

# THE SHARE BOOK

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*Everything you wanted to know  
about SHARE and then some!*

*2001 Editor: Alex Ladaku*

Contributors:  
Samuel Mitchell  
Terry Codden  
Claude Nalls  
Lantz Rowland  
Richard Lewis



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# 1.

## HISTORY AND GENERAL PRACTICES

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## §1.1 MISSION STATEMENT AND PHILOSOPHY

**MISSION:** SHARE is an organization made up of homeless and formerly homeless people who have come together to solve homelessness.

We have two arms of our work:

1. To live more independently than traditional shelters allow, managing our own places without the use of on-site staff. This is called self-management.
2. To end homelessness in whatever ways we can, through creating low-cost housing, changing policies regarding homeless people, making it easier for people to get off the streets, and whatever ideas the group comes up with.

**PHILOSOPHY:** People need homes. People need food. People need health care. People need educational opportunities. People need jobs. There are many things people need that are sometimes not available to them. This is why SHARE began in February 1990 as an effort to provide for these needs for the people of Seattle.

SHARE is an organization, but it is also a way of doing things. SHARE means believing in yourself, believing in one another and working together. The heart of SHARE's decision-making and leadership rests with those most in need--homeless and recently homeless men and women.

There are no specific leaders of SHARE. Power and responsibility are shared: each person is a leader. If you want to know who the leader in SHARE is, look in the mirror. A leader is not someone with a big mouth; a leader is someone that people want to work with.

When each person takes responsibility, and then we work together, the power is remarkable. The kinds of power we have are information, experience, diversity, strength of numbers, community relationships, self-respect and respect for others. That is the power that has resulted in SHARE, leading to solutions for homelessness in Seattle. Homeless people are leading the way!

There are no insiders or outsiders in SHARE. What each person has to offer is important to the effort. Those who have a need--homeless men and women--are those who must be listened to for leadership so we can solve our mutual problem.

What we do with our power and success is to share it with those who have less than we do. That is the goal of SHARE, to change things not by taking power, but by sharing it.

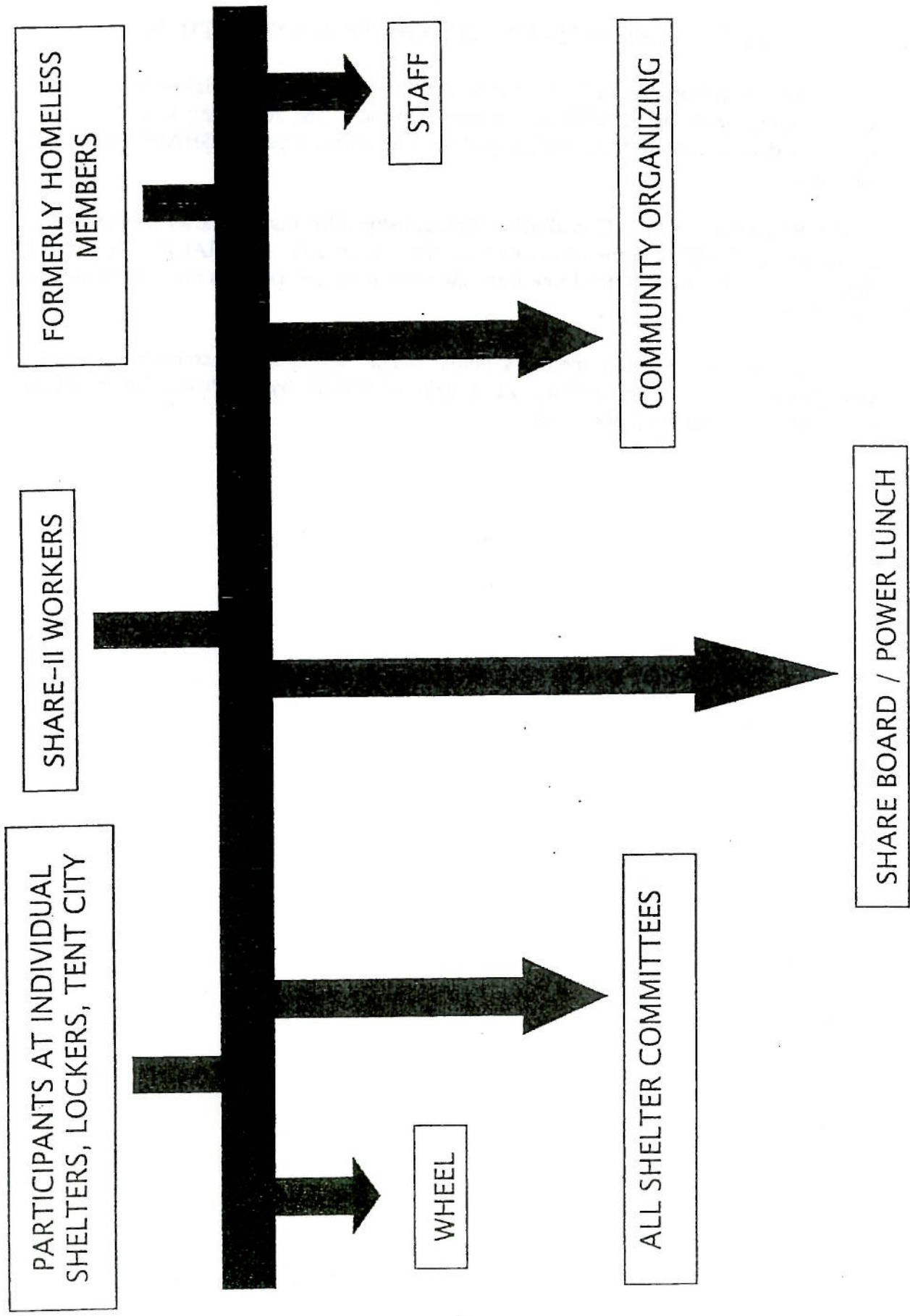
### §1.3 FLOWCHARTS OF THE ORGANIZATION

SHARE's non-hierarchical nature makes it difficult to depict the relationship between various components of SHARE in a simple flowchart. The following two flowcharts make an effort to capture the complexity of the way different part of SHARE work with each other.

The first flowchart, the **Constitution Relationship Flowchart**, shows how different components of SHARE are constituted by the membership of SHARE. The second flowchart, the **Accountability Flowchart** shows how the components are accountable to each other.

