



To:

Paul Horvat
City of Santa Cruz Fire Department

Potential Vendor:

Warming Center Program

Chief Executive Officer

Brent Adams

A handwritten signature in black ink, appearing to read "Brent Adams", on a light-colored background.

Project:



Safe Harbor Transitional Encampment Community

Service Category 1, Task A:

24/7 Managed Encampment at a City-owned facility

Attachment D:

Local Business Preference Certification

Warming Center Program (501c3), Santa Cruz

Local Businesses

1) Does the business have an office with at least one employee located in the [City of Santa Cruz](#)?

5 employees, 150 Felker St. Suite H, Santa Cruz 95060

2) Is the business current in the payment of all taxes, charges, assessments, or fees owed to the City of Santa Cruz? Yes

3) Does the business hold a valid City of Santa Cruz business license?

Not at this time, will obtain one if necessary.

Locally Owned Businesses

Board of Directors: CEO, Brent Adams, Santa Cruz

Board of Directors: CFO, Nancy Krusoe, Santa Cruz

Warming Center Program and all project and programs are locally owned and located in Santa Cruz.

I understand that by submitting false information or failing to disclose material information in order to qualify for the preference my business will be 1) required to pay the city any difference between the contract amount and what the city's cost would have been if the contract had been properly awarded, and 2) prohibited from bidding on any city contract or receiving any city contract for a period of three years of the discovery of facts supporting the same.

Authorized Signature: 

Brent Adams, CEO/Program Director

Date: October 2, 2021

3. Project Personnel

Program Director, Program/Site Operator, and support staff

Warming Center Program's Safe Harbor is a community-operated encampment in which residents perform the basic operational roles with support and guidance from WCP staff, including the Program Director and Program/Site Operator.

- The **Program Director** is responsible for all Warming Center Program's projects, and services, including hiring, training, scheduling, and project management. All employees, volunteers, interns, clients, and residents ultimately answer to the Program Director.
- The **Program/Site Operator** is responsible for the specific duties of a given program or project site.
- **Warming Center Program support staff**

Though Safe Harbor is a community-operated encampment, program staff will be onsite at least once a day, and in attendance for a weekly incamp community meeting. There will be at least one WCP representative available on-call 24 hours per day, 7 days per week to answer any questions and solve problems should they arrive.

Resident Assistant

Under contract with the **City of Santa Cruz** and with support from our **Board of Directors**, the **Program Director** and a **Program/Site Operator** will regularly interact with a **Resident Assistant**. One Resident of Safe Harbor will be elected by popular vote (of residents) biweekly to be the Resident Assistant (RA). A second resident will be elected by popular vote biweekly to be the deputy RA and will take on the duties of the RA when the RA isn't present on the site or if the RA is no longer a resident. Either the RA or deputy RA are expected to be always onsite. If neither the RA or deputy RA can be present on the site, the RA will notify the Program Director and/or Program/Site Operator so that either of those, or a volunteer can be on-site during the gap. Only individuals who intend to be on-site for most of the day will be eligible to be an RA or deputy RA.

The RA will be a liaison between the residents and WCP Program Director and Project/Site Operator.

The RA will:

- assist in managing the community
- work to develop a sense of pride amongst the residents in their community
- answer resident's questions, listen, and record resident's suggestions, and advise Warming Center of site activity
- notify WCP of any incidents within 24 hours
- be available as a contact person for residents to report any general or immediate concerns
- notify WCP of any inventory needs

Office Support Staff

Warming Center Program's **Administrator**, and **Admin Assistant**, as well as limited support from its volunteer crew and Board of Directors manage the various program accounts, including billing, accounts payable, and fiscal reporting. Any contract with the City of Santa Cruz will include limited funding to support maintenance of the account.

As for general nonprofit fiscal data, WCP works with an accountant and keeps a detailed ledger with accounting software.

4. Relevant Experience

a. Warming Center Program

For the past 7 years, WCP has operated a cold-weather shelter in Santa Cruz without incident. Sheltering as many as 85 guests per night, with dozens more coming in for hot soup and coffee. WCP serves a very challenging population – many of whom never access traditional shelters. WCP shelter staff includes registered nurses and many others who work in the care industry. Our overnight monitors are mostly volunteers, who return over and over throughout the years. This shelter is different than traditional shelters and the guests realize it immediately upon entry. Remarkably, in 7 years, Warming Center Program has never had a 911 call for service other than medical emergency.

