



City of Seattle
Human Services Department

2015
Authorized Encampment Operators
Request for Qualifications

GUIDELINES

I. INTRODUCTION

The Community Support and Assistance (CSA) Division of the Seattle Human Services Department (HSD) is pleased to issue this non-competitive Request for Qualifications (RFQ) to establish a roster of authorized encampment operators in response to Ordinance 124747. This roster will identify those eligible to apply for a permit to operate on city and privately owned property within the City of Seattle, as well as receive Seattle General Fund reimbursement for eligible operating expenses of transitional encampments.

The city anticipates that the first encampment site utilizing city or privately owned property will be identified and operational by late summer 2015. The Department of Planning and Development (DPD) will oversee the permitting process for operators of eligible sites. Only authorized encampment operators from HSD's roster will be eligible to receive a permit. Inclusion on the operator roster does not guarantee receipt of a permit or reimbursement of all operating expenses.

All materials and updates to the RFQ, including Questions and Answers, are available on HSD's Funding Opportunities web page at: www.seattle.gov/humanservices/funding. If you have any questions please e-mail: Kim von Henkle at kim.vonhenkle@seattle.gov

II. TIMELINE

Request for Qualifications Released	Tuesday, April 21, 2015
Final Day for RFQ-related Questions	Friday, May 8, 2015
Proposals Due	Thursday, May 14, 2015 by 12:00 Noon NO LATE PROPOSALS WILL BE ACCEPTED
Planned Notification	Wednesday, May 27, 2015

*HSD reserves the right to change any dates in the RFQ timeline

III. AGENCY ELIGIBILITY

Applications meeting the requirements of this RFQ will be accepted from any legally constituted entities that meet the following conditions:

- The applicant must meet all licensing requirements that apply to its organization. Companies must license, report and pay revenue taxes for the Washington State Business License (UBI#) and Seattle Business License, if they are required by the laws of those jurisdictions.
- The applicant must be incorporated as a private non-profit corporation in the State of Washington and must have been granted 501(C) (3) tax exempt status by the United States Internal Revenue Service; the applicant's 501(C) (3) status must be in good standing and must not have been revoked in the previous calendar year.
- The applicant must either currently participate or have the capacity to rapidly begin participating in the Safe Harbors Homeless Management Information System (HMIS). Safe Harbors is a countywide data management tool designed to facilitate data collection on programs serving homeless individuals and families in order to improve human service delivery throughout King County.

IV. PROGRAM REQUIREMENTS

Potential encampment operators must have the following experience and capacity in order to submit a proposal to be placed on the roster of authorized operators and eligible for reimbursement for qualified operation expenses. Please see Appendix A, Operational Guidelines for Transitional Homeless Encampments on Public, Private and/or Religiously Controlled Land, for a full scope of work and expectations of operators once sites become available.

See Appendix B for a draft list of operational expenses that will be eligible for reimbursement. HSD and DPD will be issuing an HSD/DPD Joint Director's Rule later in 2015 that will outline further details around the permitting and reimbursement process. HSD will work with the authorized encampment operators selected through this process around the details of this rule and next steps.

In order to be eligible to be an authorized encampment operator, organizations must meet the following requirements:

- At least 2 years of experience within the last 5 years managing and operating shelters, low income housing, or encampments serving people who are low income or homeless. Experience must demonstrate the ability to provide culturally and linguistically appropriate services and support, and include the capacity to effectively serve and engage people of diverse backgrounds.
- Experience with and capacity to create and execute a funding and resource development plan. The plan will identify sources of funds in addition to City of Seattle funding to cover the management and operating costs of the encampment.
- Capacity to provide and coordinate the following as required in Ordinance CB 118310, Appendix B:
 - Provide tents and/or temporary structures, food service, bathroom and hygiene facilities for up to 100 people;

- Coordinate delivery of human services to encampment residents and provide access to service providers on-site;
 - Provide site management, maintenance, and security;
 - Address parking requirements;
 - Comply with health, safety, and inspection regulations; and
 - Purchase liability insurance.
- Capacity to conduct outreach and notification to the surrounding neighborhood regarding encampment operations, and establish on-going communication between site operator and neighbors to resolve concerns as needed, e.g. development of a Good Neighbor Agreement.