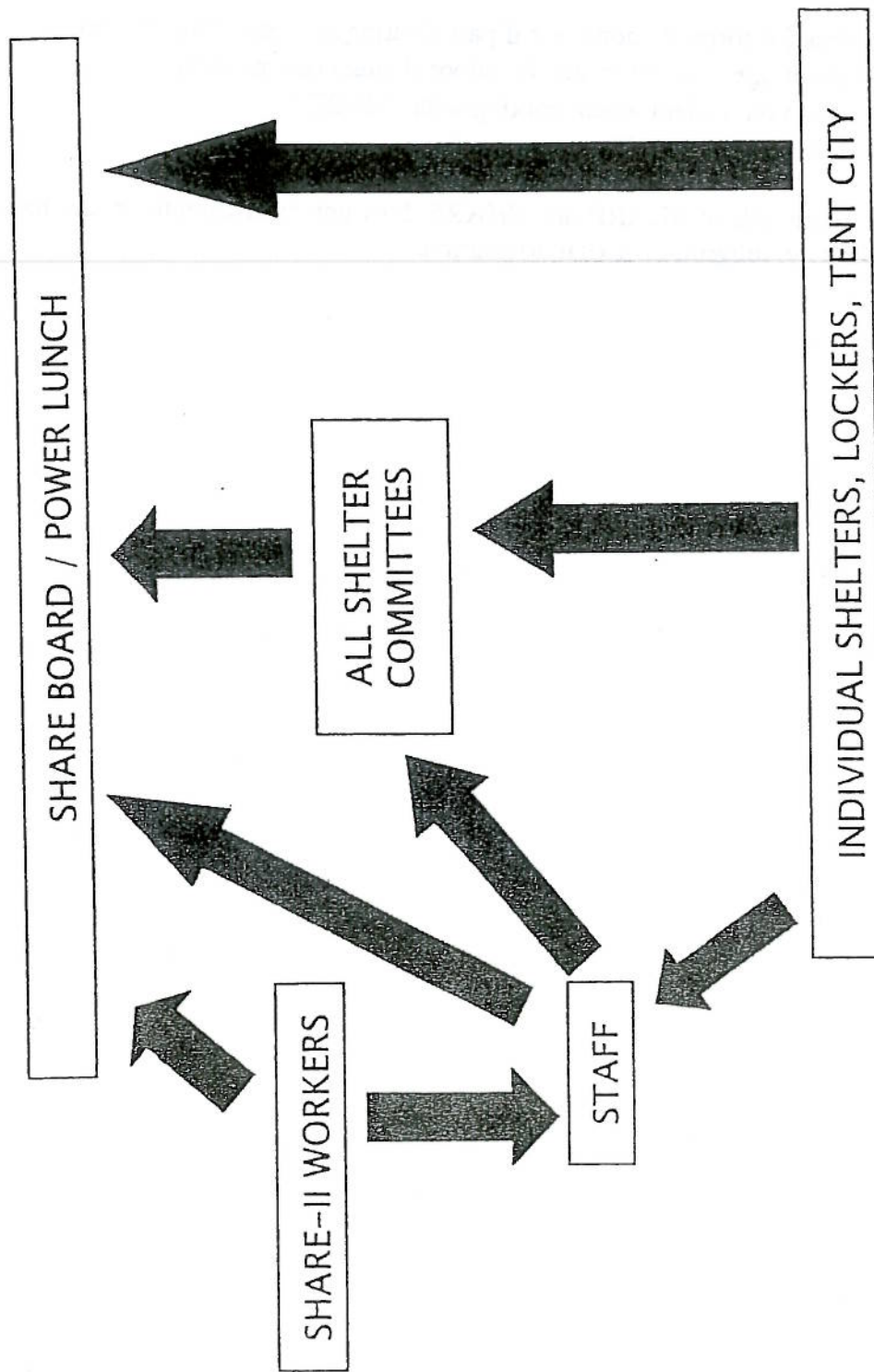
Thus, for example, staff members holds shelter participants accountable for their management of the shelter, and are in turn held accountable by the Power Lunch, which is constituted by shelter participants.

Constitution Relationship: Shows how SHARE members constitute different components of SHARE





Accountability Flowchart: Shows how different components of SHARE are accountable to each other



## **§1.4 PARTICIPANT PREREQUISITES**

To stay at SHARE shelters or participate in SHARE organizing efforts, there are certain minimal requirements:

- Be homeless (or formerly homeless if participating in organizing efforts);
- Be 18 years of age or older to stay in indoor shelters (no minors);
- Be sober and non-violent when working with SHARE;
- Be able to participate in self-management;

Diversity is a strength of SHARE and SHARE does not discriminate on the basis of age, gender, ethnicity, religion or sexual orientation.

### §1.5 HOW MEETINGS WORK

Given the non-hierarchical nature of SHARE, meetings are integral to how SHARE makes decisions. There are various types of meetings held within the organization: meetings of the general body of SHARE which makes policy decisions; meetings of various committees set up to advise the general body on decision making; in-house meetings at shelters and SHARE-II houses; meetings convened for interaction with other organizations; meetings held for organizational efforts etc. The participant body of the meeting is called the 'group' below.

**Chairperson:** someone from within the group chairs the meeting. The chairperson facilitates communication and arbitrates to ensure that the discussion is focused on the topic at hand. The chairperson can be changed by motion.

**Agenda:** If an agenda hasn't already been set for the meeting, the chairperson solicits discussion items. The items are accepted for discussion based on their relevance to the purpose of the meeting. (E.g. the finance committee does not discuss screening problems.)

**Motions:** Anybody within the group can make a motion for a formal decision by the group. If a motion is made and seconded, the chairperson puts it up for discussion. Proposals for amendment of the motion can be made. The initial mover can agree or disagree to amend the motion. The chairperson calls for a vote. The motion is accepted or rejected by majority vote.

**Staff role in meetings:** One or more staff members are often present at a meeting. Staff provides information to the group so that they can make an informed decision. Staff might set a formal agenda for discussion based on information they have, though discussion is not restricted to the items on the agenda so set. Staff cannot make motions and has no vote in decisions.

## **§1.6 ORGANIZATIONS RELATED TO SHARE**

**GRASSROOTS** (formed out of and run by local community members):  
WHEEL (Women's Housing Equality and Enhancement League)  
Homeless Art Gallery  
StreetWrites

Real Change  
Aloha Inn

### **SHELTER PROVIDERS**

DESC (Downtown Emergency Services Center)  
Angeline's  
Noel House  
Lutheran Compass Center  
And others

### **PROPERTY MANAGERS/DEVELOPERS OF LOW INCOME HOUSING**

AHA (Archdiocesan Housing Authority):	<i>Wintonia, Westlake</i>
DESC:	<i>Morrison Hotel, Union Hotel</i>
YWCA:	<i>YWCA</i>
Plymouth Housing:	<i>Gatewood, Pacific Hotel</i>

**CITY:** People we deal with within the city government  
The Mayor's Office  
Mayor's representative on housing and human services  
City Council  
Department of Human Services  
Office of Housing  
Police Department

### **COMMUNITY COUNCILS AND NEIGHBORHOOD GROUPS:**

Almost every neighborhood has at least a community council e.g.  
Pioneer Square Community Council  
Pioneer Square Blockwatch

### **CHURCHES**



16. **Screening:** The process of interviewing with representative Screeners from a SHARE Shelter or SHARE-II House, in the attempt to become a resident of that Shelter or SHARE-II House.
17. **Screening Committee:** A by-weekly meeting of representatives from all of the SHARE Shelters, who come together to discuss, refine, and to identify and find solutions to any problems concerning any of the issues, practices, and procedures of Screening into SHARE Shelters.
18. **Self-Management:** As related to SHARE, a system of cooperative governing, with responsibility and accountability, by all of the participants of the Shelters, day by day, for their' own successful operations.
19. **SHARE:** An acronym for Seattle Housing and Resource Effort. A group of homeless and formally homeless men and women, who are working together to provide safe Shelter, help to enhance individual dignity, and inspire responsibility and hope for Seattle's' Homeless, and who are dedicated to the cause of ending homeless forever.
20. **SHARE-II:** SHARE's housing-for-work program. A SHARE-II worker are hired to work a minimum of eight hours per week in a SHARE shelter as an Observer/Reporter and, after the payment of a monthly utility fee, is given housing in one of the SHARE-II Houses.
21. **Shelter Host:** The provider of the space in which the SHARE Shelter is located.
22. **Sign-In Sheet:** A daily listing of the names of persons who are staying in each of the SHARE Shelters.
23. **Tent City:** A group of men, women, and children, who have banded together for refuge and safety in numbers and cooperation, living in tents and surviving by communal effort and sharing.
24. **Two Nights Out:** The SHARE Policy that a resident of a SHARE Shelter is allowed two nights out of the Shelter within every seven day period, without needing to Screen back into the Shelter.
25. **WHEEL:** An acronym for Women's' Housing, Equality, and Enhancement League. A Sister Organization of SHARE, comprised of Homeless and formally Homeless women, dedicated in their' work on a myriad of women's' issues.