Warming Center has enjoyed a dedicated staff who've been working together over several years, as well as a volunteer community of more than 100 people who help operate the shelter. On a single night of Warming Center there are as many as 25 volunteers filling the many 3-hour shifts, including making 10 gallons of soup, setting up the space, overnight monitors and clean-up and laundry crews. One of our mottos has been, "We build community as we serve our community."

<https://www.warmingcenterprogram.com/>

Secret Garden Women's Shelter

We currently operate a 9-bed women's shelter at our facility without need for paid staff. We've created a large support group of women from the greater community who volunteer to help operate the shelter, including all opening and closing shifts. We've just started our 4th successful month in operation. This shelter is meant to encourage community values of mutual support and healing.

Encampment Displacement Policy

After years of witnessing camps rise and fall with no real place to direct people towards, it has become evident that the cycle has been detrimental for those who sleep outside as well as the community at large. Noting the cycle as it exists, we began trying to help

the dynamic operate more smoothly. We've realized that people being moved along need 3 basic things:

1. A more appropriate place to move or be moved to
2. Help in transporting belongings to the new place
3. Some expectation of behavior to conform to the needs of the new space

Agreement Camps

Locations of previous and current Agreement Camps: Camp Paradise, Harvey West, and Dakota Landing.

As the city began its seasonal closing of various camps with few if any other spaces offered, WCP/Footbridge Services staff began identifying more appropriate locations for people to be, some of the biggest challenges with the large encampments has been theft, strewn trash in and around these community spaces, as well as camp residents trespassing into neighboring areas.

(Encampment) Community Agreements:

- No theft in this space
- Deal responsibly with trash, poop, syringes
- No trespassing into neighboring areas

Sanctuary Camps/Transitional Encampments

Long-prior to tents being seen in public spaces, we researched successful community encampment models and helped to define the Sanctuary Camp concept. This has transformed into transitional camp communities and, though it diverges from the recent tradition of expensive "managed" camps, it has been proven to be the most successful sheltering concept at helping people to self-heal their homelessness.

Footbridge Homeless Services Center

With inspiration from the City Council Subcommittee on Homelessness 20 Recommendations (2017), Warming Center began its storage program; delivered twice-daily in a city parking lot. After proving the model, we moved into our current facility and began serving at a nexus of homeless foot traffic near-to where many people were focalized. To-date, we've served 1,000 individuals with storage; we've done 5,000 loads of laundry and host a shower trailer. Through this suite of homeless services, we've begun to see a transformation of the experience of homelessness in Santa Cruz.

A list of successful homeless needs-oriented programs we operate:

1. **Day & Night Storage**, which has opened twice daily, 7 days a week for three years, serving more than 1,000 discrete individuals. Clients may utilize as much as 60 gallons of storage space.
2. **Warming Center Program** - described above.

3. **Footbridge Services Center** is a full suite of needs-based homeless services including **showers, laundry, storage, electrical device charging, and donation materials.**
4. **Homeless Emergency Hotline** 246-1234 has been an important resource for people who sleep outside when they're experiencing a crisis and need bedding or help in finding a more-appropriate place to sleep.

b. Collaborations the Faith Community

In the past, WCP didn't have the benefit of its own building, so we began forming partnerships with local churches and dozens of church members. This includes Calvary Episcopal, Peace United Church, Quaker Meetinghouse, Trinity Presbyterian, and United Methodist (Watsonville). Many of these relationships have lasted as long as 7 years. Over the past 1½ years, we've worked closely with the Association of Faith Communities, hosting a shower trailer that serves more than 50 individuals each Sunday. WCP has collaborated with AFC for 8 years.

c. Collaboration with the City and County of Santa Cruz

WCP has generally worked adjacent to the city/county partner vendor tradition. Focusing on needs-based services as we have, our work hasn't been funding oriented. To-date, this has limited our opportunity to work directly with local governments.

A list of our financial and other relationships with the city and county:

1. WCP has established the Agreement Camp concept and has facilitated 3 such encampments since November 2020, including Harvey West, Dakota Landing, and Camp Paradise. This concept has proven to be a safer, cleaner and more dignifying for those in these camps as well as for residences and businesses nearby, as compared with the several recent large encampments including The Benchlands, Ross Camp, and last winter's camp along Highway 1.
2. In partnership with the City of Santa Cruz and the Association of Faith Communities, we currently have an arrangement to provide 4 hours of weekly shower trailer staff in San Lorenzo Park.
3. Warming Center's Footbridge Services have worked with the City of Santa Cruz over the last year to remove trash from Felker St. area camps that have sheltered more than 100. Our trash removal project has lasted 1 ½ years with some of that time in partnership with Ron Perrigo.
4. Working with city parks, fire, and city manager's office, we helped to facilitate the transition of 2 dozen people from Harvey West Agreement Camp into the south Benchlands area.
5. In 2017, Santa Cruz City Parks director, Mauro Garcia invited us to organize all the storage needs for a Benchlands encampment clean-up process. We worked for 4 days without compensation. We wanted to demonstrate our commitment to the city manager's office.