V. SELECTION PROCESS

All interested parties must submit a complete proposal packet to be considered for placement on the roster. An eligibility screening will verify that the proposal is complete (responds to all questions and includes all of the items on the checklist) and is submitted on time. In order to be placed on the authorized encampment operator roster, applicants must:

- **Submit a complete proposal, including attachments;**
- **Meet the Agency Eligibility requirements in Section III; and**
- **Demonstrate the capacity to meet all of the Program Requirements in Section IV.**

HSD staff will evaluate each proposal for completeness, including addressing all narrative questions and required attachments. Staff will forward roster recommendations to the HSD Director. Notification of placement on the roster will be sent to the Executive Director of the applicant organization (or similar level agency management staff indicated on the Application Cover Sheet).

HSD reserves the right to make selection without further discussion of the proposal submitted. Therefore, the proposal should be submitted on the most favorable terms.

HSD also reserves all rights not expressly stated in this process, including making no selection.

VI. APPEAL PROCESS

An applicant is any legal entity that has responded to a formal funding or qualifications process conducted by the City of Seattle Human Services Department in soliciting applications for the provision of defined services. Applicants have the right to protest or appeal certain decisions in the award process made by HSD.

The following outlines the opportunities for applicants to appeal a decision made by HSD at two distinct points in the funding process:

1. **Minimum Eligibility Screening Appeal Process:** This process is applicable to applicants notified by HSD that their application was incomplete and/or did not meet the minimum eligibility requirements outlined in the Guidelines and Application document for the specific funding or qualifications opportunity, and therefore will not be reviewed for consideration.

2. **Post-Notice of Award Appeal Process:** This process is applicable to applicants notified by HSD of the final status of their application, as determined by the HSD Director, upon the conclusion of the review and rating process.

While the grounds for appeals and deadlines differ, both processes will follow the same appeal format and content requirements and decision process, except as otherwise stated herein.

Minimum Eligibility Screening Appeal Process

Grounds for Appeals:

This process applies only to applicants wishing to appeal a decision regarding failure to submit a complete application or failure to meet the minimum eligibility requirements outlined in the funding or qualifications opportunity. An appeal will only be determined to have merit if the applicant proves that the application submitted did meet the minimum requirements, qualifications, formatting standards, and was complete, and that the initial determination of ineligibility was in error. No additional information or details not included in the original application will be considered.

Appeals Deadlines:

1. The Human Services Department will notify applicants in writing if their application was incomplete and/or did not meet the minimum eligibility requirements outlined in the Guidelines and Application document for the specific funding opportunity.
2. Within five (5) business days from the date of the written notification by HSD, the applicant may submit a written appeal to the HSD Director.
3. The HSD Director will review the written appeal and may request additional oral or written information from the appellant organization.
4. A written decision by the HSD Director will be made within ten (10) business days of the receipt of the appeal. The HSD Director's decision is final.

HSD will not finalize a contract resulting from the solicitation until the appeal process has closed; however, an appeal may not prevent HSD from moving forward with the application review and rating process. HSD reserves the right to issue an interim contract for services to meet important client needs.

Post-Notice of Award Appeal Process

Grounds for Appeals:

Only an appeal alleging an issue concerning the following subjects shall be considered:

- A matter of bias, discrimination or conflict of interest.
- Violation of policies or failure to adhere to guidelines or published criteria and/or procedures established in a funding opportunity.

Appeals Deadlines:

1. The Human Services Department will notify all applicants in writing of the final status of their application. For awarded applications, if appropriate, the level of funding to be allocated will be stated.

2. Within ten (10) business days from the date of the written notification by HSD, the applicant may submit a written appeal to the HSD Director.
3. The HSD Director will review the written appeal and may request additional oral or written information from the appellant organization. A written decision by the HSD Director will be made within ten (10) business days of the receipt of the appeal. The HSD Director's decision is final.
4. HSD will not finalize a contract resulting from the solicitation until the appeal process has closed; however, HSD reserves the right to issue an interim contract for services to meet important client needs.

Appeal Format and Content:

A notice to HSD staff that an applicant intends to appeal does not reserve the right to an appeal. The applicant must file an appeal within the required deadline and follow the proper format. A casual inquiry, complaint or an appeal that does not provide the facts and issues, and/or does not comply with the form, content or deadline herein, will not be considered by the Department or acted upon as an appeal.

All appeals shall be in writing and state that the applicant is submitting a formal appeal. Deliveries by hand, mail or email are acceptable methods. HSD is not responsible for ensuring that an appeal is received within the appeal deadlines. If HSD does not receive the appeal by the deadline, the protest will be rejected.