## §1.7 GLOSSARY OF TERMS

1. **Advocate:** Any member of SHARE, who is assisting another SHARE member in the matter of a grievance that has been filed.
2. **Aloha Inn:** An Organization, which has a logistics support relationship with SHARE.
3. **Assistant Coordinator:** A member of a SHARE Shelter, elected by a majority of the residents of the Shelter, to assist the Shelter Coordinator in his' or her' Shelter duties.
4. **Bar:** A suspending of the ability of an individual or group to stay in a SHARE Shelter, due to some type of misconduct. A Bar can be effective from twenty-four hours, on to permanent, depending upon the offense. Members of the Shelter where the offense occurred are the persons to issue the Bar.
5. **Bar Committee:** a bi-weekly meeting of representatives from all of the SHARE Shelters, who come to hear the appeals of persons who have been given bars from SHARE Shelters. Also, these representatives discuss non-appealed bars to determine their legitimacy and correctness in application.
6. **Bar List:** A listing of the names of all of persons who have been given a permanent bar from all of the SHARE Shelters.
7. **Coordinator:** A member of a SHARE Shelter elected by a majority of members of that Shelter, to act as the main resident organizing member of that Shelter.
8. **Finance Committee:** A once a week meeting of representatives from all of the SHARE Shelters, who come together to discuss and oversee the revenues and budgetary concerns of SHARE.
9. **Grievance:** A complaint filed against a SHARE Participant or Group, for alleged misconduct.
10. **Incident Reports:** A written report made by any member of SHARE., to report any misconduct, rules violations, unusual or noteworthy occurrences, and specific information sharing. Those persons directly involved or witnessing the Incident write these reports.
11. **911 Call:** As related to SHARE, a call made to the Police Department for non-medical reasons.
12. **Organizer:** A Staff Person who is designated to work with a Shelter of a day by day basis, to assist the residents in the responsible and successful operations and maintenance of the Shelter.
13. **Organizing Efforts:** The actions of members of SHARE, directed toward the defining of problem and finding solutions to those problems. The committing of actions designed for the successful and orderly functioning of the group as a whole.
14. **Power Lunch:** A regularly scheduled meeting, each Saturday at noon, of the SHARE Board of Directors. This meeting is open to all Homeless and formally Homeless persons. Discussions at the Power Lunch concern all the facets of SHARE business and the issues of Homelessness in general.
15. **Roster:** A Weekly listing of the names of all of the persons staying in the Shelter.

## 2.

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# SHARE-WIDE POLICIES



## **§2.1 BOARD / POWER LUNCH RELATIONSHIP**

SHARE is a 501C3 Non-profit Corporation registered in the state of Washington. The Board of Directors of SHARE is regularly scheduled to meet every Saturday at noon. The meeting of the board is called the Power Lunch.

Final decisions affecting the entire organization are made at the Power Lunch. The meeting is open to all homeless and formerly homeless people who are willing to work together. Everyone at the Power Lunch is equal and has a voice. The Power Lunch makes decisions such as hiring and firing of staff members, organizational efforts, big financial decisions etc. The members of the Board of Directors contribute to the Power Lunch through their experience and knowledge of SHARE and willingness to take on the legal obligations required by the government of 501C3 non-profits and funders.

The formal Board of Directors is still important for oversight. The board can have an emergency closed meeting for investigation of criminal conduct by staff members (e.g. Misuse of funds).

## §2.2 MINUTES OF THE POWER LUNCH / BOARD OF DIRECTORS MEETING

A staff person who is present at the meeting records the minutes of the Power Lunch. The minutes of the meeting are made available at the next meeting.

All formal decisions made by the Power Lunch are recorded on a **'Moved/Seconded/Passed' Form** (MSP Form). The form is presented at the next Power Lunch where any discrepancies are noted and the staff person responsible for them is held accountable.

All decisions that change the policies, procedures or other information included in the SHARE Book, shall be reflected in updates of the book at regular intervals.

## **§2.3 BOARD MAINTENANCE**

The Board of Directors consists of nine people. Once elected, a Board member's term continues unless the member resigns or is voted off the Board by the majority of the Board of Directors for lack of attendance at the weekly Power Lunch meetings. The entire body of the Power Lunch then elects a new member to fill the Board.

The sign-in sheet at the Power Lunch includes a special section where the Board members can sign in. This is used to track their attendance at the Board meetings.

## §2.4 HIRING AT SHARE

SHARE values different things about hiring than other organizations. SHARE values:

- Experience in being homeless
- Loyalty & longevity with SHARE
- Ability to relate with homeless people and people of diverse backgrounds
- Ability to work in groups
- Ability to find ways to give other people power
- Willingness & commitment to learn new things.

These things are valued over:

- College degrees
- Extensive resumes
- Impressive speakers.

If you have never worked for SHARE, you have never worked for an organization like SHARE.

99% OF  
ORGANIZATIONS IN  
AMERICA RUN ON A HIERARCHY.

HIERARCHY STINKS.

Hiring of new SHARE staff customarily starts with a job announcement, scheduling of time for candidate interviews, and selection of a Hiring Nomination Committee. These decisions are made by the SHARE Power Lunch/Board of Directors. The Hiring Nomination Committee customarily consists of two SHARE participants selected by the SHARE Power Lunch, and two selected by SHARE Staff.

Following interviews, background checks, and discussion, the Hiring Committee nominates an individual to the SHARE Power Lunch/Board of Directors, who makes the final decision on new hires.

## §2.5 FINANCE COMMITTEE

The Finance Committee is comprised of at least one member from each SHARE shelter. The meeting of the Committee is open to everyone in the SHARE community. It is particularly important to have continuity in attendance at the Finance Committee meetings. The meeting is facilitated with the help of an organizer or the administrator. The Committee meets every week at the SHARE office.

The Committee oversees the revenue and budgetary mechanisms of the organization. The standard agenda of the Committee meeting includes reviewing the following:

- Cash flow projections
- Monthly financial statements
- Donations and acknowledgements
- Contract compliance

The Finance Committee also develops budget recommendations for the whole organization (which are then reviewed and approved by the SHARE Power Lunch / Board of Directors.)

The Committee also develops a fundraising plan and researches and writes grants.



## §2.6 BAR COMMITTEE

The Bar Committee was set up by the Power Lunch to oversee all matters concerning bars and other grievance issues not involving staff (See §2.X, Grievances). The decisions of the committee are binding on all parties concerned and will be reviewed by the Power Lunch only in extraordinary cases.

