

From: David Preston
Sent time: 10/6/2015
To: Kshama Sawant
Subject: Meeting requested (re: Effective Grievance Process for Homeless Campers)
Attachments: Encampment Guidelines SHARE-WHEEL proposal

Dear Councilmember Sawant:

I'm writing this to request a meeting with you regarding the City's proposed homeless tent encampments in Ballard and Interbay. Specifically, I want to speak with you about additional steps the City needs to take in order to safeguard the rights of the people at these encampments. The meeting needs to happen before the Human Services Department permits or sights any new tent cities.

Background:

Since 2014, there has been a homeless camp at 1010 South Dearborn Street in Seattle. Early this year the operators of that camp (**Scott Morrow** and **Sharon Lee** of SHARE and LIHI, respectively)* threatened to evict the campers after they voted Mr. Morrow out of his position at the camp. Nickelsville is supposed to be self-managed, and although neither Morrow nor Lee live there, they run the camp as they choose, claiming that they have a right to do so since they pay all the camp's bills—a claim which is not actually true since the City funds some of Nickelsville's operations.

Within a day or two after the threat to evict was made, the camp voted to reinstate Morrow as boss. Several of the rebellious campers were then (I am told) removed.

See these articles for background:

<http://www.seattletimes.com/seattle-news/nickelsville-boots-leader-homeless-site-now-teetering/>
<http://www.seattleweekly.com/news/956803-129/scott-morrow-reinstated-at-nickelsville-as>

I have tried to contact Morrow and Lee to ask them for an accounting of just what camp bills they were paying and what the campers' issues with Morrow were, but they do not respond. Meanwhile, the City of Seattle has been funding the camp at Dearborn and proposes to fund future camps at even higher levels. However, because taxpayer money is involved, campers are entitled to legal protection both at the city and federal levels, and this protection includes the right to appeal or grieve certain actions made by the camp operator. Since Nickelsville campers do not effectively have the right to appeal, I believe that Morrow and Lee's actions were in violation of the law.

Michael Taylor-Judd and **Sola Plumacher** at the Human Services Department are responsible for overseeing organized homeless encampments within Seattle. I have asked for a meeting with them to discuss a remedy for the Nickelsville problem, but they declined. (Note: Ms. Plumacher did offer to meet with me, but only AFTER the camps are permitted and in place, which is not acceptable for obvious reasons.) Mr. Taylor-Judd assures me that the City will require the camp operator to have some kind of grievance process in place (see attached the excerpt from the City's document "Encampment Guidelines Page 9") and he considers that satisfactory. In fact, the camp operator (SHARE) does have a grievance process in place (see attached SHARE-WHEEL proposal Page 9), but this process is vague, and worse, it contains no provision for resolving grievances against the operator itself. It's important to understand that this is the same grievance policy SHARE already had in place at Nickelsville Dearborn, and it did not stop Mr. Morrow from bullying the camp into returning him to power. The reason for this is because Morrow, as boss of SHARE/Nickelsville, has the last word on any appeal/grievance decision.

SHARE is a mysterious, top-down organization whose workings are not subject to public scrutiny. Given that the organization has absolute sway over the homeless and destitute individuals in its care, the City needs to take a firmer stance in dealing with SHARE than it formerly has. At a minimum, the City needs to establish an appeals process that is **independent of SHARE's control**. Otherwise homeless campers' rights will continue to be violated, as they were at Nickelsville Dearborn.

I've been trying to move this issue forward through channels, but to date I have not been able to engage anyone in City government on it, and you are my last hope. If I cannot get a fair hearing of my issues in a meeting with you, I will take

this matter before the Council in public hearings, and in any other public meetings at which Councilmembers appear. When I do that, I will be sure to note that I invited you to meet with me and you refused.

Please get back to me within one week. Thank you.

David Preston

***SHARE** stands for Seattle Housing and Resource Effort, a city-funded 501c3 non-profit managed by Scott Morrow. **LIHI** stands for Low Income Housing Institute. LIHI was co-founded by Mr. Morrow. (I believe the current CEO, Sharon Lee, was hired by Morrow before he left the organization.) Nickelsville is the name of a series of roving tent encampments in and around Seattle. It is also the name of a non-profit run by Scott Morrow. The proposed new tent encampments in Seattle will be run by Morrow and his non-profits, in conjunction with LIHI. For the purpose of this matter, SHARE, Nickelsville, and Morrow can all be used interchangeably

Describe how you would expend City funding for encampment operations to support site infrastructure needs. Outline milestones and a schedule for leveraging other funding, including identifying all secured and proposed sources of funding for the encampment program.