Appeals must be addressed to:

Catherine Lester, Director
Seattle Human Services Department
700 5th Avenue, Suite 5800
P.O. Box 34215
Seattle, WA 98124-4125

Email: Catherine.Lester@seattle.gov

Include the following information and any additional information you would like considered in the appeal. Failure to provide the following information can result in rejection of the appeal if the materials are not sufficient for HSD to adequately consider the nature of the appeal:

1. Agency name, mailing address, phone number and name of individual responsible for submission of the appeal;
2. Specify the funding opportunity title;
3. State the specific action or decision you are appealing;
4. Indicate the basis for the appeal including specific facts;
5. Indicate what relief or corrective action you believe HSD should make;
6. Demonstrate that you made every reasonable effort within the funding process schedule to resolve the issue, including asking questions, attending information sessions, seeking clarification and otherwise alerting HSD to any perceived problems; and
7. Signed by the Agency's Executive Director or similar level agency management staff.

Appeals Process:

Within two (2) business days of receiving an appeal according to the appeals submission process outlined herein, the applicant will receive a receipt from the HSD Director's Office notifying the applicant of the date, time and method by which the appeal was received. If the applicant does not receive a receipt within two business days, it should be assumed that HSD did not receive the appeal and it will therefore not be considered.

The HSD Director will review the appeal. All available facts will be considered and the HSD Director shall issue a final decision. This decision shall be delivered in writing by email or mailed letter to the individual making the appeal and the Agency's Executive Director or similar level agency management staff who signed the appeal.

Each written determination of the appeal shall specify whether the HSD Director:

1. Finds the appeal lacking in merit and upholds the City action; or
 - a. Finds only immaterial or harmless errors in HSD's funding process and therefore rejects the appeal; or
2. Finds merit in the appeal and:
 - a. **For the Minimum Eligibility Screening Appeal Process:** proceeds with inclusion of the original application, as submitted, in the application review and rating process. (This does not guarantee an award from the funding process, but rather allows the originally rejected application to re-enter the evaluation process for funding consideration.)
 - b. **For the Post-Notice of Award Appeal Process:** states the appropriate action, which may include but is not limited to rejecting all intended awardees or re-tabulating scores.

If HSD finds an appeal without merit, HSD may continue with the funding process (contract execution). Even if the appeal is determined to have merit, HSD may issue an interim contract for services to meet important client needs. Nothing herein shall diminish the authority of HSD to enter into a contract, whether an appeal action or intention to appeal has been issued or otherwise.



City of Seattle
Human Services Department

2015
Authorized Encampment Operators
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APPLICATION
Instructions and Materials

This section contains information and materials for agencies responding to the 2015 Authorized Encampment Operators Request for Qualifications (RFQ).

I. SUBMISSION INSTRUCTIONS AND DEADLINE

Completed proposal packets are due by 12:00 Noon on Thursday, May 14, 2015.

Proposal packets must be received in person, by mail, or electronic submission. No faxed or emailed proposal will be accepted. Proposals must be received and date/time stamped by the 12:00 Noon deadline. Late or incomplete proposals will not be accepted or reviewed for consideration.

Applicants must make arrangements to ensure that applications are received by HSD by the deadline, regardless of the submission method selected. When using HSD's Online Submission System, it is advisable to upload application documents several hours prior to the deadline in case you encounter an issue with your internet connectivity which impacts your ability to upload documents. HSD is not responsible for ensuring that applications are received by the deadline.

- Electronic Submittal: Proposals may be submitted electronically via HSD's Online Proposal Submission System at <http://web1.seattle.gov/hsd/rfi/index.aspx>
- Hand Delivery or US Mail:

Seattle Human Services Department
RFQ Response – Authorized Encampment Operators
Attn: Kim von Henkle

Delivery Address
700 5th Ave., 58th Floor
Seattle, WA

Mailing Address
P.O. Box 34215
Seattle, WA 98124-4215

II. FORMAT INSTRUCTIONS

- A. Proposals will be rated only on the information requested and outlined in this RFQ. Do not include brochures or letters of support. Proposals that do not follow the required format will be deemed unresponsive and will **not** be rated.
- B. The proposal should be typed or word processed on double-sided, letter-sized (8 ½ x 11-inch) sheets. Please use one-inch margins, single spacing, and minimum size 12-point font.
- C. The narrative may not exceed a total of four (4) pages. Please limit your response to no more than one page per question. The Proposal Cover Sheet, Budget, and other required information do not count toward the four (4) page limit.
- D. Please format your response in the order of the questions. You do not need to rewrite the questions.
- E. Complete and attach the required forms and additional documentation which can be found in Section IV, Proposal Checklist.

