



**City of Seattle
SEATTLE HUMAN SERVICES DEPARTMENT**

**Transitional Encampment Program for Homeless Adults
Transitioning from Tents to Self-Sufficiency**

The Seattle Human Services Department (HSD) is releasing a Request for Investment (RFI) to initiate a time-limited, City-sanctioned, transitional encampment program that will operate for a two-year period at a single site owned by the City of Seattle. The primary purpose of the program is to provide services designed to build independent living skills, increase participant income, and help move people on a path to self-sufficiency and stable housing. The residents will gain life skills, community support and access to services intended to help them successfully and permanently make the transition out of homelessness.

The need to create a transitional encampment program speaks to the challenges our city faces in building healthy communities for all our residents. The success of this program requires robust **Community Connections**, active **Community Engagement**, and a strong model for **Mutual Governance** with residents and management at the transitional encampment site.

The City of Seattle has a responsibility to ensure that City-funded programs respect diversity and provide choices for all the individuals who seek assistance to meet basic needs, connect to support services and gain access to housing. The City also has a responsibility to provide the opportunity for those in need, and neighborhood and community members to engage with each other and work collaboratively to identify problems and to develop effective, creative solutions.

I. BACKGROUND

The City of Seattle has a long and successful history working in partnership with community agencies that provide shelter and supportive housing for people who are homeless. The City invests in nonprofit agencies to fund a continuum of services that include emergency beds in year-round shelter programs, services at day centers, and affordable housing with supportive services. The proposed transitional encampment program is a new and distinct model intended to complement the City's current investments and strategies that are part of the Ten-Year Plan to End Homelessness.

Shelters cannot accommodate all the needs of individuals who are homeless in our community. On any given night, the number of people who are without shelter exceeds the number of beds in our emergency/transitional housing system. In January 2011, during a one-night count of unsheltered individuals, there were at least 1,753 people who were without shelter and sleeping in alleys, doorways, greenbelts, and other outdoor locations throughout Seattle.

In August 2010, Mayor Michael McGinn created a Citizen Review Panel on Housing & Services for Seattle's Unsheltered Homeless Population. The Review Panel found that well-managed encampments provide a safe alternative to living on the streets, however the requirements that encampments must move at least every 90 days make it difficult for residents to gain an ongoing sense of stability in their lives. The nomadic nature of encampments makes it more difficult for residents to focus full attention on steps needed to gain access to resources and build on the strengths and skills that will permanently end their homelessness.

The Review Panel recommended that the City of Seattle offer available property to allow a sanctioned encampment to meet the immediate survival and safety needs of individuals in our community who are unsheltered. It also strongly recommended that the encampment provide residents with information and access to services for finding jobs, housing, and health care.

Encampments are not a permanent solution for ending homelessness. The City of Seattle maintains its commitment to increasing access to affordable, permanent housing as a primary strategy for preventing and ending homelessness. Providing services that connect people to jobs, health care, community and mainstream support is a primary component for assisting households to achieve long-term housing stability and maximum self-sufficiency.

II. SCOPE OF WORK

The Seattle Human Services Department (HSD) is initiating a program to create a time-limited, City-sanctioned, transitional encampment program that will operate for a two-year period at a single site owned by the City of Seattle. The primary purpose of the program will be to provide services designed to build independent living skills, increase participant income, and help people move on a path toward self-sufficiency and stable housing.

HSD is issuing a Request for Investment (RFI) to select an agency responsible for operating a **transitional homeless encampment** program. The agency will be responsible for property management with residents, delivery and coordination of on-site services, program fund development, and client data reporting. The scope of work includes the following summary. Greater detail is provided in subsequent sections of the document.

Site Operation and Management:

The selected agency will provide overall management to ensure that the project site maintains health and safety standards while providing a supportive environment to assist residents to develop skills and access the resources needed to obtain and maintain stable housing.

Enrollment and Data Collection:

Enrollment for the program will be a welcoming process that supports individuals and helps the program management and service support teams to establish a level of trust and rapport with residents. The process of building a relationship with residents will enhance assessment of residents in their current situation while providing data that will help the City effectively address challenges and solutions to homelessness in this region.

