



CITY OF APPLETON

MEMORANDUM

Date: April 8, 2026
To: Plan Commission
From: Don Harp, Principal Planner
Subject: Special Use Permit #1-26 for a Shelter Facility Located at 314 North Appleton Street

GENERAL INFORMATION

Owner: The Mission Church Inc., c/o Shawn Whitworth

Applicant: BSC Companies, Inc., c/o Michael Duerkop

Address/Parcel Number: 314 N. Appleton Street / 31-2-0433-00

Petitioner's Request: The applicant is requesting a Special Use Permit for a shelter facility located in the CBD Central Business District. The proposed use for this property is to redevelop much of the existing building into an emergency homeless shelter serving up to 50 individuals per night. The use of the second floor of the building will remain unchanged and used as office/administrative spaces. Emergency shelter services will be provided when temperatures are either dangerously cold or hot. In addition, emergency sheltering will also be provided for individuals who are recently released from a correctional or medical facility and are on a waiting list with another shelter.

Plan Commission Public Hearing Date: April 8, 2026

Common Council Meeting Date: April 22, 2026

BACKGROUND

- 2016 Site Plan #03-16 was approved for a 2,800 square foot building addition.
- 2017 - 2026 Mission Church occupied this building.
- 2026 On March 6, 2026, staff from the Police Department, Inspections Division, and Community Development Department, along with Fire Department personnel, conducted a courtesy inspection of the building. The purpose of the inspection was to evaluate its safety, accessibility, compliance with applicable building and fire codes, and any potential upgrade needs. Following the inspection, staff identified and discussed the building and fire code requirements that must be addressed before the building can be operated and occupied as a shelter.
- 2026 If Special Use Permit #1-26 is approved, BSC Companies, Inc., also known as St. Joseph's Shelter Facility, will discontinue operations at 404 West Lawrence Street and relocate its shelter services to the subject site.
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STAFF ANALYSIS

Existing Site Conditions and Project Summary:

Site Description:

- Parcel Size: 13,283 square feet.
- Existing Building Size: 12,149 square feet, per Site Plan #3-16.
- Off-street parking with 2 spaces.

Shelter Proposal:

- Location: First Floor of building.
- Staffing Level: 5-8 staff members during operating hours.
- Operation: Timeframe Year-round shelter facility.
- Overnight Sleeping Days and Hours of Operation : 7 days per week, 6:00 p.m. – 9:00 a.m.
- Shelter Size: ± 9,000 sq. ft. gross floor area.
- Capacity: Maximum of 50 individuals requested, subject to final building plan review.
- Registration/Admission: North-side entrance.
- Sleeping Arrangement: Co-ed shelter serving adult men and women at least 18 years of age.
- Laundry and Morning Meal Services Provided: Yes.

Administrative Office and Board Room:

- Location: Second Floor of building.

Day Time Services:

- Location: First Floor of building.
- Potential Uses: Social enterprise with community support including but not limited to bakery or retail use, community meal service and hygiene center.

Operational Information: The applicant has provided a narrative and operational plan, which is included as an attachment to the staff report. This plan outlines key aspects of the shelter's operations, including:

- **Volunteer Roles and Responsibilities:**
A description of volunteer duties, expectations, and supervision structure.
- **Operational Details:**
Information on hours of operation, services provided, and daily procedures.
- **Security Cameras:**
Information about indoor and outdoor security camera monitoring by volunteer staff.

In summary, the shelter's operational plan outlines clear protocols and expectations for both volunteers and guests. These measures are designed to ensure a safe and secure environment.

Current Zoning and Procedural Findings: The subject property has a zoning designation of CBD Central Business District. Per Section 23-114(e) of the Municipal Code, a shelter facility requires a Special Use Permit in the CBD Central Business District. To permit a shelter facility, the Plan Commission makes a recommendation to the Common Council who will make the final decision on the Special Use Permit. A two-thirds (2/3) vote of the Common Council is required for approval.

Surrounding Zoning and Land Uses: The surrounding area is under the jurisdiction of the City of Appleton (north, south, east, and west). The uses are generally commercial and residential in nature.

North: CBD Central Business District. The adjacent land use to the north is currently VPI's Community Outreach Center.

South: CBD Central Business District. The adjacent land uses to the south are currently Fitzgerald Law Firm with 2nd floor residential dwelling units.

East: CBD Central Business District. The adjacent land use to the west is currently Rise Apartment Building.

West: CBD Central Business District. The adjacent land uses to the east are mix of taverns, commercial, 2nd floor residential dwelling units and an off-street parking lot.

College North Neighborhood Plan: This plan identifies the subject site as an area not designated for redevelopment under the future development concept plans per pages 19–39.

Plan Appleton: Community Development staff have reviewed this proposal and determined it is compatible with the goals and objectives found in the City's Comprehensive Plan, *Plan Appleton*. The current CBD Central Business District zoning classification identifies shelter facilities as special uses.

The existing CBD District zoning classification of the subject is also consistent with the Downtown designation identified on the Future Land Use Map. Listed below are related excerpts from *Plan Appleton*.

Goal L | Land Use

Future Land Use Place Types - Downtown:

Intent: Maintain Downtown as a historic, active, walkable, vibrant center for activity in the City of Appleton.

Land Uses, Primary: active first floors with residential and office above

Secondary: plazas, parking ramps; standalone residential outside main retail core

The proposed shelter operations appear to align with the downtown goals that encourage active uses on the ground floor of a building. Its location in a walkable downtown area also gives the shelter guests easy access to public transit, community support services, jobs, and community spaces. Overall, the shelter appears to fill a community need while fitting well within the character of the downtown.

Development Review Team (DRT) Report: This item appeared on the March 17, 2026 DRT agenda. No negative comments were received from participating departments.

The applicant has met with the City of Appleton Police Department to address site-related issues, including lighting and security, in support of the City's commitment to maintaining a safe community. The Police Department provides officers trained in Crime Prevention Through Environmental Design (CPTED), and the applicant is encouraged to continue working with the Department to receive guidance and training that will further enhance safety through both design measures and operational practices

Zoning Ordinance Requirements and Substantial Evidence: When reviewing an application for a Special Use Permit, the City must determine if the applicant’s proposal satisfies Municipal Code requirements and conditions. Pursuant to Section 23-66(c)(5) of the Municipal Code, the Plan Commission and Common Council must provide substantial evidence supporting their decision to approve, approve with conditions, or deny the Special Use Permit. Substantial evidence means “facts and information, other than merely personal preferences or speculation, directly pertaining to the requirements and conditions an applicant must meet to obtain a Special Use Permit and that reasonable persons would accept in support of a conclusion.” Any requirements and conditions listed for approval must be reasonable, and to the extent practicable, measurable.