III. PROPOSAL INSTRUCTIONS

A. Proposal Cover Sheet (Attachment 1)

- Compete Attachment 1: Proposal Cover Sheet
The Cover Sheet must be completed and signed by the Agency representative authorized to submit the proposal to HSD.

B. Narrative Please limit your response to no more than one page per question.

1. **Experience**

Describe your organization's experience managing and operating shelters, low income housing, or encampments serving people who are low income or homeless (minimum of 2 years' experience within last 5 years required). Please include information that demonstrates your experience providing culturally and linguistically appropriate shelter, housing, services and supports, including effectively engaging people of diverse backgrounds. Describe the kinds of services that will be available to encampment residents through direct service provision and/or through partnerships and referrals. Explain how you will provide access to service providers to deliver services on-site, to assist residents in the development of a personal stability and transition plan.

2. **Funding and Resource Development Plan**

Describe your history of fund raising, budgeting, and staffing for successful program development, operation, and management. Please explain sources and uses of funds that are typically part of your annual operating budget.

Describe how you would expend City funding for encampment operations to support site infrastructure needs. Outline milestones and a schedule for leveraging other funding, including identifying all secured and proposed sources of funding for the encampment program.

3. Capacity

Describe your program and staffing capacity to undertake the provision of:

- tents and/or temporary structures, food service, bathroom and hygiene facilities for up to 100 people;
- human services coordination for encampment residents, including provision of access to service providers on-site;
- site management, maintenance, and security;
- parking requirements;
- compliance with health, safety and inspection regulations; and
- purchase of liability insurance.

4. Community Engagement and Responsiveness

Explain how you would conduct outreach and notifications to the surrounding community and within the encampment.

- Describe your communication and outreach strategy, to both the surrounding neighborhood and community, and residents in the encampment. This should include an initial notification process as well as opportunities for ongoing communication.
- Describe the grievance procedure for the encampment program. The grievance procedure should outline the processes for encampment residents and community members to submit and address concerns.

C. Budget (Note: These are not included in the 4-page limit)

Include the proposed annual encampment program Operating (Attachment 2) and Personnel Budgets (Attachment 3), including all sources of funding. See Appendix B for a list of operating expenses that will be eligible for reimbursement with City funds.

IV. PROPOSAL CHECKLIST

A complete proposal packet must include all of the following items:

1. A completed and signed RFQ Proposal Cover Sheet (Attachment 1)
2. Proposal Narrative (maximum 4 pages)
3. Proposed annual encampment operating (Attachment 2) and personnel budgets (Attachment 3)
4. A roster of your current Board of Directors, or the current Board of Directors roster for your fiscal agent
5. Additional documentation
 - A copy of your agency's most recent financial audit, if not on file with HSD
 - A current certificate of nonprofit status, if not on file with HSD

Incomplete proposal packets will be deemed unresponsive and will **not** be considered.



**City of Seattle
Human Services Department**

**2015 Authorized Encampment Operators Request for Qualifications
Proposal Cover Sheet**

1. Applicant Agency:			
2. Agency Executive Director:			
3. Agency Primary Contact			
Name:		Title:	
Address:			
Email:			
Phone #:			
4. Organization Type			
<input type="checkbox"/> Non-Profit		<input type="checkbox"/> Other (Specify):	
5. Federal Tax ID or EIN:		6. DUNS Number:	
7. WA Business License Number:			
8. Partner Agency (if applicable):			
Contact Name:		Title:	
Address:			
Email:		Phone Number:	
Description of partner agency proposed activities:			
Authorized signature of applicant/lead agency <i>To the best of my knowledge and belief, all information in this application is true and correct. The document has been duly authorized by the governing body of the applicant who will comply with all contractual obligations if the applicant is awarded funding.</i> Name and Title of Authorized Representative: _____ Signature of Authorized Representative: _____ Date: _____			