6. In 2018/19, the City and County of Santa Cruz helped to fund Warming Center Program with \$5,000, because there was no planned Winter Shelter leading into winter of that year.
7. In 2019, the city of Santa Cruz had a gate installed at the interface of our facility to help our clients access our services better and to reduce impact on our neighbor tenants.
8. Warming Center Program/County of Santa Cruz \$15,000/per year (C.O.R.E) for Watsonville Warming Center at United Presbyterian
9. Invited by the city manager's office, in 2019/20 we helped to facilitate the emergency storage needs of those being removed from the Ross/Gateway camp.
10. Last year, the city of Santa Cruz helped to fund Warming Center Program with \$15,000.
11. In 2019, the city voted to allow Warming Center Program to use the Harvey West Clubhouse, though we didn't use it because it was less advantageous than our church facility opportunities.

5. Project Approach and Organization

a. Summary of proposed services

Transitional Encampment

Under contract with the City of Santa Cruz, Warming Center Program will establish Safe Harbor Transitional Encampment on city property. This encampment will be co-operated by the residents themselves with daily support from WCP. The benefit of such a community is that camp residents take a greater role in the operation and hold themselves and each other accountable and therefore are more responsible for their own success as they are of the success of the encampment.

We believe, from our experience, that many people who have had to endure life on the streets need time to recover from tough and traumatic experiences before being ready for an independent living situation in a conventional form of housing. This is best accomplished through a group-living environment where people can truly relate to each other's experiences and build a personal supportive community to assist in making personal progress.

Operations Plan

1. Site Location

The City anticipates identifying and providing some program locations, such as parking garages, parking lots, and underutilized land or right of ways owned by the city."

Possible site: 1220 River St.



2. Camp Residents

a. Intake Process

- Residents will be chosen by WCP/Footbridge Services.
- The intake process will reflect a desire to create a healthy and supportive community.
- While not drug/alcohol-free, the encampment is intended to be a place where people who're exploring sobriety may find safe refuge. We'll be clear about what we're hoping to achieve.

b. Resident Orientation

- This is a different camp concept than people are used to. There will be a series of incamp orientation meetings and a weekly meeting thereafter.
- Camp residents will be assigned a tent and assigned and trained for a camp responsibility.

c. Camp Roles

- Resident Assistant (RA) (two-week role by vote)
- Deputy RA (two-week role by vote)
- Front gate/greeter (hours of operation)
- Security (24hrs a day)
- Donations/tour guide (hours of operation)
- Kitchen area (one daily shift)
- Portable toilets (one daily shift)
- Immediate neighborhood clean-up/security (several trips)
- Community clean-up team (as needed)

d. Camp Rules/Enforcement

- 10 hours/week Camp Roles (unless job or school, etc.)
- In-camp meeting attendance
- No alcohol/drug use in the camp*
- No fire arms

- No violence**
- No theft**
- No aggressive behavior
- Observance of overnight quiet hours
- No overnight visitors
- No children, except those accompanied by guardian
- No regular disruptions
- Must participate in Achievable Goals Case Management Program
- No racial or hate speech

(Three written violations lead to eviction with exception of (*))

* Must participate in alcohol/drug program or attend meetings

** No tolerance, immediate eviction

e. Re-Applying Once Removed from Safe Harbor

We believe that once a person has been removed from the community for breaking rules, they may petition to be admitted (with notable exceptions of violence and theft). This must be put to the community for a vote at the weekly meeting, as to whether someone who's been kicked out can return.

f. Incamp Meeting (weekly)

Hosted by WCP Director, Site Operator, or Support Staff, these meetings provide several benefits, including ability for people to discuss challenges, make requests, build community solidarity, vote bi-weekly Resident Assistants, etc.

g. Connecting Camp Residents with Services



Footbridge Services' Achievable Goals (Case Work Plan)

This is a weekly/bi-weekly check-in focus conducted by WCP/Footbridge Services staff, volunteers, and/or student interns. Beginning with a conversation, the process targets specific challenges and charts a course that features small achievable steps toward a goal.

