



Kitsap Rescue Mission

Pacific Building

Management Plan

Overview:

Kitsap County's Human Services Division has contracted with Kitsap Rescue Mission to operate a 24-hour continuous stay shelter in a County owned facility located at 4459 SE Pacific Building Drive in Port Orchard, WA 98366. The shelter shall be operated as a low-barrier facility providing services to families, single males, and single females experiencing homelessness.

KRM is an equal opportunity provider open to welcoming the diverse unhoused population of Kitsap County. KRM will not discriminate in any manner when accepting guests regardless of race, national origin, gender identity, sexual orientation, age, marital status, or disability, as well as those struggling with substance use and mental health conditions. KRM has a standard of treating all guests with compassion, respect, and recognition of the dignity of each and every individual.

The Pacific Building facility is approximately 20,000 square feet and KRM's goal is to provide a welcoming, comfortable, and dignified space to allow our guests to feel more self-worth and motivation towards moving forward in transitioning from homelessness to self-sufficiency, stability, and wellbeing.

Lessons Learned:

KRM has grown from our humble beginnings in 2009 as a mobile meal provider to becoming an integral part of the safety net for Kitsap community members experiencing homelessness. Today we are a strongly established continuous stay shelter that every day, year-round, helps people who are dealing with truly devastating difficulties such as unresolved trauma, mental illness and substance use disorders, domestic violence, and medical conditions.

Through the support of Kitsap County and our generous donors, we provide care, rest, nutrition, and opportunities essential for individuals who have few other options. At our 6th Street location in downtown Bremerton, we operated a dayroom with limited food service, shower capacity, and overnight accommodations for up to twenty-four individuals. In early 2020, at the beginning of the pandemic, we were losing our 6th Street location when Kitsap County generously opened the doors to our use of the Pavilion at the County Fairgrounds.

At the Pavilion, KRM was able to triple our shelter capacity. We experienced and overcame unanticipated logistical challenges, and the staff was amazed in the ways

in which this large open space could actually be used to create a more all-inclusive shelter.

The layout of the Pavilion with its open sight lines allowed our guests the opportunity to have more privacy, keep their belongings with them, and create an environment of stability where they did not have to leave the premises on a daily basis unless they wanted to. Using pipe and drape we were able to create separate pods of 6. The men's pods were separate from the women's pods and the family pods were in a different area.

This provided the opportunity for KRM case managers and other service providers to meet with our guests on-site and in privacy. At the same time, because staff and guests were together so much, it created a powerful sense of community that was not possible before. Our guests ate meals together, watched movies together, and interacted with one another. The guests were also assigned tasks to help maintain the upkeep of the Pavilion facility.

A huge lesson that we learned from life at the Pavilion and since was the importance of two key ingredients **Flexibility** and **Adaptability**. Because we work with an ever-changing population of shelter guests, we must continue to be flexible and adapt to ongoing change in an effort to continue providing competent and individualized services and support.

Lessons Applied – The Pacific Building

At the Pacific Building, we will have available 5 designated sleeping areas with each sleeping area having a minimum of 2 pods. Each pod will contain 6 beds, and the pods will be sectioned off by pipe and drape. The goal is to provide housing for approximately 75 individuals.

In terms of the actual physical layout of the Pacific Building, we will utilize how the building is already divided into sections and adapt them for our purposes. Ninety-five percent of the building is on the ground level accessed through the main entrance, so for reasons of ease and practicality, we will use level space for the shelter and service delivery to our guests. All guests will be required to enter the building via the main entrance and pass by the front desk / check-in area which will be staffed 24 hours per day by at least one staff member. We will utilize the

existing restroom layout which is being upgraded to accommodate the increased demand and usage of the restroom facilities including a separate family bathroom. The upper-level space which is accessed via stairs from the main level will be utilized as a conference and training area. The separate section that is adjacent to this space will be used for our staff break room which conveniently already includes a separate bathroom.

Immediately inside the main entrance to the left are two office spaces. KRM will use one as an office space and the other will be reserved for Peninsula Community Health Services (PCHS) as per Kitsap County. PCHS will use the space for an onsite medical/dental clinic.

Directly across from the front desk/check-in area are two adjoining office spaces which will provide space for our Case Management staff offices. Walking straight from the main entrance past the check in desk and adjoining offices are two rooms sharing a wall. As per Kitsap County, these rooms will contain utilities and telecom. An additional office will be constructed next to the two rooms to house our Shelter Support Manager. This gives us a total of four office spaces.