2015 Authorized Encampment Operators RFQ					
Attachment 2: Proposed Program Budget Summary					
Agency Name:			Project/Program		
Person Completing Form:			Phone:		
	Amount by Fund Source				
ITEM	Seattle General Fund	Other ¹	Other ¹	Other ¹	Total Project
1000 - PERSONNEL SERVICES	AMOUNTS FOR THESE ITEMS ENTERED BY COMPLETING PERSONNEL DETAIL FORM				
1110 Salaries – Full- & Part- Time					\$0.00
1300 Fringe Benefits					\$0.00
SUBTOTAL – PERSONNEL SERVICES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2000 - SUPPLIES					
2100 Office Supplies					\$0.00
2200 Operating Supplies ²					\$0.00
2300 Repairs & Maintenance Supplies					\$0.00
SUBTOTAL – SUPPLIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3000 - 4000 OTHER SERVICES & CHARGES					
3100 Expert & Consultant Services					\$0.00
3140 Contractual Employment					\$0.00
3150 Data Processing					\$0.00
3190 Other Professional Services ³					\$0.00
3210 Telephone					\$0.00
3220 Postage					\$0.00
3300 Automobile Expense					\$0.00
3310 Convention & Travel					\$0.00
3400 Advertising					\$0.00
3500 Printing & Duplicating					\$0.00
3600 Insurance					\$0.00
3700 Public Utility Services					\$0.00
3800 Repairs & Maintenance					\$0.00
3900 Rentals – Buildings					\$0.00
Rentals – Equipment					\$0.00
4210 Education Expense					\$0.00
4290 Other Misc. Expenses ⁴					\$0.00
4999 Administrative Costs/Indirect Costs ⁵					\$0.00
SUBTOTAL – OTHER SERVICES & CHARGES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL EXPENDITURES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

¹ Identify specific funding sources included under "Other" above:	
TOTAL	\$0.00

² Operating Supplies - Itemize below (Do Not Include Office Supplies):	
TOTAL	\$0.00

³ Other Professional Services - Itemize below:	
TOTAL	\$0.00

⁴ Other Miscellaneous Expenses - Itemize below:	
TOTAL	\$0.00

⁵ Indirect may be charged to General Fund funds only by those agencies having an indirect cost rate approved by and on file with the City.

The approved indirect rate for your agency is _____%

2015 Authorized Encampment Operators RFQ								
Attachment 3: Proposed Budget: Personnel Detail								
Agency Name:					Project/Program Name:			
Person Completing Form:					Phone Number:			
Full-Time Equivalent (FTE) = # of Hours/Week				Fund Sources				
Position Title	Hourly Rate	FTEs	Number of Hours	HSD General Fund	Other	Other	Other	Total Program
								\$0.00
								\$0.00
								\$0.00
								\$0.00
								\$0.00
								\$0.00
								\$0.00
								\$0.00
								\$0.00
								\$0.00
Subtotal – Salaries & Wages				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Personnel Benefits:	FICA						\$0.00
	Pensions/Retirement						\$0.00
	Industrial Insurance						\$0.00
	Health/Dental						\$0.00
	Unemployment Compensation						\$0.00
Subtotal – Personnel Benefits		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Personnel Costs (Salaries & Benefits)		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

