

Camp Second Chance

(Myers Way Site)

Management Plan 2017-18

Background The Low Income Housing Institute (LIHI) develops, owns and operates housing for low-income, homeless and formerly homeless people in Washington State; advocates for just housing policies at the local and national levels; and administers a range of supportive service programs to assist those we serve in maintaining stable housing and increasing their self-sufficiency.

LIHI also operates several self-managed tiny house villages and encampments with diverse population of homeless men, women and families living in tiny houses and tents with access to kitchens and community facilities.

Founded in 1991, LIHI has grown to be one of the most productive affordable housing developers in the Northwest. LIHI owns and/or manages over 2,000 housing units at 62 sites in six counties throughout the Puget Sound region.

Camp Second Chance (C2C) is located on City of Seattle owned property at 9701 Myers Way South, in West Seattle. C2C has been a city-sanctioned encampment starting in February 2017. LIHI was asked by the Seattle Human Services Department (HSD) to assume the contract for operations in September 1, 2017. The city's Navigation Team is referring homeless singles and couples who have been camping illegally to C2C. C2C is operated as a self-managed encampment with democratic decision-making. Self-help hours are required for security and the running of the camp. Residents follow strict adherence to clean and sober living and peaceful resolution of conflicts. Singles, couples and families with adult children are eligible to live at C2C. No children under age 18 or unaccompanied minors are allowed to reside at C2C and will be referred elsewhere.

Basic Rules/Code of Conduct—Camp Second Chance has an initial and basic set of rules which are part of an Intake Form. One copy of this form is given to all new campers to read and retain, while a second copy is kept by the camp as a record of the intake and agreements made at that time.

This intake packet, the basic rules it establishes, and many of the policies and procedures already created are available upon request from the elected camp bookkeeper thereafter and can also be reviewed at the Security Post. The intake packet, with rules, is attached to this document.

Resident Rights No resident will be discriminated against for belonging to a class of citizen protected by the City, State, or Federal Government. No resident will be required

to participate in political activity. All residents have the right to speak freely and pursue established rights to appeal without fear of retaliation.

Intake Process Homeless adults, couples and families apply on site to stay at Camp Second Chance. On-duty Security Workers assist in their application if necessary. Security Workers will first see if a member of Camp Leadership is available to assist. Applicants must present current government issued identification with a picture upon intake. The intake process – including sex offender check – must be completed prior to admission to the camp.

Camp Leadership—Camp Second Chance holds weekly meetings to discuss the operations of the camp. The leaders are elected by residents and the leaders review incidents, incident reports and actions by security workers.

They are empowered and obligated to make thorough and prompt decisions on how to hold individuals meaningfully accountable when encampment rules have been broken. This is done through a Majority Vote of the Leaders. Once an Accountability Decision has been made, agreed to in writing, and served, it can be amended only by following the Grievance Policy.

LIHI Staff—Until the City approves additional funding sufficient to cover the additional cost for full-time staff, LIHI staff consists of one half-time Site Coordinator. The Staff is responsible for bringing relevant information to the camp, notifying the camp when outside parties have an interest in supporting the camp, and reminding the camp of the adopted procedures and rules. Staff also retains the history of the organization, since there is a turnover in the homeless residents of C2C.

Camp Security—At least one camp resident is on security shift at any one time, with shifts operating 24 hours a day. The primary duties of security workers are described in the below four points:

- 1) If anyone on the premises is violating rules that the Security Worker can reasonably conclude brings immediate danger to camp residents, they must be required to leave by the Security Worker. This is called a bar.

Such immediate bars are initially for 12 hours, and are swiftly reevaluated by Camp Leadership to determine the full duration of the bar. Individuals who are barred from camp must leave the camp as directed – and stay at least six blocks away excepting under those conditions described in the intake packet.

Violations of a serious nature may include calling the Police and taking immediate action.

Barred individuals who have failed intake due to the legal sex offender status or who have committed or threaten to commit acts of violence will require a call to the Police to apprise them of the situation.

Camp Leadership and/or Security Workers will escort sex offenders and those at risk of violent behavior out of the camp if it can be safely done. Camp security will report to 911 barred campers who are loitering or trespassing in the neighborhood, and will patrol the neighborhood when there is a reason to believe this is occurring.

2) There may be instances where camp residents do not follow the rules but there is no immediate threat or danger. Camp Leadership should consider progressive discipline that may include extra duties or assignments to make up for an infraction. If ultimately a Bar is in order for a non-serious incident, the bar should not start in the evenings or weekends—as it will be difficult for the individual(s) to secure shelter.