Self-Sufficiency Advocacy Support:

The contractor will staff “self-sufficiency advocates” who will build relationships with residents and provide assistance in helping individuals to create personal plans to access the resources and develop the skills necessary to obtain and maintain stable housing.

Service Coordination:

The contractor will partner with other organizations to expand on-site service access. It is expected that on-site services will include health information and services; benefit assistance; employment assistance; housing assistance; financial management information and support; meal service; literacy/training referrals or direct support.

Mutual Governance Model:

The contractor will work with residents and with the City to develop a framework that provides residents the opportunity to participate in the development of policy and programming. The framework will ensure that residents participate in governance and contribute to the security and maintenance of the site.

Community Connection Engagement and Responsiveness:

The contractor will be responsible for maintaining open communication with neighbors and ensuring compliance with neighborhood agreements.

Project Conclusion Strategy:

The City-sanctioned encampment project is a temporary strategy. The contractor with the City, the resident governance body and community partners will implement a plan to conclude the program after 24 months.

III. PROGRAM DESCRIPTION

A. The City of Seattle will support the transitional encampment program with financial, in-kind and technical support. The City will provide capital and operating investments to include the use of the City-owned property and public utility costs. The annual Human Services Department program investment is \$202,161 per year for two years.

Additionally the City will provide technical assistance and staff resources to support the development of the Mutual Governance Structure, data management support through the Safe Harbors Homelessness Management Information system, and referrals for partnerships to improve access to services and program assessment.

B. Program Term:

The program term will begin on September 1, 2011. The encampment program will operate at the site for a time-limited period of up to two years, subject to terms and conditions of funding contracts, permits, and agreements between the contract agency and the City of Seattle. The program will conclude August 31, 2013.

C. Transitional Encampment Program:

The transitional encampment program will provide a safe outdoor location for people who are unsheltered by creating a temporary community that is supported with human services, community engagement, and movement to stable housing. Occupancy at the transitional encampment site will not exceed 100 adult residents.

Transitional encampment residents will be individuals who lack the resources to immediately access stable housing. The program will provide case management to assist its residents to access services, gain skills and resources to successfully and permanently transition out of homelessness and into stable housing within 12 months.

The program will include formal intake of individuals who are homeless to identify strengths and needs, and connect them to services. Residents will create a transition plan, set and achieve individual goals to address and eliminate the barriers that prevent them from realizing greater self-sufficiency and stability in their lives. Transitional encampment residents will receive services and participate in program management activities that are designed to build independent living skills, increase income, and promote health and well-being to achieve greater self-determination.

D. Mutual Governance and Management:

The City will require the transitional encampment contractor to work with residents to develop and implement a mutual governance management model for site/program operations in which residents are active in contributing their time and talents to work on the day-to-day management of the transitional encampment site and the community in which they live. A mutual governance/management approach creates a shared power and decision making structure where residents adopt and enforce policy, establish governance committees, assist with security and property maintenance, teach classes and support their peers. These experiences are intended to promote balanced and shared power, and skill development in conflict resolution, communication and leadership.

E. Community Engagement and Connections:

The City and its contractor will reach out to community members, partners and stakeholders to establish relationships, build trust, and seek commitments from neighbors, community organizations and businesses to work together to identify and solve problems in creative and collaborative ways. All voices in the community will be heard and valued. Neighborhood and community partners may serve meals, donate in-kind / resources, and provide enrichment, employment and other opportunities for residents. Transitional encampment residents will seek opportunities to participate and contribute to the community.

The transitional encampment program and its residents will promote an ongoing dialogue with neighbors/community stakeholders, and the City of Seattle to ensure that anyone who wants to be involved in discussions can contribute in meaningful ways. The contractor will also work with the host neighborhood and other service providers to provide information and service referrals to connect homeless, unsheltered residents in the neighborhood who are not living in the transitional encampment with continuum of care services.

1) *Community Outreach Services:*

The contractor will work with social service agencies that are providing outreach and engagement services to unsheltered homeless individuals. The transitional encampment staff will make efforts to connect outreach services to unsheltered individuals identified by host community/business members.

