

<b>CAC Name:</b>	Camp Second Chance Community Advisory Committee
<b>Date:</b>	11/5/17
<b>Meeting Location:</b>	Arrowhead Gardens Welcome Center
<b>Call to Order (time):</b>	2:00pm
<b>CAC Members in Attendance:</b>	Aaron Garcia, Willow Fulton, Judi Carr, Cinda Stenger
<b>Permitted Encampment Members in Attendance:</b>	Chris Brand, Eric Patterson, Rebecca, Chris, ~3 others - Plus David Baum on behalf of camp
<b>Operator Representatives in Attendance:</b>	Sharon Lee, Josh Castle
<b>Community Members in Attendance:</b>	~15
<b>City of Seattle Staff in Attendance:</b>	Tom VanBronkhorst
<b>Recorder/ Note Taker:</b>	Willow Fulton
<b>Previous Meeting Notes Approved:</b>	Yes
<b>Previous Meeting Notes Posted:</b>	Yes

**Progress/Case Management Report:**

- David Baum: Camp updates, progress on internal Camp Management plan and plans going forward
  - David is a volunteer/friend at the camp and "unofficial" mediator between camp and LIHI working closely with both.
  - LIHI recently delivered 4 tiny homes and over \$1000 worth of supplies
  - David has been working in office over the last 2 weeks to get familiar with, organize and compile data for progress report
  - Most data and records are pretty good – exit data needs some work
  - Working to ensure that rules and expectations are defined and clearly documented and understood (*See Draft Code of Conduct under Supporting Documents section at end of minutes*)
  - Created map of camp to understand exact placement of tents/structures and potential changes
  - Presented Monthly report:

Camp Second Chance - October Summary Report  
Prepared Nov. 5, 2017 - by David B.

**FIGURES**

**People:**

# of residents: 41  
# of men: 27  
# of women: 14

# of couples: 7  
# addl. in dorms: 1 (male)

**Residential spaces:**

# currently occupied sites: 35  
# currently occupied sheds: 12  
# currently occupied LIHI homes: 4  
# currently occupied tents: 19

# livable vacant sites, with  
tarps added or tents replaced: 10  
# candidate LIHI home sites: 7

## INCIDENT REPORTS & BARS

- **10: Verbal warning:** For rude speech or other minor infractions.
- **18: 24-hour bar:** For missing Security shifts or failing to sign up. Escalated in two cases to 3-day bars when behavior was habitual.
- **1: 7-day bar:** For yelling and insulting other camper with name-calling speech.
- **1: 30-day bar:** Couple who argued loudly, waking other campers. Continued instances after warnings. Accused of stealing. Witnessed smoking marijuana in parking lot.
- **3: Permanent bar:**
  - Syringes with needles found in a Pepsi can inside camper's tent, after camper had moved out of camp.
  - Camper missed securities, refused instructions to clean up his computer area so others could use it, plugged into camp power supply contrary to instructions, and was seen smoking a cigarette in the residential tent area.
  - Camper refused to sign up for Security shifts. Then refused to serve the 3-day bar set as discipline for that.
- **1: Medical leave:** Camper with head lice was asked to leave camp until she provided a doctor's note that she was lice-free.

## NEEDS LIST From Donation Coordinator:

Mary E. Diederichs, 206-480-7879 [houseofluxurymary@yahoo.com](mailto:houseofluxurymary@yahoo.com)

**Clothing, men's & women's sizes:** Warm winter coats, Insulated shirts & pants,  
Socks, Gloves/mittens, Scarves, Winter boots, Long underwear (thermal), Sweatshirts, Sweatpants, Hats

**Bedding & other:** Blankets, Sleeping bags, Hand warmers

## MISSION STATEMENT

The mission of Camp Second Chance is:

1. **To operate a transitional encampment** which maintains a safe and stable physical and social environment to provide shelter for people experiencing homelessness.
2. **To help people move into permanent housing** (in accord with the City of Seattle's goal of moving 40 % of camp residents to permanent housing within 90 days) by connecting them with casework and other resources.
3. **To build an extended community** around the camp including supporters, volunteers, donors, and "alumni" (former residents who have moved out of the camp into permanent housing).

