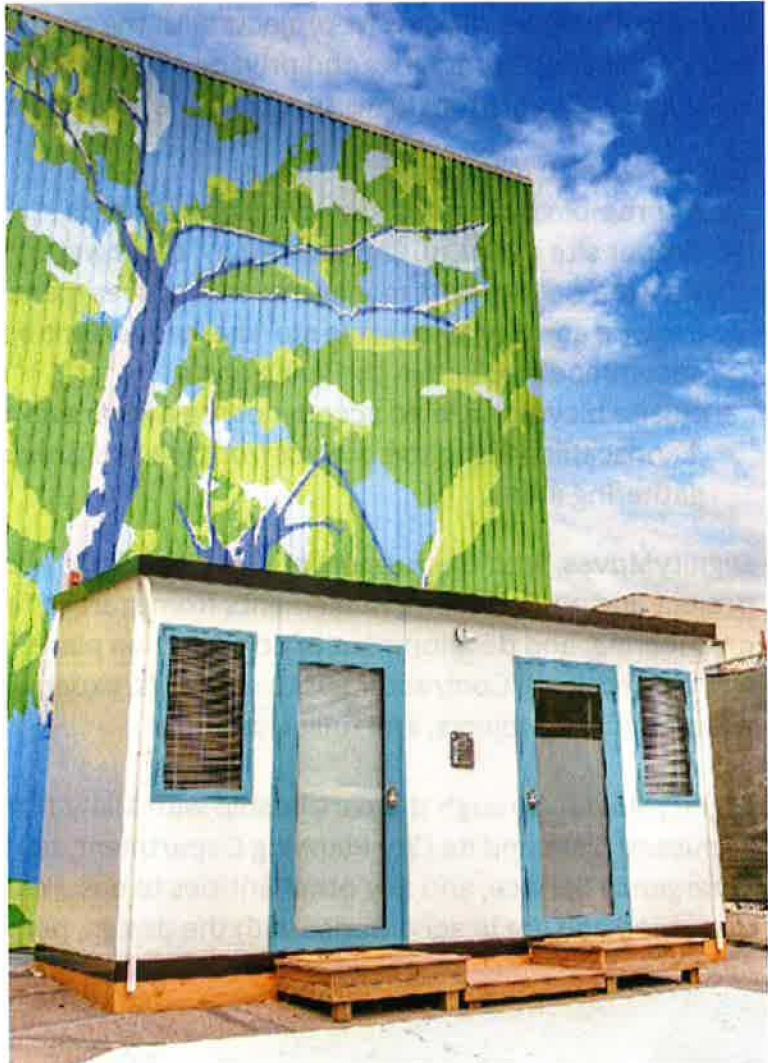
The design of the project which is illustrated on the Fit Test was the result of approximately 5 hours of collaborative meetings with Gensler, Many Mansions, Hope of the Valley, and Dignity Moves. The premise of the meetings was to ensure that the design considered what would best serve the needs of 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

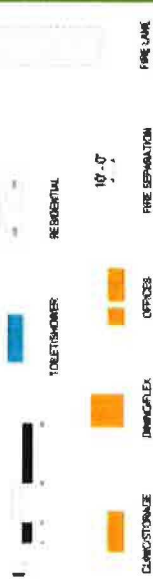
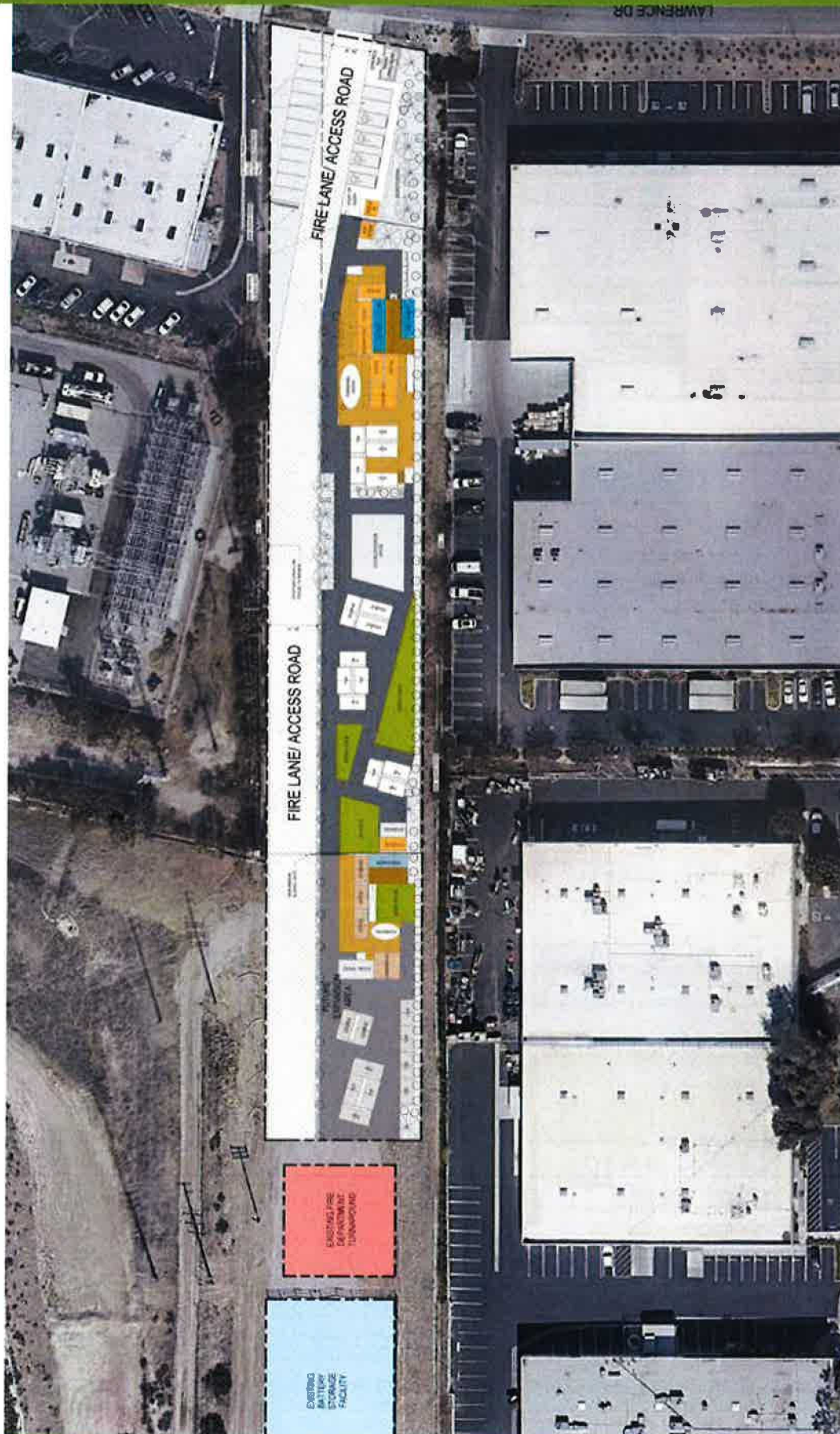
The key elements of the site, which were thoughtfully arranged to accommodate the clients and the service team with keeping the budget in mind include:

- 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



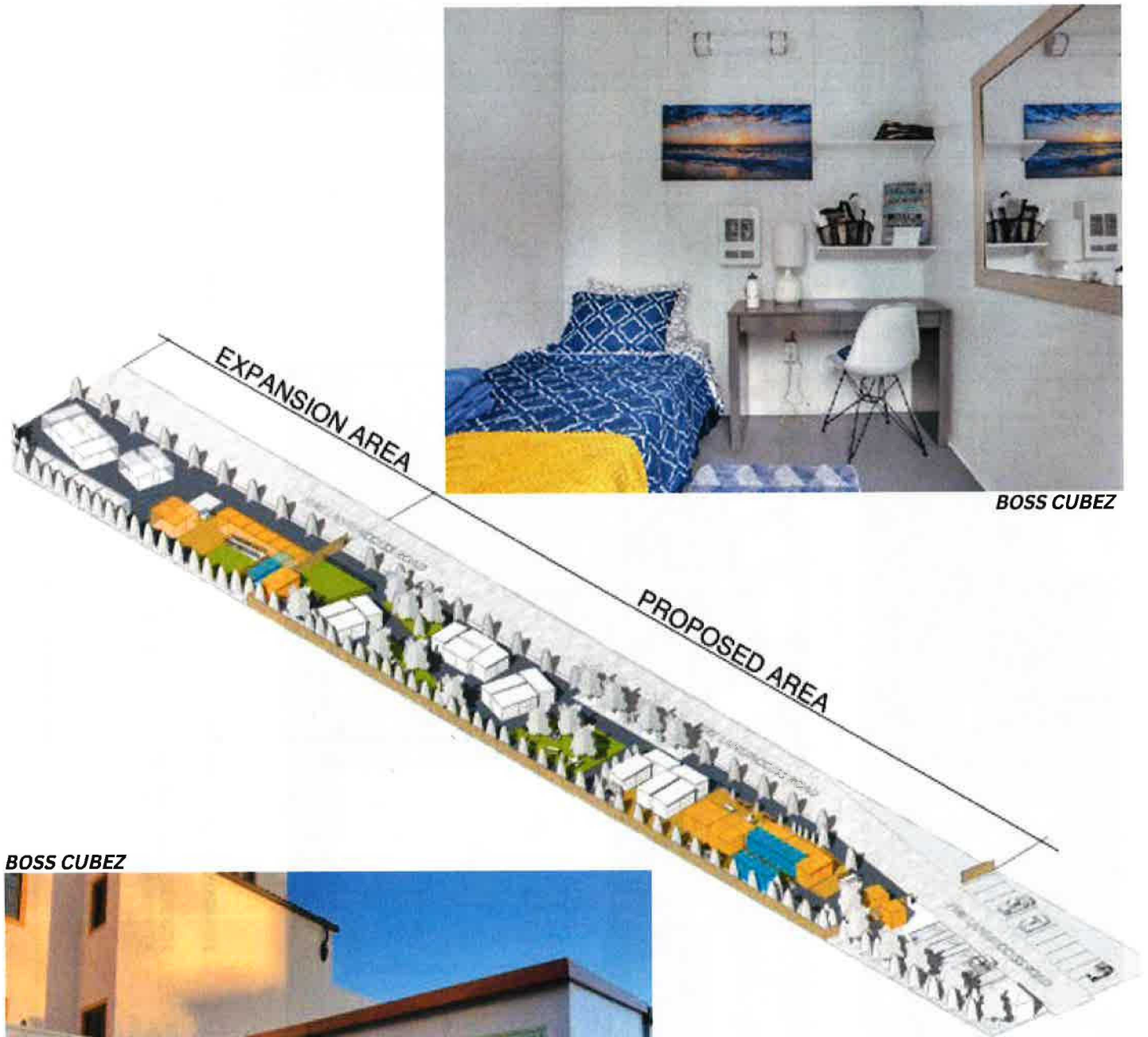
B-16



UNIT COUNT: 30 DOORS	EXPANSION UNIT COUNT: 20 DOORS
3 ADA MODS (170 MODULES):	2 COUPLES MODS (170 MODULES):
3 COUPLES MODS (170 MODULES):	8 TYPICAL MODS (144 MODULES):
10 TYPICAL MODS (144 MODULES):	
6 DOORS	4 DOORS
6 DOORS	16 DOORS
20 DOORS	

CITY OF THOUSAND OAKS
TEST FIT SITE PLAN

IGNITY MOVES
2/28/21 1:35:11 PM



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



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.



Scope of Work

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.



Scope of Work

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



B-26

BOSS CUBEZ



Scope of work

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.



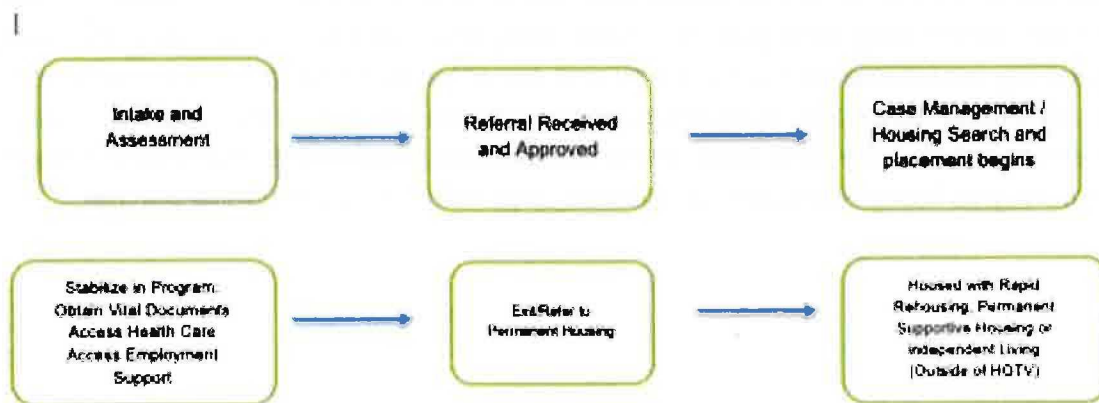
System Level Partnership and Collaboration

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.

Date	Milestone
2022	
November	Submit Navigation Center Proposal to City of Thousand Oaks.
December	Possible Award of Potential Project Contract Negotiations
2023	
Jan - May	<ul style="list-style-type: none"> • Develop collaboration team with City and its Department Directors • Work with city staff to transfer property to Many Mansions • Begin process to understand requests for city council approval • Begin entitlement approvals process (begin site due diligence) • develop and sign letters of intent for services • Finalize site plan • Begin community engagement • Order switch gear • Begin Special use Permit process (including community outreach) • Implement Owner/Architect/Contractor • Retain soil engineer, land surveyor, civil engineer, architect, and any other consultants required to fully design and engineer all proposed sitework, site improvements, and building units. • Provide land survey services as required for parcel map, legal descriptions or other associated survey maps to accommodate the final site layout.
June- November**	<ul style="list-style-type: none"> • Groundbreaking celebration • Site preparation <ul style="list-style-type: none"> ◦ Paving ◦ Plumbing ◦ Electrical • Modular units delivered onsite • Construction to begin <ul style="list-style-type: none"> ◦ Install clients units ◦ Install ancillary units • Hiring of Staff (Operations) • Training of Staff (Operational) • Order Program Supplies (Operational) • Community Outreach to prepare for Opening of Site - "Open House"
December	<ul style="list-style-type: none"> • Adopt a room • Accept furniture deliveries • Final site walks with contractor, architect, and operator to verify site is ready for turnover • Grand Opening! • Reach 100% capacity by 12/31/2023

Project Schedule

Development Schedule Narrative

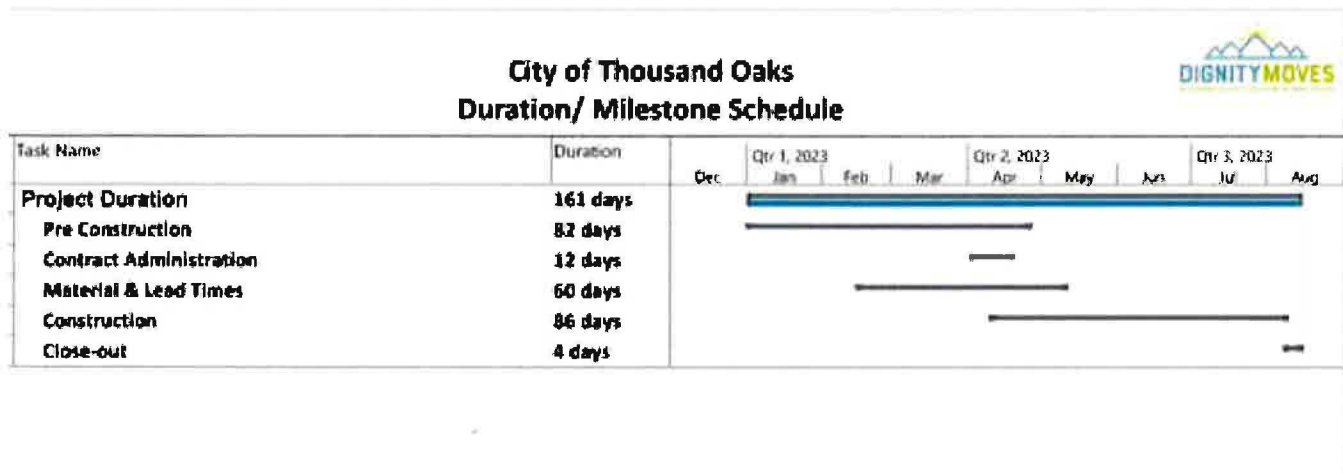
The Dignity Moves team is in place to immediately begin the implementation of the project from the date of award. Our construction team has been directly involved in the development of this proposal, has worked directly with the general contractor on the budget estimation and Gensler on the site plans 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.



Project Schedule

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.