Finding of Fact: This request was reviewed in accordance with the standards for granting a Special Use Permit under Section 23-66(e)(1-8) of the Municipal Code: *1. proper zoning district:* CBD zoning allows for a shelter facility as a special use permit; *2. zoning district regulations:* the district regulations appear to be satisfied pursuant to the attached development plan; *3. special regulations:* there are no special regulations established in Section 23-66 for shelter facilities; *4. consistent with comprehensive plan and other plans:* yes, see above analysis; *5. traffic:* the proposed use is not expected to create undue traffic congestion, it’s anticipated the shelter volunteer’s will utilize the existing on-street parking and/or the parking ramps park their vehicles; *6. landscaping and screening:* not applicable to the proposed shelter facility, the CBD District allows 100% lot coverage; *7. neighborhood compatibility with predominant land uses in this area:* The proposed location for the shelter facility appears well-suited for this use due to its proximity to public transit, community support services, jobs, and community spaces.

RECOMMENDATION

Staff recommends, based on the above analysis, that Special Use Permit #1-26 for a year round shelter facility at 314 North Appleton Street (Tax Id #31-2-0433-00), as shown on the attached development plan and per attached plan of operation, along with the attached resolution, **BE APPROVED** to run with the land, subject to the following conditions:

1. The walk-through inspection by the Police Department, Building Inspection Division, Fire Department and Community Development Department staff dated March 6, 2026 revealed the need for a Plan Review by City staff prior to construction activities, operating and occupying of the subject site for the shelter facility.
 - a. All applicable codes, ordinances, and regulations, including but not limited to Fire, Building, Health, and Noise Codes and the Plan of Operation shall be complied with.
 - b. All necessary permits must be applied for and approved before any construction alterations and operations begin, including but not limited to Building, HVAC, Plumbing, Electrical & Fire Protection.
 - c. All work must be inspected and approved by City code officials from the Inspection Division and Fire Department.
 - d. Maximum occupancy for the shelter shall be posted within the building by the Appleton Fire Department pursuant to approved building plans for the shelter facility.
 - e. A Certificate of Occupancy must be issued before opening the shelter facility.

Substantial Evidence: This condition assures the applicant understands they must obtain all necessary permits, follow the City’s Municipal Code and all applicable State and Federal laws which they are required to follow while operating a shelter at the subject site; failure to

follow City, State and Federal regulations may result in revocation of their Special Use Permit to operate the shelter facility at this location.

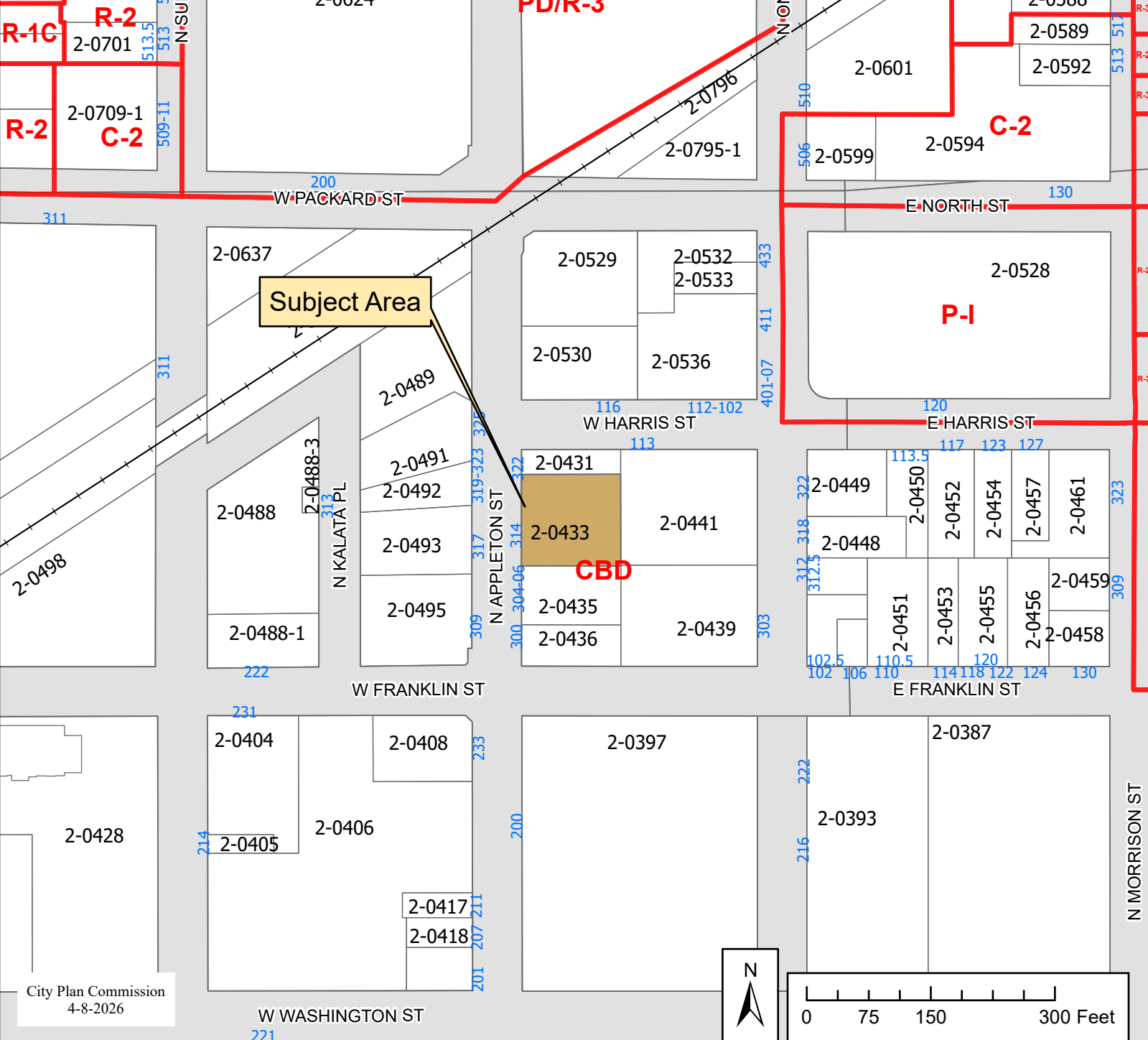
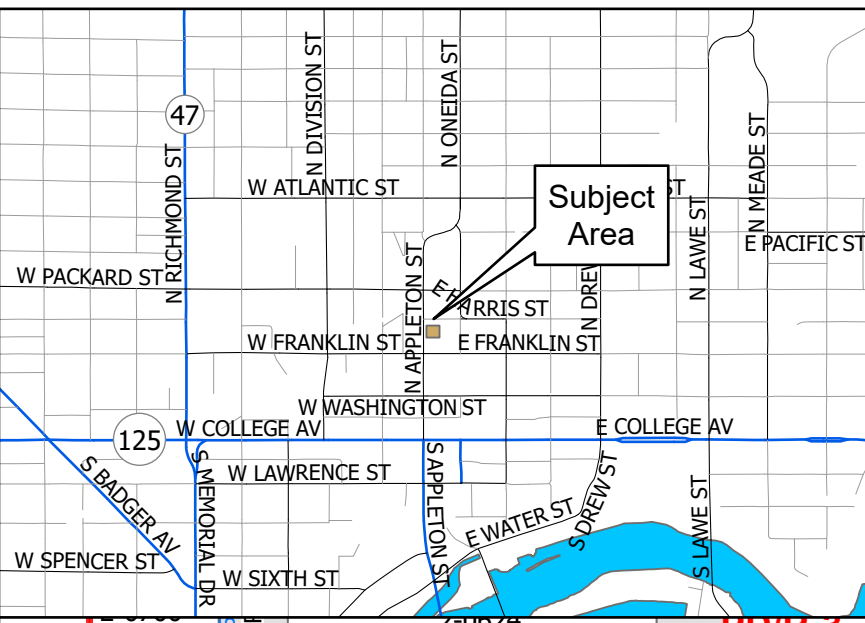
2. The Special Use Permit shall be deemed null and void if the use is abandoned for a period of twelve (12) consecutive months, a building permit and/or occupancy permit has not been obtained, or the use has not been established within twelve (12) months after Common Council approval, pursuant to Section 23-66(f)(1) of the Municipal Code.

