



Redmond PSH

Safety & Security Plan

Background

Plymouth Housing is providing this Safety and Security Plan in accordance with [Chapter 21.57010 of the Redmond Zoning Code](#) pertaining to Permanent Supportive Housing, Transitional Housing, and Emergency Housing. Plymouth Housing composed this document with consultation from and approval from the City of Redmond Police Department. This plan outlines Plymouth's evidence-based procedures and interventions that guide our safety and security efforts, including prevention and response. Future amendments to this plan must be approved by the City of Redmond Police Department.

Safety and Security Goals

Plymouth Housing's mission statement outlines its goal to operate "safe, quality supportive housing." We know that to provide stable housing to individuals who have experienced homelessness, we must build trust by tailoring our buildings and operations to foster safety. The Redmond PSH community will be a safe place for residents to heal from the trauma of homelessness and other life circumstances. Furthermore, we seek to be responsive, resourceful, and collaborative neighbors to the surrounding community.

While we serve a community of people who may need onsite supportive services to succeed in housing, we also believe that holding residents accountable for their choices contributes to their skill-building and journey to independence. City, county, state, and/or federal laws apply to residents at Redmond PSH. Additionally, residents must sign and abide by a Code of Conduct developed in consultation with the City of Redmond.

Plymouth acknowledges that building and maintaining safe communities requires effort and engagement from all members. We expect that neighbors will assume the best intent of Plymouth's residents and staff, work collaboratively to find solutions to community concerns, and proactively foster trusting relationships.

Plymouth's Safety & Security Resources

As a longtime operator of permanent supportive housing, Plymouth devotes significant resources to policy and procedure, building design, dedicated staff members, and quality assurance that support safety and security.

Onsite Support Staff

The permanent supportive housing model provides onsite services that help our residents thrive and work through the trauma of long-term homelessness. All supportive staff roles onsite center around building individual relationships with residents. At Plymouth, we know that good rapport with our residents is the best prevention for medical and behavioral health emergencies. Individualized

relationships help staff understand what approaches work and are influential when a resident is in a state of escalation. Redmond PSH will have 24/7 staffing, which assures that assistance is always available when a resident might need it. This model has the added benefit of providing additional “eyes on the street”, particularly outside of business hours. Our Residential Specialists provide crucial care and response to our residents, while also performing important security functions at the reception desk. Residential Specialists track building guests, answer the front desk phone, watch real-time security camera footage, conduct regular building walkthroughs and welfare checks, and communicate with staff on other shifts by electronically proactively logging emerging issues and incidents.

Safety Ambassadors will also be employed at Redmond PSH. Safety Ambassadors are responsible for ensuring safety by maintaining a physical presence onsite and establishing rapport with Plymouth residents. These staff members wear a uniform of a tan polo shirt, green khakis, and a yellow Plymouth staff badge. They monitor cameras, provide backup support for onsite staff, do regular perimeter walks of the property, and respond to escalated behavior from residents. Another key responsibility is to observe and report any issues or concerns to building and safety leadership.

Safety Ambassadors are part of a broader safety and security team led by Plymouth's Director of Safety. Safety leadership review incident reports daily, provide quality assurance follow-up as needed, do regular building safety assessments, serve as an agency leader in safety best practices, build relationships with local emergency responders, and serve as a high-level contact for police department personnel. The Director of Safety will coordinate communication with designated staff at the Redmond Police Department on an ongoing basis.

Staff Training

Redmond PSH will feature a range of staff roles, all of whom are required to be trained in de-escalation, CPR, First-Aid, and overdose prevention.

Onsite Staff Role	CPR, AED & First Aid	Right Response De-escalation 2-year certification	Emergency Safety Procedures
Site Director	x	x	x
Residential Services Manager	x	x	x
Housing Case Managers	x	x	x
Safety Ambassadors	x	x	x
Community Specialist	x	x	x
Tenant Aids	x	x	x
Residential Specialists	x	x	x
Janitor	x	x	x
Maintenance Technician	x	x	x

Behavioral Health Crisis De-escalation Process

All onsite Plymouth staff are required to be trained by a certified Right Response De-Escalation facilitator. Plymouth onsite staff develop relationships with and knowledge about residents over the course of their tenancies. Staff are often well-poised to respond to resident escalation and employ

strategies that may best suit the individual. Below are some best practices Plymouth staff follow when engaging with escalated individuals:

- The first employee to respond takes on the role of the lead communicator and engages with escalated tenant.
- Staff act in support by securing the area. This includes removing bystanders, separating other individuals who are part of the conflict, and maintaining eyes on the situation
- The lead staff member must consistently maintain calm, observe personal space, and communicate respectfully and empathetically with the escalated individual.
- Consider the needs of the individual who is escalated and tailor response to work to meet those needs. Staff may know that inviting one resident for a walk and a talk works to defuse a tense situation; for another resident, being directed to a quiet office to sit and decompress is a winning strategy.
- Maintain unthreatening personal body language
- Do not engage in power struggles
- Set and enforce reasonable boundaries
- If a situation escalates and safety is at risk, remove oneself from the situation and request assistance from law enforcement by calling 911.
- Aftercare:
 - Reopen engagement with the tenant. Debrief situation when time has passed, and tenant is at baseline.
 - Make a long-term plan to meet needs and prevent future escalation. This may involve revising a resident's Individual Service Plan.