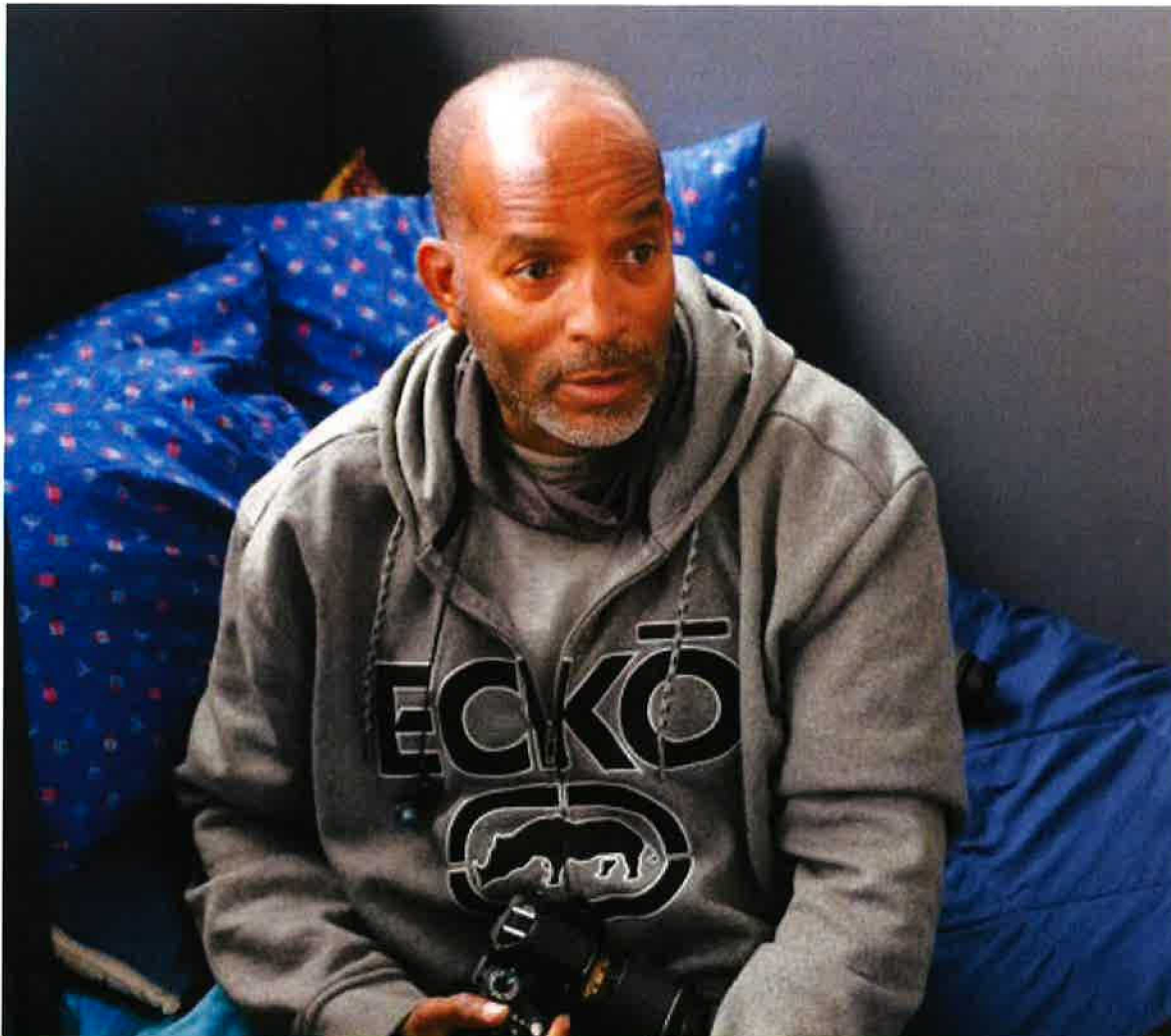
Two weeks before the expected opening of the site all staff begins to prepare for expected new clients, preparing all units to be ready for move-in, preparing all documentation needed for intake, and ensuring the site is prepared to be fully used. This includes laundry services, shower, and bathroom 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 501(c)(3) 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.

DignityMoves				
Project Name	Project Location	Units	Beds	Notes
33 Gough Cabins (.75 acres)	33 Gough Street San Francisco, CA	70	70	On a former tent encampment site
1016 Santa Barbara Street, (.33)	1016 Santa Barbara Street	34	34	In the heart of downtown
Labath Landing (1.10 acres)	6050 Labath Landing, Rohnert Park, CA	72	72	Homekey project Completed in less than four months from ground breaking
Dignity Village (.73)	2351 5th Alameda, CA	47	47	Homekey Project
Santa Maria (1.8 acres)	522 Lakeside Santa Maria, CA	94	94	A blend of Recuperative Care, Transitional Age Youth and Single Adults

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.

Hope of the Valley				
Project Name	Project Location	Units	Beds	FTE
Tiny Homes- Chandler	11471 West Chandler Blvd North Hollywood, CA 91601	39	75	1 FTE Manager , 1.4 FTE Coordinator , 16 FTE CSM, 3 FTE HFCM, 1 FTE Security
Tiny Home- Alexandria	6099 N. Laurel Canyon Blvd. North Hollywood, CA 91606	115	200	1 FTE Manager ,1 FTE As. Manager, 1.4 FTE Coordinator, 37 FTE CSM, 8FTE HFCM, 1 FTE Security
Tiny Home- Whitsett	12550 Satcoy St. North Hollywood, CA 91605	73	150	1 FTE Manager , 1.4 FTE Coordinator, 29 FTE CSM, 6 FTE HFCM, 1 FTE Security
Tiny Home- Tarzana	18616 W. Topham St. Tarzana, CA 91335	75	148	1 FTE Manager , 1.4 FTE Coordinator, 29 FTE CSM, 6 FTE HFCM, 1 FTE Security
Tiny Home- Reseda	19020 West Vanowen St. Reseda, CA 91335	52	101	1 FTE Manager , 1.4 FTE Coordinator, 18 FTE CSM, 4 FTE HFCM, 1 FTE Security
Tiny Home- Arroyo Seco	401 S. Arroyo Seco Parkway Los Angeles, CA 90042	115	224	1 FTE Manager ,1 FTE As. Manager, 1.4 FTE Coordinator, 42 FTE CSM, 9 FTE HFCM, 1 FTE Security
ABH-Raymer	13160 Raymer St. North Hollywood, CA 91605	congregate setting	85	1 FTE Manager , 1.4 FTE Coordinator , 16 FTE CSM, 3 FTE HFCM, 1 FTE Security
ABH- Van Nuys	7702 Van Nuys Blvd. Van Nuys, CA 91405	congregate setting	107	1 FTE Manager , 1.4 FTE Coordinator , 16 FTE CSM, 3 FTE HFCM, 1 FTE Security
Trebek Center	18140 Parthenia St Northridge, CA 91325	congregate setting	100	1 FTE Manager , 1.4 FTE Coordinator , 16 FTE CSM, 3 FTE HFCM, 1 FTE Security



Project Role

COMMUNITY OUTREACH AND PROJECT OVERSIGHT LEAD

Rick oversees the entire organization. He approves all projects, all budgets, all financing, all contracts, and all project team members, including the architect and general contractor. Rick's unique role as an attorney, real estate broker, and developer has allowed Many Mansions to take a leading role in affordable housing development in Ventura County, especially in the area of supportive housing.

Experience

19 YEARS OF EXPERIENCE

19 years with Many
Mansions

RICK SCHROEDER, ESQ.

Rick Schroeder is President of Many Mansions and an attorney licensed to practice law in California and Minnesota. Prior to becoming the President, Rick had a

Rick gave up his law practice to pursue a career with Many Mansions, helping those in the community most in need.

private law practice, specializing in real estate, litigation, and bankruptcy. He is passionate about affordable housing, especially about supportive housing - housing those members in our community who are currently homeless or who have a disability. Schroeder, became interested in Many Mansions

in the 1990's. He wanted to use his skills as an attorney, with a background in finance and real estate development, to help those in the community most in need. He was fortunate to be able to lead Many Mansions for a number of years while on its Board of Directors. However, he wanted to do more. In 2002, he gave up his law practice and became the organization's President. Over the next 19 years he led the organization as it continued to develop new affordable housing, managed the housing, and provide 'life-enriching' services for its residents. Guiding the organization in developing a new Strategic Plan, the organization will seek to expand its housing throughout Ventura County and will continue to specialize in supportive housing for those who are homeless, who are veterans, and who are seniors.

EDUCATION

- Juris Doctorate, UCLA School of Law
Los Angeles, CA, 1986
- Bachelors of Business Administration,
Finance and Real Estate/Urban Planning,
University of Wisconsin, WI, 1983

- Villa Garcia
Thousand Oaks, CA
- Schillo Gardens
Thousand Oaks, CA
- Hacienda de Feliz,
Thousand Oaks, CA

WORK EXPERIENCE

- Many Mansions, President,
2002 to Present
 - Oversees the overall management of the organization, including all of its personnel, properties, and programs.
 - Is the principal spokesperson for the organization.

LICENSES •

CERTIFICATIONS

- State Bar of California,
No. 126314
- State Bar of Minnesota,
No. 020870X
- California Real Estate Broker's
License,
No. 01999799
- California Real Estate Corporate
Officer,
No. 2003927

RELEVANT PROJECTS

- Hillcrest Villas,
Thousand Oaks, CA
- Esseff Village Apartments,
Thousand Oaks, CA
- Shadow Hills
Thousand Oaks, CA

AFFILIATIONS

- Realtors Association Member
Conejo-Moorpark-Simi
California State and National
- California/National Association
of Realtors

**Experience****15 YEARS OF
EXPERIENCE**

*15 years with Many
Mansions*



*Hillcrest Villas,
Thousand Oaks, CA*

ALEX RUSSELL, MBA

Alex Russell is the Executive Vice President at Many Mansions where he assists the President in exercising broad management and supervisory responsibilities over Many Mansions, its affiliates, properties, programs, administration, staffing, resources, and community and public relations. In addition, he directly oversees the Real Estate Division and the Finance & Administration Division, where he is responsible for all affordable housing developments, asset management, finance, information technology, administration, and business development. He has successfully secured over \$300 million dollars in private, local, state, and federal financing for affordable housing. He is responsible for increasing the number of Many Mansions' housing unit by more than 50 percent, substantially expanding their geographic footprint, and serving several new populations.