Substantial Evidence: Standardized condition that establishes an expiration of twelve (12) months for the current application if a building permit has not been obtained or the use has not been established.

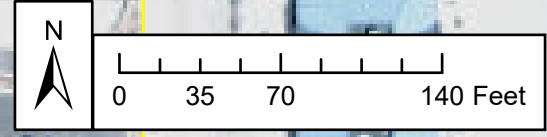
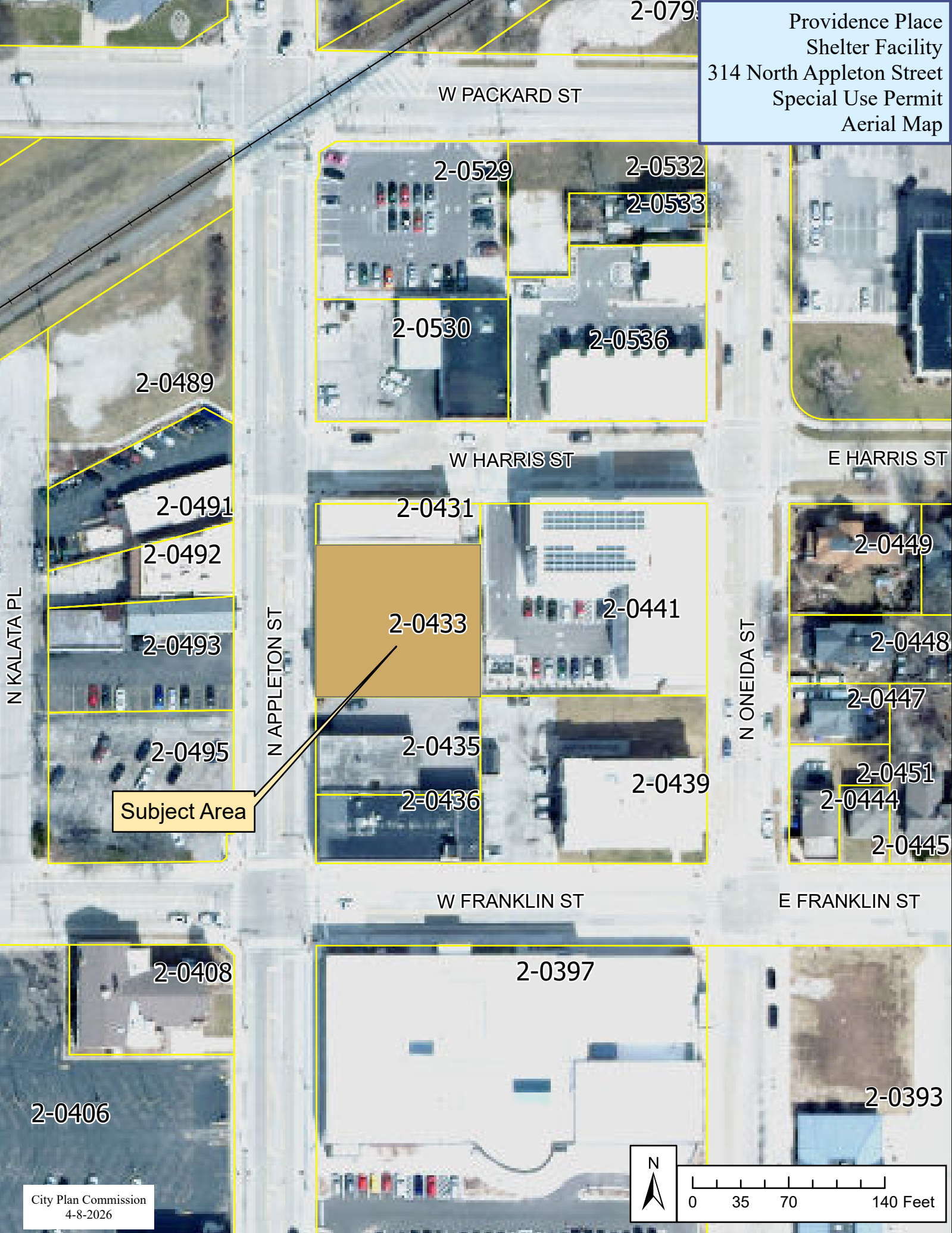
3. Any deviations from the approved development plan or plan of operation may require a major or minor amendment request to this Special Use Permit, pursuant to Section 23-66(g) of the Municipal Code.

Substantial Evidence: Standardized condition that establishes parameters for the current application and identifies the process for review of any future changes to this proposed use.