F. Individual Engagement and Supportive Services: Advocacy staff, residents and community providers will work in concert to provide tangible support (i.e., meals, obtaining driver's licenses, accessing benefits) and encouragement to assist residents in realizing success and overcoming obstacles to personal empowerment and housing stability.

G. Transitional Encampment Site:

The "Sunny Jim" transitional encampment site is located in the SoDo district of Seattle at Airport Way South and South Adams Street. The site is located on the northern end of the property. The transitional encampment site is defined by a level, concrete pad which covers an area of approximately 20,000 square feet. The area will accommodate a maximum of 100 individuals who are homeless and residing in tents.

Amenities: A 28' x 66' trailer facility will provide space for on-site program services and offices for the transitional encampment management/operations and self-sufficiency advocates/visiting social service providers. The trailer will be equipped with a small kitchen for serving donated meals, two showers, two washer/dryers, storage lockers, and restrooms.

H. Populations to be Served:

The program must serve homeless persons who do not have primary indoor shelter and are homeless because they lack the resources and support networks necessary to sustain sufficient income and stability to obtain and remain in housing.

- 1) The transitional encampment will allow adults who are 18 years of age and older as residents.
- 2) Children under the age of 18 years will not be allowed to stay overnight at the transitional encampment, except under exigent circumstances and for no longer than 24 hours. If a child, either alone or accompanied by a parent or guardian, attempts to stay at the encampment, the Seattle Police Department and the Washington State Child Protective Services (Department of Social & Health Services) will be contacted immediately, and the contractor will assist with locating alternative shelter for the child and any accompanying parent(s) or guardian(s).

- 3) Vulnerable populations: The program will find suitable indoor shelter or alternate placement for transitional encampment residents who are considered highly vulnerable, including women who are pregnant and persons with severe disabilities and/or chronic health conditions.

I. Process:

1) *Request for Investment (RFI) Process*

HSD is releasing a Request for Investment to select a contractor responsible for operating the transitional encampment program. The RFI process will be an open public process with clearly defined investment results. The RFI process will identify and award a contract to an organization(s) that demonstrates the capacity to succeed in achieving the desired results/outcomes.

2) *Eligible Applicants:*

Under the RFI, an eligible applicant for the transitional encampment program must meet the following criteria:

- a) Applicant has been incorporated and operational as a nonprofit 501(c)(3) organization providing services to homeless persons prior to January 1, 2009. However, agencies that have been providing services continuously to homeless persons under the auspices of another incorporated 501(c)(3) organization(s) prior to January 1, 2009 and have since obtained their own 501(c)(3) status may be eligible for funding under this RFI.
- b) Applicant has no current or past contract non-compliance, non-performance, suspension, or termination, or other adverse audit findings with the City of Seattle or any other public funding source in the past five years.
- c) Applicant must attend the mandatory RFI bidder's conference.

IV. PROGRAM ACTIVITIES

HSD will work with the contractor and provide technical assistance to support the success and effectiveness of the transitional encampment program. HSD will review program service and management plans, operating budgets, fund development plans, neighborhood notification and good neighbor plans during the RFI process, at contract negotiation, and during program operations. The contractor will be required to submit plans and updates on a regular basis, according to schedules set by HSD in contract agreements.

A. Contractor Responsibility for Basic Services:

The contractor will be responsible for ensuring efficient oversight during all hours of operation to include maintenance of restroom, kitchen and laundry facilities, ensuring proper health and safety practices are followed regarding food handling, and storage of personal items and that cleaning and disinfectant products are stocked and properly used.

Program services to be provided during business hours defined by the contractor will include: (a) provision of information and referral services; (b) provision of or referral to showers, laundry and secure accommodations for residents to store personal belongings during their stay; (c) provision of or referral to food service; and (d) provision of or referral to crisis intervention services.

When the transitional encampment reaches a maximum capacity of 100 residents, the contractor will refer any new applicants to other shelter and service programs.

B. Transitional Encampment Program and Site Management:

1) *Operating Budget:*

The contractor will develop an annual operating budget for the program that will be reviewed and approved by the City of Seattle. The budgets should include all revenue sources

committed and anticipated for the program and any plans for fundraising. An operating budget will be required in the RFI proposal. The operating budget will be approved by HSD and included in the contract.

