

Nonprofit Operated Transitional Encampment
"Safe Harbor Village" operated by Warming Center Program

Proposal of 12-month pilot program
Requested amount: \$60,000

Safe Harbor Village is a Transitional Encampment operated by a nonprofit and organized with specific infrastructural and operating guidelines.

Program description:

Safe Harbor Village can be erected immediately featuring fencing and safety perimeter; intake gate/desk; basic rain-shedding soft-shelled shelters on wooden platforms; all aligned with a personal hygiene orientation and community support areas. The physical design, infrastructural elements and operation guidelines have been demonstrated as evidence-based with numerous examples over many years in Eugene, Oregon and Seattle, Washington. Crime has been shown to decrease wherever these programs are sited. With basic case management, encampment residents have a better chance at sobriety support, mental health stabilization, and accessing housing and job opportunities when compared with traditional homeless shelters.

Meeting critical and immediate needs:

This answers the basic immediate need of safe, clean, dignifying shelter as well as basic hygiene.

Shelter

Primary residents get single or double-occupancy tents

- Each "primary resident" may expect 100sqft of personal space for shelter and buffer
- All shelters are on raised basic portable wooden platforms that can be balanced to accommodate grade
- All shelters provide sturdy rain-shedding "roofing" under which a standard tent may be placed

Secondary residents share the 1-month trial-period bunk tent

- Secondary bunk tents contain two-person bunks and for 1-month trial residency prior to becoming a "primary resident"

Infrastructure (basic)

- Basic similar wind-strong, rainproof structures
- Covered/sheltered food preparation area with sanitized surfaces and storage areas
- Drinking water & sink area
- Portable toilets 1/15 persons
- City-supplied garbage dumpster
- 24hr intake desk area with gate (covered/sheltered)
- Covered/sheltered meeting area
- Storage & bike caged area
- Donations shed

Access to shower, laundry and additional storage programs located nearby

Overall goals:

The Transitional Encampment meets the fundamental needs of safe, clean, dignifying shelter while stabilizing and improving the prospects of individual residents, enabling them to transition to a life better than where they came from prior to residency. Residents will experience physical and mental health stabilization through the providence of shelter, as well as by gaining interpersonal skills through friendship and community building. Additionally, residents will

A tailored plan

- Intake interview and assessment process (where they're coming from and where they'd like to be in 10 months)
- Basic case management program (sobriety, mental health, education, housing, employment, trade skills etc.)

Basic agreements and enforcement

- A standard list of agreements (rules) are the baseline of resident compliance and include: no use of substances, no violence, no theft, no repeated disruptions, and all volunteer 10-hours of service per week, etc.
- Some agreements are zero-tolerance and others allow for 3 warnings prior to removal

Weekly & monthly meetings

- Weekly in-camp meeting (consensus-based decision making process)
- Monthly community meeting with residents, neighbors, nonprofit, officials etc.,

How many people will be served?

50 – 100 people

Depending on the size of the space; for instance, 1220 River St. can serve a maximum of 50 people comfortably with the above design.

How long is a regular program residency?

Provided that the encampment will be established as a 12month pilot, encampment residents will choose one of two programs; 6month or 12month residency based on case work program

Staffing:

Paid nonprofit management staff will direct all camp operations with the onsite encampment volunteer team

- Nonprofit management of all infrastructure elements and government and community relationships
- Nonprofit management and support of in-camp residency, rule enforcement, waitlist, case management etc.
- In-camp volunteer team provides 10-hours of service from each resident. Staffing duties include: front desk, food area hygiene and clean-up, portable potty, in-camp grounds, camp exterior, neighborhood watch, neighborhood clean-up projects, etc.
- Volunteer and Student Intern Program
Warming Center Program has a strong volunteer and intern program to draw from

Jurisdiction or regional?

This program can be established in several areas of the county, and most easily in areas where there is more available open lot and yard space

Target population:

There is an ever-increasing amount of street-homelessness which can be described by the recent influx of renegade encampments; last year at San Lorenzo Park Benchlands, and this year behind Ross and Gateway Plaza. It's clear that last year's encampment at 1220 River St., sponsored and operated by the City of Santa Cruz, was beneficial yet there hasn't been an authentic Transitional Encampment established within Santa Cruz County.