###

## Additional Camp Concerns:

- Tents being provided do not have zippers that can be locked/secured
  - Answer: this will be addressed at committee
- Regarding Bars: In some cases, when a person has been on a 7 day bar, their belongings have been "bagged and tagged" and put in storage area as if they had abandoned them - then the person can be told they need to go through full intake again - this does not seem fair.

- It would be helpful to have showers at camp – Union Gospel Missions shower trailer currently comes once a week, and there are other locations but they are hard to get to.
  - Answer: There have been discussions about some options on site – there is a trailer at the camp that can be used - just waiting on funding. LIHI will also talk with UGM to see if additional visits is an option
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## LIHI Report

Sharon Lee – Exec Director, LIHI:

- LIHI was asked by city to take over camp operations so that camp could remain in operation
- Remaining budgeted funds (from previous contract) to run camp from Oct – Dec: \$75,183
- LIHI and city have not yet finalized a contract - LIHI is providing services and support, but has not yet been paid.
- LIHI's primary concerns are winterizing and making sure camp contract can be renewed in location for a second year.
- Have installed 4 insulated tiny houses - working on getting more
- Working on getting electrical set up to support additional power – hopefully to the tiny houses.
- Working on getting insulated structures over tents
- Due to cold conditions this week, working to get the word out that residents can go to the Earnestine Anderson shelter in the CD to warm up.
- Provided additional heater for community tent
- Working on hiring case manager – they made an offer to a candidate that had been interviewed, but it was turned down. In the mean time, Arthur and Stephanie from LIHI have been managing data and working on placement.
- There was a fundraising gala for LIHI the previous week – the featured speaker was Tammy, a previous C2C resident that is now in LIHI housing. They raised enough funds for 8 tiny houses
- LIHI and Alki Church have funds and volunteers to build additional tiny houses but need a warm, dry place to do the work – they have been asking the City to allow them to use some of the open spaces like the hangers in Magnuson Park.
- The City has been supportive of tiny houses, and may be supporting allowance of up to 1000 more
- Additional LIHI Camp Updates: In process of moving Tent City 5 (Interbay) to Port of Seattle property (move date Nov 17/18) - city also making City Light property in Wallingford available to move Ballard Nicklesville to in Dec. The Interbay camp is currently all tents – they will be transitioning to tiny houses next year – land is being leased to City for \$10 for 2 years
- City council members are supporting additional tiny houses throughout the city
- Asked if there is a plan for a holiday meal or event at the camp in November
  - Nothing was planned yet – Cinda volunteered to organize via WIN

Josh Castle – Volunteer Coordinator

- Trying to winterize as soon as possible - tents need repaired and houses/sheds need insulation
- Building "shelter logic" tents that have insulation layer
- Ultimate goal is to replace all tents with tiny houses, but it will take time.
- Issues happening outside of the camp are a concern as it can influence the permit renewal - camp, LIHI and community have to work together on those
- Provided copies of the Camp Service Plan and Camp Management Plan (previously provided to Camp and CAC) – these are included at the end of the notes

## New Business:

## CAC Member Questions/Concerns:

Willow

- Has the "needs" list that we heard about at the last meeting been met? Particularly the rat abatement?
  - Per camp: Supplies were delivered a couple of days ago, including some traps and have a person that is responsible for baiting and clearing them. They are not aware of a new contract set up yet.

- Per LIHI, there should be a new pest control vendor in place at the site – they will confirm.
- Requested confirmation on intake process if community members meet individuals that could be helped by the camp and seem willing/able to follow camp rules
  - All referrals to the camp are supposed to be via REACH (different than 211) - they do initial background and history checks and determine where would be the best fit and where space is available (they meet every morning to get updates on availability and needs)
    - It was noted by the camp that they currently has 22 vacancies, and they want to make sure REACH knows that (though there was additional discussion that they need additional tents in order to accommodate additional residents).