EDUCATION

- Ross Program in Real Estate, University of Southern California, 2009
- MBA, California Lutheran University, 2006
- B.S. Biological Sciences, UC Irvine, 2001

WORK EXPERIENCE

- Many Mansions, Executive Vice President & COO 2006 to Present
 - Responsible for all affordable housing development, asset management, finance, and business development.
 - Oversee and manage all aspects of the Housing & Finance Divisions, which includes 15 staff members.
 - Play a leading role in strategically re-shaping the organization, its programs, and especially its properties as we confront new challenges but also new opportunities while carrying out the mission of Many Mansions.

AFFILIATIONS

- Southern CA Association of Nonprofit Housing, Past Board President
- Ventura County Housing Trust Fund, President of the Board
- California Housing Consortium, Member of the Board of Governors

LICENSES •

CERTIFICATIONS

- CA Real Estate Broker's License, No. D1856629

RELEVANT PROJECTS

- Hillcrest Villas, Thousand Oaks, CA
- Esseff Village Apartments, Thousand Oaks, CA
- Shadow Hills, Thousand Oaks, CA
- Villa Garcia, Thousand Oaks, CA
- Schillo Gardens, Thousand Oaks, CA
- Ormond Beach Villas, Oxnard, CA
- D Street, Oxnard, CA
- Mountain View Apartments, Moorpark, CA
- Walnut Street Apartments, Moorpark, CA
- Summit View Apartments, Sylmar, CA

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



Derrick Wada

Derrick joined Many Mansions in October 2012 in the Children Service's department. Since then, he has transitioned into the Real Estate Division where he is now the Director of Real Estate Development. Derrick is responsible for all phases of project development including acquisition, entitlements, financing and construction for up to four projects at various stages of completion. Additionally, Derrick continues to bring innovation to the Real Estate Division. His most recent development, located in Unincorporated Ventura County, which will serve senior will be built via factory-built (aka modular) construction

methodologies and will be the first multifamily factory-built development in Ventura County. For the past year, Derrick has also served on the Board of Directors for the Boys & Girls Club of Greater Oxnard and Port Hueneme. He has 8 years of project management experience in the affordable housing industry. Among his other projects, Derrick has recently completed the construction of the Ormond Beach Villas development (the first permanent housing for veterans in Ventura County). Ormond Beach Villas was awarded Project of the Year by the Southern California Association of Nonprofit Housing (SCANPH). Derrick also completed the final design and financing of Sun King Apartments in Sun Valley and successfully collaborated and developed a strong relationship with the Los Angeles Unified School District (LAUSD).

Education

- Master of Business Administration, California Lutheran University (in progress)
- Bachelor of Landscape Architecture, Cal Poly, Pomona, 2012

Licenses • Certifications

- REALTOR®, BRE # 01944272
- Notary Public, Commission No. 2062209
- Certified Loan Signing Agent

Work Experience

- Many Mansions, Director of Real Estate, October 2012 – April 2016 & April 2017 — Coordinate all stages of affordable housing development, including acquisition, feasibility analysis, predevelopment, design, financing, construction, loan closing and transition to property management; Develop financial proformas and budget for developments;
- Research and secure funding sources for development feasibility, site acquisition, predevelopment, construction and financing projections. These include 9% & 4% UHTC, Tax Exempt Bond (CDIAC), MHP, County of Ventura HOME & CDBG, Mental Health Services Act, acquisition loans, construction and permanent loans;
- Manage Development Team members such as architects, general contractors, engineers, legal counsel, financial consultants, title/crow officers and service providers; Prepared and processed project payment applications, construction draws and monitored compliance to public and private lenders;
- Engaged and organized community groups and members around developments for predevelopment input and construction updates; and Assist in the training and development of other Department staff members.
- Clifford Beers Housing Inc., Senior Project Manager, April 2016 – April 2017
- Managed up to five (5) new construction projects while also assisting the Housing Director in supervising housing staff and managing other projects in the organization's pipeline;
- Organized and oversaw preparation of funding application and proposals for developments of sites owned by public or private agencies and ensured deadlines are met;
- Met with and conveyed information to community groups and residents, city staff and any other interested parties regarding the proposed development; and
- Managed and trained other Department staff members.

Relevant Projects

- Rancho Sierra, Senior Apartments (50 units), Unincorporated Ventura County
- Mental Health Rehabilitation Center (120 beds), Unincorporated Ventura County

- Ormond Beach Villas, Veteran Housing (40 units), Oxnard, CA
- Sun King Apartments, Homeless families (26 units), Sun Valley, CA
- Pinecrest Apartments, Senior (80 units), Thousand Oaks, CA
- Casa Garcia, Low-income families (14 units), Santa Paula, CA
- Shadow Hills Apartments, Low-income families (100 units), Thousand Oaks, CA
- Popperree, Special Needs Housing (12 units), Simi Valley, CA

KEN R. CRAFT

North Hills, CA • 805.279.3055 • ken.craft@hotmail.com
 www.linkedin.com/in/ken-craft-7782718

NON-PROFIT CHIEF EXECUTIVE OFFICER

30+ years' success serving non-profit organizations and driving functional capacity to solve dominant social problems

Dynamic and strategic leader with a reputation for servant leadership and a demonstrated ability to create impact across complex organizations and diverse communities. Uniquely gifted and results-oriented thought leader with expertise in non-profit and rescue mission operations, strategic business development, and fundraising management. Leader with exceptional communication skills and profound understanding of non-profit environments, and with a future-focused approach and vision that supports growth and development balanced by accountability. Comfortable in fluid and diverse environments with shifting priorities and hard deadlines. Ability to achieve bold goals related to resource development, regional impact, and partnership building with external constituents including government, community, philanthropic and corporate sectors.

HIGHLIGHTS OF EXPERTISE

- | | | |
|--------------------------------------|-----------------------------------------|-------------------------|
| ✓ Homeless Eradication Advocate | ✓ Non-Profit Development and Leadership | ✓ Community Relations |
| ✓ Strategic Planning and Execution | ✓ Revenue Generation | ✓ Regulatory Compliance |
| ✓ Integrated Marketing | ✓ Business Development | ✓ Government Relations |
| ✓ Full Life Cycle Project Management | ✓ Partnership Development | ✓ Crisis Management |
| ✓ Team Leadership | ✓ Program Development | ✓ Staff Development |

CAREER EXPERIENCE

HOPE OF THE VALLEY RESCUE MISSION, Los Angeles, CA

2009 to Present

Lead a non-profit professional housing and homeless service agency with a \$24M+ operating budget.

FOUNDER, PRESIDENT AND CHIEF EXECUTIVE OFFICER

Developed and drive overall operational strategies for Mission's staff, programs, and execution of its mission. Oversee fundraising, marketing, and community outreach, leveraging a deep knowledge of the field, core programs, operations, and business plans to protect Mission's assets and steward its fiscal and operational integrity. Engage with the Board of Directors to develop the strategic direction of the organization, and maintain transparent communications that enable accountability. Represent the organization's mission and programs among a wide array of stakeholders to articulate a succinct and powerful brand, and build awareness of the organization's valuable role and impact within the community.

- Developed and executed a marketing strategy to obtain over 55,000 new donors in first 12 years.
- Established a 13-bed Residential Drug and Alcohol Recovery Program; a 30-bed Rapid Re-housing Family Shelter; a 50-bed Transitional Living Center; two cold weather shelter locations with a total of 295 beds; a 30-Bed medically based recuperative Care Shelter for homeless clients being discharged from local hospitals; and an onsite Federally Qualified Health and Mental Health Clinic. Opened 6 Tiny Home Communities housing over 600 individuals.
- Created HELP Center, Navigation Center and Job Center, an all-encompassing homeless Access Centers that provides daily meals, showers, clothing, case management, computer access, job training, housing navigation, and housing placement for approximately 170 clients per day.
- Built an industrial commercial kitchen capable of producing 2,000 meals per day.
- Opened five Thrift Stores that provide nearly \$2M of unrestricted income to the Mission.
- Oversee and manage an organizational staff of 175 individuals fulltime, and 125 employees seasonal.

continued...

SAN FERNANDO VALLEY RESCUE MISSION, Los Angeles, CA**2003 to 2009***Provided oversight of all aspects of a new rescue mission in the San Fernando Valley.***DIRECTOR**

Advanced Mission's strategic plan and ambitious agenda by executing on the vision, providing thought leadership, and overseeing all aspects of Mission operations while linking policy to practice. Developed effective working relationships with key leaders of city, state, and non-profit advocacy groups that were engaged in funding and advocating for supportive housing. Conducted local business development and fundraising campaigns in collaboration with the cross-functional Mission leaders. Monitored the supportive housing pipeline, engaged Public Housing Authorities, and continued implementation of supportive housing and rapid rehousing for families and individuals.