Providence Place
Shelter Facility
314 North Appleton Street
Special Use Permit
Zoning Map



Providence Place
Shelter Facility
314 North Appleton Street
Special Use Permit
Aerial Map



Subject Area

2-079

W PACKARD ST

2-0529

2-0532

2-0533

2-0530

2-0536

2-0489

W HARRIS ST

E HARRIS ST

2-0491

2-0431

2-0449

2-0492

2-0433

2-0441

2-0493

2-0448

N KALATA PL

N APPLETON ST

N ONEIDA ST

2-0495

2-0435

2-0447

Subject Area

2-0436

2-0439

2-0451

2-0444

2-0445

W FRANKLIN ST

E FRANKLIN ST

2-0408

2-0397

2-0393

2-0406

**CITY OF APPLETON
RESOLUTION FOR SPECIAL USE PERMIT #1-26
SHELTER FACILITY
314 NORTH APPLETON STREET**

WHEREAS, BSC Companies, Inc., has applied for a Special Use Permit to establish a shelter facility, located at 314 North Appleton Street, also identified as Parcel Number #31-2-0433-00; and

WHEREAS, the proposed use is located in the CBD Central Business District, and the proposed use may be permitted by Special Use Permit within this zoning district pursuant to Chapter 23 of the Municipal Code; and

WHEREAS, the City of Appleton Plan Commission held a public hearing on April 8, 2026 on Special Use Permit #1-26, at which all those wishing to be heard were allowed to speak or present written comments and other materials at the public hearing; and

WHEREAS, the City of Appleton Plan Commission has reviewed and considered the Community Development Department's staff report and recommendation, as well as other spoken and written evidence and testimony presented at the public hearing; and

WHEREAS, the City of Appleton Plan Commission reviewed the standards for granting a Special Use Permit under Sections 23-66(e)(1-8) of the Municipal Code; and

WHEREAS, the City of Appleton Plan Commission reviewed the standards for imposing conditions on the Special Use Permit under Section 23-66(c)(5) of the Municipal Code, and forwarded Special Use Permit #1-26 to the City of Appleton Common Council with a favorable conditional or not favorable (CIRCLE ONE) recommendation; and

WHEREAS, the City of Appleton Common Council has reviewed the report and recommendation of the City of Appleton Plan Commission at their meeting on April 22, 2026.

NOW, THEREFORE, BE IT RESOLVED, DETERMINED AND ORDERED by the Common Council, based on Community Development Department's staff report and recommendation, as well as other spoken and written evidence and testimony presented at the public hearing and Common Council meeting, and having considered the recommendation of the City Plan Commission, that the Common Council:

1. Determines all standards listed under Sections 23-66(e)(1-8) of the Municipal Code are found in the affirmative YES or NO (CIRCLE ONE)
2. If NO, the City of Appleton Common Council hereby denies Special Use Permit #1-26 to establish a shelter facility, located at 314 North Appleton Street, also identified as Parcel Number #31-2-0433-00 based upon the following standards and determinations: (List reason(s) why the Special Use Permit was denied)
3. If YES, the City of Appleton Common Council hereby approves Special Use Permit #1-26 to establish a shelter facility, located at 314 North Appleton Street, also identified as Parcel Number #31-2-0433-00, subject to the following conditions as they are related to the purpose of the City of Appleton Municipal Code and based on substantial evidence:

CONDITIONS OF APPROVAL FOR SPECIAL USE PERMIT #1-26:

- A. The walk-through inspection by the Police Department, Building Inspection Division, Fire Department and Community Development Department staff dated March 6, 2026 revealed the need for a Plan Review by City staff prior to construction activities, operating and occupying of the subject site for the shelter facility.
 - 1. All applicable codes, ordinances, and regulations, including but not limited to Fire, Building, Health, and Noise Codes and the Plan of Operation shall be complied with.
 - 2. All necessary permits must be applied for and approved before any construction alterations and operations begin, including but not limited to Building, HVAC, Plumbing, Electrical & Fire Protection.
 - 3. All work must be inspected and approved by City code officials from the Inspection Division and Fire Department.
 - 4. Maximum occupancy for the shelter shall be posted within the building by the Appleton Fire Department pursuant to approved building plans for the shelter facility.
 - 5. A Certificate of Occupancy must be issued before opening the shelter facility.
- B. The Special Use Permit shall be deemed null and void if the use is abandoned for a period of twelve (12) consecutive months, a building permit and/or occupancy permit has not been obtained, or the use has not been established within twelve (12) months after Common Council approval, pursuant to Section 23-66(f)(1) of the Municipal Code.
- C. Any deviations from the approved development plan or plan of operation may require a major or minor amendment request to this Special Use Permit, pursuant to Section 23-66(g) of the Municipal Code.

Adopted this _____ day of _____, 2026.

Jacob A. Woodford, Mayor

ATTEST:

Amy Molitor, City Clerk

**PLAN OF OPERATION AND LOCATIONAL INFORMATION
SHELTER FACILITY**

1. **Location by Address and Name of the Shelter Facility:** 314 North Appleton Street, Providence Place.

2. **Years of Operation.** 2 years.

3. **Proposed Shelter Facility Type:** *(provide written definition of the proposed shelter facility (e.g. adult only or family, warming, and or emergency)*

Adult only, emergency shelter for both men and women.

- **Proposed Months of Operation: January 1st to December 31st.**
- **Proposed Days of Operation: 365 days.**
- **Proposed Hours of Operation: Overnight sleeping accommodations from 6pm – 9am.**

4. **Maximum Capacity of the Shelter Facility:**

- Proposed Capacity: 50 guests maximum.

5. **Shelter Purpose & Mission** *(provide written description)*

The purpose of the shelter is to provide a safe, welcoming environment for our neighbors experiencing homelessness during extreme weather conditions or in need gap housing while they wait to enter another shelter facility after being released from a correctional or medical institution. The mission of the shelter is: To provide a safe, welcoming environment for our neighbors experiencing homelessness, as well as ensure basic needs are met by offering compassionate respite with abundant hospitality

6. **Registration Process** *(provide written description of check in procedure, location, screening process, restrictions (e.g. sober-only, women or men-only, or families)*

Registration of guests will occur at the front desk in the shelter entrance area.

- To enter the shelter, guests must be ambulatory enough to get in and out of bed on their own, as well as taking care of bathroom and hygiene needs independently.
- The shelter is a co-ed adult only shelter serving adult men and women at least 18 years of age.
- A guest may only stay in the shelter if registration is fully completed.
- Guests will be asked if they have any forms of identification. All identification provided will be scanned and attached to the neighbor’s registration form.
- Consent for entry into the Coordinated Entry System will be sought, and if the guest is not a current participant, entry into the coordinated entry system will occur.
- Guests are required to disclose any legal conditions or court orders placed upon them that they are required to fulfill or abide.