Aaron

- CDA hosted annual summit yesterday – theme was Growth without Displacement – talked about what White Center residents want to do to ensure current residents are able to stay (through growth) - some correlations to homelessness. A community committee (12-20 ppl) is being formed to develop a family resource center and additional affordable housing units, with community input. Would love to have C2C members on committee.
- Habitat for Humanity is offering help with home repairs on a sliding scale and via "Sweat Equity"
- Mary's Place Status meeting on Dec 14 7:00 pm
- The CAC should begin discussing options now for where the camp might be able to move whenever the permit for the current location is up

Cinda

- Has camp considered having a heated communal "dorm" space to sleep overnight on the coldest nights?
  - The established dorm tents are not allowed to have heaters in them, but the community tents do, and they may be able to offer that option to those in camp that need a warmer space to sleep in those circumstances.
- Re: the possible shower trailer that the camp has a plan for – what's involved and what's needed?
  - There is a tent trailer that can be converted, just need wood and other supplies and time. Estimated cost: \$600.
    - Cinda offered that Alki UCC can fund that immediately.
- Re: winterizing tents/sheds - Alki UCC on standby to help – just tell them when they are needed and they will show.

Judi

- Those that support the camp in the current location should let City Council and the Mayor know – those sources are where the decisions are made.

Community Concerns

- Chiago - representing some of the other homeless in the area – they are interested in finding a way to work with the support organizations.
- Does the C2C Board have a President?
  - No
- Who was the previous financial provider?
  - Old provider was Patacara – new provider is LIHI
- Who is responsible for paying LIHI and why have they not
  - Contract would be with Health and Human Services – LIHI has signed, but head of HSD has not – there has been personnel change that may have caused delay

- Why does the camp have to move after 2 years? Isn't there something like a 5 year plan so they don't have to tear everything apart?
  - Current permitted encampment process is 1 year, with possible renewal for second year, and no more than 2 years in a location. Advocates are requesting that to be extended.
  - An assessment of the first 3 encampments was published in June and will likely help inform future decisions:  
<http://homelessness.seattle.gov/city-releases-assessment-of-first-three-permitted-encampments/>
- Is LIHI dependent on philanthropy? If so, why?
  - Previous contract required provider to raise a portion of required funds through donations
  - LIHI encourages concerned attendants to let Seattle City Council members know that they request and support additional funds for Camp Second Chance – these decisions are made with the city budget.
- To Tom: In past community meetings, it was stated that the maximum time the camp would be there would be 2 years, then the Parks Department would come in and take over the property – is that still true?
  - The current permitting process states a maximum of 2 years at a location - that is still the city's intent
  - If the land returns to the parks department, there is no current plan for the land – it would likely remain empty
- The cost of supporting camps is funded by property taxes, and this is too much burden for property owners in the area.
- Camp Member: Heard that someone received a grant to remove non-native plants in parcels and is interested in helping
  - Advised that that is Grace Stiller – CAC member that is not present – suspect this will start in the spring
- Camp member: He has some experience and could help with a fundraiser if needed – he is in housing now, but is extremely grateful to the camp
- City's support of encampments is very progressive – and the 1-2 year permitting for the camps is a big improvement over the 3 month limits in the past. The city wants to move people through, but the people need stable community in order to grow and develop - this location might have a unique opportunity to find a way to provide both.
- Camp member: the camps are a real solution in helping people – has seen first hand several people be able to find work and housing through the camp.
- Are all camps LIHI operates required to move after 2 years?
  - Yes – 2 in North Seattle are moving this winter
- What is the cost of the moves?
  - Budget for both was \$150,000 - but it's not enough. They have to level the ground and stabilize with gravel, connect and install electricity and plumbing. It's important to advocate if a site is working well in the place it's in – it saves a lot of money. Continuing the moves is not sustainable and there are not very many suitable locations.
- Sent letter to LIHI looking for answers about financial accountability but has not gotten response – has additional questions about contract and budgeting and if contract ends in December or March (if assuming Patacara contract).
  - LIHI: The contract Patacara had with the city is not the same as the contract that LIHI has signed – it's a new contract and only goes through December.
- Where are tiny houses acquired from?
  - Monetary, material and labor donations
- Can people get tax credits for those donations?
  - LIHI is a 501c3 registered non-profit, so donations are tax deductible
- If there are not enough locations for encampments, why do they have to move?
  - There are several approaches, like the Block project (<http://www.the-block-project.com>) that has a goal to place 1 tiny home on each block in the city to disperse the homeless solution.
    - Note: Block project is privately funded and not coming out of property taxes