The Bar Committee is comprised of at least one member from each shelter. It meets every two weeks. Everyone within the SHARE community is welcome at the Bar Committee meetings. The responsibilities of the committee include:

- Going over all bars based on the incident reports received at the office;
- Deciding if a permanent bar from a shelter should be extended to an all-shelter permanent bar, based on the severity of the incident,
- Hearing appeals on bars from concerned parties and judging if the appeals have any merit. The decision of the bar committee in this regard is binding,
- Making an accurate report of all decisions made on the above two points so that the bar lists can be kept up to date.
- Deciding on the appropriateness of bars. If the bar committee sees a pattern of inappropriate bars at a shelter, they can take any of a number of steps:
  - The committee can inform the organizer of the shelter about the problem and ask the organizer to investigate the leadership at the shelter and report back to the committee,
  - The committee can take action against the leadership of the shelter by writing an incident report. The decision of the bar committee in this regard is binding, or
  - In extreme cases, the committee can report to the Power Lunch of the problems at the shelter and recommend a reorganization of the shelter.

## §2.7 SCREENING COMMITTEE

The Screening Committee was set up by the SHARE Power Lunch to oversee all matters concerning screening. The committee meets once every two weeks. It is comprised of at least one person from each shelter. Everyone within the SHARE community is welcome to the Screening Committee meetings.

The responsibilities of the committee includes:

- Reviewing the screening process (See §3.X, Screening Policies) and recommend any changes in the routine process to the Power Lunch,
- Reviewing any problems at screenings since the last meeting of the committee and finding ways to avoid such problems in the future,
- Training any new participants in the screening procedures,
- Drafting procedures and policies concerning screening if so directed by the Power Lunch.

## 2.8 - ELECTIONS, TERM LIMITS AND LEADERSHIP RESPONSIBILITIES

**Elections.** Shelters elect their leadership at their weekly house meetings. Elections are held at least every other week by secret ballot, in a democratic and orderly fashion (see 1.5). At a minimum, the shelter must elect a coordinator or leadership committee. Other leadership positions are at the discretion of the house.

**Emergency Elections.** Emergency elections must be held if all leaders are absent from the shelter. Emergency elections may be held if a majority of shelter participants wish to hold an emergency meeting. The SHARE Staff Contact Person must be notified immediately if Emergency Elections are to occur.

**Term Limits:** Individuals can serve in the same shelter leadership position for thirty out of every sixty days. This is so that more people can get involved in the leadership of the shelter. The goal of the shelter is for participants to move on to something better as soon as possible. On going sharing of leadership and responsibility is therefore necessary, or the shelter may fall apart when the leader leaves.

**Leadership Responsibilities:** The elected leadership manages the affairs of the shelter. It is the responsibility of the leadership to make sure that all rules are followed and all obligations are met, and that participants are held accountable for violations. It is not the responsibility of leadership to do all the work themselves – just to make sure that it gets done by fairly assigning it.

## §2.9 BAR RULES

A person can be barred from a shelter for breaking rules of the shelter, not following the code of conduct of the shelter, or failing to meet the obligations assigned to the person (see §3.3, §3.4). The shelter has the discretion to decide on the length of the bar depending on the severity of the problem and frequency of violations by an individual. The person can appeal the bar as per the grievance procedure (See §2.10). The Bar Committee looks over the appropriateness of the bars (See §2.6). The committee has oversight over the application of rules by the leadership at the shelters.



# GRIEVANCES AT SHARE

*SHARE is an organization of problem-solvers. The quicker we can solve problems and the more we can solve on our own, the more energy we have to tackle the really big problems, like Homelessness.*

## PROCEDURE FOR A SHARE PARTICIPANT TO FILE A GRIEVANCE AGAINST ANOTHER SHARE PARTICIPANT OR GROUP

### STEP 1.

Recommendation/not requirement: Go to the other party to seek a resolution.

If this does not work: Go to the Coordinator or Leadership Group, depending upon your shelter or group, and that person(s) will act as mediator to hear the stories and solve the problem. Must happen within 5 working days of incident.

If the grievance is with the Coordinator/Security Person: Find a third party from the shelter to act as mediator.

### STEP 2.

If this does not work: Put the grievance in writing and take it to the shelter/storage/other groups weekly meeting. They will decide a plan of action. Must happen within 7 working days after STEP 1.

### STEP 3.

If you are still not satisfied: Take the grievance to the SHARE Power Lunch/Board of Directors. For Shelter Bars the PL/BofD has empowered the All Shelter Bar Committee to make final decisions. It meets every other Wednesday at 7:00 PM at the SHARE Office. They will make the final decision which will be binding on both parties. The Power Lunch meets every Saturday at noon.

P.S. A SHARE Staff Person needs to be notified if a grievance gets to STEP 2. They will arrange the aggrieved parties attendance at the Weekly Meeting.

## **PROCEDURE FOR A SHARE PARTICIPANT TO FILE A GRIEVANCE AGAINST A STAFF MEMBER**

### **STEP 1.**

Recommendation/not requirement: Go to the staff person to seek a resolution OR ask another staff person to bring the two of you together to try to resolve it.

### **STEP 2.**

If this does not work: Put the grievance in writing and present it within 5 days of STEP 1 or 5 days of when you were aggrieved if you choose not to undertake STEP 1. The written grievance may be presented directly at the weekly staff meeting. The staff will make a written recommendation after consulting together.

### **STEP 3.**

If you are still not satisfied: Take the grievance to the SHARE Power Lunch/Board of Directors, which meets every Saturday at noon. They will make the final decision which will be binding on both parties.

## **SHARE GRIEVANCE ADVOCATES**

All individuals with a grievance, against either another SHARE Participant, Shelter, or Staff Person, may have an advocate for their case during this grievance process. This person can be any individual within the SHARE Community of homeless and formerly homeless men and women who are committed to working together cooperatively to solve homelessness. (Advocating within this process for a person with a grievance is a respected and cooperative way to solve problems.)

## §2.11 POLITICAL ADVOCACY

SHARE engages in organizing efforts to help solve the problem of homelessness. This includes political advocacy from time to time. Members of SHARE are **not** obliged to participate in any form of political advocacy for any cause, homelessness or otherwise. The only requirements for using any of the SHARE resources are to meet the participant prerequisites (see §1.4).

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## §2.12 ALOHA PROCEDURES AND RULES

SHARE shelter participants use the facilities at the Aloha Inn for their blanket washing. They can also use the kitchen at the Aloha to cook food for their and other shelters. This section describes the procedures and rules agreed upon by SHARE and the Aloha Inn for the above purposes.

**Blanket Washing:** Follow the steps below when washing blankets:

**Note:** Do not cross Aurora Ave. by running across the street. Use the underpass. If anybody at the Aloha sees you run across the street, you will not be allowed to do whatever you came for and also barred from the Aloha.

1. Sign at the front desk before you do anything else. You will have to check in any personal bag(s) at the front desk. Note: the front desk workers **cannot** ask you for ID.
2. Sign out the laundry room key if necessary. Open the laundry room and return the key.
3. Unload the blankets if you came on the van with them and take them to the laundry room. If there are bags of personal items belonging to previous shelter residents, take them out to the Aloha shed. (Make sure that the bags are labeled with at least the name of the shelter). If you did not travel with the blankets, find where they are (usually in the hall near the laundry room) and take them to the laundry room.
4. Follow the instructions on the washer to wash blankets. Make sure you fill the machine pretty full of blankets.
5. Dry no more than six blankets at a time.
6. Wash all blankets. Unwashed blankets will not be returned to the shelter.
7. Fold the blankets, bag them and label the bags with the name of your shelter.
8. If there are excess blankets that you don't want returned to the shelter, wash and dry them, bag them and label them as excess blankets.
9. Leave the bags of blankets in the hall near the laundry room or any other place that the Overflow Logistics Coordinator tells you.
10. Other shelters may be scheduled to wash blankets just after yours, so get yours done in a timely manner.
11. Clean the lint traps, sweep the floor and clean the counters.
12. Fill out the Aloha Laundry Room Checklist. Ask the Overflow Logistics Coordinator, On-duty SHARE staff person or the Security or Laundry Head to check and sign it.
13. Sign out before you leave. Don't forget to get any personal bag(s) left at the front desk.