BARS Classification of Expenditures Guidelines

1000	PERSONNEL SERVICES – Includes expenses for salaries, wages, and related employee benefits		
	1100	Salaries & Wages – Fees paid for personal services rendered.	
		1110	Salaries (Full- & Part-Time) – Salaries and wages paid for services rendered by full- & part-time employees.
		1190	Other Salaries & Wages – Salaries and wages paid for services performed by work study, temporary and intermittent employees.
		1220	Overtime – Fees paid in addition to regular salaries and wages for services performed in excess of regular work hour requirements.
	1300	Fringe Benefits – FICA, Pensions & Retirement, Health Care, Dental, Unemployment Compensation, Industrial Insurance & Medical Aid	
2000	SUPPLIES – Includes articles or commodities which are consumed.		
	2100	Office Supplies – Supplies and materials that are to be used in the office. <i>Examples: office stationery forms and small items of equipment (value under \$5,000, except computers and software).</i>	
	2200	Operating Supplies – Supplies used to fulfill the needs of operations	
	2300	Repairs & Maintenance Supplies – Supplies used in repair and maintenance. <i>Examples: building materials & supplies, paints & painting supplies, plumbing supplies, motor vehicle repair & small tools.</i>	
	2500	Fuel Cost – gas, diesel, heating	
	2600	Minor Data Processing Items	
		2610	Personal Computer & Printers – Value per item over \$1,000 and under \$5,000.
		2620	Software Purchases – Under \$5,000 per item.
3000-4000	OTHER SERVICES & CHARGES		
		3100	Expert & Consultant Services – Services performed on a non-recurring basis. <i>Examples: auditing services, accounting services, special legal services, and other individual and one-time services.</i>
		3140	Contractual Employment – Fees paid to individuals or businesses for temporary or short-term services.
		3150	Data Processing – All data processing charges.
		3190	Other Professional Services – Professional services not covered in the above classifications. <i>Examples: Janitorial services, protective services, and other professional services.</i>
		3210	Telephone – Includes installation, long distance, directory service & local telephone service costs.
		3220	Postage – Includes all meter postage, stamps, postal permits, etc.
		3290	Other Communications – Includes Western Union costs.
		3300	Automobile Expense – Includes lease and motor pool charges.
		3310	Convention & Travel – Includes transportation, meals and lodging expenses incurred by the employee in the performance of official duties. A convention and travel authorization signed by your Executive Board must accompany any check paying convention and travel expenses.
		3320	Private Auto Allowance – Includes lease and motor pool charges.
		3390	Other Transportation Expense – Transportation expenses not covered in the above classifications.
		3400	Advertising – Includes cost of advertising, publication of public notices, and other such items.
		3500	Printing & Duplicating – Includes printing, duplicating and/or binding of books, pamphlets, newsletters and other reading materials.
		3600	Insurance – Includes all insurance premiums except what is applicable to Personnel Services.
		3700	Public Utility Services – Includes Washington Natural Gas, City Light, Water, Garbage, Sewer and Puget Power.
		3800	Repairs & Maintenance – Includes all services required in the maintenance of all equipment, machinery, buildings and improvements.
		3900	Rentals – This classification should include all types of rentals. Examples: Rental of office equipment, land, buildings, movie rental fees, and machinery and equipment rental charges.
		4210	Education Expense – Includes tuition, travel and living expenses of employees sent to educational programs or schools.
		4290	Direct Client Assistance

Appendix A



City of Seattle
Human Services Department

**OPERATIONAL GUIDELINES FOR TRANSITIONAL HOMELESS ENCAMPMENTS
 ON PUBLIC, PRIVATE AND/OR RELIGIOUSLY CONTROLLED LAND**

I. BASIC PRINCIPLES

Site Operation and Governance:

The operator 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. The operator will develop a formalized governance structure, which should include working with residents and the City to provide residents opportunities to participate in the development of policy and programming, and contribute to the security and maintenance of the site.

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 enrollment process provides an opportunity to begin building relationships with residents, as well as provide data to help the City effectively address challenges and solutions to homelessness in this region.

Resident Support:

Encampment residents will have access to on-site and off-site services and resources that will provide assistance in helping to create a personal stability and transition plan to identify participant strengths and barriers, and develop the skills necessary to obtain and maintain stable housing.

Service Coordination:

The operator will partner with other organizations to expand on-site service access. 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.

Community Engagement and Responsiveness:

The operator will be responsible for conducting outreach and notifications to the surrounding community and within the encampment, including maintaining open communication with neighbors, ensuring compliance with neighborhood agreements, and development of a grievance procedure for both community members and encampment residents.

Cultural Competency:

The operation, management, and provision of services must be culturally and linguistically appropriate, and include the capacity to effectively serve and engage people of diverse backgrounds.

II. ROLES AND RESPONSIBILITIES

A. Technical Assistance:

The City will provide technical assistance and staff resources to authorized encampment operators to support the development of the Shared Governance and Management Structure, data management support through Safe Harbors HMIS, and referrals for partnerships to improve access to services and program assessment.

B. Reimbursement of Eligible Operating Expenses:

The Seattle HSD will reimburse eligible operating expenses of authorized encampment operators, in accordance with the reimbursement policy and process to be included in the individual site lease agreements. See Appendix B for a list of expenses that will be eligible for reimbursement.

C. Issuance of Site Permits and Lease Agreements:

The Seattle DPD will issue permits through a site review process, to authorized encampment operators, to operate an encampment on an identified piece of City-owned property. This process will be identified as part of the joint HSD/DPD Director's Rule to be released by July 2015.

The signed and completed lease agreement will be provided by the Operator to the City of Seattle or entity acting as site host at least 10 days prior to move-in date. The encampment program will operate at the site for a period not to exceed 12 months, subject to terms and conditions of funding contracts, permits, and agreements between the Operator and the City of Seattle or entity acting as host site.