Next Meeting: December 3 2:00pm Arrowhead Gardens Welcome Center  
Adjournment: 4:00pm

## Supporting Documents

Revised Code of Conduct - DRAFT  
November 4, 2017

### CODE OF CONDUCT

#### A. Drugs & Alcohol

Camp Second Chance is a **drug- and alcohol-free** encampment. Sobriety is **REQUIRED!**

- Possession of alcoholic beverages in camp may result in a permanent bar.
- Possession of prescription drugs without the prescription may result in a permanent bar.
- Any prescribed narcotic or opioid medications must be registered with the on-duty Security shift and entered in the Security log before they are brought into camp.
- **INTOXICATION:** If you appear to be intoxicated inside the camp, a Board Member may question you about your behavior. In the absence of a documented medical condition, intoxication in camp may result in a permanent bar.

#### B. Personal Behavior

At Camp Second Chance, we rely on each other to act in a way that maintains safety, stability, and order. Please respect the rights and privacy of your fellow campers. The following behaviors are prohibited, and may result in a bar or other discipline:

- **Theft** of personal or camp property. (Permanent bar.)
- **Violence**, threats, verbal or physical abuse, assault, or bullying. (Permanent bar.)
- **Statements** that are racist, sexist, homophobic, degrading, are intended to cause harm, or which constitute harassment of any sort.
- **Sexual harassment**, defined as: Unwelcome sexual advances, requests for sexual favors, or other verbal or physical harassment of a sexual nature that are sufficiently frequent or severe to cause a hostile or offensive environment, or which affect decisions about campers' residency, work requirements, or discipline.
- **Arguments** and other loud or disruptive behavior that disrupts the harmony of the camp (3 or more other campers within camp boundaries).
- **Calling 911** for anything other than a medical or other legitimate emergency. Making any other type of call to 911 is prohibited. (Permanent bar.)
- **Entering or approaching the unauthorized encampment** across Myers Way is prohibited because conditions there interfere with maintaining sobriety. (Permanent bar.)
- **Urinating or defecating anywhere** other than the provided Honey Buckets. No pee bottles are allowed in tents or tiny homes. If you are observed urinating anywhere outside in the surrounding neighborhood, a permanent bar may result. If you have a documented medical condition, accommodation can be made.
- **No resident may enter another person's tent** unless it is for a wellness check or a medical emergency. When someone leaves camp for a day or two, they may call the camp phone to give another camper permission to enter their tent to close the windows or to make it safe.

- **Being noisy** after “quiet time” (10:00 PM-7:00 AM), including playing loud music. This includes talking in the residential area (tents and tiny homes) where people may be sleeping.
- **Indecent behavior** such as public nudity. Residents must be fully clothed outside their structure or tent; underwear or undergarments are not enough.
- **Asking visitors or donors** for personal benefits. If you are invited to dinner, you may accept.
- **No parking in front of garbage dumpsters.** Waste Management won’t stop for pickup. ● **Hoarding** of clothes or supplies from the donation tent, or food from the kitchen tent. Take only your fair share and leave the rest for your fellow campers. To receive the benefits of community, you must share with the community.

### C. Property & Equipment

Camp Second Chance owns a variety of property and equipment which is vital to the safety and functioning of the camp. Damaging, interfering with, or stealing camp property (or the private property of other campers) is absolutely prohibited and may result in a permanent bar. If you have questions about how to use camp property, ask the on-duty Security shift or a Board Member.