The following guidelines list the use of Aloha resources when you are washing blankets:

- You are welcome to use the following common areas in the Aloha Inn when the machines are going:
  - i. The dining room, where snacks and coffee are available.
  - ii. The smoking TV room, room #410.
  - iii. The non-smoking TV room, room #415.



- iv. The restrooms on the first floor. Check out the key at the front desk any return them when you are done.
- v. Shower in room#405. You must have your own towel and toiletries.
- Clean up after yourself when you use any of the above areas, especially the shower.
- Do **not** use the computers in the dining room.
- Do **not** go to any other areas of the Aloha.

**Cooking:** Follow the steps below when cooking:

**Note:** Do not cross Aurora Ave. by running across the street. Use the underpass. If anybody at the Aloha sees you run across the street, you will not be allowed to do whatever you came for and also barred from the Aloha.

1. Arrive at the Aloha between 11:00 AM and 1:00 PM.
2. Ask the front desk workers to locate and call down the On-duty SHARE staff person. The staff member must check you in.
3. If the staff member is momentarily unavailable when you arrive, the desk and security worker(s) will allow you to wait in the lobby and sometimes in the dining room.
4. If there is more than one person cooking that day, they must cooperate with each other.
5. Only cook what is agreed upon with the SHARE staff member. This is the only person who can authorize what you can use, not any resident of the Aloha, not even the Kitchen Head. Set all the ingredients you are going to use in one place before the staff person has left. If you want to use any other ingredients, don't act until you have talked to the staff member.
6. Cook for all the shelters that have cooked that week. Make sure that the SHARE staff member records that you have cooked so your shelter gets credit. Cook the same food for all the shelters. You are not allowed to cook something special for just your shelter.
7. You cannot cook any food for yourself or eat any food in the kitchen. You can eat any snacks and drink coffee that is in the dining room.
8. Do not fill the container(s) until the last minute, so that the food does not get cold.
9. Bread and any other ready foods you may want to pack with what you have cooked must be double-checked with the SHARE staff person.
10. Wash every utensil you used and put them away. Clean the counters and mop the floor.
11. You should be done by 4:00 PM.
12. Have a SHARE staff person, security or Kitchen Head check your cleaning and sign off on it.
13. Sign out before you leave. Don't forget to get any personal bag(s) left at the front desk.

### 3.

# SHARE SHELTER POLICIES

### §3.1 SCREENING POLICIES

The goal of SHARE screenings is to match up competent homeless men and women with self managed shelters in a manner that is respectful to everyone involved.

Everyone involved in SHARE screenings must be sober, calm, keep their voices at conversational levels and be non-threatening and respectful.

You will not be admitted to screening if:

- You loiter in front of the Josephinum,
- You smell of alcohol,
- You engage in loud or obnoxious behavior or
- You misuse the resources (bathrooms, seating areas etc.) at the Josephinum.

SHARE participants will perform three duties at the screening: there will be one Security Worker, one Monitor and Screeners from the shelters screening that day. Their duties are as follows:

**Security Worker:** you should

- Be at the Josephinum one hour prior to the start of the screening and introduce yourself to the front desk,
- Sign in on the screening sheet,
- Do a pre-check about the building for loiterers,
- Control the flow of people going upstairs for their screening,
- Make sure that the persons being screened are conducting themselves as per the code of conduct,
- Clean up any trash left behind by persons being screened and screeners,
- Do a final check around the building and
- Inform the front desk that the screening is over.

**Monitor:** You should

- Show up one hour prior to screening and introduce yourself to the front desk and the security worker,
- Sign in on the screening sheet,
- Get in touch with each shelter screener and find out how many openings they have,
- Explain to persons being screened shelter availability
- Make sure that the persons being screened are conducting themselves as per the code of conduct,
- Sign in persons being screened to the shelter of their choice,
- Monitor the screeners from time to time to check on who's done,
- Make sure that all persons being screened are out of the Josephinum when screening is done,
- Make sure that all paperwork is returned to the proper place and sign out.



**Screeners: You should**

- Be here at least thirty minutes prior to the screening,
- Introduce yourself to the front desk, the security worker and the monitor,
- Report to the monitor how many openings your shelter has,
- Prepare the paperwork for the screening,
- Interview all the applicants in a fair and impartial manner and decide who to accept (Note: acceptance is **not** first come first served). Nobody on the all-shelter permanent bar list, the permanent bar list of the shelter, or anybody still serving a bar from the shelter, can be screened in.
- Help the monitor and security worker maintain the code of conduct,
- Return the paperwork to the proper place and
- Fill out information on numbers screened and sign out.

The Screening Committee of August 15th, 2001, has the following recommendations to the Power Lunch, concerning the SHARE/ Operation Nightwatch proposal.

1. That the shelters accepting people from Operation Nightwatch be limited to Safehaven, Vets Hall, and Bethel.
2. The possibility of people sent from Operation Nightwatch, to be in an exclusive to them, part of the shelter.
3. That the shelters are not held accountable as a group as long as they hold the people from Operation Nightwatch accountable for any rules violations.
4. That the acceptance of people from Operation Nightwatch into SHARE shelters is subject to a review after a one month trial basis.
5. That no one from Operation Nightwatch be allowed to enter the shelters after 11:30 p.m.
6. That persons from Operation Nightwatch be required to show some type of Government issued identification, both when they are screened, and, when they arrive at the shelters.
7. That persons from Operation Nightwatch be required to take part in the shelters cleaning responsibilities, with no exception, and that failure to do this will result in an immediate, permanent bar from that shelter.
8. That the SHARE-II on shelter duty be given the authority to admit, refuse upon cause, evict upon cause, and orientate in regard to mat assignment, blankets, etc. to all persons coming from Operation Nightwatch.

### §3.2 WEEKLY SHELTER MEETINGS

Every shelter has a weekly meeting, which every shelter participant is obligated to attend. A SHARE staff member is usually present at the meeting.

The agenda of the meeting should consist of:

- Introductions
- Problems at the shelter and solutions for those problems.
- Updates and information that concerns the participants (including Power Lunch report)
- Elections for coordinator and other executive positions.
- Staff announcements
- Assignment of chores and soliciting volunteers for weekly SHARE meetings.

### §3.3 MANDATORY OBLIGATIONS

#### I. Shelter Obligations:

SHARE depends on its members for the responsible and successful functioning of the shelters and of the organization as a whole. In general, the obligations of a shelter can be divided in to three categories:

1. Obligations for proper functioning of the shelter
2. Obligations towards the whole SHARE community and
3. Obligations towards shelter hosts.