KRM will adapt and utilize the prior laundry area as our commercial washer and dryer location. KRM requires a dining area with 10 to 15 tables, a designated area for our hygiene supplies and station, a locking storage area for pod supplies, a locking storage area for guests' belongings that do not fit in their pod (this can be outside the building), a social area or two inside where guests can watch movies or interact, a designated outside smoking area, a potential area for pets to stay and utilize both inside and outside the facility, and one or two outside recreation areas.

KRM also requested a full-use kitchen in which Kitsap Food Services can provide 3 meals per day/7 days per week to guests in shelter. The kitchen will be prepared to accommodate KRM staff should weather conditions make it impossible for Kitsap Food Services to travel to the Pacific Building.

CRITERIA FOR SHELTER ADMISSION:

KRM understands the difficulties, complexities, and challenges faced by individuals experiencing homelessness. These challenges are compounded by being unhoused. Our emergency shelter is intended to be a resource of last resort,

for individuals experiencing homelessness who have no other options. All shelter referrals come through the Housing Solutions Center's Coordinated Entry Referral Process. The Housing Solutions Center uses a vulnerability assessment tool to assign priority to those most in need of shelter. Our contract with Kitsap County, which funds the shelter, mandates that we use this single point of entry for taking in guests to our shelter.

Although KRM's Enhanced Emergency Shelter is designed to be low-barrier, guests are screened for criminal history in order to ensure the safety of our guests and staff. We do not screen for income or any other criteria other than being homeless and in need of shelter. All guests must be able to provide for their personal care with respect to showering, dressing, toileting and feeding. We cannot accept guests who need help with their personal care. We can make accommodations for guests who can provide self-care but have a disability.

Emergency Admissions:

Shelter referrals may also come in from emergency responders, County staff, or other organizations especially in times of temperature extremes. These guests may be taken in on a space available basis and will then be referred to Housing Solutions Center the first business day after their arrival to complete their required paperwork.

Intake Process:

Upon arrival at the shelter, all guest belongings will be placed into a Bedbug treatment bag for 2 hours and the following intake documents will be presented:

- Intake Checklist
- Personal Information sheet (Phone number, emergency contacts, allergies)
- Communicable disease prescreening (e.g., TB, Covid 19)
- Guest Agreement
- Guest Handbook
- Introduction to Pacific Building Sheet:

Guests will be assigned to a “Pod” (separated area), in groups of 6. Each person in a pod will have their own bed, a chair, and a bin for storing belongings. Each pod has charging stations for phones and other small devices.

When a guest arrives, they will be asked to go through their belongings.

They will be given a bin which they can keep beside their bed. Bins will contain: Enough clothing for 4-5 days; Underwear and socks for 4-5 days, whatever belongings they want access to on a regular basis (books, medication).

A private locker to lock up their valuables will be provided. Some items they might want to keep in their lockers: medications (other than what they need for a few days), a carton of cigarettes, other items of value that they don't need each day and would prefer to keep locked up.

Guests can keep a backpack (or pack sized bag) in their Pod. They can store this under the table in their Pod.

All Other Belongings will be placed in a bag, labeled with their name and stored in a separate locked area.

Exceptions: mobility equipment such as walkers, canes or wheelchairs will be kept with guests.

Curfew / Quiet Time: 10:00pm until 7:00am is our quiet time. Unless guests have a legitimate reason approved by staff for being out of the building after 10:00pm, the front doors are locked, and they will not be allowed back into the building until 7:00am.

Banned Items:

Drugs and Alcohol. To maintain a welcoming environment for all, guests will not be allowed to use alcohol or illegal drugs on the Pacific Building Campus. Alcohol, drugs, or any Paraphernalia found will be confiscated and disposed of.

Weapons: Weapons of any kind including, but not limited to; guns, knives or swords, explosives, and any chemical whose purpose is to cause harm to another person are not allowed on the premises. Regardless of whether a guest possesses a

concealed weapons permit (CCW) or is allowed by law to possess a weapon, weapons are prohibited on any County or Mission property.

Animals:

KRM is a co-sheltering facility and can accommodate up to twenty pets (10 dogs, 8 cats and 2 misc. pets), in shelter with their owners. All pets must be pre-approved via a written application, pet assessment, and intake. Pets will be prescreened and will be provided with the Co-sheltering Handbook for co-sheltering guidelines and more information prior to entering shelter.

Pod Assignments:

KRM will have five distinct sleeping areas separated into “pods” with privacy barriers (pipe and drape). The sleeping areas will be flexible according to guest needs i.e., gender, couples, and families. Pods will change and adapt to needs as circumstances demand.