3) Other duties of security workers includes monitoring who comes in and out of the camp, not allowing visitors during quiet hours, answering questions, performing regular perimeter checks outside the camp, and writing incident reports when needed. A log book will be kept for guests and people making food, clothing or donations of supplies with the names, contact info and items donated recorded. All monetary donations are to be made to LIHI and identified for C2C. The LIHI website is www.LIHI.org LIHI will record all donations made for C2C.

4) Security also has immediate access to the camp cell phone and is authorized to call 911 for police or fire assistance. No one is prevented from calling 911 when needed. Security is responsible for ensuring that the camp phone is used only for camp business.

At the Security Worker's discretion individuals may make limited local calls for work, services or emergencies. These must be recorded in the security log book. Incoming calls for participants will usually require Security Workers to take names and numbers to pass on later to the participant.

Security Shifts at encampments commonly cover not only the above bare minimum obligations, but additional assistance with camp clean up, bag and tags, neighborhood litter busting, emptying trash cans, & etc. Wake Up Calls for participants are a courtesy that Security Workers try to extend, but Participants are expected to have their own means to wake themselves up.

Security Workers must stay on their post until their replacement has arrived or a member of the Leadership Team has been informed. Security Workers are expected to wake their replacements up, when necessary, prior to the end of shift.

Every adult living at Camp Second Chance is required to do a certain number of security shifts a week as determined necessary by the leadership. Flexibility including reduced hours will be made for individuals working or attending school. People who

have medical emergencies/ appointments, job interviews, jury duty or court dates will not be barred for missing shift hours. They are to give advance notice of schedule conflicts when possible and to find a substitute. People with disabilities are to be provided reasonable accommodation. Camp Leadership will not impose financial penalties for people who need shift changes or substitution.

Security Design There is only one entrance/exit point at Camp Second Chance. The Security Post at the Entrance to the camp will provide visibility inside the camp and out.

Public Health We will schedule and participate in quarterly walkthroughs by Public Health Department workers if needed. Our management team has extensive knowledge and experience in ensuring health and safety of our residents which will be applied to the site. All kitchen items and foods will be stored in containers. LIHI Staff will conduct weekly site inspection to sure that everything is clean and well-organized. Campers will be responsible for keeping the kitchen tents, the dumpster area, and portable toilets are clean and sanitary at all times.

In addition:

- Bait stations will be maintained on a regular schedule through a contract with vendor.
- Portable toilets, gray water tanks and hand washing stations will be serviced weekly.
- Drinking water will be provided to the site by a vendor. LIHI management staff will also conduct weekly inspections of the sites to ensure that best practices and expectations are met.

Fire Department—County and city fire department employees have been, and will continue to be, welcome to enter the encampment to observe fire safety issues and offer advice and suggestions on how to prevent fire hazards. Camp Second Chance has fire extinguishers placed throughout the encampment and has designated smoking areas. The tiny houses have smoke detectors.

Coordination and Communication: LIHI determines policies, rules and operating principles, and takes responsibility with C2C for running the site.

LIHI and the Camp Leadership will hold a meeting at least once every two weeks to discuss problems, agree and act on solutions, and to share information. For issues that require immediate actions, LIHI and the Camp Leadership will discuss and meet on site (if needed) to take necessary actions within 24 hours.

All participants are expected to report all issues and problems on site to the Camp Leadership (or to Security Staff if Leadership is not available). The Camp Leadership will report all issues and concerns to the LIHI Staff who will make sure that all issues are resolved in a timely manner.

LIHI and Camp Leadership will discuss and resolve all issues and concerns together but in special cases, the ultimate arbiter is with our LIHI Upper Management Team.

Decision Making Accountability – Camp Second Chance is self-managed by the men and women staying there. The elected leadership must enforce the rules and obligations agreed upon by LIHI and Camp Second Chance residents.

LIHI has designated specific staff members to take action when self-management has ceased and serious neighborhood obligations are not being addressed. Several policies are in place to reduce disruptions as much as possible, without violating agreements with the neighborhood.

1) When designated staff becomes aware that either a pattern of rule violations or an egregious rule or policy violation is taking place at the site, they shall require accountability actions that will solve the problem and prevent its reoccurrence.

The first step for the designated staff person shall be notification of the residents and its leadership. This will occur prior to any of the designated staff accountability actions:

- a) The staff person designated by LIHI must first warn the leadership in writing of the rule or policy violation, so that the camp has an opportunity to correct the problem.
- b) the designated staff person will meet with leadership to come up with a serious corrective action plan.
- c) The designated staff person must consult with LIHI Upper Management regarding the case.