#### Obligations for proper functioning of the shelter:

Screening three times a week,

Picking up keys and tickets for the shelter every evening and returning keys and remaining tickets to the Aloha every morning (applicable to most shelters outside the downtown core),

Washing the blankets used by the shelter residents every week,

Maintain all rules of the shelter regarding proper behavior in the shelter, (and have the leadership in place to do so) and

Conduct a weekly house meeting.

**Obligations towards the whole SHARE community:** Each shelter is required to have at least one representative person at each of the following:

- Finance Committee Meeting every week
- Bar Committee Meeting every other week
- Screening Committee Meeting every other week
- Power Lunch every week

The Power Lunch has the discretion to make other meetings mandatory for shelters.

**Obligations towards shelter hosts:** Members of shelters are also required to meet the obligations set by each individual church host for the use of their facilities.

These obligations include:

- The cleaning of the shelter space every morning before the Shelter's closing for the day and
- Honoring the rules specific to each location in regard to the building and grounds (designated smoking areas, areas that are off-limits etc.)

#### II. Individual Obligations:

The individuals in the shelter are responsible to meet the obligations of the shelter. The obligations of the individual are as follows:

- Follow all rules of the shelter,
- Attend the weekly housing meeting and
- Help the shelter meet the other obligations (meetings, blanket washing, etc.)

The participants of the shelter hold each other responsible to make sure that everyone is pitching in to meet the obligations of the shelter.



### 3.X Individual and Shelter Accountability

SHARE shelters are self-managed by the men and women staying in them. Shelter participants must enforce the rules and obligations agreed upon by SHARE and the shelter host.

The Power Lunch has authorized staff members to take action when self-management has ceased and serious shelter obligations are being blown off. Several policies are in place to reduce these shelter closures as much as possible, without breaking our word or losing the shelter space entirely.

1) Shelters can be closed due to a PATTERN of rule violations that no one is being held seriously accountable for. The following steps must be taken prior to the closure:

- a). The organizer of the shelter must first warn the shelter in writing about the pattern of rule violations so that the shelter has an opportunity to correct the problem.
- b). At the shelter's request, the organizer must meet with them to come up with a corrective plan.
- c). The organizer must consult with at least two other staff members before commencing a shelter closure.

2). The Power Lunch has oversight over the decision to close a shelter and will review such decisions within one week of the closure.

3). Shelters must not miss more than one of any Shelter Screening Obligation, one Monitoring or Security Obligation during Josephinum Screenings, one Power Lunch, one Bar Committee Meeting, one Finance Committee Meeting, or one Screening Meeting within 30 days.

Shelters will not face a one night closure for missing two of any of the above obligations – i.e. two Bar Meetings, or two Screening Obligations, or two Finance Committee meetings if:

- a) A qualified shelter participant was assigned and had agreed to meet one of these obligations.
- b) The shelter discovers that this individual had not fulfilled their commitments and the Shelter then:
  - Barred this individual for a serious length of time
  - Record the bar on an Incident Report
  - Deliver the Incident Report to the SHARE Staff Contact Person OR SHARE Office within 24 hours of the infraction.

### §3.5 UNIFORM SIGN IN SHEETS

Shelters are required to use sign-in sheets that include space to record at least the following information:

- Name of the shelter,
- Date the sign-in sheet was used,
- Name of the Coordinator and/or other elected leadership of the shelter,
- Names of all shelter participants who were in the shelter that night,
- Number of tickets received, used and returned.

SHARE makes available a uniform sign-in sheet on which all of the above information can be recorded (See Appendix X). A shelter can choose to use a sign-in sheet of their own design, as long as all of the above required information can be recorded on the sheet clearly.



### 3.6 BUS TICKET POLICY

SHARE gives shelter participants at shelters outside the downtown core two bus tickets every day to get to and fro from the shelter. Most services required by shelter participants (e.g. health care, hygiene) are located in or near the downtown core. The participants are given the bus tickets so that they can get to the services.

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### §3.7 KEY AND TICKET PROCEDURES

Keys to all church-based shelters outside the downtown core are kept at the Aloha Inn. Shelter participants collect keys to their shelters in the evening. Bus tickets that are required by the participants to get to their shelters are delivered with the keys. In the morning after the shelter closes, the shelter returns the keys, excess bus tickets and the sign-in sheet for the shelter from the previous night to the Aloha. This section describes the procedures to collect and return keys and tickets. All shelters will be immediately notified about any changes in these procedures.

#### Key and Ticket Pick-up:

1. A member of the Aloha Inn Overflow Department brings the keys and tickets downtown for shelter participants to pick them up.
2. It is the responsibility of each shelter to have a participant present to pick up the keys and tickets.
3. One shelter **cannot** pick up another shelter's keys and/or tickets.
4. If the keys and tickets are more than fifteen minutes early or late, each shelter must call and report this on the SHARE voicemail.
5. Individuals picking up tickets and keys for SHARE shelters **must** be sober and behave in a respectable manner while picking up keys and tickets.
6. If a shelter misses the key and ticket pick-up downtown, the participants must take the following steps:
  - Call the SHARE office on the direct line immediately. If a staff person cannot be reached, leave a voicemail describing the situation
  - Call the Aloha and ask to speak to the Overflow Logistics Coordinator.
  - If you cannot speak to the Overflow Logistics Coordinator, head out to the Aloha. Check to see if the keys and tickets are in the mailbox by the front desk. If not, check to see if the Overflow Logistics Coordinator is there. If not, wait until 8:00 PM. At that time, ask for an Aloha staff person. Explain your problem and ask if the staff person has access to another key. There is no guarantee that the staff person will have access to a key.
  - Once the matter is solved, call the SHARE voicemail immediately and describe what happened.

A pattern of not picking up keys and tickets correctly may result in shelter closure.  
(See §3.X)

#### Key, ticket and sign-in sheet return:

1. The keys and excess bus tickets must be returned to the Aloha Inn by 11:00 AM.
2. Deposit keys, tickets and previous evening's sign-in sheet in the mailbox to the right of the front desk.
3. Fill in the Shelter Log next to the mailbox with complete information.
4. Individuals returning keys may drink coffee in the cafeteria. They can access the cafeteria for up to 15 minutes. The computers in the cafeteria may not be

- used. No food may be taken out of the cafeteria. Key returners may not eat at the Aloha's Sunday brunch, but they can eat food available for general consumption at other times.
  - 5. Bathroom keys must be checked out at the front desk.
  - 6. All bags must be left at the front desk when accessing other parts of the Aloha.
  - 7. The key returned cannot access any other part of the Aloha. All Aloha rules, including those regarding sobriety, running across Aurora Ave. and respecting community standards, apply to the key returners.
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### §3.8 TWO NIGHTS OUT POLICY AND THE WEEKLY ROSTER

It is SHARE policy that any person staying at a SHARE shelter can take two nights out, within a seven day period of time, without losing their place in the shelter.

It is SHARE policy that if you are taking two nights out in a row, you must notify the shelter before the second night out.

A person is required to be at the shelter on the night that they screen in. Shelters set their own policies on the minimum amount of time that a person must spend in the shelter before he or she can take a night out. Shelters also set their own policies on the amount of time a person must spend out of the shelter before he or she can re-screen into the shelter after taking more than the two nights out.

Every shelter maintains a weekly roster (see appendix X) to keep track of shelter participants. The weekly rosters help determine the days that a person has been in the shelter, and hence help determine if someone has violated the two nights out policy.