3. **Capacity**

Describe your program and staffing capacity to undertake the provision of:

- tents and/or temporary structures, food service, bathroom and hygiene facilities for up to 100 people;
- human services coordination for encampment residents, including provision of access to service providers on-site;
- site management, maintenance, and security;
- parking requirements;
- compliance with health, safety and inspection regulations; and
- purchase of liability insurance.

4. **Community Engagement and Responsiveness**

Explain how you would conduct outreach and notifications to the surrounding community and within the encampment.

- Describe your communication and outreach strategy, to both the surrounding neighborhood and community, and residents in the encampment. This should include an initial notification process as well as opportunities for ongoing communication.
- Describe the grievance procedure for the encampment program. The grievance procedure should outline the processes for encampment residents and community members to submit and address concerns.



C. **Budget (Note: These are not included in the 4-page limit)**

Include the proposed annual encampment program Operating (Attachment 2) and Personnel Budgets (Attachment 3), including all sources of funding. See Appendix B for a list of operating expenses that will be eligible for reimbursement with City funds.

IV. PROPOSAL CHECKLIST

A complete proposal packet must include all of the following items:

1. A completed and signed RFQ Proposal Cover Sheet (Attachment 1)
2. Proposal Narrative (maximum 4 pages)
3. Proposed annual encampment operating (Attachment 2) and personnel budgets (Attachment 3)
4. A roster of your current Board of Directors, or the current Board of Directors roster for your fiscal agent
5. Additional documentation
 - A copy of your agency's most recent financial audit, if not on file with HSD
 - A current certificate of nonprofit status, if not on file with HSD

Incomplete proposal packets will be deemed unresponsive and will **not** be considered.



**City of Seattle
Human Services Department**

**2015 Authorized Encampment Operators Request for Qualifications
Proposal Cover Sheet**

1. Applicant Agency:	SHARE/WHEEL		
2. Agency Executive Director:	N/A		
3. Agency Primary Contact			
Name:	Michele Marchand	Title:	SHARE/WHEEL Organizer
Address:	P.O. Box 2548		
Email:	tc3@sharewheel.org		
Phone #:	206-956-0334		
4. Organization Type			
<input checked="" type="checkbox"/> Non-Profit	<input type="checkbox"/> Other (Specify):		
5. Federal Tax ID or EIN:	91-1577965	6. DUNS Number:	08-543-3246
7. WA Business License Number:	601432014		
8. Partner Agency (if applicable):			
Contact Name:		Title:	
Address:			
Email:		Phone Number:	
Description of partner agency proposed activities:			
Authorized signature of applicant/lead agency			
<i>To the best of my knowledge and belief, all information in this application is true and correct. The document has been duly authorized by the governing body of the applicant who will comply with all contractual obligations if the applicant is awarded funding.</i>			
Name and Title of Authorized Representative: Anitra Freeman			
Signature of Authorized Representative:			
		Date: 13 Mar 15	

B. NARRATIVE QUESTION: 1. Experience: SHARE and WHEEL are partnered organizations of homeless and formerly homeless men and women, dedicated to surviving and solving homelessness, primarily through self-help, self-managed solutions. SHARE (Seattle Housing and Resource Effort) is co-ed and a 501(c)(3) nonprofit corporation. WHEEL (Women's Housing, Equality and Enhancement League) is made up solely of women.

Together SHARE and WHEEL facilitate King County's largest indoor shelter network of 15 indoor shelters and two Tent cities. In addition, we facilitate the large, low-barrier WHEEL Women's Shelter, the WHEEL Women's Empowerment Center, Storage Lockers, and a SHARE2 Housing-for-Work program at three sites. Our efforts began in 1990.

SHARE and WHEEL have successfully operated several encampments. The first SHARE encampment began in November 1990 and evolved into the Aloha Inn Transitional Housing Project and the SHARE self-managed shelter network. SHARE/WHEEL's two presently operating Tent Cities began in 2000 and 2004. Tent City 3, which began in 2000, is the longest continuously-operating homeless encampment in North America. The Consent Decree governing its operations from 2002-2012 has become a template of encampment operating procedures for jurisdictions all over the United States.

SHARE/WHEEL is committed to providing survival, safety, dignity, empowerment, and leadership development to homeless people in need of shelter. We provide culturally relevant and linguistically competent services. Our shelters, our encampments, and our organization are run by participants themselves. This unique, democratic, self-managed, peer-based model fundamentally assures that our organization meets the cultural/linguistic needs of our participants, because the participants themselves ARE the organization.