- Guests will be asked if they have any medications to declare. If so, the medication(s) will be stored according to the instructions on the package in a secure area. This storage process, and the access process will be explained along with a detailed log of each medication used attached to the guest's registration form.
- Guests will be asked if they have any health conditions that shelter personnel need to be aware of, or any other accommodation that may need to be considered during their stay at the shelter.
- Guest's bags, coats, jackets, vests, or other articles with pockets or the ability to conceal an item will be checked during the registration process.
- Guests cannot bring weapons, drugs, drug paraphernalia, alcohol or open beverage containers on to the premises of the shelter, and all water bottles must be emptied prior to entry.
- Registration and Admission to the shelter will be denied for the following reasons:
 - o Guest(s) does not meet the basic eligibility requirements for shelter admission.
 - o Guest(s) have a court order or warrant against them that prohibits admission.
 - o Guest(s) are displaying violent or threatening behavior.
 - o Guest(s) has an infectious disease or appears to be ill and poses a threat to themselves and other guests.
- Guest(s) will sign expectations form acknowledging they understand the behavior expectations, criteria for involuntary departure, and grievance procedures. These will be read aloud to each guest.
- Based on staff availability, the indoor and outdoor security cameras will be monitored by volunteers to ensure that no large lines of guests are formed prior to the opening of the shelter. Upon opening of the shelter, shelter personnel will usher guests inside the facility in a orderly fashion.

7. Operation Details *(provide written description of sleeping and access to basic necessities/hygiene accommodations, meals (e.g. breakfast lunch and dinner service), security and safety protocol process and procedures)*

SEE ATTACHED.

8. Supportive Services *(provide written description of supportive services provided (e.g. case management, social services or staff to assist guests with apply for public benefits, healthcare and treatment services, employment, permanent housing)*

Supportive services listed above.

9. Rules and Polices *(provide written description of code of conduct curfews and quite hours)*

- Expected to demonstrate responsibility for themselves and their actions.
 - Expected to abstain from behavior that is disruptive and unacceptable to others.
 - Expected to keep sleeping space and common areas clean, excessive damage to the shelter property may in involuntary exit from the shelter
 - Supervised smoke only in designated areas outside of the east entrance of the shelter, and at designated times.
 - Expected that guests are responsible for your belongings and may not buy, sell, or trade, with others.
- Weapons such as firearms or long blade knives are not allowed in the shelter, and nothing may be used as a weapon.

- Possession, use, or distribution of alcohol or illegal substances is not allowed on the shelter premises.
- Everyone is entitled to shelter whether they use substances. As a result, admission, discharge, and service restriction policies will not be based on substance use alone, however substance use is prohibited on the shelter premises.
- Quiet time begins at 8:00 pm, all guests, phones and other electronic devices must be silent by this time.
- Re-entry to the shelter is prohibited after 9:00 pm or after voluntarily leaving the shelter. However, exceptions may apply on a case-by-case basis from shelter management. (e.g. a guest works a shift that ends later than 9:00 pm).
- Guests will have use of restroom facilities on a supervised basis to prevent prohibited substances.

10. **Number of Staff:** Number of On-Site Staff Members During Operation Hours: 5-8.

11. **Off-street parking spaces:** Number of spaces existing on-site: 2

12. Describe the Location, Number and Type of Outdoor Security Lighting:

Security lighting will be placed along the northeast side of the building. Two high intensity LED flood lights will be added to the side of the building. See attached for exact fixture placement. All fixtures will be maintained and kept in working order following their installation. Shields may be placed on fixtures to prevent light trespassing on to adjacent properties.

13. Describe the Location, Number and Type of Outdoor Security Cameras:

Outdoor cameras will be installed along the southwest and southeast corners of the building, near the Appleton Street entrance, west face of the building, the east face of the building, near the rear shelter entrance, and the northeast corner of the garage. Outdoor cameras will have 4k recordings, and varifocal lenses.

14. Describe the Location, Number and Type of Indoor Security Cameras:

Security cameras will be installed throughout the building in hallways, intake areas, the garage, the kitchen, sleeping areas, and dining areas. Indoor cameras will have 4k recordings, and varifocal lenses.

15. Describe the location and type of fencing and landscape buffering from adjacent uses

Existing fencing located at the adjacent apartment building is on the East side of the building and provides some buffer.

16. Describe location of main entrance registration area and distance (feet) from adjacent residential and commercial uses: See attached Development Plan

DEVELOPMENT PLAN CHECKLIST

GUIDELINES FOR VOLUNTEERS with OVERFLOW SHELTER

- 1) Sign in on the Volunteer Sheet (First time: Name, Phone number, Email Address)
- 2) Grab a nametag and write down **ONLY** your first name so everyone knows your name.
- 3) Check and see where your help is needed.

WHEN A GUEST ARRIVES:

- Welcome the guest with a smile!
 - Introduce yourself using your first name and ask theirs.
 - Enthusiastically tell them that you are glad they are here, ask if they have been at one of our Overflow Shelters before, if not, give them a tour, and share what we are serving for food.
 - If the guest is receptive to talking, please sit with them and try to begin a conversation keeping the topic general [weather, a local event, etc.] and be a great **listener**. Allow the guest to guide the conversation, but do everything you can do to ***keep it positive***.
 - If a guest does not wish to participate in a conversation ask them to please let you know if they have any questions. Check back with that guest a few minutes later asking if they need anything at that time. [Our intention here is to make the guest feel accepted and acknowledged.]
 - Please do **NOT** share personal information such as home addresses or telephone numbers with our guests

 - When a guest is leaving, thank them for coming, ***ALWAYS REMEMBER WE TREAT EVERY GUEST AS WE WOULD TREAT AN HONORED GUEST IN OUR HOME.***
 - Volunteers are encouraged to help themselves to any beverage or food/snack being offered. Remember you are a guest, too.
- 4) If possible, ask if there is anything you can do to help at the end of the day. PLEASE feel free to give suggestions.

Expectations of All Staff

- a) It is a privilege to serve others. The people we serve chose us. We want to be the shelter of first choice for everyone that wants to find their way back into housing. You are expected to treat your engagements with each guest as a privilege.
- b) The Mission, Vision and Values of our organization are not just platitudes. We expect employees to know them and put them into practice every single day.
- c) You are absolutely encouraged to have your own values and beliefs. You are not allowed to impose these upon any of our neighbors. You are expected to be non-judgmental in all your interactions.
- d) Most of the people we serve have experienced trauma and are still impacted by that trauma, whether they readily recognize that or not. You are expected to make all engagements non-confrontational and actively work against re-traumatizing.
- e) Communication is the key to building respect. We expect you to engage in conversation with people, and we expect you to never yell.
- f) We get an intimate glimpse into the life of each person. Treat all of the information gleaned confidentially. You are expected to only share confidential information when there is consent to do so, and only when it improves the likelihood of that neighbor achieving success in the shelter.
- g) You will have bad days. We all do. The neighbors we serve, though, do not deserve your bad day. We expect you to separate whatever may be adversely impacting your personal life from impacting your interactions here.
- h) Be present in the life of others. We expect you to demonstrate empathy in your engagements with people that use this shelter.
- i) This is an emergency shelter. Yes, we will meet immediate needs to the best of our abilities and provide overnight shelter.