- Campers may not handle the electrical “Spider Box,” extension cords, or other elements of the power distribution system in the camp. If you have a problem with electricity, ask the Maintenance Master, the Security shift, or a Board Member. (Permanent bar.)
- Campers may not plug in to power cords associated with the lighting system in camp. Campers may not take extension cords owned by the camp without permission. To charge cell phones and other devices: [WHERE IS IT OKAY TO PLUG IN???]
- Campers may not use sleeping cots owned by the camp without permission, and must return borrowed cots upon demand by a Board Member.
- Each camper’s personal property must remain within the footprint of their tent area. Areas between tents and tiny homes must remain clear.
- Campers may not tie tent supports or anything else to the camp’s perimeter fence.

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### Low Income Housing Institute

#### Service Management Plan- Camp Second Chance

**Overview:** 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.

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 properties in six counties throughout the Puget Sound region.

LIHI provides a variety of supportive services to help residents maintain their housing and develop self-sufficiency. Our efforts include providing residents with case management, life skills training, technology access and training, financial literacy training and savings programs, and access to employment, healthcare, and educational programs.

Starting on September 1, 2013, LIHI, in partnership with Tabernacle Missionary Baptist Church, hosted Nickelsville for one year on a LIHI-owned site at 2020 S. Jackson St. in Seattle's Central District. We have since supported Nickelsville and SHARE at 22nd and Union, 1010 S. Dearborn, Interbay, Ballard, Othello, Georgetown and Licton Springs locations. LIHI's case management staff was successful in providing supportive services and moving homeless families with children, couples, and single men and women into LIHI housing, shelters and other housing options.

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 effective 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.

**Service Coordination:** LIHI is committed to providing case management, supportive services, outreach and referrals to residents of Camp Second Chance. We will focus on the needs of homeless single men and women, couples, seniors, veterans, people with pets and people living with disabilities. No families with children under age 18 or unaccompanied minors will be referred or served.

The LIHI Case Manager will provide information and referral services and will assist clients with housing applications, benefit applications, and navigating systems such as Social Security Administration (SSA and SSI) and the Department of Social and Health Services (DSHS).

All residents of the encampment will have access to on/off site services and resources that will provide assistance in creating housing stability. This includes, but is not limited to, transition plans, a streamlined referral system into shelters, referrals to transitional and permanent housing, referrals to housing first programs, veteran outreach, legal assistance, medical/dental/mental health care, chemical dependency treatment, benefit assistance, and transportation assistance.

Case manager will provide referrals to crisis centers, hygiene and day centers, educational services and employment services/training, citizen/immigration services, and interpreter services. This includes accessing local homeless and housing providers such as Public Health, DESC, Compass, CHS and others to ensure that services are available to respond to the needs of the residents. A case manager will be in attendance during resident community meetings to listen to any feedback, questions, or concerns from the participants in the encampment.

**Referrals:** LIHI will network with local shelters and housing providers specifically providing referrals for:

Shelter/Housing:

Singles and couples will be referred to:

- Coordinated entry for chronically homeless individuals, people with mental illness and chemical dependency, pregnant women, veterans, and frail seniors and individuals. The completion of VI-SPDAT scores for those chronically homeless with high vulnerability, so the individuals to get into the supportive housing that meets the needs of the individuals/couples.
  - DESC
  - Plymouth Housing Group
  - Catholic Housing Services



- Compass Housing Alliance
- Community Psychiatric Clinic
- Union Gospel Mission
- LIHI transitional and permanent housing
- Rapid re-housing programs
- Other emergency shelters and housing programs

Staff will complete criminal and credit background checks and assist with housing applications, navigating the barriers of securing housing, acquiring food stamps, medical care, applying for housing, and getting on wait lists, including Section 8.

#### Services:

For homeless single men and women, LIHI case managers will provide Crisis Center referrals, active housing search, and help with cash benefits, food stamps, and medical applications. Other services may include:

- Referral to free legal services
- Employment/training, job search and educational referrals
- Help cover transportation costs for job searches, education and accessing services

#### Refugee/Immigration Services:

A number of homeless individuals and couples will be immigrants or refugees. Case managers will contact and arrange for services with Muslim Housing Services, Refugee Women's Alliance (REWA), Ethiopian Community Services, Asian Counseling and referral Services, Somali Community Center and others.