- Spearheaded and launched first Los Angeles area mobile shower program.
- Created a 100-bed mobile shelter and meal program.
- Established a local Food Bank and provided managerial oversight to two Thrift Stores.

EQUIFAX CREDIT BUREAU, Atlanta, GA (HQ)**2000 to 2003***Served as technical sales leader to help solve customers' critical authentication technology problems.***DIRECTOR OF AUTHENTICATION TECHNOLOGY**

Ensured the success of existing customers along with expanding the usage of company's technology by discovering additional use cases within customer organization. Collaborated with product management and engineering teams to align customer requirements to future versions and products. Identified prospective clients and customers with focus on strategically devising and delivering creative and complex authentication solutions. Developed and delivered compelling presentations and demonstrations, leading all aspects of the technical sales process.

- Marketed and sold real time authentication technology to telecom and internet-based companies.
- Received award for Leading Sales Producer.
- Provided ongoing support to large and mid-size companies utilizing new technology.
- Contributed to establishing new department within the organization.

SOMERISE CHRISTIAN FELLOWSHIP, Simi Valley, CA**1990 to 1999***Provided leadership and strategic oversight of the vision, direction, and operation of a 3,000+ member church.***FOUNDING AND SENIOR PASTOR**

Spearheaded short- and long-term strategic plans, and developed business plans and tactics necessary to realize the ministry's philosophy, mission, strategy, annual goals, and objectives in a manner consistent with the Church's principles and values. Oversaw operations for human resource, finance, operations, and created and maintained a sound, effective organization structure, developing the capability of the church for individuals.

- Established a new local Church that grew to over 3,000 attendees in first 8 years.
- Launched 5 new churches in first 7 years and oversaw a staff of 21.
- Managed an annual budget of \$2M+ inclusive of the facility, expansions, remodel, agency compliance, and vendor interfaces.
- Provided grief counseling and served as personal advisor to congregation members and families in crisis.

EDUCATION

BACHELOR OF ARTS, PASTORAL STUDIES*Life Pacific College, San Dimas, CA*

LAURIE CRAFT

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

Professional Summary

Extensive experience in people management and problem solving. Entrepreneurial leadership skills in launching new programs and enhancing existing programs. Detail oriented and creative in suggesting and implementing new solutions to enhance processes, procedures, and productivity. A team player but self-motivated. Able to create a cohesive team environment with a leadership style that promotes inclusion, transparency, amicable work environment.

Skills

- Exceptional Communication Skills
- Bilingual: fluent in Spanish
- Excellent Writer
- Attention to Detail
- Organized
- Effective Problem Solver
- Team Builder

Work History

Chief Program Officer 1/1/21-Present

Hope of the Valley Rescue Mission-North Hills, CA

- Oversee coordination, integration & delivery of all programs and related services
- Participate in development of new programming and responses to RFQ's and RFP's
- Work with executive team and senior leadership on strategic planning
- Work closely with finance department to budget and monitor programmatic operations
- Ensure delivery of qualitative and quantitative goals and outcomes of programs and services
- Determine staffing plans to achieve program goals and objectives, participate in hiring sr. leadership
- Interface and collaborate with government officials and community leaders
- Work with local community members to ensure successful program integration within community

Site Director, Help Center

Hope of the Valley Rescue Mission-Van Nuys, CA

11/1/15-12/31/20

- Managed staff, programs, and operations
- Coordinated all staff schedules
- Reviewed and tracked all data
- Managed implementation of contracts
- Participated in panels/public speaking
- Interfaced and maintained relationships with all partners/partnering agencies

STEPHEN MORSE

#032 Perdot Ave Rosamond Ca, 93360

661-664-9807

slbmorse@gmail.com

EXPERIENCE

DATES FROM 2017 - -PRESENT

JOB TITLE, CHIEF OPERATIONS OFFICER

HOPE OF THE VALLEY RESCUE MISSION

Oversee Day to Day operations for hope of the valley. Including over 18 facilities and industrial side of Business. Negotiating purchases and leases of property for Hope of the Valley. Helped grow company from 100 to over 300 employees.

DATES FROM 2011-2017

JOB TITLE, 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

MONTH YEAR

DEGREE TITLE, HIGH SCHOOL DIPLOMA THROUGH US ARMY

SKILLS

- Organized
- Good problem-solving skills
- Punctual
- Good negotiating skills
- Good Leadership skills

ACTIVITIES

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

Like watching Sports.

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



Margaret L. Cafarelli

Santa Barbara, CA | 1-805-252-9748 | marge@urbandevelopments.com | [linkedin.com/in/margecafarelli](https://www.linkedin.com/in/margecafarelli)

Summary

Seeking a leadership role where I can leverage my talents, experience, and moxie to make an enduring social impact while helping to shape progressive organizations that are committed to improving people's lives.

Impact

As an entrepreneurial real estate developer, I've raised equity and closed construction loans totaling over \$350M for mixed-use urban infill projects to make our communities more environmentally sustainable and livable. As a non-profit board leader at the Music Academy, I've helped raise over \$20M for sustainable infrastructure and special projects. With my wife Jan, we have done grassroots fundraising exceeding \$500k for causes dear to our hearts including, Every Mother Counts, Aids Lifecycle, Susan G Komen Foundation, and others. In May of 2022, we raised \$110 thousand dollars in support of our volunteer service feeding refugees through the World Central Kitchen at the Poland/Ukraine border <https://donate.wck.org/team/422024>.

Work Experience

FOUNDER AND OPERATING MANAGER, URBAN DEVELOPMENTS | 1997-PRESENT

Summary: In 1997 I formed Urban Developments to create vibrant communities, and I've worked exclusively on legacy projects that are LEED platinum or gold with respect to our environment. Recognized as a hands-on leader, I engage in every aspect of development from envisioning and site selection to financial investment, entitlement, architecture, planning and construction, through operation and sale. I invest with partners through different entities that are formed on a project-by-project basis. I am passionate about all facets of master planning and developing infill mixed use projects that incorporate high density residential with commercial and retail components.

Selected Accomplishments (other details available for 1997-2003)

- ♦ **Alma Del Pueblo 2008-2021 (sold 2014-2016) and the Santa Barbara Public Market (sold 2021)**
Led the investment and development team on a 1.5-acre site in downtown Santa Barbara to develop Alma Del Pueblo 37 residential condominiums (LEED Platinum), 3 commercial condominiums, and the Santa Barbara Public Market 19,500 sq foot food hall with 15 tenants under one roof (LEED Gold). A total of 27,500 sq feet of commercial was developed on the site. Project began in 2008.
- ♦ **The Mercer, Walnut Creek, CA | 2003-2008**
Urban Developments assembled and master planned a three-acre site in downtown Walnut Creek in partnership with Forca Trinity. The mixed-use project "The Mercer" received approvals in February of 2005 from the City of Walnut Creek for a General Plan Amendment and PD Rezoning for 181 residential condominiums and 21,000 square feet of ground floor commercial space. The Mercer was sold to Prometheus Real Estate Group and was completed in September 2007.

- **The Bond, Oakland, CA | 2006-2008**

Urban Developments collaborated with the Embarcadero Pacific Company to master plan "The Bond" 311 2nd Street, Oakland, California. The Bond is a 105 residential condominium project in the Jack London Warehouse District of Oakland, California. The project was completed in 2008.

- **Aqua Via, Oakland, CA | 2004-2006**

Urban Developments collaborated with the Embarcadero Pacific Company to master plan and develop "Aqua Via" www.aquavialiving.com. Aqua Via is a 100-unit, mixed use condominium project located in the Jack London Warehouse District of Oakland, California. Aqua Via was completed in June 2006.

Board Membership and Consultation

Music Academy (www.musicacademy.org) | 2008-2017, 2020-present

Since 1947, the Music Academy has been making a unique and enduring contribution to the world of music through its preeminent summer schools and festivals for gifted young classically trained musicians from around the world.

- Board Member, Chair of the Finance Committee and Chair of the Buildings and Grounds Committee (2020-present)
- Board Chair, Chair of the Executive Committee (2015-2017)
- Board Member (2008-2015)

Urban Land Institute, full member | 2006- present

Urban Land Institute Sustainable Development Council | 2006-present

Urban Land Institute Advisory Services Panel (University of Alberta at Edmonton South Campus) 2009

State Street Master Planning Advisory Committee (Santa Barbara, CA) | 2021-present

Community Environmental Council, Partnership Council (Santa Barbara, CA) 2012-2014

UCSB Economic Forecast Board (Santa Barbara, CA) 2012-2016

Education

STANFORD UNIVERSITY GRADUATE SCHOOL OF BUSINESS AND THE WOODS INSTITUTE FOR THE ENVIRONMENT | 2007

Executive Program in Business Strategies for Environmental Sustainability

ARIZONA STATE UNIVERSITY | 1976-1978

Marketing and Finance

Interests

Long-distance trekking (Camino de Santiago, Rota Vicentina), hiking, pickleball, golf, classical music, reading, architecture, and adventure travel combined with interesting food and libations

Abstract artist: <https://www.margecafarelli.com/>

FREYA ESTRELLER

Los Angeles, CA freyaestreller@gmail.com [Linkedin.com/in/freyaestreller](https://www.linkedin.com/in/freyaestreller) (323) 823-1246

SUMMARY

After launching and leading four successful food and beverage startups, I want to leverage my diverse entrepreneurial skill set and previous background in real estate development to help solve the affordable and homeless housing crisis in California.