WELCOME!

Check in when arriving. Check in before 9pm (unless pre-arranged for later arrival).

Check out when leaving. No re-entry until next check-in (unless pre-approved).

RULES (rev. 1/31/25)

- 1.) **NO** weapons, drugs, drug paraphernalia, alcohol or aggressive behavior, language, etc. **NO** open beverage containers. **MUST** empty water bottles.
- 2.) **MUST** agree to have your bags and pockets checked.
- 3.) **PLEASE** treat everyone with **RESPECT**.
- 4.) **MUST** tell a host if a problem develops.
- 5.) Quiet time begins at 8pm. **PLEASE** silence all phones, electronics, etc.
- 6.) **NO** exiting / re-entry to the building **after 9pm**.
- 7.) **NO MORE** than 2 people in a restroom at any time.
- 8.) **MUST** agree to follow any other direction by a host.

Failure to follow these rules will result in being asked to leave the shelter.

Name (print) _____

Signature _____ Date _____

GUEST LEAVING-RETURNING POLICY

- EVERY GUEST has the absolute right to leave the facility at any time.
- Re-admittance to the Shelter **will not reoccur** until the next shelter check-in period, generally 6PM the following day.
- In the event the Shelter is open overnight 24 hours, guests who leave, **may not return** until the next 6PM check-in period.
- AUTHORIZED Smoke / Fresh Air Breaks are **not considered** Heaving the Shelter’.
- Shift Leads MAY grant exceptions (jobs, verifiable emergencies, etc.) at their discretion. Such exceptions should be noted on the Shift Report.

SMOKING / FRESH AIR BREAK POLICY

- ALL guests must remain within the **DESIGNATED SMOKING AREA** during all authorized breaks.
- Monitored by staff.
- Smoking / Fresh Air breaks are to be **NO MORE than 5 minutes** in length.
- No more than **2 guests** will be authorized to go out for a break at any given time.
- **AFTER 9PM** there are no more random smoking breaks. There WILL BE authorized smoking / fresh air breaks twice during the night: **11PM and 5AM**. ALL standard rules remain in effect during those scheduled smoking periods.

De-escalation of Conflict

- a) Shelter, by the very nature of congregate living, is going to have neighbors in conflict from time to time. Proactively this is addressed by ensuring staff are communicating with neighbors, staff are circulating throughout the shelter while on shift and are visibly present, communicating expectations clearly at intake, and treating all neighbors with dignity and without judgment.
- b) If a neighbor expresses displeasure with staff, he will be reminded of the grievance process.
- c) If a neighbor expresses displeasure with another neighbor, staff shall:
 - a. Calmly engage all involved in the displeasure
 - b. Provide opportunities for cooling off such as going to a quiet space or, as operationally feasible, switching sleeping locations
 - c. Work to have both parties agree on a pathway forward such as talking through the issues or agreeing not to communicate to each other while in shelter going forward
 - d. Determine on a case by case basis whether police involvement is necessary, which shall only be used when there is violence, the credible threat of violence, or one of the guests wishes to press charges or lodge a complaint against another neighbor.

Behavioral plans:

Steps for Illegal substances or alcohol found on person or person's things in the shelter.

- Guest dumps the substance and a warning may be given for first offense.
- Second time during the stay. Guest dumps the substance and is asked to leave shelter for the night. May return the next day at 6:00pm.
 - Third time. Guest Dumps substance., And guest is asked to leave the shelter until the next sheltering period.

Disposal of Substances:

At no time should any volunteer handle any prohibited substances brought in by a guest. Liquid substances such as alcohol should be dumped down a sink by the guest in the presence two volunteers. Drugs or drug paraphernalia must be placed in the drug drop box by the guest. Refusal to comply will result in the guest not being admitted to the shelter. The drop box will be emptied by APD personnel regularly. If at any time an illegal substance is discovered on the premises outside of those placed in the drop box, the person who has found the substance must immediately, isolate the area where the substance is located, call APD, explain the situation, and turn over the substance to law enforcement. For the safety of all, illegal or unknown substances will not be handled by volunteers or employees at anytime.

If at any time the guest becomes belligerent the guest is to be asked to leave the shelter immediately. If the guest refuses and is violent and threatening, **call 911.**

Guest is to be placed on probation and may not return until the next sheltering period.

If a guest engages in verbal aggression towards staff or other individual:

- Guest is to be asked to lower voice.
- Staff uses deescalation techniques of
 - o using calm voice
 - o Open ended questions
 - o Emotional labeling(e.g.
 - o Active listening or rephrasing guests statements(e.g.
 - o Try to separate the guest from others if needed.
 - o Provide a quiet area for guest to resettle themselves. Give a reasonable time limit in a quiet area.

- If the guest is unable to calm themselves and continues to antagonize others, ask the guest to leave to cool down in the smoking area for 5 min . The guest may reenter the shelter upon cooling down.
- If the guest reenters the shelter with aggressive behavior then the guest will be asked to leave and may not return until the next day at 6 pm
- If the guest leaves the smoking area, guest may not return until the next evening at 6:00.

- If the guest is asked to leave and refuses, give the guest the choice to either leave voluntarily and retain the privilege of reentering the shelter the next day or the staff will need to call the non emergency number 920-832-5500.
- Last resort or need immediate response call 911.

Communicating Between Shifts

- a) Daytime operations staff will communicate all issues with the evening staff in the Shift Report.
- b) The Shift Lead will communicate all priorities to evening and overnight staff by way of a written log.
- c) Intake staff will communicate with evening and overnight staff via case notes in the Intake Logs.
- d) Staff on evening shift will communicate issues of note to overnight staff via a written log.
- e) Staff on evening and overnight shifts are expected to be knowledgeable of the sleeping plan for each returning and new neighbor.
- f) Staff will communicate in person with the Shift Leads. The logbook may help guide this communication.
- g) The Shift Leads will communicate to daytime operations staff in person.
- h) Staff questions remaining unanswered will be noted in the daily shift logs and turned in to senior staff for answers.

All volunteers:

This is a list of things that must be set up prior to the shift starting. Most likely the areas will be set up but we are asking that the members of this shift oversee it and help as necessary.