- **Couples** - Couples who are married are allowed to share a pod. Proof of marriage would include a Marriage License or other state documentation.
- **Families** - Couples, whether married or not, who share a child, will be assigned a pod.
- **All other pod assignments:**
 - Males will be assigned pods with males and females assigned pods with females.
 - Sobriety. Wherever possible, we will attempt to place sober people together (gender specific) in order to support one another’s sobriety.

Demographics:

KRM is a low-barrier shelter. Our operations and services at the Pacific Building will accommodate seventy-five individuals and families as required by the occupancy permit. Those with violent criminal histories and sex offenses will not be eligible for shelter at the Pacific Building to support the safety of guests, staff and the community. KRM will serve adults and young adults over 17 years of age. Those identified as unhoused with “high vulnerability” status as identified by the Housing

Solutions Center are eligible for shelter. All guests will be triaged at the time of intake to determine stability needs (untreated SUD, mental health conditions, medical conditions), and a Housing Stability Plan will be developed outlining and monitoring specific goals to include employment and permanent or longer-term housing opportunities.

The Kitsap Rescue Mission provides equal access to equitable services for all guests without discrimination based on race, color, sex, sexual orientation, gender identity, age, religion, national origin, marital status, disability, veteran or military status, use of an assistance animal or any preference or personal characteristic, condition, or status.

Safety Protocol Searches:

Upon entering the shelter, all guests may be subject to a search of their personal belongings including, but not limited to luggage, bags, purses, satchels, fanny packs, and briefcases. Searches may also be conducted if there is reason to suspect contraband on a guest's person, or their personal belongings including any personal vehicle on property. Searches may not be conducted without permission from the Program Director, Shelter Support Manager or Shift Leader.

The following protocol should be followed for searches:

- At least two staff must be present for all searches.
- Searches will always be conducted in a discreet manner and place.
- All considerations for the guest's dignity will be made.
- At no time will staff touch a resident during a personal search.
- Use of a metal detecting wand is encouraged.
- Have resident empty pockets and turn inside out. Socks/ankles and waistband should be shown to staff. When searching an individual's pod space, it is best to have the resident present during the process and have the guest empty, open, and show items at the staff's direction.

Services provided by KRM at Pacific Building:

- 1) **Meals** – we provide 3 nutritious meals 7 days a week. KRM contracts with Kitsap Food Services to prepare KRM meals and to serve them on site.
- 2) **Laundry** – Onsite commercial Washers and Dryers will be used for guest clothing at intake only and ongoing for linens, towels, washcloths, sheets, blankets, etc. Guests will receive laundry card for a local laundry mat and KRM will provide transportation to complete their personal laundry.
- 3) **Hygiene Center** – Staffed by trained guest volunteers there will be a large variety of toiletries. There will also be a limited supply of underwear and clothing. Hours of operation of the hygiene center will be determined.
- 4) **Computer Access** – KRM has 5 chrome notebooks available for guests to use to seek employment and housing and check email. The computer area will be monitored by a guest volunteer at specific days/times to be determined.
- 5) **Transportation** – Two-three scheduled days each week (to be determined) our vans will transport guests to the store and to scheduled appointments. There will be sign-up sheets at the front desk.
- 6) **SUDP (Substance Use Disorder Professional)** – The KRM SUDP will be available full-time, 40 hours per week onsite for intervention, assessment, recovery support, treatment groups and 1:1 counseling sessions.
- 7) **LMHC (Licensed Mental Health Counselor)** – The KRM LMHC will be available full-time, 40 hours per week onsite for intervention, assessment, recovery support, and 1:1 therapy sessions.

- 8) **Medical & Dental Services** – PCHS (Peninsula Community Health Services) has contracted with Kitsap County to provide onsite medical and dental services. Days/times to be determined.
- 9) **Case Management & Housing Navigators** – KRM has 1.5 Case Managers and 1.5 Housing Navigators on staff to assist our guests with necessary resources including stabilization, gaining necessary resources (I.D., Birth Certificates, medication, employment development and opportunities, and other applicable community resources), and to walk shoulder-to-shoulder to assist our guest to research, fill-out applications and secure permanent housing opportunities.
- 10) **Mail** –guest mail is delivered to KRM’s post office box located in Port Orchard. Mail is picked up from our PO Box at least two times weekly. Guests can pick up their mail at the front desk at the guest mail center.
- 11) **Parking** – guests are allowed to keep one vehicle on site. The vehicle must display a KRM Parking Pass. There will be no parking for RV’s at the Pacific building location.
- 12) **Visitors** – There are no personal visitors allowed on the property. Guests are encouraged to have visits in the larger community. Staff reserves the right to make special exceptions to this protocol in the case of family emergencies and other emergent circumstances. Community providers are welcome to come to internal care team meetings, or to see shelter guests by pre-approved appointment and a private space will be provided.