D. Operator Responsibility for Basic Services:

The operator will be responsible for ensuring efficient oversight during all hours of operation to include maintenance of hygiene and kitchen 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 operator 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.

E. Expectations of Conduct:

All residents are expected to be good neighbors. Residents will receive an orientation during enrollment that defines expectations of conduct. Residency is contingent upon agreement to the expectations. The operator and the governance structure 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 may not be allowed to remain at the site. In the event that residency is terminated, the operator will follow procedures to ensure that the individual is connected to appropriate services.

F. Governance and Management:

The City will require the transitional encampment operator to develop and implement a formalized governance structure, which should include working with residents to implement site/program operations in which residents are active in contributing their time and talents to work on the day-to-day management of the encampment site and the community in which they live. The governance/management model should create a shared power and decision making structure

where residents participate in the adoption and enforcement of policy, assist with security and property maintenance, and share experience and expertise with their peers. These experiences are intended to promote balanced and shared power, and skill development in conflict resolution, communication and leadership.

G. Operations Funding and Site Management:

- 1) *Operating Budget:* The operator will develop an annual operating budget for the program. The budgets should include all revenue sources committed and anticipated for the program and any plans for fundraising. An operating budget will be required during the permitting process. The operating budget will be included in the lease agreement.
- 2) *Fund Development Plan:* HSD expects that City resources contributed to the encampment will leverage other public and private funds. The operator will be required to secure non-City financial and in-kind resources to support the encampment and its operations. HSD will require the operator 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 RFQ proposal.
- 3) *Management Plan:* The operator 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 any volunteers at the transitional encampment. The management plan will describe the governance model the program will operated under, which should include working with residents to implement site/program operations. The management plan should also outline goals and plans for connections with community resources, and plans for on-going community engagement.

The City of Seattle will review and approve a management plan as part of the leasing 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 resident and community grievance policy.

- 4) *Community Notification Policy:* The operator will comply with community notification requirements outlined in the Encampment Ordinance. The operator will notify neighborhood residents of intention to site an encampment prior to occupation of site. The operator shall provide a mechanism for regular communication with the surrounding community.

The operator will ensure a healthy environment for the neighborhood and all residents by completing criminal history background checks. This will be completed as part of the intake and assessment process within the first 7 days of camp entry.

H. Encampment Siting:

The operator will ensure that any site identified adheres to the DPD/HSD Joint Director's Rule and City of Seattle Ordinance 124747.

I. Reporting and Evaluation:

HSD requires a high level of reporting, transparency and accounting for program services and funding from authorized operators receiving City funding. The authorized encampment operator(s) will be required to adhere to all data collection and reporting requirements with accuracy and timeliness.

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

The operator 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. Payment may be suspended if data collected is not accurate and entered in a timely manner.

2) *Encampment Assessment:*

The operator, residents and HSD will work collectively to regularly evaluate outcomes and the effectiveness of overall program plan, including feedback and suggestions from the community, residents, and operator's staff regarding the success and viability of the program. The assessment and evaluation will inform strategies to enhance program operations and develop plans for successfully exiting all residents to stable housing.

III. PROGRAM DESIGN

A. Encampment Program:

The 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 encampment site will not exceed 100 residents. When the encampment reaches a maximum capacity of 100 residents, the operator will refer any new applicants to other shelter and service programs. The encampment program is intended to operate as a temporary living environment, and is not intended to provide a medium or long term living option for residents.

- The program will include a formal intake process to identify strengths and needs, and connect them to services. Encampment residents will access services on- and off-site, and participate in activities designed to build independent living skills, increase income, build financial empowerment skills, and promote health and well-being. It is the expectation that the governance structure of the encampment will allow residents opportunities to be active in contributing their time and talents to work on day-to-day operations. Residents will create a transition plan, and set and achieve individual goals to build on their strengths and address and eliminate barriers around housing and economic stability.

B. Individual Engagement and Supportive Services:

The operator will work with social service agencies to provide outreach and engagement services to residents. Social service agencies and support from peers in the encampment will work in concert to provide support and encouragement to assist residents to develop a personal stability and transition plan, identify strengths and barriers, and provide referrals to critical services, including shelter, transitional/permanent housing, hygiene and day centers, medical/dental/mental health services, chemical dependency treatment, and employment. This includes building partnerships with local homeless and housing providers to further ensure that services are available on-site to respond to the comprehensive needs of clients and support participants in realizing success and overcoming obstacles to personal empowerment and housing stability.