2) **Leveraged Resources/Fund Development Plan:**

HSD has an expectation that City funding for services and operations will leverage other public and/or private resources. The contractor will be required to secure non-City financial and in-kind resources to support the transitional encampment program and its operations.

The proposed budget for the program assumes that the contractor will contribute its own resources to provide staff support to oversee City-funded case management staff. The contractor will need to cover administrative overhead for the program and raise any additional funding required to support the program (at least 10% of the operating budget).

HSD will require the contractor to submit a Funding and Resource Development Plan which outlines milestones and a schedule for leveraging other funding. The plan will be required in the RFI proposal. A final plan will be approved by HSD as part of the contracting process.

3) **Management Plan:**

The contractor will assume responsibility for management, maintenance, operations, and security at the site, including enforcement of procedures and protocols for the safety and welfare of the residents, staff and volunteers at the transitional encampment.

The management plan will describe how the program will be operated using a mutual governance model, the goals and plans for connections with community resources/volunteers; and plans for on-going community engagement. A management plan will be required in the RFI proposal.

The City of Seattle will review and approve a management plan as part of the contracting process. The management plan will make provisions for site/program operations including security, enforcement, evacuation, accessibility, fire prevention and other standards appropriate for health, welfare and safety. The plan will also include a resident code of conduct, resident rights, and a grievance policy.

4) **Good Neighbor Policy:**

The contractor will comply with HSD Community Notification and Good Neighbor Agreement requirements. The contractor will develop a Good Neighbor Policy and Agreement. The agreement will include plans for regular meetings with local residents/businesses, community groups and law enforcement; and procedures for addressing resident and neighborhood concerns. The contractor shall provide 24-hour contact information to neighboring community members.

The contractor will ensure a healthy environment for all residents by completing criminal history background checks for crimes against persons. This will be completed as part of the intake and assessment process within the first 7 days.

All residents are expected to be good neighbors. During the enrollment process potential residents will receive an orientation that includes clearly defined expectations of conduct. Residency is contingent upon agreement to the expectations. The contractor and the governance body will be responsible for providing support to residents to ensure that they are successful in meeting the expectations of conduct. Residents who are unable or unwilling to maintain their commitment will not be allowed to remain at the site. In the event that residency is terminated, the contractor will follow procedures to ensure that the individual is connected to appropriate services.

C. Service Coordination and Collaboration:

1) ***Advocacy and Self-Sufficiency Solutions:***

The transitional encampment residents will establish personal goals and create Individualized Self-Sufficiency Plans (ISP) with assistance from a self-sufficiency advocate. Advocates will develop a level of trust and build positive rapport with residents as they take a holistic approach in support of residents in the transitional encampment program.

Self-sufficiency advocates will be dynamic staff who supports each resident's goals through services that extend beyond information and referrals. Residents will develop organizational and life skills in areas such as financial education, accessing benefits, locating appropriate employment, time management, and securing stable housing. Advocates may also assist residents with identifying long-term goals, such as returning to school for further education, repairing family relationships.

The self-sufficiency advocates' ability to engage residents in building trusted and supportive relationships will be a critical component to assist homeless individuals in transforming from living in a crisis and survival to self-sufficiency. Through frequent individual and group meetings, residents will enhance their confidence and move toward becoming independent.

Self-sufficiency advocates will help each individual or household who stays in the transitional encampment for seven days in a 30-day period develop goals and identify resources to move people along a path out of homelessness. Areas of this assessment may include housing, financial, employment services, family, safety, medical, legal, psychological/emotional, social/recreational, spiritual/cultural, vocational/educational, transportation, veteran status, and others, as appropriate.

2) ***Collaboration and Referrals:***

The contractor will work with other social service, community and nonprofit agencies and will provide referrals to shelter, transitional/permanent housing, hygiene and day centers, medical/dental/mental health services, chemical dependency treatment, and employment.

The contractor will work closely with other transitional entities to ensure appropriate housing is made available to women and children who are at the transitional encampment within the first 24 hours of arrival to the encampment.