With the exception of PCHS who will be providing onsite services in a designated office at specific intervals each week, all community providers must check in upon arrival at the front desk and sign an oath of confidentiality. The provider will be escorted to an appropriate space to meet with the guest.

- 13) **Chaplain Services** – Chaplain services are available on request. Transportation to local church services are provided when requested.
- 14) **Community Newsletter and Schedule** – KRM publishes a monthly guest newsletter and monthly schedule with important updates and schedules of events. Copies are posted and are available upon request at the front desk.
- 15) **Monthly Guest Council Meeting** – The Executive Director will host a monthly Guest Council Meeting with shelter guests to encourage community leadership, to share successes and challenges, and to inform the ongoing improvement of shelter protocol.

DAILY CHORES:

Having individuals clean their personal pod area is a normative expectation and part of their responsibility to be a good neighbor. It is expected that the pod areas will be maintained in an orderly manner and kept clean of trash. Guests will be assigned a housekeeping responsibility by pods on a rotating basis and will involve the cleanup of the common shelter areas. Assigned chores will be based on the guest's ability and work schedule. Common daily cleaning chores include, but are not limited to:

- Sweeping and mopping all the aisle ways, the social areas, the dining areas, and the restrooms
- Wiping down all common use tables
- Smoking Area (make sure all cigarette butts are in the ashtrays provided)
- Take the trash bags out of the trash cans using the rolling bins and take the garbage to the dumpster
- Parking lot and walkways – pick up trash, sweep walkways/outdoor hallways
- Break down all cardboard and bring to the dumpster
- Assisting in the serving of meals and/or kitchen clean-up

KRM will supply all the cleaning materials to ensure the correct products are being used on the correct surfaces as outlined by the Kitsap Janitorial Department. Each pod will elect a pod captain who can pass out individual assignments and who is responsible for following up to ensure that all assigned tasks have been completed.

Pod captains will have a weekly meeting with the Shelter Support Manager to discuss any concerns or issues that they or any of our guests may have.

Donations:

At this time, we will not be accepting donations at the Pacific Building location. We are in the process of finding a separate space where we will be able to process donations.

KRM GRIEVANCE POLICY:

KRM is committed to maintaining a work environment where all employees and guests are treated with respect and dignity. We also want every KRM employee and guest to know that KRM desires any issue, complaint, problem, or concern that you may have about: co-workers, supervisors, volunteers, guests, vendors, or the workplace itself, be resolved. **Please see KRM's Grievance Policy located in the KRM Employee Handbook for more information.**

Responding to Guest Behavior issues:

Staff are trained in understanding and recognizing the effect of trauma on behavior, thinking, and perceptions. Annual staff training includes:

- ACES/Resiliency
- Trauma-Informed Care
- Progressive Engagement
- Mental Health First Aid
- Motivational Interviewing
- Racial equity
- Gender Identity

In dealing with difficult behaviors, guests will always be treated with kindness, consistency, and respect. Inappropriate behavior will be dealt with promptly and

accordingly. Physical contact or enclosures will not be used to restrain a guest at any time. Safety is of paramount importance to the operation of a low-barrier shelter model. If a guest is a safety risk to themselves or others, 911 should be contacted immediately and the guest will be required to leave shelter. All efforts will be made to refer the guest to another shelter and transportation will be provided whenever possible. Staff will use sound judgment and consider the primacy of protecting the health and safety of shelter staff and guests at all times.

Guests struggling with alcohol and/or drug issues are eligible for shelter if they are able to follow the shelter guidelines and to be a good neighbor. All guests coming into shelter are notified of the items banned from the shelter i.e., liquor, paraphernalia, controlled substances, illegal drugs, and weapons of any kind.

Staff Duties And Responsibilities:

Shift coverage

The shelter will be staffed 24 hours a day, 365 days per year.

At least two people cover three 8-hour shifts, whenever possible. Shifts are as follows:

Day Shift (8am- 4:30pm)

Evening Shift (4pm -12:30am) Night

Shift (12pm -8:30am) The Program

Director is responsible for

overseeing the scheduling of shift assignments for all support staff. A

copy of the schedule is maintained

at the front desk. Shift coverage is

scheduled in accordance with the

needs of the shelter.

Staff must submit any requests for annual leave with no less than 2 weeks' notice whenever possible and are responsible for working all assigned shifts regardless of preference. No schedule change is permitted without the approval of the Program Director or Shelter Support Manager.