SHARE participants determine the policies, rules and operating principles of SHARE, and take responsibility for the day-to-day (and night-to-night) work of running the encampments and shelters. This commitment assures that our sites are safe, comfortable, and welcoming to all. Our self-managed model welcomes diversity in all aspects as long as participants adhere to our strict Code of Conduct (sobriety and non-violence).

SHARE/WHEEL strictly enforces our Non-Discrimination policy. Participants are of a wide variety of backgrounds and ethnicities. Language barriers, if any, are overcome through peer-to-peer interpretation.

Each SHARE/WHEEL site holds a weekly House Meeting to discuss problems, agree and act on solutions, and to share information. These meetings are run by participants themselves. In addition, SHARE's weekly organizational business meeting, known as the Power Lunch, provides participants from each SHARE location the opportunity to report on site operations and participate in decision-making for the whole organization.

Peer-to-peer referrals and resource-sharing is an integral part of our operations. It's amazing what a community of 500+ people can do when they work and collaborate together. Information-sharing and referrals are done on a regular basis not just in individual shelters, but throughout the organization. In addition, information on existing services and new opportunities is made available and circulated throughout our community. In our community, often word of mouth travels faster than any other medium.

Our current camps provide some onsite health, dental, meal, referral and outreach services from a variety of sources. For our new encampment, we intend to work closely with LIHI case managers, who will provide on-site information and referral services, and will assist encampment participants with housing (and other) applications.

NARRATIVE QUESTION 2: Funding and Resource Development Plan:

SHARE/WHEEL has raised sufficient funds for the operation of our shelters and encampments for 25 years. For a new encampment project we will rely on fund development expertise from a number of standing committees and existing SHARE/WHEEL supporters. City funding is needed, but we will also leverage existing resources and find new support. Because of our self-managed model—in which participants volunteer their sweat equity in running their own camp—our costs are appreciably lower than for similar services provided by staff-run systems.

SHARE/WHEEL has a finance committee that drafts budgets and oversees community-wide finances. Final budget decisions are taken by the SHARE Power Lunch/Board of Directors. SHARE/WHEEL's Grantwriting committee, whose members are both participants from the SHARE community and supporters, meets weekly to find and write grants. SHARE/WHEEL's Donor Appeal Work Group meets as needed to implement creative fundraising plans. The SHARE Communication Work Group meets weekly and ensures that SHARE/WHEEL needs are widely known through our website, a quarterly publication, "The SHARE Voice," and a growing email network.

The Shelter Board is a group of wider community volunteers who yearly put on a major event that raises \$25,000 or more for SHARE each year. In addition, LIHI has offered SHARE/WHEEL assistance in writing and obtaining grants.

SHARE/WHEEL uses unique methods to bring public attention and results to gaps in support for funding crucial programs. These methods often are effective in obtaining funding from previously unrecognized sources. The peripatetic and community nature of Encampments garners a remarkable grassroots funding response from the wider community. We've learned that when the problem of homelessness isn't hidden, or blamed on homeless people, neighbors will respond with daily supplies, monetary donations, and meals. When the wider community understands we are simply people victimized by systematic failures beyond our individual control – such as the dramatic lack of sufficient affordable housing – they are supportive in multiple ways. That's how our encampments have been able to meet many material needs like nightly dinners and clothing donations: with the support and active engagement of the wider community.

While our Tent Cities have been adept at meeting funding and material needs, new funding from the City of Seattle is critical to new encampments, and would be used specifically to pay for solid waste disposal and sewage disposal (porta-potties) and trash removal (dump runs). It would also be used to purchase some necessary office and operating supplies.

NARRATIVE QUESTION 3: Capacity: SHARE is adept at developing and maintaining partnerships with a wide variety of partners, donors, host entities and neighborhoods. Our encampments and shelters are flexible and portable. We have a 25-year track record of building community partnerships for host sites for our encampments and shelters, and have worked with 100s of churches/synagogues/temples/community groups and 1,000s of community volunteers over the years from almost every neighborhood.