REAL ESTATE EXPERIENCE

Better Dwellings: Acquisitions & Project Manager, Los Angeles, CA 2/2010 – 6/2011

Real estate fund focused on multi-family repositioning and property management

- Worked with small team to manage acquisition and development process from pro-forma creation/analysis to construction management to refinance for \$15 million real estate fund
- Added over 50 multifamily/SFH units to portfolio with average 20% IRR

Abode Communities: Project Management Associate, Los Angeles, CA 2/2007 – 2/2010

Non-profit real estate development, design and property management firm

- Worked closely with Project Manager to manage, build and secure multi-tranche financing for over 100+ multi-family units of affordable housing in the LA County area.

Ryan Homes: Project Manager/Sales & Marketing Rep., Northern Virginia 8/2004 – 2/2006

Top 10 National Homebuilder

- Supervised construction of 50 townhouse/SFH units within 2% budget variance and 100 day KRA
- Demonstrated model homes, conducted client needs analysis and pre-qualified clients for mortgage financing

CONSUMER EXPERIENCE

Tee Drops: COO, Los Angeles, CA 8/2017 - 2/2022

- Led company growth from \$400K to \$10M in revenue in four years and transformation from primarily B2B business to omnichannel brand with products sold D2C and at retail partners like Uncommon Goods, Whole Foods, and Cost Plus World Market
- Scaled business for growth and reduced COGS by 20% and OpEx by 15% by partnering with new co-manufacturers, 3PLs, suppliers, and vendors
- Implemented ERP software, reporting cadence and company, team and team member specific KPIs/OKRs
- Helped close \$8.4M in seed and series A funding

Future Gin: Co-Founder, Los Angeles, CA 2018 - Present

- Launched the first Female and Queer owned and operated gin with distribution in 6 states including CA and NY and presence in over 200+ accounts like the Four Seasons, Astor Wine & Spirits and Total Wine and More
- Closed \$240K in seed funding and raised over \$15K for various social justice causes
- Awards: Earned Silver Medal from San Francisco Spirits Competition in London Dry Gin category.

Ludlows Cocktail Co.: Founder, CEO, Los Angeles, CA, 2014 – 2018

- Launched CPG startup, introducing first-ever artisanal prepackaged craft jello shot line and premium cocktail products using top-quality ingredients, disrupting industry and producing 50% growth YOY
- Secured 200+ accounts in eight states with distributors including Whole Foods, Specs, and Total Wine
- Partnered with founders of Death & Co and Honeycut to launch bottled spritz cocktail line that was sold in 25+ high-end CA locations, including The Ace Hotel, Silverlake Wine, and The W Hollywood
- Awards: Earned Gold Medal from Wine and Spirits Wholesalers of America (WSWA) for Grapefruit Spritz and Silver Medal for Moscow Mule Jelly Shot

Coolhaus: Co-founder, COO, Los Angeles, CA 4/2009 – 12/2021.

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Los Angeles, CA freyaestreller@gmail.com [Linkedin.com/in/freyaestreller](https://www.linkedin.com/in/freyaestreller) (323) 823-1246

- Co-founded Coolhaus, a first-of-its-kind architecturally themed gourmet and all-natural dessert company famous for its ice cream sandwiches, increasing revenue from \$120K to \$10M in six years. Acquired by Perfect Day / The Urgent Company in December 2021.
- Defined brand vision, business plan, integrated marketing, and operational strategies, scaling business from two employees operating out of one food truck to 70+ employees with nine food trucks, two ice cream shops, and a CPG line selling 20+ products nationally and internationally across 5K retail doors.
- Led pivotal business and brand expansions, enabling the company to maximize CPG sales through distribution with Whole Foods, Sprouts, Walmart, and Kroger.
- Closed seed, angel, and series A financing, starting with \$10K of initial investment and building to \$4.3M.
- Created company wide operational standards and employee training manual, clearly defining expectations, company culture, and team incentives programs.
- Cultivated a high-energy, positive employee culture committed to public recognition and collaboration.

PRESS: *Bon Appétit, BuzzFeed, Cosmopolitan, E! News, Elle.com, Entertainment Weekly, Entrepreneur.com, Everyday with Rachael Ray, Fast Company, Food Network, Food and Wine Magazine, Forbes, Good Morning America, Goop.com, Huffington Post, Infatuation, LA Times, LA Weekly, Martha Stewart, NPR, NY Times, OK! Magazine, People, PopSugar, Refinery 29, Style.com, The Dr. Oz Show, Thrillist, Today Show, USA Today, Vogue, Zagat*

ACTIVISM AND OUTREACH

Public Speaking: Los Angeles, CA, 2016 – Present

- Deliver inspirational and informative speeches, serving as thought leader on topics related to entrepreneurship at venues including USC, UCLA, Smarty, Google, and TEDx.
- TEDx: "Female and Millennial Entrepreneurship: <http://bit.ly/freyaTEDx>

Youth Mentorship: Los Angeles, CA, 2013 – Present

Harvard-Westlake, 2015 – Present

- Recruited by top-rated private school to mentor middle and high school-aged students on entrepreneurship.

9 Dots Community Learning Center, 2013 – 2014

- Tutored students in grades two through eight in diverse subjects such as English, Math, Science, Social Studies, and Government three times each week at STEM-based after-school program serving students in underprivileged communities.

EDUCATION

Bachelor of Arts, Cornell University

Sociology, Minor: Business

Cum Laude

Honors: Robert Wertheimer Award for Best Senior Thesis

TECH SKILLS

Adobe Creative Cloud: Photoshop, Illustrator

CRM and Digital Marketing: META, Snapchat, TikTok, Google Ads, SEO, MailChimp, Hubspot, Canva, Gorgias

Ops, Sales & Finance: QBOnline, DEAR ERP, Slack, Trello, Amazon Seller Central, Shopify

MAC + PC

Google Workspace and Microsoft Office

MARC SABIN

608 Hampshire Street 🏠
San Francisco, CA
650.333.9581 📞
Marc.sabin@me.com ✉️

Skills

- Nonprofit Senior/Executive Leadership
- Management of complex human services contracts
- Multi-disciplinary Team development
- Fiscal oversight
- Program design/implementation
- Staff Development/building teams
- Collaboration and Collective impact
- Grant Writing
- Contract Negotiation

Areas of Experience

- Development of Interim Housing projects
- Homelessness
- Housing First model
- Street-based outreach program design and implementation
- Substance abuse treatment
- Recovery based Mental Health
- Whole Person Care
- Health Care for the Homeless
- Street-Medicine
- County based Collaborations
- Continuum of Care (CoC)
- Supportive Services to Veterans and their families (SSVF)
- Development and fostering of law enforcement partnerships
- Development and fostering of healthcare partnerships
- Shelter operations
- Permanent Supportive/Rapid Rehousing Housing

Experience

April 2022- Present

Chief Expansion Officer

DignityMoves

- Oversee development and expansion of Interim Housing Projects across the Western United States
- Develop relationships with State, City and County officials to encourage these entities to impart Interim Housing as part of the strategy to address homelessness
- Work with municipalities to develop robust direct client services within interim Housing projects
- Provide Evidenced Based Practices expertise to the DignityMoves team and its partners in the field of Human Service related to disenfranchised populations

December 2021- Present

Homeless Services Manager-contract

City of San Rafael, CA

- Liaison between City and local service providers to consult on the development of Homeless Service
- Collaborate with all City departments (police, fire, Department of Public Works) to ensure a smooth response to homelessness issues in the city

- Responsible for the implementation of Homeless Encampment Resolution processes
- Developed Requests for proposal for outreach and Interim Housing Projects

JUNE 2020 – December 2021

**Administrator/ Crestwood Behavioral Health
Lompoc, CA**

- Responsible for the oversight, startup, and ongoing service implementation for an 80-bed facility (80 staff) to serve adults with challenges related to severe and persistent mental illness
- Hired leadership team including clinical, nurses and support staff (maintenance, culinary, case management, psychiatrist, and medical contractor)
- Implemented a collaborative process for leadership team to be fully operational prior to program accepting first residents
- Facilitate relationships/communication with Santa Barbara and San Francisco Counties for contracted services
- Developed accountability process to comply with Department of Health Care – Mental Health Rehabilitation Center licensing requirement