- We will use Universal Languages for interpreter services.
- We will provide assistance with immigration forms, passport, green cards, and citizenship documents.

#### Veteran Services:

- Veterans will be referred to the King County Veterans Program and other agencies such as CPC, CCS, DESC, VA, etc.
- Staff will provide assistance with getting VA documentation and discharge paperwork, medical assessments, and eligibility for vet housing programs such as VASH and VA Grant & Per Diem programs.

#### Women Services:

- Providing referrals for domestic violence services and advocacy, such as DAWN, Broadview Shelter, Mary's Place, New Beginnings, YWCA, Union Gospel Mission, Life Wire, and Refugee Women's Alliance.
- Healthcare/ preventative services.

#### Wellness and Healthcare:

- Working collectively with Seattle-King County Public Health to provide preventative health care services
- Assist individuals with applying for healthcare, food stamps, and cash assistance
- Refer to local food banks
- Seattle Indian Health Board
- Pike Market Clinic and Senior Center
- Pioneer Square Clinic
- Major hospitals
- Mental Health referrals
- Chemical dependency referrals/detox

- LGBTQ agencies
- Life Long Aids Alliance

Job Training and Education:

- Assist individuals with employment, training and educational options including:
- Goodwill Industries
- DVR
- Programs at Millionaire Club, DESC Connections, Casa Latina, Fare Start
- Labor Ready
- Seattle Vocational Institute
- Seattle Central College

**Staffing:** LIHI will provide one paid FTE Case Manager who will be supervised by LIHI's Supportive Services Manager.

Goals for Tent City Clients

Encampment Goals:

The goal is to move high-need chronically homeless individuals out of CSC as quickly as possible. Vulnerable individuals with high VI-SPDAT scores, pregnant women, and sick people will be prioritized in receiving housing and supportive services. Case manager will immediately refer them to housing, rapid re-housing and shelter resources. If emergency shelters are full, this may include paying for a hotel stay until shelter space opens up or paying for transportation costs to reunite them with local or out-of-state relatives. We must minimize the number of frail individuals having to live in tents and exposed to inclement weather.

The goal for chronically homeless individuals, vets and seniors is to complete VI-SPDAT scores and move them into appropriate Housing First, VASH units, or permanent supportive housing projects. VAT scores should be completed within the first 30 days.

The goal for all residents who agree to receive case management services will be to actively look for employment and stable housing within 90 days.

The housing goal for the first year is to move 20 residents from the tent cities into shelters and 20 into transitional or permanent housing and to re-unite 10 with relatives.

The employment goal is for 15 residents to secure part- or full-time employment. For those residents that qualify for public assistance and/or food stamps, we will aim to enroll 70% of residents receiving case management.

**Data Collection/ HMIS Participation:** LIHI will participate in the required data collection called Homeless Management Information System (HMIS) per HSD required protocol.

Information to be collected:

- The number of adults occupying the CSC

- The number of encampment occupants accepting or declining offers for housing or social services
- Where the occupant(s) previously lived and where they are expected to go after leaving the encampment
- Race/ethnicity

**Cultural Competency:** LIHI has a diverse and culturally competent staff with experience in housing and providing services to people of color and immigrants/refugees. Over 50% of the residents and clients served by LIHI are people of color. LIHI staff will attend diversity training, or equivalent, yearly and assess our performance in providing culturally competent services.

**Encampment Assessment:** LIHI will work collaboratively with HSD, including meeting quarterly to evaluate outcomes and discuss the overall effectiveness of the program. We will help strategize and enhance program operations and develop aggressive plans for moving tent city residents into stable housing.

- Documents created by LIHI.
- Assessment for Diversion will be created on the intake form.
- LIHI will meet with Camp Second Chance Leadership and residents to obtain feedback on our performance and effectiveness.

10/12/2017

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](http://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 1<sup>st</sup> 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.