We are well-positioned to take on the development and provision of the things needed to start up a new encampment. Here are some examples:

--Seed (start-up) materials: Our current encampments (Tent City3 and Tent City4) constantly receive donations—beyond their current needs—of tents, tarps, pallets, plywood, and other necessary materials for constructing the infrastructure of an encampment. In addition, we have more concrete blocks than you can shake a stick at! Our current encampments can provide “seed” materials for a new encampment, and can help with community engagement—to donors and supporters—to get additional start-up materials. A primary challenge will be constructing enough platforms to keep all tents at least a foot of the ground and the space underneath clear – to prevent rats. We look forward to this massive community campaign to get more cinder blocks, pallets and plywood, and conducting several (fun!) construction work parties!

--Hygiene facilities: We have an excellent 25-year relationship with Northwest Cascade Honeybuckets; they’ll be delighted to work with us on a new camp!

--Resource-sharing and services: Peer-to-peer resource-sharing is a successful approach, and our camps also welcome outside service providers and outreach workers. Our current camps can share their on-site services (dentistry, meal provision, legal assistance, veterans outreach) and help leverage new resources. And, LIHI has offered case management services and assistance with housing search/applications.

--Site Management and Maintenance: Our Tent Cities are self-managed. Site Management and Maintenance are done by participants. SHARE/WHEEL encampments elect their own five-person Executive Committee, who oversee day-to-day operations of the camp. An Executive Committee member is on duty at all times, and two Security Workers are on duty at all times. Each participant must do “chores” and “maintenance” around the camp in order to stay there. A staff Organizer is assigned to each encampment, and assures the community is holding itself accountable to its procedures and SHARE/WHEEL policies. This model has worked successfully for more than two decades!

2015 Authorized Encampment Operators RFQ
Attachment 2: Proposed Program Budget Summary

Applicant Agency Name:	SHARE/WHEEL
Proposed Program Name:	New Encampment

Item	Amount by Fund Source				Total Project
	Requested HSD Funding	Other ¹	Other ¹	Other ¹	
100 - PERSONNEL SERVICES					
100 Salaries (Full- & Part-Time)				\$ 17,160.00	\$ 17,160.00
100 Fringe Benefits				\$ 8,814.00	\$ 8,814.00
JBTOTAL - PERSONNEL SERVICES	\$ -	\$ -	\$ -	\$ 25,974.00	\$ 25,974.00
100 - SUPPLIES					
100 Office Supplies	\$ 1,000.00				\$ 1,000.00
100 Operating Supplies ²				\$ 2,000.00	\$ 2,000.00
100 Repairs & Maintenance Supplies	\$ 2,000.00			\$ -	\$ 2,000.00
JBTOTAL - SUPPLIES	\$ 3,000.00	\$ -	\$ -	\$ 2,000.00	\$ 5,000.00
100 - 4000 OTHER SERVICES & CHARGES					
100 Expert & Consultant Services					\$ -
140 Contractual Employment					\$ -
150 Data Processing					\$ -
190 Other Professional Services ³		\$ 18,000.00			\$ 18,000.00
110 Telephone				\$ 800.00	\$ 800.00
120 Postage					\$ -
100 Automobile Expense				\$ 5,000.00	\$ 5,000.00
100 Air Tickets				\$ 28,000.00	\$ 28,000.00
100 Advertising					
100 Printing & Duplicating				\$ 2,000.00	\$ 2,000.00
100 Insurance				\$ 500.00	\$ 500.00
100 Public Utility Services	\$ 35,000.00			\$ 5,000.00	\$ 40,000.00
100 Repairs & Maintenance				\$ 2,000.00	\$ 2,000.00
100 Rentals - Buildings					\$ -
100 Rentals - Equipment	\$ 5,000.00			\$ 1,000.00	\$ 6,000.00
110 Education Expense					\$ -
190 Other Miscellaneous Expenses ⁴				\$ 1,000.00	\$ 1,000.00
199 Administrative Costs/Indirect Costs ⁵					\$ -
JBTOTAL - OTHER SERVICES & CHARGES	\$ 40,000.00	\$ 18,000.00	\$ -	\$ 45,300.00	\$ 103,300.00
TOTAL EXPENDITURES	\$ 43,000.00	\$ 18,000.00	\$ -	\$ 73,274.00	\$ 134,274.00

--Parking Requirements: SHARE/WHEEL's Tent City 3 currently uses five parking spaces, typically used by SHARE's Staff, donors, and volunteers. SHARE/WHEEL sees no need to exceed 10 parking spaces at a new encampment.

--Compliance with Health Regulations: We have a 25-year track record of complying with health and safety regulations, and welcome regular visits by Public Health workers!

--Liability Insurance: Although SHARE and WHEEL currently do not purchase liability insurance for our Tent Cities, we carry insurance for many of our other efforts and have a 25-year relationship with insurance provider Sprague, Israel, Giles. We easily can purchase such insurance if necessary.