APRIL 2020 – JUNE 2020 (TEMPORARY PANDEMIC RESPONSE ROLE)

**Senior Director, Emergency Services / Life Moves
Santa Clara and San Mateo County**

In response to the Pandemic

- Provide oversight and leadership for the development of Pandemic related services to homeless adults
- Created infrastructure for a 60-bed shelter in place facility
- Trained twenty inexperienced staff to support, case manage and address the safety concerns for sixty homeless adults with severe mental illness, substance abuse issues and complex health related problems
- Created structure for approximately one hundred motel rooms at three motels to house the most vulnerable and at-risk homeless adults
- Created structure for a 20 bed Covid+ motel site
- Developed relationships with vendors (laundry, medical vans, other homeless providers) to best meet the need of this high-risk population
- Liaison with Santa Clara County Homeless services in their role as funder for the Pandemic Response services

JULY 2012 – SEPTEMBER 2019

Senior Director / Life Moves

Santa Clara and San Mateo Counties, CA

- Provide strategic and programmatic (shelters and comprehensive outreach services) oversight for a large non-profit agency (two hundred employees) serving the needs of homeless individuals and families
- Execute direct programming and provide leadership for: regional outreach initiatives and non-site-based services for bi-county area, hospital initiatives (SB 1152), Rapid Re-Housing, Whole Person Care, Safe Parking Program, street-based outreach, permanent supportive housing, motel voucher program, transitional housing, supportive services to Veterans and their families, Health Care for the Homeless and emergency housing services
- Develop and implement programming to reach families in untenable housing situation
- Oversee development of complex programs and contracts valued at approximately \$4 million

- Inspired and led eight direct reports and fifty staff
- Initiate and manage relationship development with law enforcement, hospitals (medical directors/chief operating officers/medical social workers) and City and County government staff to develop relevant programming, and address constituents concern(s)

Director, Montgomery, and Julien Street Inn(s)

- Responsible for all efforts related to the oversight of two residential program which provide housing, comprehensive stabilization services including mental health treatment services to 156 single adults
- Directed a team of thirty staff to strengthen programs that focus on vulnerable populations with substance abuse, homelessness, and moderate to severe mental health issues
- Developed collaborations with multiple government entities to contract for service delivery in Santa Clara County
- Led efforts to integrate Policies and Procedures following the merger and acquisition of a Santa Clara County based organization

March 1998 – November 2011

Executive Director / Project Ninety, Inc. San Mateo, CA

- Developed structure and strategy to grow residential substance abuse treatment program from a budget of \$2 million to \$6 million
- Provided leadership of a multi-site organization with up to one hundred staff, and approximately twenty locations
- Executed strategies for revenue and facilities development, grant writing, budgeting, staff building, and creating programs with a focus on vulnerable populations with substance abuse, post incarcerate, homeless, gender specific and moderate to severe mental health issues
- Developed and formalized organizational structure
- Developed and implemented effective performance management processes, including performance evaluation program, individual development plans, and succession planning
- Oversaw the development of agency policies and procedures
- Developed and implemented compensation program for all staff
- Developed collaboration partnerships with multiple government entities to contract for service delivery in three counties
- Guided organizational transformation from "grassroots" operations to an evolved professional organization
- Successfully integrated substance abuse treatment services with mental health approach to become a co-occurring disorders capable provider
- Directed the implementation of standards to ensure compliance with all related government regulations
- Established the agency's commitment to evidenced-based practices to demonstrate the agency's fidelity to meet client's needs

Deputy Director

- Oversight of all staff and program activities
- Responsible for identification of revenue opportunities, grant writing, budgets, contract compliance and forecasting
- Directed all operational aspects of programs including state, county, and local compliance issues
- Transitional role prior to assuming Executive Director position

Adolescent Program and Development Director

- Directed all grant writing activities
- Designed and implement all adolescent programming activities
- Directed the implementation of standards to ensure compliance with all related government regulations
- Developed policy for adolescent residential and outpatient substance abuse programming
- Managed adult treatment readiness programming
- Built relationship with local school and juvenile hall administrations
- Created crisis communication procedures
- Supervised outpatient and residential program staff
- Served as the liaison with County of San Mateo Alcohol and Drug Administration
- Member of executive management team

February 1993 – March 1998

Homeless Outreach Program Director / Haight Ashbury Free Medical Clinics

San Francisco, CA

- Developed and directed an HIV/AIDS Harm Reduction and comprehensive street-based outreach and health program for homeless youth
- Coordinated all grant activity
- Responsible for a budget of \$600,000
- Implemented and monitored all behavior change modalities, including evaluations
- Developed and implement social marketing programs
- Collaborated with the City and County of San Francisco on HIV/AIDS research project

October 1988 - November 1990

Peace Corps Volunteer / United States Peace Corps, Lesotho, Africa

- Assessed energy need of local villages in the rural areas
- Disseminated information regarding the use of alternate energy sources
- Designed a solar cooker and facilitated workshops to demonstrate its use and effectiveness
- Instructed high school students in English and commerce
- Served as a liaison between projects, consulates, health clinics, and various development agencies in Lesotho

Education

Bachelor of Arts, Public Relations / San Jose State University

Jeff Spahr

310.773.6487

jspahr671@gmail.com

Ventura, California

Career Summary:

- Multi-dimensional building industry professional with exposure to new construction, design-build, remodeling, rehabilitation, development, tenant/capital improvement, retail interior, and energy efficiency upgrade projects in high-rise/mixed-use/multi-family/shell and core, commercial, residential, 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 costing/budgeting/value engineering, recruiting/training, scheduling/tracking, material procurement/ field activity direction, coordination/supervision, safety, permits and close-out.
- Passionate for the construction industry and real estate development processes and excited about the prospect of joining a team that feels the same way.
- Specialized knowledge of construction and the communication skills needed to translate principles, practices and outcomes in expanding regions via remote and in-person processes.

Profile of Leadership and Qualifications:

- Confident and capable manager, reliable source for direction.
- Adept at establishing and sustaining rapport.
- Construction site environment conversational Spanish.
- Systems and department leader, on-boarding and training.
- Computer Excellence: MS Office, Procore, Salesforce, Oracle

Education and Certifications:

- Bachelor's Degree, Business Management
- Licensed California General Contractor
- LEED Green building accredited
- Certified in Procore & Microsoft Office
- OSHA 10, 30 Certified

Employment History:

- Petersen Dean Roofing and Solar, Division Manager** **2018 - 2021**
 Responsible for the business unit with proven successes in controlling cost and assurance of profitability. Tasked to launch and grow the region as a "start-up" in the six new counties from Los Angeles to San Luis Obispo that were previously out of reach to the existing Orange County division. Serviced some of the largest new home builders in the US with roofs and the installation of solar systems. Worked with commercial builders in both new construction and re-roofing and renewable energy projects.
- Phoenix Construction & Management, Senior Project Manager** **2017 - 2018**
 Took the lead of day-to-day staffing and operations. Developed detailed financial reporting protocols to ownership re: labor forecasting and schedules. Working with strictly union sub-contractors, this lead to minimized overhead and maximized profit margin all while advancing and growing client relations.
- Steelwave LLC, Senior Project Manager (formerly Legacy Partners Inc.)** **2007 - 2017**
 Recruited to assemble and grow a new region in Southern California. Based in the Bay Area, Steelwave Inc. specializes in the acquisition, repositioning and land development of commercial, mixed use and industrial property. Responsible for multiple capital/tenant improvements projects simultaneously in a region including more than 10 buildings. Managed all aspects of the region, including staff, acting as owner's representation in outside projects, office staff recruitment and training. Requests For Pricing, budget development and adherence, value engineering strategies, contracts, design, permits and close-out documentation. Trained to manage and implement OSHA safety program, consistently achieved or exceeded goals for on-time delivery, service and profit.
- Spahr Construction Company, Owner** **1998 - 2007**
 Started, developed and operated a GC firm. Began in high-end residential remodeling and transitioned into commercial tenant improvement projects and ground-up land development work. Servicing a group of repeat customers, grew the firm skillset to include shell and core, renewable energy and restaurant work. Developed a successful business strategy, cost management plans, project schedules and completion timelines.

Bio for Elizabeth Funk

Chief Executive Officer

DignityMoves

Elizabeth Funk is the CEO of [DignityMoves](#), a nonprofit she co-founded together with several fellow members of YPO to address the crisis of homelessness in the United States. DignityMoves works to end street homelessness in our communities by building interim supportive housing with rapid, cost-effective, scalable solutions.