### §3.X WORKING WITH SHELTER HOSTS

SHARE shelter must be self-managed in premises that shelter hosts are responsible for. Hosts must be assured that a sober and non-violent standard of conduct exists and the safety of their building is respected. How shelter hosts, SHARE and shelter participants communicate with each other is a crucial part of meeting these needs.

For self-management to succeed, shelter participants and SHARE need several things from their hosts. These include:

- a.) Consistency in how information is communicated and decisions are made.
- b.) Respect for the privacy of shelter participants.
- c.) A fair system of accountability.
- d.) The ability for shelter participants to be frank with one another while working problems out.

Here are some of the areas for all parties to concentrate on to ensure that shelter participants have the tools to make their self-management succeed.

**Rule Enforcement:** With the exception of conduct dangerous to others or of criminal conduct, it is not the role of the shelter hosts to enforce the rules. That is the responsibility of shelter participants.

It is crucial that the SHARE shelter staff contact person be notified when the shelter host notices violations of the rules of the shelter, shelter participants tolerating the breaking of shelter rules, or other concerns they may have.

Normal housekeeping requests, such as table set-ups in the hall, can be brought up directly with the shelter participants either verbally or by posting a note.

**Rule Changes:** If the host decides that a rule change is necessary, it is greatly preferable that all parties meet and discuss the matter first. If the shelter host feels that an emergency requires immediate change, written notice of the change should be sent to the SHARE staff contact person.

SHARE policy requires proposals for rule changes initiated by shelter participants to be first agreed upon by the shelter participants at their internal weekly meeting. They must notify their organizer about the changes that they feel are necessary. If either shelter participants or staffs believe the change is significant, the proposal must be approved by the SHARE Power Lunch at their weekly meeting. Once agreement on a proposal has been reached within SHARE it can then be raised at a meeting with the shelter host and a SHARE staff contact person.

It is not appropriate for shelter participants to discuss rule changes or special request of the shelter host without going through this process.

### §3.9 911 POLICY

The policy outlined below does not apply to 911 calls made for medical or fire emergencies. For the purposes of this policy '911 call' refers to a call made to the Police Department for non-medical reasons.

When a 911 call is made, the following steps must be taken:

1. In case of physical violence or other endangerment to a resident, anybody can make the 911 call.
2. If the 911 call is made to remove someone who refuses to leave the shelter when barred, the call must be made by the coordinator or other elected representative of the shelter.
3. Shelter rules must be applied in deciding to bar an individual.
4. The person barred should be informed both verbally and in writing the reason for the bar.
5. If the person refuses to leave the premises the elected representative should verbally explained to them that a 911 call will be made and the consequences of that call being made (see below).
6. If the individual still refuses to leave, the 911 call is made and the individual is informed that the call has been made.
7. Once the incident has been resolved with the individual leaving either voluntarily or involuntarily, the person who made the 911 should call in the SHARE voicemail and leave a message about the incident. An incident report should also be written up and dropped at the office.

Consequences of 911 call being made:

- When 911 has been called by an elected shelter representative because someone refuses to leave the shelter, that person is automatically put on the permanent all-shelter bar list.
- If a frivolous 911 call has been made by anyone at the shelter, that person is put on the permanent all-shelter bar list.
- The bar is appealable only to the bar committee.
- If 911 were called by a person other than a shelter resident (e.g. a person from the neighborhood around the shelter) for an incident involving a shelter resident, and the call is not frivolous, the shelter will be closed for at least one night.
- If the shelter does not make a report of the incident as described in point 7 above, the shelter will be closed for one night.



**Shelter Host-SHARE-Shelter Participant Meetings.** It is important for SHARE staff contact people, shelter participants, and shelter hosts to regularly meet. It is our preference that these meetings occur on an average of once a quarter, but we recognize that the different demands of each shelter make the frequency of these meetings vary widely.

The meetings are used to bring each other up to date on how the shelter is operating, propose changes or adjustments to shelter operations, and to plan special projects. It is helpful to schedule these meetings at least one week in advance, except in emergencies.

**Weekly Shelter Meetings.** Every SHARE shelter has a regular weekly meeting where shelter participants must discuss personal matters frankly, evaluate their performance and make management decisions. This meeting is one of the cores of our own self-management process.

Due to the difficulty of this work under any circumstance – and the additional challenge to each homeless person's self esteem, when it is required to expose embarrassing matters – it is not appropriate for shelter host to be present at these meetings.

**Special Privileges.** All parties must understand that no shelter participant may receive special privileges. Regardless of the degree of respect or status a particular shelter participant has with the shelter host, all must be treated equally in terms of shelter operations. If there are variations of opportunity within the shelter – for example, some sleeping areas being preferable to others – the shelter participants must be the one to designate the beneficiary of the special opportunity.

Shelter participants who engage in activities with the shelter host are welcome to do so as long as they do not conflict with the shelter participant's obligations to the shelter. When these activities require the shelter participant to deviate from usual shelter policy – for example being at the shelter during the day – the shelter host is expected to call and notify the SHARE staff contact person to avoid misunderstandings.

### §3.11 VISITOR POLICY

Privacy and safety are very important considerations for people staying in shelters. For this reason visitors are not permitted in shelters as a general rule.

This said, a shelter might want to invite supporters to the shelter. The shelter must follow the following guidelines in making such decisions:

1. The visitor(s) must be there for reasons concerning the whole shelter and not individuals,
2. The decision to allow or disallow the visit must be made by a majority vote at a house meeting,
3. Mechanisms to ensure the privacy of shelter participants during the visit must be in place and
4. The organizer of the shelter must be informed of the details of the visit before the visit.



# 4.

## SHARE-II POLICIES

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## §4.1 HIRING

The general requirements to be hired as a SHARE-II worker are:

- Be homeless,
- Have experience in self-management at a SHARE shelter,
- Have the ability to work with groups of people from diverse backgrounds,
- Be able to work a minimum of eight hours a week in a SHARE shelter, and
- Be able to pay \$60 a month in utility fees.

SHARE does not lay emphasis on college degrees, extensive resumes or impressive communication skills.

### Screening:

A person who wants to be hired as a SHARE-II worker has to go through a screening. Screening for SHARE-II is done by a committee consisting of SHARE-II members or any others as appointed by the Power Lunch. Screenings are usually held after the Power Lunch. The committee evaluates all applicants on the basis of the criteria listed above and decides on potential candidates for hiring. The committee takes the decision to the weekly staff meeting, where staff provides additional information about the candidates. The committee then finalizes its decision on hirings.

The persons who are hired are assigned to one of the SHARE-II houses and given a week's period to pay their utility fees and move into the assigned house.

SHARE-II members are screened as individuals. If a couple wants to stay in a SHARE-II house, they have to screen separately, but once accepted can ask to be assigned to the same house.

## §4.2 HOUSE RESPONSIBILITIES AND ACCOUNTABILITY

Each SHARE II House has rules specific to the operations and maintenance of the particular house. There are general rules that apply to all of the SHARE II Houses. These include:

1. No threatening words or actions.
2. No violence, no destruction of property.
3. No insulting language, no insulting comments concerning gender, ethnicity, sexual preference, and anything pertaining to birth and individual.
4. No use of alcohol and other drugs in SHARE II Housing.
5. Attendance at the regularly scheduled house meetings.
6. Equal participation in the daily operations and maintenance of the house.
7. Shared representative attendance at all House required meeting, such as the Power Lunch.

Each House is responsible for holding the residents of their' House, accountable for any individual acts of misconduct and rules violations.