Goals/topics may include:

- Housing
- Employment

Education
Substance Use
Mental Health
Physical Health
Other

County Health and other Services

Safe Harbor Transitional Encampment will regularly host visits by Homeless Person's Health Project, Mental/Behavioral Health, and other county services.

List of Homeless Services

WCP/Footbridge Services has produced an up-to-date comprehensive list of services. This will be a routinely discussed resource that puts people directly in touch with all that's available to them.

h. Duration of Stay/Exit

- Length of Stay

To date in Santa Cruz, no managed camp has set an exit date for residents other than when the camp itself was due to close. That said, no one should expect to remain in such a program forever. This is a transitional space meant to ready camp residents for their move to a longer term and beneficial space.

- Transition to someplace better

We serve people ready to overcome homelessness and rebuild their lives. Through the **Achievable Goals** program, each camp resident is paired with an advisor to help find a path to an improved living situation.

- Exit

Ideally, residents will never be pushed back onto the street without some form of shelter offered, though this may be impossible at times. When a resident is removed for breaking rules, they have 48 hours to remove themselves and all belongings. Exceptions are violence and theft, in which residents are expected to remove belongings and themselves immediately.

3. Infrastructure

a. Entrance kiosk/shipping container office

This is the front desk/greeter station where residents must check in and out upon leaving and returning. Guests and visitors must sign in and be connected with a resident or guide. Previously, the city had a shipping container office, which would be ideal.

b. Trash Removal

Trash should be removed weekly with a city dumpster contract.

c. Shower Trailer

There are shower programs in relative proximity to this space, though its most beneficial to host an onsite shower trailer. This will be a big part of the start-up cost budget. It makes more sense to us to purchase a shower trailer than to rent one for the duration. Generally, two-bay shower trailers start pricing at \$45,000 or so and must be transported.

d. Shipping Containers (storage, materials)

e. Meeting Tent

Though this may take up valuable tent space, the ability of a community to meet in a sheltered space, share meals together, and simply congregate casually is a big part of our philosophy of healing.

f. Kitchen

A basic rudimentary kitchen is necessary for people to care for themselves and each other. Many people have an EBT card or some type of funding, so pooling resources to prepare and share meals together is a big part of our philosophy of healing.

g. Resident's Tents/Platforms & Rain Cover



It's important to offer enough personal space as to not feel closed in as well as some buffer between tents. Slightly raised and balanced wooden platforms are necessary so that rain doesn't puddle under the tent. A sturdy and wind-resistant rain cover system that isn't simply draped over the tent, keeps things dry and prevents molding of the inside tent surfaces and personal materials.

4. Nonprofit Operator Responsibilities

a. Incamp Governance

1. Admissions Process
2. Manages Wait List
3. Onsite Management Structure
 - Program Director
 - Site Operator
 - Support Staff
 - Resident Assistant (RA)
 - Deputy Resident Assistant (RA)
4. Incamp Community Meetings
5. Roster of Individuals to be Onsite

b. Operator Responsibilities

1. Interact With Governmental Agencies
2. Neighborhood Town Hall Meeting
Prior to any establishment of an encampment in a neighborhood or business district, WCP will host a community town hall meeting to let those in the area know what they can expect and how they can be involved.
3. Community Advisory Committee
WCP staff will invite neighbors to an advisory group that will serve as representatives of the interests and area surrounding the encampment.
4. Community Outreach Meetings
WCP will host twice-yearly neighborhood meetings to keep the area surrounding the encampment in communication with and knowledgeable about how the camp works, what's being achieved and to hear feedback.
5. Operating Budget
6. Management Plan
7. Rule Enforcement
8. Incamp Meetings
9. Data Collection
WCP staff will maintain data collection about those who become residents, case management details, and where and why they moved to when they exit.

5. Transportation Plan

- Transport van
There will be morning, noon, and evening van transport stops, so that residents can visit other services, the grocery store, as well as just getting around town. WCP has a transport van (fewer than 10 seats – no need for commercial license), a dual cab pickup truck with a shell, as well as a sprinter cargo van.
- Residents will be welcome to leave on bike or on foot, with agreement that they leave the area immediately.
- Residents must check in and out when leaving and arriving to the space.

b. Proposed outcomes

- As people move on to greener pastures because of their time in Safe Harbor Transitional Encampment, there will be continual tent space openings.
- Based on our philosophy of empowerment, as well as the design of this space, we expect that outcomes for residents of a Transitional Encampment will be generally more successful than other managed homeless encampments. The focus on responsibility and community are beneficial take-aways for those who reside here.
- People will be more able to access jobs and housing, and they'll be increasingly ready and receptive to address mental health challenges, and substance use cessation.
- Below are data grids that describe a comparison of exit data between a transitional camp in 2016, Eugene, Oregon and 2018, 1220 River St. Camp.