NARRATIVE QUESTION 4: Community Engagement and Responsiveness:

SHARE is adept at developing and maintaining partnerships with a wide variety of host entities and neighborhoods and responding to legitimate community concerns. Our encampments and shelters are flexible, portable and accountable! Our organization would not have survived, and grown, without demonstrating good neighborliness and accountability to our promises to hosts and neighborhoods.

SHARE/WHEEL has an excellent track record of providing notice to neighborhoods when we are about to begin operating a shelter or an encampment in a new area. Our process starts with delivering a flyer to the neighborhood within a two-block radius of the new site. The flyer advises neighbors when a new shelter or encampment will be present, and invites them to a neighborhood meeting prior to the encampment's arrival. At that meeting we share information, answer questions, evaluate and act on suggestions, and set forth the process for taking complaints and solving them.

SHARE/WHEEL provides clear contact information for folks to make enquiries or to report complaints about encampment operations. SHARE/WHEEL promises to solve, in a timely fashion, any neighborhood encampment-related problem for which we are responsible. Community members who have concerns may write SHARE/WHEEL at P.O. Box 2548, Seattle, WA 98111 or call 206-448-7889. A Staff member will investigate these issues swiftly and demand accountability if the problem is due to our operations or participants. SHARE/WHEEL has long experience answering and solving such concerns. No neighbor has ever been harmed by a SHARE/WHEEL Encampment participant.

SHARE's strictly-adhered-to internal Grievance policy (attached) assures participants know their rights and how to exercise them. This grievance process is outlined on the back of every incident report form; this ensures that every member of our community is aware of the grievance process. The SHARE Grievance process is participant-led. Staff are present to observe and to provide relevant information.

The ultimate arbiter of grievances within SHARE/WHEEL is the Power Lunch, which meets weekly.

Identify specific funding sources included under the "Other" column(s) above:	
MA/Grants	\$ 22,000.00
Relter Bd Fundraising	\$ 5,000.00
Individual donations	\$ 20,000.00
Other HSD/City Funding	\$ 28,000.00
Other Fundraising	\$ 18,000.00
Total	93,000

Other Professional Services - Itemize below:	
Other Housing "Navigators"	\$ 18,000.00
	\$
	\$
	\$
Total	\$ 18,000.00

Administrative Costs/Indirect Costs - Itemize below:	
	\$
	\$
	\$
	\$
Total	\$

Administrative Costs/Indirect Costs: Human Services Department policy places a fifteen percent (15%) cap on reimbursement for agency direct costs, based on the total contract budget. Restrictions related to federal approved rates and grant sources still apply.

Does the agency have a federally approved rate?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Yes, provide the rate:	<input style="width: 100px;" type="text"/>		

² Operating Supplies - Itemize below (Do Not Include Office Supplies):	
Food Service Supplies	\$ 2,000.00
	\$
	\$
	\$
Total	\$

⁴ Other Miscellaneous Expenses - Itemize below:	
Dues/.Membership	\$ 200.00
Miscellaneous	\$ 800.00
	\$
	\$
Total	\$

<Contract Period>

Agency's Full-Time Equivalent (FTE) =		hours/week		Amount by Fund Source(s)					
Position Title	Staff Name	FTE	# of Hours Employed	Hourly Rate	Requested HSD Funding	Other Fund Source	Other Fund Source	Other Fund Source	Total Program
Tent City Organizer		1.00	1,560	\$11.00					\$ 17,160.00
									\$ -
									\$ -
									\$ -
									\$ -
									\$ -
Subtotal - Salaries & Wages					\$ -	\$ -	\$ -	\$ -	\$ 17,160.00
Personnel Benefits:									
									\$ 1,158.00
									\$ 2,000.00
									\$ 156.00
									\$ 5,250.00
									\$ 250.00
Unemployment Compensation									\$ 5,814.00
Subtotal - Personnel Benefits:					\$ -	\$ -	\$ -	\$ -	\$ 9,274.00
TOTAL PERSONNEL COSTS (SALARIES & BENEFITS):					\$ -	\$ -	\$ -	\$ -	\$ 25,974.00

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.

SHARE's Board Members (5-14-15)

Anitra Freeman (President)

Jarvis Capucion (Vice President)

Lantz Rowland (Treasurer)

Cruz Valentine

Tony Rinehart

Kelly Lyons

Kelly Eskew

Michael Bryant

Sam Roberson

**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.)