The contractor will build partnerships with local homeless service and housing providers, and develop Memorandum of Understanding (MOUs) to further ensure that services are available to respond to the comprehensive needs of clients, with special attention to the unique needs of vulnerable populations.

D. Reporting and Evaluation:

HSD requires a high level of reporting, transparency and accounting for program services and funding from contractors receiving City funding. The transitional encampment contractor will be required to adhere to all data collection and reporting requirements with accuracy and timeliness.

HSD will use program data and reports to evaluate the transitional encampment's performance as well as to inform strategies to enhance program operations, and to develop plans for wrapping up the program and successfully exiting residents to stable housing.

1) ***Homeless Management Information System (HMIS) Participation:***

The contractor will be required to enter client and program data in Safe Harbors HMIS. The program will be expected to provide universal data elements necessary for Seattle to comply with federal funding requirements. Client data will be entered directly into Safe Harbors in real time. Payment may be suspended if client data collected is not accurate and entered in real time.

2) ***Program Reporting Requirements:***

In addition, the contractor will be required to submit monthly invoice forms, monthly status reports, and an annual performance report. Results from the monthly and annual performance reports will be evaluated by HSD and may result in required programmatic changes. Failure to provide complete, accurate and timely information may result in payment suspension.

3) ***Program Plan Assessment:***

The contractor with residents will work collectively with HSD in examining and evaluating current contract deliverables as well as the effectiveness of overall program plan. This assessment of the program plan will occur on a quarterly basis and will include feedback and suggestions from the community, residents, and contractor's staff regarding the success and viability of the program.

HSD will assess and evaluate the transitional encampment's performance to inform strategies to enhance program operations and to develop plans for concluding the program and successfully exiting all residents to stable housing.

E. Program Conclusion Strategy

Given the time-limited nature of the program (24 months) and the intention to move people into housing, the RFI will include a proposal to conclude the program. The proposal will include clear milestones to transition all program participants out of the program within 24 months.

V. PROGRAM PERFORMANCE OUTCOMES

The goals of the transitional encampment program are to help participants (a) obtain and remain in stable housing, (b) increase their skills and income, and (c) achieve greater self-determination. During the program year, the contractor will be required to meet program *performance outcomes and milestones toward these goals*

A. Program Enrollment, Assessment and Self-Sufficiency Advocates:

- 1) Homeless participants complete interviews within seven days.
- 2) Residents attend an orientation session.
- 3) Participants create an individual self-sufficiency plan (ISP) which includes specific, measurable goals to obtain stable housing and increase income within 15 days of program entry.

B. Skills and Income:

- 1) Participants engage in activities such as education, employment, or volunteer opportunities that build skills and experience and increase the income potential of residents.

C. Housing Placement Outcomes:

- 1) After 90 days of program entry, residents will take actions toward obtaining stable housing.

D. Residential Stability:

- 1) Residents will move from the transitional encampment into stable housing within 12 months of program entry.

E. Verification and Documentation:

- 1) Client data will be recorded in HMIS with data accurately entered into the system within seven days of entry to the program.

PROGRAM DELIVERABLES

PROGRAM ENROLLMENT and SELF-SUFFICIENCY GOALS

100% New residents complete interviews within 7 days

- 100% of all transitional encampment households will complete program application/intake and receive program stay requirements within 24 hours of arrival.
- 60% of all participants meet with self-sufficiency advocate to begin assessing the participant's individual's needs and personal strengths within 7 days of arrival.

95% Residents Attend an Orientation Session

- 95% of the new residents receive information about encampment operations, rules, rights, and services within 24 hours of arrival.
- 80% of the residents attend regularly scheduled site meetings designed to enhance skills and promote self-sufficiency.

65% of participants create an individual self-sufficiency plan (ISP) after 15 days of program entry which includes specific, measurable goals to obtain stable housing and increase income. 95% of participants will create ISP after 30 days of program entry.