Elizabeth was one of the early pioneers in impact investing. She founded the Dignity Fund in 2004, one of the first for-profit funds mobilizing investment capital for the microfinance industry. She later created [Dignity Capital](#) to continue her impact investing efforts. For several years she served as Chairman of the Board of [Unitus](#), one of the world's most innovative microfinance accelerators. Since that time, she has been a tireless advocate for the impact investing movement, serving as a fund manager for several impact funds, a mentor to social entrepreneurs, and an angel investor. Most recently she served as the Senior GP at [Dev Equity](#), an impact fund investing in economic development in Latin America. About half of Dev Equity's portfolio is invested in low-income housing in impoverished regions across Honduras, Panama, and Ecuador. Elizabeth started her career as a Product Manager for Microsoft Word and on the founding team of Microsoft Office. She joined Yahoo! as one of the earliest employees, and was a co-founder of Yahoo! Shopping, among other Yahoo! services. Elizabeth was responsible for business development and strategic planning for services such as Yahoo! Finance, Search, Auctions, Greetings, Travel, and others. Elizabeth was President and CEO of CML Global Capital, a publicly traded investment conglomerate based in Canada. She is an active member of [Young President's Organization](#) where she served on the International Board, co-founded the impact networks, and now chairs the YPO Impact Investing Initiative. She is a member of [Tonik](#) (an impact investors network) and [Battery Powered](#), among many other impact-focused organizations. Elizabeth holds an undergraduate degree in International Relations and Economics with Honors from Stanford University and an MBA from Harvard Business School as a Baker Scholar. She is a proud single mother of two children and lives in San Francisco.


Section F



**Financial Capacity and
Cost Effectiveness**

Financial Capacity and Cost Effectiveness

Development Budget

		Client Name: City of Thousand Oaks Address: 1205 Lawrence Dr. Job Name: DMCTO Date: November 3, 2022 # of Units: 32	
GC COSTS & FEES			
Earthwork, Grade & Asphalt	\$	228,385	
Allowance for Utility Connection Fees	\$	25,000	
Site Concrete	\$	114,031	
Site Improvements	\$	486,119	
Steel	\$	26,375	
Carpentry & Millwork	\$	81,992	
Thermal & Moisture Protection	\$	8,872	
Roofing	\$	29,818	
Painting	\$	3,335	
Specialties	\$	17,550	
Modular Assembly	\$	148,351	
HVAC	\$	12,381	
Plumbing	\$	9,090	
Electrical	\$	219,890	
SUBTOTAL GC COST:	\$	1,987,070	
Site Cleaning (Final)	\$	7,540	
General Conditions	\$	235,804	
Overhead	\$	152,502	
SUBTOTAL GC COST & FEES:	\$	2,382,916	
Contingency 10%	\$	238,292	
TOTAL GC COST, FEES & CONTINGENCY:	\$	2,621,208	
SOFT COSTS			
Design	DESIGN COST - DD, CD & Consultants	\$	355,000
Fee Allowances	CITY DEVELOPMENT & PERMITS 2%	\$	74,680
	SCHOOL FEES 2%	\$	49,767
Modular Units	Residences	\$	639,447
	Restrooms & Laundry	\$	224,086
FF&E	Appliances	\$	2,500
	Window Blinds	\$	1,000
	Fire Extinguishers	\$	1,000
	Landscaping / Planters	\$	5,000
	Outdoor Furniture	\$	5,200
	Signage	\$	3,500
TOTAL SOFT COSTS, Design, Fees, Units, FF&E:	\$	1,361,199	
TOTAL DIGNITYMOVES BASE PROJECT COSTS:			
SUBTOTAL GC COSTS, FEES & CONTINGENCY:	\$	2,621,208	
SUBTOTAL SOFT COSTS:	\$	1,361,199	
DIGNITYMOVES ADMINISTRATIVE FEE:	\$	400,000	
TOTAL DM CONSTRUCTION COST:	\$	4,382,407	
ALTERNATE ADDS (Fees Included):			
Added Services	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
EXPANSION TO 60 UNITS (second mobilization)	GC Cost	\$	937,372
	Design Cost	\$	25,000
	Modular Cost	\$	402,372
	Development Cost	\$	75,000
CONCRETE TRASH CAN ENCLOSURE per appendix B	Concrete slab, curbs, CMU walls	\$	51,600
	Gates, Posts, Roofing	\$	
UPGRADE CEDAR FENCE TO Proto II VARI	Deduct Cedar Fence, Add Proto II Wall (wall)	\$	89,478
UPGRADE ACCESS ROAD/DRIVEWAY TO ASPHALT	Deduct Crushed Stone, Add paving (Proto)	\$	15,931

Financial Capacity and Cost Effectiveness

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	
Personnel	Pay Rate	Pos. Yr Wage	FTE	Total Wages	FTE	Total Wages
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
Total				\$ 344,760.00		\$ 497,224.00
Fringe Benefits (22%)				\$ 75,847.20		\$ 109,389.28
Total Personnel Cost				\$ 420,607.20		\$ 606,613.28
Operational	Rate	\$ of staff/ meals	Total Cost		Total Cost	
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
Total Operational Costs				\$ 311,317.00		\$ 326,117.00
Total Personnel Cost				\$ 420,607.20		\$ 606,613.28
Total Operational Cost				\$ 311,317.00		\$ 326,117.00
Admin - 10% of Direct Expenses				\$ 73,192.42		\$ 93,273.03
Total Program Expenses			\$	805,116.62	\$	1,026,003.31

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

Client References 1 -Many Mansions

David Rowlands, City Manager
City of Fillmore | 250 Central Avenue, Fillmore, CA 93015
805-524-3701 | 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

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
Marsellian, Zarah
Mazen, Mackenzie
Megaffin, Sister Lisa
Moravec, Nancy
Palao Da Costa, Patricia
Perry, Douglas
Petty, Jerry
Secrease, Tina Marie
Soltow, Chris
Walpert, 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



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

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

Main Office

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Legal Form

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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
Marsellian, Zarah
Mazen, Mackenzie
Mogaffin, Sister Lisa
Moravec, Nancy
Palao Da Costa, Patricia
Perry, Douglas
Petty, 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



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
Marsellian, Zareh
Mazen, Mackenzie
Mogaffin, Sister Lisa
Moravec, Nancy
Palao Da Costa, Patricia
Perry, Douglas
Petty, 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
BUILDING HOPE

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 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

HOPE OF THE VALLEY
HOPE OF THE VALLEY

Main Office

16641 Roscoe Place

North Hills, CA 91343

P: (818) 392

F: (805) 497-1305

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.

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Benefit Corporation

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

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

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

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

HOPE OF THE VALLEY
BRIDGE HOUSING

Main Office

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

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.

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Benefit Corporation

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

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

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



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 c San Francisco through Completion



Main Office

2406 Bush Street
San Francisco, CA 94115

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.

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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)

Board of Directors

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

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)

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

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Benefit Corporation

Board of Directors

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



Section I



Additional Information

Letter of Support



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 R. Hansen, Immediate Past Chair | Leah Lakayo, Secretary | Veronica Quintana, Treasurer
Mary Chase | Geoff Dean | Jack Edelstein | John Kearney | Catherine Sepulveda | Venkat Yepuri
Vanessa Heitner, President & CEO | Marlene Oliver, Vice President & CFO

4001 Mission Oaks Blvd, Suite A | Camarillo, CA 93012 | Office: 805.988.0196 | 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. Leinen (Chair) / Scott P. Hansen, Immediate Past Chair / Leah Lutzko, Secretary / Veronica Quintana, Treasurer / Meryl Chana / Geoff Dean / Jack Edelstein / John Kearney / Catherine Sepulveda / Vincent Yipuri / Vanessa Escobar, President & CEO / Bonnie Giles, Vice President & CFO

4001 Mission Oaks Blvd, Suite A | Camarillo, CA 93012 | Office: 805.988.0196 | www.vccf.org

Section J



Required Documents

WAIVER FOR ELECTRONIC SUBMISSION OF PROPOSALS FORM

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


I, Rick Schroeder, am submitting a proposal on behalf of Many Mansions 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  am authorized to sign this document on behalf of the above-named company.

Name and Title

11/01/22
Date

NON-COLLUSION AFFIDAVIT FORM

Navigation Center for Persons Experiencing Homelessness

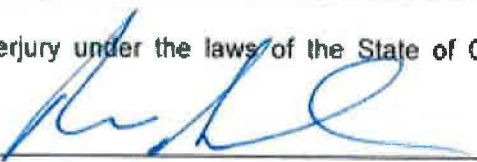
TO BE EXECUTED BY PROPOSER(S) AND SUBMITTED WITH PROPOSAL

I, Rick Schroeder, hereby declare as follows:

I am President of Many Mansions 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 Rick Schroeder

Title President

Organization Many Mansions

Address 1259 E. Thousand Oaks, CA 91362

NON-COLLUSION AFFIDAVIT FORM

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 

By Name Ken Craft

Title Founder and Chief Executive Officer

Organization Hope of the Valley Rescue Mission

Address 11641 Roscoe Pl., North 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/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.


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 15:45:01)

Founder and CEO

Name and Title

10/25/22

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:	CBJCHBCAABAAyj-ndKC63MGJdQPibWroulrmn742Ra

"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
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 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
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 Email viewed by elizabeth@dignitymoves.org
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 Signer elizabeth@dignitymoves.org entered name at signing as Elizabeth Funk
2022-11-04 - 7:45:32 PM GMT



Adobe Acrobat Sign

 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



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