Eligibility:

Without creating an inappropriate class distinction within the population of homelessness, it's clear that there is both a pre-existing population and those who newly arrive and are in desperate need of services. Transitional Encampments often have a **3-tier entrance eligibility criteria**

1. People who've lived in Santa Cruz for more than 10 years
2. People who've lived in Santa Cruz from between 1-10 years
3. People who've been in Santa Cruz for less than 1 year

Note: The "magnet effect" of people hearing about such a program and traveling to benefit from it must be mitigated. This is effectively done by stating in all materials, press releases etc. that this program is designed for local residents.

The intake process will take into consideration all with the exception of those on Megan's List

2. Organizational Experience and Capacity

Similar services:

Warming Center Program has been operating a coldest/wettest nights' emergency shelter in Santa Cruz for the past 5 years and we're in our second year in Watsonville. The program has a perfect track record of sheltering as many as 85 guests in a single night/location with the addition of 20 people coming in to receive soup, blankets and

hand warmers before returning into the cold. Warming Center has never refused entrance to anyone based on lack of space and is designed to be expandable. There has been a strong emphasis on creating a safe and respectful environment that all guests benefit from and help to maintain. Warming Center has never had to call 911 emergency services for a violent emergency. The program offers a clean floorpad, two clean blankets, as well as soup served all night long. The program has always placed the highest priority on people with physical mobility challenges to ensure they have both access to the program and ease of movement within it. The program has always had stringent cleaning protocols to ensure that the space and materials are as clean and safe as possible. There has always been a focus on efficient program design so that costs are kept in-check and that there is good value for donors and grant awards. To-date, this program has received no city or county funding for our operations in Santa Cruz. There is CORE investments funding for operations in Watsonville. Not one person has to sleep outside on the coldest and wettest nights of winter in Santa Cruz and Watsonville.

Day & Night Storage Program operated by Warming Center Program has been providing twice-daily storage for as many as 300 people for nearly 10 months. This program offers 20-40 gallons of storage space with an additional "large bag" area. There is also limited bike storage. This program has singularly reduced the amount of material people must carry around with them. Not one person has to carry bedding throughout the day or keep vulnerable items with them as they sleep any longer. This program has been transformative and has benefited people's lives.

Managing grants and complying with funding requirements:

Warming Center Program has been extremely efficient in its operations and has, up until recently, existed primarily on fundraising campaigns and local donations. Over the past two years WCP has received new funding and grant awards from the following

- 20,000 Kaiser Permanente
- 15,000 CORE Investments (Santa Cruz County)
- 30,000 County funding for Warming Center capacity expansion (pending)
- 5,000 City funding for Warming Center capacity expansion (pending)
- <50,000 Matching funding from private donor for Storage Program
- <30,000 other

Working with other organizations:

Warming Center Program has been working tangentially with Salvation Army's Winter Shelter by offering extra storage and bike space for Winter Shelter residents as well as hosting a shuttle stop near to our facility.

Warming Center Program partners with churches and community centers for use of shelter floor space, these include

Calvary Episcopal, United Presbyterian Church, Quaker Meetinghouse, Trinity Presbyterian, United Presbyterian and Salvation Army. To-date, Warming Center Program has had zero problems or complaints from any of these. A perfect track record with our site locations.

Day & Night Storage Program last year, operated twice-daily out of a shuttle van in a city parking lot for 9 months without incident.

Community outreach

One of the most important factors in the success of such an encampment program is community outreach prior to and during the establishment of the program.

- Prior community outreach/door-to-door conversations within ¼ mile of the proposed encampment site
- Community outreach Q&A meetings prior to the proposed encampment
- A strong community involvement program within the encampment (neighbors prepare food, reception of donation items, community members as site volunteers, etc.)

Budget:

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It is expected that this encampment requires basic infrastructural start-up costs and initial personnel operating costs, yet will be seen as self-sufficient within 6 months of operation. Warming Center Program will conduct community fundraising efforts, other grant-writing etc. to support staff and operational costs beyond the first 6 months.

Rudimentary budget:

Expectation of \$100,000 cost to shelter 50 people with nonprofit management for 12 months

Requested amount: \$60,000

Non-personnel items:

Development of 50 camp sites (decking, rain shed, etc.)	10,000	
50 tents	6,500	
Intake desk (sheltered area)	1,000	
Food preparation (sheltered area)	6,000	
Fuel (food heating)	1,000	
Meeting space (sheltered area)	5,000	
Porta potty contract (12months)	7,000	
Insurance	2,000	
Frontage fencing/gate (if needed)	5,000	
Initial personnel start-up costs	10,000	
	Subtotal	53,500
Contingency		6,500
	Total	60,000

Compiled by Brent Adams, Program Director

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