If it is the conclusion of the designated Staff Person that the camp response to notification of a pattern of rule violations or egregious actions is insufficient to hold meaningful accountability and correct the problem, further action may be taken by the designated staff.

These steps can include:

- a) Permanent or temporary closure of the camp at Myers Way.
- b) Permanent or temporary bars of the individuals or leaders who have not been held accountable for their actions or inactions.
- c) Permanent or temporary turnover of management to another entity.

2) The Low Income Housing Institute has oversight, review and repeal authority over any decisions which bar individuals, closes the camp or transfers of management. All actions based upon this section will be reviewed by LIHI within 10 days of the accountability action by the designated staff person.

3) LIHI designated person shall inform the LIHI Upper Management and the Program Manager of the commencement of action taken by designated staff for reasons enumerated within this section of the Management Plan. The recommendations of LIHI Upper Management and Program Manager will be taken into serious consideration.

4) Camp Second Chance residents has no standing to either fire or vote no confidence in LIHI Staff. LIHI Staff are hired and fired only by the LIHI Upper Management team.

Referrals and Inter-camp Resources—Inter-organizational and individual encampment residents share available city and state resources among themselves and between encampments. The camp has at their option maintaining a library of community information, a bulletin board, and electing a Resource Coordinator.

Staff and residents gather and distribute packets of resource information.

Organizations and individuals providing additional resources are always welcome and encouraged to present those resources to the encampment.

Services, Case Management and Data Collection—The Low Income Housing Institute (LIHI) maintains a streamline access to housing resources that are available to those who qualify. LIHI will provide a Case Manager. They will provide on-site information and referral services, employment counseling, and will assist the residents in applying for housing and services.

HMIS Protocols: The LIHI Case Manager will do HMIS surveying and data entry—in an informed-consent fashion—with all camp participants. Within seven days of intake into the Camp Second Chance, new camp participants will check in with the LIHI Case Manager and complete the HMIS Informed Consent and Demographics forms. All data entry will be done by LIHI. Camp Leadership will share the names of exited campers on a weekly basis.

The King County Medical Van will visit C2C. All residents are urged to visit the van and participate in health education programs. Residents may not vote on nor deny entry or services from services providers funded from King County or City of Seattle.

Amenities— Faith-based and community groups will be invited to prepare and serve meals on a weekly schedule. Other amenities will include the Food Preparation Area (commonly called the kitchen tent) donations tent, porta-potties, handwashing station, and community area.

Until the electricity is upgraded, electrical kitchen appliances will be limited to a coffee pot and microwave at most. They will be used only in the kitchen tent. A supply of cutlery, plates, bowls, food and cups will be available. They will be disposable products unless a Health Department cleaning system of reusable items is approved. Simple food staples such as peanut butter, salt and bread will be available.

If an electrical generator is required it will be properly enclosed in a small separate structure that will be muffled. Hours of generator operation will be limited to those allowed by Seattle Noise Ordinances or the Camps 'non' quiet hours – whichever time period is briefer.

Propane grills are in open community space and meet Fire Department standards.

Tiny Houses

Tiny houses purchased, built or donated to LIHI for Myers Way are the property of LIHI. Camp residents are to keep the tiny houses habitable, clean and safe. No smoking, candles, cooking or fires are allowed in the tiny houses. No hoarding is allowed.

Community Relations & Grievances--LIHI provides clear contact information for neighbors. Communication with LIHI starts with contacting a staff person at 206-443-9935 at 2407 1st Ave Suite 200 Seattle, WA 98121.

Complaints are received by LIHI Staff who must record all pertinent information received. The matter is quickly referred to Camp Leadership and/or the on duty Security Worker. Upon request, the complainant will be informed of any resolution of the complaint.

If an immediate solution cannot be provided simply by Camp Leadership or the Weekly Camp Meeting it is taken to the LIHI Upper Management to resolve.

Camp Second Chance will inform the Community Relations Committee of all Complaints and Compliments received, and seriously consider any recommendations made for change or improvement.

The Camp Second Chance Community Advisory Committee (CAC) will be selected per the procedures agreed upon with the City of Seattle. The Committee will consist of no more than seven neighborhood stakeholders. LIHI will support their ability to meet – initially monthly - review the camps activities, and take appropriate action.

Internal Grievance Process—The External Complaint process is described above. Camp Second Chance has an established internal grievance process.

The grievance process is outlined on the back of every incident report form; this ensures that every member of our community is aware of the grievance process. LIHI Staff will also provide information to campers on the grievance process. LIHI and the Camp Leadership will discuss all issues, and complaints, and grievances in a timely manner. The ultimate arbiter of grievances is with our LIHI Upper Management Team.