Set up requirements: 5:00

Each volunteer takes one area to set up and then helps as needed.

- Bathrooms: check the toilet paper, toweling, and soap are filled, small trash receptacles have garbage bags, large garbage bin is empty, feminine hygiene products supplies are in the women's room
- Hydration Station: coffee made in the small kitchenette area and transferred to the desk area, make kool-aid, start the hot water pot, check for napkins, sugar packets, creamer, tea, hot chocolate, cups, labels for liquids, etc.
- Hygiene Station: Open and set the toiletries items on the top, check for an adequate number of towels and small washcloths, the dirty towel basket is at the bottom.
- Lock the garage/laundry area, the supply room and shut/lock the gathering room closest to the check in area.
- Gathering area: set out dinnerware - plates, cups, silverware, napkins. Check that small frig is stocked with water bottles
- Set up Greeting area: check in table and bag check area set up, intake sheets out, bins and large garbage bags for extra luggage, markers.

5:00 - 9:00 Initial shift Role & Responsibilities: 8 Volunteers

1 Shift Lead person: Responsibilities:

- Welcome volunteers and pass on any pertinent information to them
- **Assign** roles/responsibilities to volunteers
- Keep charts of information current and the shift report current and pass onto the next shift.
- Oversee the volunteers.
- **WE open to the guests at 6:00 but if you are set up and ready to go, it is okay to begin before 6:00pm. 5:45 ish? Use your discretion.**
- Answer the volunteers' questions and help to orient them to their duties & the shift.
- Answer and monitor the shelter phone which is being kept by the desk.
- Welcome guests & visit with them, oversee their orientation by answering questions, have a volunteer show them around, ensure the guest has necessary supplies.
- You will be given the Intake form from each guest that has come in that evening. Assign them a bed spot. Record where they will be sleeping on the master sheet. When the check in is finished put the intake forms in the Intake binder in the vestibule.
- By the end of the shift ensure the headcount, the check in sheet and bed assignment list match and are accurate.
- If you decide to leave the front desk area to check on things, please assign another volunteer to cover your spot.
- Decide when to activate the north overflow sleeping area(s).

- If a guest requests some OTC medications: Tylenol, Ibuprofen, etc. We have decided we may give it out. The Volunteer dispenses the listed dosage and gives it to the guest. Record the name of the guest, the time taken and the amount and type taken on the medical form.
- **8:00ish** Lights lowered and the quiet time begins. Half the lights are turned off in the hallway, sleeping areas and gathering area. Lamps may be left on. Sounds for the electronics in the sleeping area are turned off. TV volume is lowered or shut off if no one is there.
 - Keep track of any items needed and pass on the information to the next shift or if it is something Dee needs to fill, post the note in the Supply room under the label on the cupboard door for Dee.
 - At the end of the shift check that the supply room information has been updated onto the supply chart.
- **9:00** check that all doors to the building are locked, as a verification of the automated access control system.
- At the end of the shift fill out the shift report and pass onto the next shift lead.
 - Expect to stay a bit past 9:00 as you update the next shift.

1 Intake person: Responsibilities

- Stand at the front desk. Check people in and out of shelter.
 - There is a list on the inside of the Intake binder of people permanently banned from the shelter and those on probation.
 - Go over the expectations with the guests. **Be sure to emphasize the smoking policy, the re entry policy if one leaves the shelter and the bag check procedure.**
 - Ensure all staying guests understand and have signed the forms.
 - Collect, label and seal in a bag any items the guest does not want checked. Initially the bag will be put in a cart in the hallway behind the desk. Later this bag will be stored in the locked garage room.
- **Any prescription medication gets put in a white bag with the guests name on it and how many medications are in it.** The guests keep this bag with them. Record on the intake sheet that the guest has prescription meds with them.
 - Answer any immediate questions of the guests.

- Directs guests to bag check in inside the shelter.
- Give them the signed intake sheet to give to the coat check person along with a post it note with their name on it in case they need supplies.
- The intake sheets will be returned to you by the shift lead after all the guests have been assigned a sleeping spot.
- Once the initial check in process is finished, continue to monitor and record the in and out of the guests entering and leaving the shelter based on procedures set up for smoke breaks, leaving the shelter one time & returning to the shelter. It has been useful to record the names and times of those leaving for smoke breaks. It is up to you.
- **Once the check in process has finished and you have time, smoking breaks may be taken by guests as requested and if time permits until 9:00. Follow the smoking procedure.**
- **Guests need to wait until after the check in rush to take a smoke break. It's too busy during the initial check in for the smoking to be monitored.**
- May move into the shelter once the initial check in process has finished, possibly 8:00. Stay near the door.
- Maintain accurate headcount for those in the shelter and those who have left.
- If a guest leaves the shelter, other than a smoke break, record the time the guest left on the In & Out form.
- Report final count to the shift lead.
- **9:00** Lock all doors.

2 people for Bag, coat & person check: 1 male, 1 female if possible:

Responsibilities:

- **The guest should pass on their intake form to you. When the coat/bag check is finished send the form with the guest to give to the shift lead.**
- Using gloves and a stick check bags & coats for illegal substances and alcohol. You are the TSA agent for the shelter.
- Guests are to take off all coats, sweatshirts, vests, etc. for the volunteers to check.

- Ask the guest to pull out their pants pockets to show they are empty
- Monitor guest self-pat down of pockets.
- Confiscate any alcohol, illegal drugs, opened bottles, etc.
- We have let mouthwash go through. Use your judgement.
- When this process is finished, assist the guest to meet up with a volunteer to get necessary bedding or supplies and find a sleeping spot.
- Once the check in process is finished, one person should help the **Intake** person as needed and help monitor the smoke breaks as needed.
- If not needed at the door, the second check person may join the other volunteers in assisting and visiting with the guests.

2 General volunteers: Responsibilities

- Help guests settle into shelter. Meet each guest at the coat check area and escort them to the shift lead at the desk by the kitchen. Check if they will need any additional bedding supplies or do they have their own.
- If bedding supplies are needed for sleeping in the open sleeping area of the shelter give a post it note to the supply person with the guests name and the request and they will give you the items, take the guest to the front desk who will confirm the appropriate sleeping area and spot. Guests are assigned individual spots.
- If the guest already has a bed assignment, ask the guest what area they have, confirm with the shift lead that it is available to them and then escort the guest to the spot to ensure the spot is not occupied by anyone else.
- Answer any questions the guest may have.
- If the guest has told you they need additional supplies such as a coat, shoes, etc. take a post it note to the Supply person with the first and last name of the guest written on it along with a request for specific items along with possible sizes.