Daily Log Procedures:

Each staff person is responsible for reading the Mission Tracker “Organization Log” (OL)entry system from the previous shifts going back to the last shift that they worked. All staff are responsible for completing a “Shift Report” during each shift and then reviewing it with arriving staff during change of shift.

OL entries should include: · What time the log entry was made · A record of the shift events.

- Time and initials of the person writing the entry.
- Times rounds were made and any pertinent information regarding rounds.
- All guest incidents (critical or otherwise) must be documented in the OL and an Incident Report Form must be thoroughly completed and signed and added to the Incident Report Manual at the front desk.

The Mission Tracker electronic system contains confidential information. To ensure guest confidentiality:

- Always keep the screen closed when you are not making an entry or reviewing in Mission Tracker when guests are present.
- When making an entry into the Shift Report, make sure no unauthorized person is able to see the report.

The Shift Leader is responsible for reading and ensuring that each staff person on their shift reads the prior shift’s report. Privileged guest information is shared on an “as needed” basis only. KRM is required to adhere to HIPAA practices regarding the confidentiality of our guests.

When filling out the report:
Shift Change Procedures:

Coming on duty and relieving the prior shift: Outgoing shift will initial their OL Shift Report.

The OL Shift Report will be reviewed with oncoming staff to learn about any issues that may have occurred on the prior shift.

Oncoming staff will thoroughly read the prior OL entries up to the date of their last worked shift, will take possession of the walkie talkie and keys, and will verify what channel security is using.

Oncoming staff will put their first entry into the OL indicating that they were briefed, all items were understood, and that they have assumed responsibility for the shelter.

Shift Specific Duties:

First Shift:

- Assists guests with their needs
- Bed Night Availability Tool Update
- Supervise Guest Chores
- Assist with meal services
- Complete shelter laundry and housekeeping duties
- Check for people spending time together where they are not allowed to be, smoking in unauthorized areas, or being loud and disruptive.
- Note any needed minor or major repair required and note it in the KRM maintenance log
- Other duties as assigned

Second Shift:

- Assist guests with their needs
- Help with dinner meal services
- Conduct rounds completing a security check once per hour.
- Check for people spending time together where they are not allowed to be, smoking in unauthorized areas, or being loud and disruptive.
- Complete shelter laundry and housekeeping duties
- Note any needed minor or major repair required and note it in the KRM maintenance log.
- Other duties as assigned

Third Shift:

- Assist guests with their needs

Review the attendance roster and verify that it has been updated in the computer and that the next day's roster is printed out.

Conduct rounds completing a security check once per hour.

Check for people spending time together where they are not allowed to be, smoking in unauthorized areas, or being loud and disruptive.

Complete shelter laundry and housekeeping duties

Note any needed minor or major repair required and note it in the KRM maintenance log. Other duties as assigned

Security Systems:

The Pacific Building facility will have multiple alarm systems that provide for the safety and well-being of its guests which include:

Fire Safety System

The Fire Safety System consists of an overhead sprinkler system, and it provides immediate notification to the Kitsap County Fire Department. The system belongs to and is maintained by Kitsap County. Details of the operation of this system will be reviewed with County personnel.

Video Monitor System

The Video systems are employed to assist in observing the premises for safety issues. Cameras are deployed in hallways, reception or intake areas, shared areas, and the exterior of the building. There is no video sharing, the cameras displays are used to improve awareness of the operating staff of potential safety issues.

Continuous digital recordings may be maintained for short-term operational purposes only to aid in the review of incident reports and staff performance of their duties in these areas. Recordings may only be accessed by the Executive Director, Program Director or Shelter Support Manager using password protected access. This system belongs to and is maintained by Kitsap County. Details of the operation of this system will be reviewed with County personnel.

Maintenance Log:

The Pacific Building facility is owned and maintained by Kitsap County personnel. Guests and staff shall make no changes, minor or major repairs, or alteration of the premises or equipment. As residents of the Pacific Building location, KRM staff will work to ensure the cleanliness and upkeep of the facility. On their daily rounds, staff are to note any needed minor or major repair required and note it in the KRM maintenance log. The Program Director or Shelter Support Manager will contact the appropriate County person and report the issue in a timely manner.

Grounds Upkeep:

As the entire facility is owned by Kitsap County, including the grounds, all the landscaping and watering duties are the responsibility of the County. As with the facility itself, staff should note in the maintenance log any issues they notice on the grounds, i.e., fences needing repaired, and damaged trees. KRM will work with our guests to pick up all litter on the grounds.