Camp Resident Exit Data Comparison Between Northwest Transitional Camps & River St. Camp

**Transitional Encampment
Exit Data: Seattle and Eugene - 2016**

	Seattle Intake	Seattle Depart	Eugene Depart
Street homelessness	55%	13%	15%
Shelter	24%	5%	8%
Transitional housing	3%	13%	6%
Institution	2%	2%	1%
Friends/family (temporary)	10%	2%	4%
Permanent housing	2%	26%	41%
Data not collected	4%	39%	25%

Source reports:
Eugene, Oregon City Manager's Office
Rest Stops and Opportunity Village 2016 Report
September 13, 2017

Seattle, Washington
Permitted Encampment Evaluation
June 26, 2017

**City of Santa Cruz
Exit Data: River St Camp 2018**

	Substance Use Disorder Treatment or Sober Living Environment	Vehicle	Transitional/Supportive/Permanent Housing/Board and Care/Mental Health Housing	Homeward Bound/Family	Winter Shelter
# of Clients (entire 9-month duration, out of 130)	7	12	32	10	14
Percentage	5%	9%	25%	8%	11%
# of Clients (last 30 days, out of 51)	3	11	10	3	14
Percentage	6%	22%	20%	6%	27%

December 11, 2018
City Manager's Office
Homelessness Update



This data demonstrates that people move into permanent housing from Seattle & Eugene's Transitional Camps at a higher rate than the River St. Camp.
NOTE: River St data includes several other categories
compiled by Brent Adams

- It's our intention during the planning and establishment of this encampment, to help people utilize this opportunity to transition from the homeless experience to a mindset in which they no longer see themselves as a homeless person. This will be beneficial to help them to access housing, employment, and other opportunities more effectively.

c. Interfacing with City staff

- WCP's Program Director, Site Operator and Support Staff will be in direct contact with city representatives and will be available to address any concerns.
- Noting, that this is city property, we expect that city workers and officials will visit the encampment from time to time.

- Regarding contractual elements, WCP Administrative will be available as needed. (831) 588-9892, warmingcenterprogram@gmail.com

d. Issues of race and equality

WCP/Footbridge Services does not discriminate on the basis of race, color, national origin, age, disability, sex, religion, language, ethnicity, socio-economic status, sexual orientation, gender identity, veteran status, or political beliefs.

e. Problematic behavior

- Warming Center/Footbridge has a proven track record with enforcement of agreed values. All guests, residents and clients entering our programs are required to sign a set of agreements, which are continually affirmed. We've never had difficulty removing someone from any of our programs for being violent or aggressive.
- To maintain the safety and integrity of Safe Harbor Transitional Encampment, the enforcement of our rules must be applied evenly and without prejudice.
- Our programs affirm a priority list to ensure we're clear at any given moment what our highest priority is: 1) The landlord, and any contractual partner 2) neighbors or businesses nearby 3) our clients.

7. Billing Rates

These amounts are only basic estimates and are likely to change pending thoughtful conversations with city staff.

-	Start-up Costs		
	2-unit shower trailer (purchase/transport?)		50,000
	30' x 30' Meeting/community space tent		2,000
	45 tents with wooden platforms & rain cover		12,000
	Kitchen tent and basic elements		5,000
	Electronics charging/wifi/data center		3,000
	String backyard/event lighting		1,000
	2 steel shipping containers (city property?)		NA?
	Front office/greeter kiosk (city property?)	NA?
	Transportation (including dedicated use of transport van/ins)		8,000
	Start-up/set-up staff time (Prgm Director, Site Operator, etc.).		5,000
	Contingency 10%		9,000
-		Subtotal	95,000
-			
-	Operating Expenses (daily/monthly/yearly)		
	Trash Removal – City service		
	Community tent elements (propane in winter)	\$25/125/3,250	
	Kitchen elements (propane)	\$25/125/6500	
	Transport van maintenance		1500
	Additional tents and shade/rain covers		3000
	Staff time		
	Admin. support	\$25/125/6500	
	Program Director	\$25/125/6500	
	Site Operator/Support Staff/Driver	100/700/36,400	
	Nonprofit insurance (estimation)		7,000
	Contingency 10%		7,000
		Subtotal	71,750