Persons can be held accountable in a number of ways; with warnings, extra chores or Shelter shifts, short-term bars from the House, or recommended bars leading to termination from SHARE II.

### §4.3 WORK RESPONSIBILITIES AND ACCOUNTABILITY

This section covers general responsibilities of SHARE-II workers on their shifts. For information about shifts at specific shelters or the lockers, see the SHARE-II Workers' handbook (Appendix 4).

The guidelines provided below cover standard occurrences during the shifts. They are not exhaustive and cannot cover every situation. In cases not covered, the workers are expected to handle the situation in a timely and responsible manner, to resolve crises appropriately and to communicate information in a clear and concise manner to the SHARE2 Organizer and also the shelter host if required.

If the SHARE-II worker has made an error, such as arriving late, it is important to immediately report it via voicemail. Because a key part of SHARE-II work is monitoring, the worker may not leave the shelter during the shift, barring emergencies.

**Training:** Prior to working at a shelter, a SHARE-II worker must be trained by another SHARE-II worker who has worked at the shelter. The experienced worker should orient the new worker to the physical space of the shelter.

**Keys to Shelters:** All keys must be picked up from the designated location immediately before opening the space and returned immediately after closing the space. It is not acceptable to pick up the keys early, turn them in hours after the shelter has closed or hand the keys off to another SHARE-II worker.

**Opening Shelter Spaces:** Shelters must be open at their regularly set time unless nobody from the shelter is present to fulfill Desk/Security duties. It is not acceptable for the SHARE-II worker to enter the shelter space more than half an hour before the shelter is to open.

**Entry of Shelter Participants and Loitering:** No shelter participants may enter the shelter until the required number of individuals has agreed to do the initial Desk/Security shift. No shelter participant may be loitering at any time outside the shelter. Only those people doing the initial Desk/Security shift may arrive a few minutes early and wait outside. If there are individuals loitering outside the shelter space when the SHARE-II worker arrives, it is the worker's responsibility to explain that, excepting the initial security/desk worker(s), everyone must leave the area, or the shelter will not open.

**Providing Information:** It is at the SHARE-II worker's discretion to inform the shelter participants of shelter rules if they observe a rule being broken. It is most appropriate to inform either a member of the shelter's leadership or a desk/security worker at the time.

The SHARE-II worker must remember at all times that the responsibility to enforce rules belongs to the shelter's members. The SHARE-II person must encourage shelter participants to consult the rules, hold each other responsible via incident reports, and/or contact the shelter organizer, as might be appropriate. The SHARE-II worker must be



very cautious to not give the impression that he or she is requiring the shelter to follow a certain course of action.

**Verbal Abuse:** The SHARE-II worker must adhere to the rules governing verbal abuse that is written in the shelter's rules.

**911 Calls and Violence:** Anybody, including the SHARE-II worker, has the right to report a crime when it is occurring. This includes incidents of violence, theft or visible drug abuse.

All individuals have the right to defend themselves against bodily harm. SHARE-II workers do not have the right to initiate violence, or to continue a conflict when there is no immediate need for protection. SHARE-II workers do not have the authority to physically remove individuals from the premises or physically restrain individuals except in cases of self-defense or clear and immediate danger to others.

It is the responsibility of the shelter's leadership to make 911 calls due to individuals refusing to leave when directed.

**Intoxication:** If no action is taken by the shelter when obviously intoxicated or high people are present, the SHARE-II worker should inform the shelter leadership that it is your responsibility to inform the staff about toleration of such individuals and that it usually leads to shelter closure the next evening.

**Monitoring and Reporting Incidents:** All unusual activity should be called into the SHARE voicemail. Shelter leadership must be informed that a particular incident is being reported, so that they are also obligated to report via an incident report what happened and who has been held accountable.

In any case involving 911 calls, violence, intoxication, drugs or theft, the SHARE-II worker must fill out an incident report and drop it off at the SHARE office within 24 hours.

**Closing the Shelter:** See the SHARE-II Workers' handbook (Appendix X) for specific instructions on procedures to be followed when closing shelters. The SHARE-II worker must call in and report shelter participants leaving late or leaving the premises below standards of cleanliness.

**Unacceptable SHARE-II Worker Conduct:** Theft, lack of sobriety on the job, lying, violence and other unacceptable conduct can lead to immediate termination of employment. For less serious infractions (late for shift, failure to report incidents etc.), one initial warning of poor work performance may be issued, to be followed by termination if another infraction occurs. The SHARE-II coordinator makes all decisions on holding SHARE-II workers responsible for work-related incidents. The SHARE-II

worker can appeal any decision made against him or her, as per the Grievance procedure (see §2.X).

**Substitutions:** SHARE-II Bunkhouse workers cannot do their shifts at the Bunkhouse shelter. With this exception, SHARE-II workers can equally exchange their shift assignments to better fit their schedules. No SHARE-II worker can pay another to take his or her shift, or do another worker's shift for any compensation except an exchange of shifts.

Any time two SHARE-II workers exchange shifts, both must call in this information to the SHARE voicemail.

**Illness and Emergencies:** In cases of illness and emergencies, other SHARE-II employees, as a condition of their employment, can be asked to take a shift on short notice. Failure to take such an assignment without compelling reason such as work will be considered unacceptable job performance.

Falsely alleging illness or emergency to get out of working a shift shall be grounds for termination. Claims of illness or emergency must be backed up by doctor's statements or other substantial verification.

## **§5.X JOB DESCRIPTIONS**

See §2.X for qualifications and hiring policies.

The descriptions of the various job responsibilities within SHARE are given below. At any time, a staff person might fulfill more than one responsibility.

### **Women's Organizer:**

- Assist in the development and running of women's and co-ed shelters,
- Maintain communication and outreach network,
- Organize among homeless and formerly homeless women and assist them to develop their own sense of power to work towards ending homelessness through SHARE and WHEEL,
- Provide training in research, writing, public speaking etc. to SHARE participants,
- Ensure that preparations are in order for weekly WHEEL meetings,
- Help facilitate a safe and comfortable environment for women in SHARE and assist in developing SHARE's sensitivity to the special needs of women,
- Participate in weekly SHARE staff meetings for coordination on SHARE's organizational efforts.

Additional qualifications desired: experience in working with abused women.

### **Men's Organizer:**

- Assist in the development and running of men's and co-ed shelters,
- Maintain communication and outreach network,
- Organize among homeless and formerly homeless men and assist them to develop their own sense of power to work towards ending homelessness through SHARE,
- Provide training in research, writing, public speaking etc. to SHARE participants,
- Ensure that preparations are in order for SHARE's weekly Board Meetings,
- Assist and facilitate the development and focus of the Board's directives,
- Supervise SHARE Winter Response Shelter Staff,
- Participate in weekly SHARE staff meetings for coordination on SHARE's organizational efforts.

### **Administrator:**

- Compile statistics required for contract reporting,
- Compile and submit all contract reports by due date to the proper agencies,
- Complete regular billing in a timely fashion,
- Deposit income in a timely manner,
- Research, prepare and follow up on grant requests. Keep track of all grant requests for all projects of SHARE,
- Assist with development of SHARE's project resources,
- Initiate and maintain proper insurance for all SHARE projects,
- Prepare check requests and see that all bills are paid on time,
- Be in liaison with the fiscal agent,
- Prepare all financial records for internal and external review,