Site Security Features

The Plymouth Housing team has worked to incorporate elements of trauma-informed care and safety into the building design. The site features ample exterior lighting and surveillance cameras capturing all internal and external shared community areas, hallways, and emergency exits. The site is secured by a vestibule at the front door of the building that requires keycard access or intercom calls to the front desk. It is important for the safety of Plymouth staff and residents that we carefully track all visitors to the building, and this design supports this effort.

24/7 Contact

Plymouth's staffing model features a 24/7-staffed reception desk. Urgent calls which require response during the day or outside of traditional business hours may be directed to the building's reception desk. This phone number may be found on Plymouth Housing's website. Reception desk staff may use Plymouth's after-hours call tree to triage a concern needing immediate response.

Neighborhood Liaison

Plymouth will designate an identified Neighborhood Liaison who will serve as a point of contact for community feedback and nurture relationships with neighbors and community members. The name and contact information for the Plymouth Neighborhood Liaison will be listed online and displayed near the building entrance. The Neighborhood Liaison is a role that Plymouth believes will streamline the process for community members to contact Plymouth for non-emergent neighborhood concerns.

Non-Emergent Offsite Behavior

Sometimes, individuals healing from the traumas of homelessness can behave in ways that are disruptive but not outright dangerous. An example of non-emergent disruptive behavior is a person responding to internal stimuli in the form of talking or shouting to themselves. If a tenant behaves offsite in a manner that is disruptive to the community, please consider the following steps:

1. Notify Plymouth: Please utilize the contact information for the Neighborhood Liaison to notify Plymouth of the behavior. Safety Ambassadors (wearing tan polo shirts and green khakis) also frequently make rounds of the site, and community members are encouraged to engage with them if seen.

The Plymouth Neighborhood Liaison will communicate the concern to building staff who will verify whether or not the individual in question lives at Redmond PSH. If the person is a resident, the Plymouth care team will tailor their response to the situation. Our primary goal as a permanent supportive housing provider is to help our residents build skills that will allow them to achieve improved stability and a greater degree of independence. Strategies we may use to address the issue may include, but are not limited to, the following:

- Engage with the resident directly about the incident, discuss potential consequences that may occur (law enforcement may be called, their behavior may be frightening to others, they may not be able to utilize certain businesses because of their behavior, etc.), and brainstorm alternative behaviors and coping mechanisms.
- Add resolving a specific pattern of behavior to the resident's Individual Service Plan and work toward individualized goals. Create small scale goals for the resident to make progress on the larger behavior change.
- Connect residents with additional services that may address the root of the behavior. Internal and external behavioral health support will be referred to as needed.
- Work with neighbors to establish an action plan and how they can continue to seek support if the behavior occurs again.
- Model neighborly behavior by accompanying residents on neighborhood outings and providing coaching.
- For a consistent pattern of behavior, convene a Care Conference with resident and care providers (including external service providers if possible) to understand causes of the behavior and initiate appropriate interventions.

Dangerous Disruptive Neighborhood Behavior

If any person behaves offsite in a manner that is dangerous and suggests imminent harm to themselves or others, please consider the following steps:

1. Call 911: Plymouth encourages community members to utilize law enforcement or a public safety response by calling 911 in emergencies, regardless of whether the situation involves a resident of Redmond PSH.
2. Notify Plymouth: While emergency responders or the City of Redmond Police Department may already be engaging with Plymouth's onsite staff or Director of Safety about a serious offsite situation, we also encourage community members to notify the Plymouth Neighborhood Liaison (whose contact information may be found at the entrance of the site as well as the Plymouth website).

Knowledge of the issues that occur offsite allows Plymouth service and property management staff to respond with appropriate levels of care for individuals who live within our housing program. The following are ways we may address serious behavior:

- Engage with the resident, ask what happened, and evaluate potential next steps.
- Convene a Care Conference with resident and care providers (including external service providers, if possible) to understand causes of the behavior and initiate appropriate interventions that may be applied. Interventions may include medical treatment for physical ailments, behavioral health counseling and/or medication, substance use disorder inpatient or outpatient treatment, connection to peer programming, or more frequent check-ins with onsite Housing Case Manager.
- Assess the resident for temporary or permanent higher levels of care in concert with a resident's other Plymouth or external care providers. The resident may be referred to other interventions as appropriate.

