

# The Village Management Plan 2020

**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 operates tiny house villages with diverse population of homeless men, women and families living in tiny houses with access to kitchens, hygiene and community facilities. The Seattle Human Services Department contracts with LIHI to operate and provide services to The Village and other city-sanctioned villages.

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.

The Village is located on church-owned property at 612 22nd Ave, Seattle WA 98122, Central District of Seattle. The Church is the property owner and the religious non-profit Washington sponsor of the village. This village will shelter single men/women, couples, and seniors in tiny houses that are 8' x 12' insulated and heated. Facilities such as community kitchen and hygiene facility are provided on site.

There are a minimum number of expectations placed on residents who wish to live in the village. The aim is to have as few barriers as possible to allow more people access to shelter and services. LIHI and the Navigation Team will refer homeless individuals and couples. A certain percentage of individuals may be frail, chronically homeless, mental illness, or living with developmental and physical disabilities. Sobriety is a requirement for living in the village. Staff will be present 24/7 to enforce a code of conduct and provide security, a sense of community, and ensure the well-being of the the village and its relationship with the surrounding community.

## **Village Management**

Day-to day oversight of operations of the site is done by a team of LIHI Staff. This includes a Special Project Manager (SPM), 1 Case Managers, and Village Organizers. Staff will be on duty at all times and will assure the village and its members are safe, accountable, and responsive.

**Village Organizers:** 24/7 staff presence will be maintained in the Village. Village Organizers will be present during evenings, overnight and on weekends when the Special Project Manager and Case Manager are not working. This includes 7 staff working full and part-time. They will be responsible for ensuring the peace, controlling the entrance to keep the residents safe and prevent outside visitors, keeping the village

organized, respond to emergencies, serve as point for community contact during their shifts, and other duties. They will do perimeter checks and patrol the area on an established schedule.

**Special Projects Manager:** One FTE Special Projects Manager will be assigned to the site. The Special Projects Manager shares information, provide technical assistance, assures the community is following procedures and policies, and works with residents and staff to maintain the site in a clean and organized state. The Special Projects Manager will also conduct inventory, order supplies, inspect the site, establish relationships with the community, and assist in hiring, training, and supervising staff of the Village. The Special Projects Manager will be trained and supervised by LIHI Management.

**Case Manager:** The full-time Case Manager is responsible for establishing relationships with community referral agencies and their case managers, provide informal counseling, provide information and referral assistance to residents, and coordinate community-building activities. The Case Manager will be working and problem-solving with the residents of the Village on a daily basis. The focus will be moving the clients into permanent housing and providing supportive services. See The Village Supportive Services Plan.

#### **Basic Rules/Code of Conduct**

The Village 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 residents to read and retain, while a second copy is kept by management 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 The Village management team. 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**

The Village staff will complete the intake process and assist in filling out intake forms with new residents who are referred to the village by the designated referral agencies. Staff will provide orientation to new participants.

#### **Visitor Policy**

Prearrange tours, drop-offs of donations and food deliveries are very welcome. Residents may only have guests or personal visitors in the common areas. All visitors will be required to sign in and out of the village.

### **Village Security**

At least one LIHI staff will be on site at any one time, with shifts operating 24 hours a day. The primary duties of Village Organizers are described in the below four points:

1) While the goal of this program is to NOT exit residents to homelessness, If anyone on the premises is violating rules that the Special Projects Manager or Village Organizer can reasonably conclude brings immediate danger to Village residents, they must be required to leave by the Special Projects Manager or Village Organizers. All efforts will be made to find a suitable place for the resident to move to during the bar period.

Such immediate bars are initially set for specific periods of time (for example 8 to 12 hours) and are swiftly reevaluated by the Special Projects Manager to determine the full duration of the bar. Individuals who are barred from Village must leave the Village 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 to take immediate action.

This includes those who are committing or threatening to commit acts of violence will require a call to the Police.

Village Organizers and/or the Special Projects Manager will escort offenders and those at risk of violent behavior out of the Village if it can be safely done. Staff will report to 911 exited villagers who are loitering or trespassing in the neighborhood and will patrol the neighborhood when there is a reason to believe this is occurring.

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

LIHI staff have access to cell phones and are authorized to call 911 for police or fire assistance. No one is prevented from calling 911 when needed.

Village residents may make limited local calls for work, services or emergencies using the Village phone located at the Office Unit. These must be recorded in the log book. Incoming calls for participants will usually require LIHI staff to take names and numbers to pass on later to the participant.

Village Organizers at the site will cover not only the above bare minimum obligations, but additional assistance with Village clean up, bag and tags, neighborhood litter busting, emptying trash cans, & etc.

Village Organizers will stay on their post until their replacement has arrived or a member of the Management Team has been informed.

### **Security Design**

There is only one main entrance from (Street) at The Village. The Office Unit at the entrance will provide visibility inside the Village and out. Security cameras will be installed. An emergency exit is provided in the back of the village.