C. Community Engagement and Connections:

The operator will reach out to community members, partners and stakeholders to establish relationships, build trust, and engage in an ongoing dialogue and collective problem solving. Encampment residents will be encouraged to seek opportunities to participate and contribute to

the community. Neighborhood and community partners may serve meals, donate in-kind/resources, and provide other opportunities for residents. The operator will also work with the host neighborhood and other service providers to provide information and service referrals to connect unsheltered individuals in the neighborhood who are not living in the encampment with continuum of care services.

D. Populations to Be Served:

The encampment must serve homeless persons who do not have primary indoor shelter and lack the resources and support necessary to sustain stable housing.

- 1) The encampment will allow families with children and adults who are 18 years of age and older as residents.
- 2) Unaccompanied minors will **not** be allowed to reside at the encampment.
- 3) Vulnerable populations: The program will find suitable indoor shelter or alternate placement for encampment residents who are considered highly vulnerable, including women who are pregnant, families with young children, and persons with severe disabilities and/or chronic health conditions.

IV. EXPECTATIONS FOR ENCAMPMENT PARTICIPANTS

The goals of the transitional encampment program are to provide a safe, healthy, and supportive interim living environment and help participants obtain and remain in stable housing and achieve greater self-determination. During each program year, the operator and its partners will be required to report on resident progress towards these goals, as outlined in the lease agreement.

A. Program Enrollment, Assessment and Services:

- 1) Encampment participants complete Safe Harbors intake within seven days.
- 2) Participants create an individual plan 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 encampment into stable housing within 12 months of program entry.

Demographics			
<div> <div>New HH</div> <div>New</div> <div>Save</div> <div>Same Family</div> <div>New Family</div> </div>			
<input type="checkbox"/> Head Of Household		<input type="checkbox"/> Consent Refused	
Consent		Age	
SSN	<div> <div> <div>-</div> <div>-</div> <div>-</div> </div> <div>></div> </div>	SSN Code	
First Name		Last Name	
DOB/Code			
Gender		Veteran	Disabled
Ethnicity		Identifier	
LKP Zip		Address Data Quality	
Housing			
Race [Choose As Many As Apply] <input type="checkbox"/> Client doesn't know			
<input type="checkbox"/> Asian <input type="checkbox"/> Black or African American <input type="checkbox"/> Native Hawaiian or Other Pacific Islander			
Program Enrollment			
<div> <div><<</div> <div>>></div> <div>Exit</div> </div>		Program	Entry Date
<div> <div>New</div> <div>Save</div> <div>Delete</div> </div>			
Program		Entry Date	
Prior Living Situation		If Other	
Length Of Stay		Continuously homeless	
Number of times homeless in past 3 years		Number of months homeless in past 3 years	
Number of months continuously homeless		Status documented	
Service		Service Start	
Staff		Units	<div>Schedule</div>

Appendix B
Authorized Encampment Operators
Operating Expenses Eligible for Reimbursement

This section outlines a draft list of operating expenses that will be eligible for reimbursement in 2015.

Eligible expenses for Authorized Encampment Operators will be reimbursed through an established list of vendors available to support encampment sites. HSD will either directly contract with or reimburse these vendors. Reimbursement for vendors could be through (1) an interdepartmental agreement with other City departments for funds transfer, or (2) utilizing a vendor service agreement, either through direct contract or reimbursement.

Expenses eligible for reimbursement include:

- Costs associated with the encampment infrastructure and health, such as:
 - Portable Toilets
 - Hand-wash stations
 - Construction material such as crushed rock, wood chips, pallets and cinder blocks
 - Storage containers, for personal belongings and for food storage
 - Office supplies
 - Pest control
 - Fire Extinguishers
 - Garbage, compost and recycling removal
- Other costs associated with the operations of the encampment, as approved by HSD. The proposed costs for reimbursement will be outlined in the encampment budget, which is required to be submitted through this RFQ and will be part of the site lease agreement. Costs not listed in this budget and approved by HSD/DPD will not be eligible for reimbursement.

Expenses that will not be eligible for reimbursement: It is the expectation of HSD that the encampment operator will secure funding outside of the City of Seattle General Fund in order to pay for program costs not eligible for reimbursement. Costs not eligible for reimbursement include:

- Program Staffing
- Transportation
- Tents or materials for development of temporary structures
- Liability insurance
- Food service