Emergency Response Onsite

All Plymouth onsite staff are trained in emergency response procedures. Our residents are people who have experienced chronic homelessness and, thus, have historically lacked access to regular primary and preventative care and/or experienced serious or complex physical traumas during their time living outside. While Plymouth will have an onsite medical clinic for residents to establish preventative care connections for physical and behavioral health conditions, chronic illnesses and complex health conditions are common and often result in the need for emergency medical response. Based on Plymouth's decades of experience, we expect medical incidents to be the most common reason for staff or residents to call 911. Other reasons staff or residents may access emergency response are when fire alarms are triggered, when a resident experiences a behavioral health crisis, or when an escalated situation requires assistance from emergency responders. Staff are trained to assess a situation and when to call 911.

Detailed fire life safety plans and standard operating procedures, including fire prevention practices, drill schedule, fire watch protocols, and escape/evacuation plans, are developed in coordination with Redmond Fire. Final approved versions will be incorporated into this document and into the training of all onsite staff.

The following are examples of steps staff take before, during, and after an emergency:

Crisis Prevention: Plymouth staff are trained to observe and report unusual occurrences, behaviors, or concerning medical symptoms by writing logs in the electronic record software. Each shift change includes a debriefing session in which logs are read and important announcements relayed between shift teams. By reporting and staying current on logs and emails, staff are better able to proactively prevent many types of emergency situations onsite. Furthermore, resident issues are discussed during weekly full-building staff meetings. Staff with different roles come together to discuss collective response plans for residents who are struggling with physical or behavioral health challenges. Staff communications through meetings and logs may result in the resident's care team implementing preventative interventions such as collaborative safety planning and additional external care providers.

During An Emergency:

1. Call 911 or direct a team member to call 911.
 - a. Tell them about the emergency that has occurred (where, when, who was involved, what happened).
 - b. Stay on the phone with the 911 operator and follow their instructions until they give you permission to hang up.
2. Assess the scene for safety, move bystanders away.
3. Provide medical attention if it is safe, and if needed.

4. When possible, a staff member should clear a path to the building entrance, meet emergency responders, and take them to the location of the emergency.
5. Follow the directions of emergency responders.
6. As soon as possible, initiate Security and Safety Incident Call Tree. If during business hours, do this by contacting the Residential Services Manager. If an emergency occurs after hours, do this by calling the On-Call Residential Services Manager.

After the Emergency:

The incident lead or the Site Director is responsible for submitting an Incident Report in the electronic record within 24 hours of the occurrence. If the Redmond Police Department responds to an emergency, the incident lead should request a case number after the incident and a business card for the RPD officer who responds. The Director or Manager of Safety reviews and gives feedback as needed. Care conferences, behavior plans, legal notices, and referrals are made with affected residents as needed.

A referral may be made to Sound's East King County's Mobile Response Team, which can respond to urgent behavioral health crises and connect residents to intensive care management services. A referral may also be made to King County Designated Crisis Response if a resident is found to be of risk to self, others or gravely disabled; King County DCR determines next steps from there.

Performance Metrics and Reporting Process

Plymouth's approach to self-assessment, course correction, and quality assurance is firmly based on the collection and analysis of data. Annually, each department reviews and determines what kind of quantitative and qualitative data best represents the achievement of agency and departmental goals. These "key performance indicators" are collected by Plymouth's Data Analytics Team and reported in a weekly manager's meeting wholly devoted to reviewing and assessing data. This is one method we use to ensure we are meeting the needs of residents, staff, and community.

To evaluate compliance with the Safety and Security Plan, Plymouth will track:

1. Housing retention rates, which reflect the number of residents maintaining housing stability.
2. Resident-staff engagement rates, which reflect communications and service connections made between residents and staff.
3. Annual resident surveys, which indicate tenants' feelings of safety and security in their communities.
4. Regular training audits, which indicate whether staff are meeting required training expectations related to safety such as CPR/First Aid, De-Escalation, and Trauma-Informed Care.

Any public dissemination of data of this kind would be anonymized to protect resident privacy and must be in compliance with HIPAA and other applicable privacy standards or laws.

Plymouth also commits to supporting efforts by the City to develop other metrics or performance measures related to community safety, as is reasonable and/or requested. Per the Redmond PSH Operating Agreement, Plymouth will assess and track emergency calls to the building and report to Redmond City Council when requested.

While Plymouth's data collection and analysis form a significant part of its quality assurance process, it cannot be emphasized enough that qualitative data is needed to adequately capture the full impact

of the human-centered, supportive work at which Plymouth excels. Recovery from homelessness takes time, is not linear, and looks different for every person. Performance metrics will be evaluated alongside qualitative reports and feedback to assess individual and program success.