### **Community Self-Help**

Residents will be asked to contribute a certain number of hours per week for the benefit of the village. This includes tasks such as: kitchen duty, recycling, sobering donations, litter pick-up, yard work, trips to the food bank, gardening, etc. Reasonable accommodation will be made for those who are too frail or sick. Residents are asked to attend weekly meetings in the Community Space to discuss how the Village is operating and to develop a sense of community. Problems, solutions, announcements and community activities will be discussed.

### **Health and Public Health**

We will be using the Sanctioned Homeless Encampments Initial Planning and Management Checklist as a guide during initial setup and management of the Village. We will schedule and participate in quarterly walkthroughs by Public Health Department workers. 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 rodent-proof containers. LIHI staff will conduct daily site inspection to sure that everything is clean and well-organized. Residents will be responsible for keeping the kitchen, the dumpster area, toilets, showers, and community areas clean at all times.

One hot meal a day has been included in the proposed budget to HSD to be provided by Operation Sack Lunch or another provider. This is to ensure proper nutrition for the residents, especially those who are frail or pregnant.

In addition:

- Bait stations will be maintained on a regular schedule through a contract with vendor.
- Drinking water is available at the Community Space
- LIHI staff will ensure that all food and perishable goods are stored properly
- LIHI staff will also conduct weekly inspections of the site 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 Village to observe fire safety issues and offer advice and suggestions on how to prevent fire hazards. The Village has fire extinguishers placed throughout the site and has designated smoking areas. The tiny houses have smoke detectors and carbon monoxide detectors. First aid kit is stored on site.

**Coordination and Communication:** LIHI Management Team determines policies, rules and operating principles, and takes responsibility for running the site.

LIHI Management and village staff will hold a meeting at least once every two weeks to discuss problems, act on solutions, and to share information. For issues that require immediate actions, LIHI Management will approve solutions 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 Village Organizers/Special Projects Manager. The Village Organizers will report all issues and concerns to the Special Projects Manager who will make sure that all issues are resolved in a timely manner.

### **Services, Case Management and Data Collection**

LIHI maintains a streamline access to housing resources that are available to those who qualify. LIHI will provide a Case Manager who has experience working with homeless population who are experiencing long periods of homelessness. The Case Manager will provide on-site information and referral services, employment counseling, and will assist the residents in applying for housing and services. See Supportive Services Plan.

### **HMIS Protocols:**

The LIHI Case Manager will do HMIS surveying and data entry—in an informed-consent fashion—with all Village participants. Within seven days of intake into the Village, new 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.

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**Amenities**— Faith-based and community groups will be invited to prepare and serve meals on a weekly schedule. Other amenities will include the kitchen and food preparation area, toilets, showers, laundry, outside smoking area, and community space.

Electrical kitchen equipment and appliances includes refrigerators, freezer, coffee pot, microwave, stove, and an oven. 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.

### **Tiny Houses (sleeping structures)**

Tiny houses purchased, built or donated to LIHI for the Village are property of LIHI. Village residents are to keep the tiny houses habitable, clean and safe. Each tiny house will have a heater, outlet and light. No smoking, candles, cooking or fires, hair dryers, food, and appliances (other than heater that we provide) are allowed in the tiny houses. No hoarding is allowed. No storage of any personal belongings outside the Tiny Houses.

**Community Relations & Grievances**--LIHI provides clear contact information for neighbors. Communication with LIHI starts with contacting the Village Organizers or Special Projects Manager.

Complaints are received by Special Projects Manager who must record all pertinent information received. Upon request, the complainant will be informed of any resolution of the complaint.

If an immediate solution cannot be provided simply by the Village Organizers or the Special Projects Manager, it is taken to the LIHI Upper Management to resolve.

LIHI will inform the Village Community Advisory Committee of major incidents, complaints, compliments, report on progress, and consider recommendations for change or improvement.

The Village 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 Village activities and take appropriate action.

**Internal Grievance Process**—The External Complaint process is described above. The Village also 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 residents on the grievance process. LIHI Management Team will discuss all issues, and complaints, and grievances in a timely manner.

All residents are expected to report all issues and problems on site to the Village Organizers or to the Special Projects Manager. Village Organizers will report all issues and concerns to the Special Projects Manager who will make sure that all issues are resolved in a timely manner.

Residents should discuss their concerns with the Village Organizers or with the Special Project Manager. We encourage everyone to put their concerns in writing so LIHI

Management can address it effectively. Staff will investigate the complaint to determine the factual elements and make a determination as to the best approach to deal with the issue. Staff will review the grievance and clarify any missing or ambiguous issues with the residents.

If the resident is not satisfied with the decision or outcome of the resolution by Staff, or if the grievance or issue involves site staff, he or she can appeal the decision in writing to the Tiny House Village Program Manager of Low Income Housing Institute.