- Self-sufficiency advocate and resident identify support networks, including familial/community supports.
- Self-sufficiency advocate explores housing eligibility barriers: debt, rental history, criminal background.
- Self-sufficiency advocate and resident identify strategies to overcome housing barriers payment plan, treatment, transitional housing.
- Self-sufficiency advocate assesses benefits eligibility and identifies application process
- Self-sufficiency advocate coordinates service referrals to Mental Health, Chemical Dependency, Health Care, as needed.

SKILLS and INCOME

90% Residents move toward greater self-sufficiency (securing permanent employment, stabilizing income, etc.)

- 70% of all individuals who do not already have mainstream benefits will apply for mainstream benefits (which include Medicare, Medicaid, County Mental Health Services, Veterans Benefits, SSI, SSDI, Food Stamps, etc.) through the assistance of the program after 60 days of entry into the program.

- 80% of all individuals who are employment capable will be referred to either employment skills training or employment opportunities after 30 days of entry into the program.

100% Residents will engage in community voluntarism, employment or education opportunities that build social and life skills

- 75% of residents spend at least 15 hours/week in paid or volunteer work, a training program, or enrolled in classes for a GED/vocational/college credits.

- 100% of residents participate in organized activities/job duties to support encampment operations and governance.

HOUSING PLACEMENT OUTCOMES

65% Residents take actions toward obtaining stable housing after 90 days of program entry.

- 70% Residents open permanent housing savings accounts after 90 days of program entry.

- 75% of residents who do not have any active applications on-file for permanent housing will be assisted in submitting applications to appropriate housing providers/landlords within 90 days of program entry.

- 60% of residents achieve one of their goals to obtain stable housing.

RESIDENTIAL STABILITY

60 Households will move out of the homeless encampment into stable housing by the end of the program's two-year term.

- 30 households per year will secure permanent housing

- 80% of these households who are placed into permanent housing will remain housed for six months or longer.

- 75% of participants moving to stable housing will receive follow-up contact from Self-sufficiency advocates in the 3 months following placement to ensure that individuals receive assistance to address challenges during transition to permanent housing.

VERIFICATION AND DOCUMENTATION

90% of all clients will have records in HMIS with data accurately entered into the system within 7 days of entry to the program.

Seattle Human Services Department
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**Line Item Budget
 Transitional Encampment Program
 Project Term: 12 months**

Budget Line Item Expenses	City of Seattle
Salaries - Full & Part Time	\$ 137,280
Fringe Benefits	\$ 38,438
Subtotal Personnel	\$ 175,718
Operating Supplies	\$ 15,000
Direct Client Assistance (Transportation/bus tickets, etc.)	
Subtotal Supplies/Operating Costs	\$ 15,000
Indirect Costs	\$11,443
TOTAL	\$ 202,161

*does not include insurance or public utility costs.

Budget Detail: Personnel

Position Title	Hourly Rate	FTE	No. of Hours	City of Seattle
Self-Sufficiency Advocate Staff to Client Ratio 1:33	\$ 22	3.00	6,240	\$ 137,280
Total FTE		3.00		
			Sub Total Salaries:	\$ 137,280
Personnel Fringe Benefits				
			Personnel Fringe Benefits:	\$ 38,438
			Total Personnel Costs (Salaries and Benefits):	\$ 175,718

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RFI TIMELINE	Complete
HSD Program Plan	Wed., Dec. 1, 2010
Consumer Interviews	Sun., Jan. 23, 2011
RFI Issued	Thurs., April 7, 2011
HSD Website Posting & DJC Announcement	
Proposers' Conference/Site Visits	Wed., April 13, 2011 Thurs., April 14, 2011
Q & A posted on HSD website	Wed., April 20, 2011
Proposals Due	Thurs., May 5, 2011
Proposals Evaluated	Fri., May 20, 2011
Threshold Review	Mon., May 9, 2011
Panel Receives Proposals	Wed., May 11, 2011
Clarifying Questions / Responses from Applicants	Wed., May 18, 2011
Recommendations to HSD Director	Thurs., May 26, 2011
HSD Director Decision	Thurs., June 2, 2011
Award Notification	Thurs., June 9, 2011
Appeal Period	Thurs., June 30, 2011
Contract Begins	Thurs., Sept. 1, 2011