- If they are new, show them the gathering/eating area. **NO food is to be taken into the sleeping areas.** Once the guest has put away their bedding, they are welcome to go to the gathering area for dinner.
- **Visit with guests** once check in responsibilities are finished. **This is perhaps one of the most important parts of the shift.**
- Be present in the gathering area and hallways to visit or help the guests.
- If needed refill any hygiene items. Get those from the supply person.
- If time allows help with meal set up, take down and clean up.
- Enforce 8:00 quiet time with gentle reminders if needed
- Support any other roles as needed.
- Check bathrooms once an hour for cleanliness and number of people.
- Along with the shift lead monitor garbage cans and empty as needed.

1 Supply person: Responsibilities:

- You are the holder of the key as you go in and out of the room most frequently on this shift.
- Stay in the supply room until the major rush is through and give out items to the other volunteers as needed, bedding, toiletries, clothing, etc.
- Ensure the supply room door is kept locked and shut at all times, even when you are in it. NO guests are allowed to come into the room. **This is very important. It is not a shopping area for guests.**
- Record supplies going in and out. At the end of the shift record the items given to a guest onto the master sheet.
- Keep notes of things we don't have but need. Record it on a post it note and attach it to the cupboard door marked Dee.
- Once the major influx of people are through, please visit with the guests and support the other positions.
- Volunteers have been asked to bring any request for supplies to you.

1 Dinner assistant Responsibilities:

- Help set up the meal.
- Welcome guests to the room.
- Monitor the eating area. Your staying in the area helps things to run smoothly and gives you a chance to visit with the guests and be aware of things.
- Clean up at designated time, most likely 8:00. Sometimes it's later if the guests are still eating. Before cleaning up make sure no one else is eating.
- Return food to the kitchen and put away. You do not need to do dishes at this time unless there is an abundance of staff and you have time.
- If any guest arrives after clean up time and needs a meal, please fix a plate for them. They must eat it in the gathering area, not the sleeping area.
- Visit with guests.
- Leave a few snacks out at the end of the meal.
- Refill the water in the frig if needed.
- Monitor the garbage can and empty it as needed.

9:00 - midnight Roles and Responsibilities (5 volunteers)

Shift lead: This shift should be quieter than the previous one.

- Get updates from the previous shift and pass on the information to new volunteers.
- Welcome & assign jobs to volunteers.
- Please train and orient any new volunteer to the shift.
- Go over the duties with the volunteers as part of their orientation.
- Keep track of and respond to the shelter phone. If you wish to leave the desk area and check on people or things, please ask another volunteer to be at the desk.
- Know the current headcount for guests and ensure it matches the number of people. Have the bed assignment sheet at the desk.
- If the primary sleeping area is full the next spot to fill is the secondary open sleeping area. You may close the wall in the middle of the room.
- Record any pertinent info about guests on the shift report.
- Answer volunteer and guest questions.
- Reinforce shelter expectations for quiet time, bathroom usage, etc.
- **9:00 quiet time.** Lights out, except for nightlights.
- **Ask the intake person to check that the outside doors are locked.**
- If needed help the intake volunteer check in any guest arriving after 9:00.
- Oversee the activities of the shift.
- We do give OTC medications. It is in the first aid cabinet in the volunteer lounge. Only a staff volunteer gives it out. Follow the dosage directions on the container. Give the specific amount to the guest. Record this action on the medical form.
- Fill in shift report notes for the following shift.
- Expect to stay 15 minutes or so after the shift to fill in the next shift.

- **Remind all volunteers that we need to keep our voices down as guests are trying to sleep and we may have guests sleeping near the Shift Lead desk.**

General Volunteers:

Intake person

- **Lock back doors at 9:00.**
- **You should stay around the back door area by the shelter entrance.**
- **11:00** Smoking monitor, may ask for someone to help.
- Keep count of people going out for a smoke break and coming back in. Some volunteers record the times and names of those taking a smoke break to help themselves keep track of the people and times.
- If a new guest arrives after 9, follow check in procedures and bag check procedures. **May request an extra person to help.**
- Ask another volunteer to help the guest settle in with bedding supplies, toiletry items and a meal if needed.
- If a guest leaves the shelter for anything else besides a smoke break, record the time out on the check in sheet.

Supply person

- **You will have the key to the supply room. For safety and organization you are the only one to go in and out of the supply room. Other volunteers will bring you a note with the guests name on it and the requested item. Please fill the request if possible and take supplies to the volunteer.**
- If a new guest comes after the 9:00 time please get the bedding supplies for them.
- Keep track of any supplies that have been gotten and by which guest.
- Ensure the supply room is locked at all times and the door is shut.
- No need to stay in the room during this shift.
- If a particular item is needed for a guest and we do not have it, go to the bride's room to check if we have anything there. If not, please

make a note of what we need and pass it on to the shift lead and record it for Dee on the cupboard door in the supply room.

- Help out in the general areas

Volunteers' General Responsibilities:

- For late arriving guests, help the guest to settle in by showing them their sleeping area, getting any supplies they may need. Request things from the supply person and they will bring them to you.
- Room checks hourly - headcount and quiet.
- Bathroom checks - restocking any supplies, cleaning as needed.
- Wipe down tables and counters.
- Wipe up any necessary areas at the drinking fountains.
- Pick up debris or garbage in guest lounge area.
- If needed help with the smoke break.
- If needed, laundry may be done for a guest. A complete load may take 90 minutes. Directions for using the washer/dryer are on the washer. Please make sure you label the guests clothing so it may be returned to them.
- Be present in the gathering room and hallway if guests are in there.
- If needed and time is available, clean up any dishes from the first shift upstairs in the kitchen.
- If we have a late arriving guest, you may fix them a plate of food to eat. They must eat it in the gathering area, not the sleeping area.
- Check garbage can levels and replace bags as needed.
- Check the toiletry station for supplies and towels.
- Help maintain quiet time and shelter lockdown.

Midnight - 6:00 AM Roles & Responsibilities (4 volunteers)

Shift Lead Responsibilities

- Stay at the shift lead's desk or front desk areas in the hallway.
- Get notes from the previous shift lead and pass on any pertinent information to the new team.
- Welcome volunteers and orient as needed.
- Go over roles and responsibilities for volunteers.
- Monitor all comings and goings of guests.
- Keep track of the key to the various areas.
- Keep the Check in chart, sleeping area chart and the total number of guests up to date.
- **It is unusual but you may have a new guest come into the shelter. They may be allowed in if it is their first time coming this sheltering period. If this happens, please follow the check in procedures and the coat and bag check procedures. Sometimes after the 9:00 - 12:00 shift the gloves and sticks for the bag check may be stored in the supply room.**
- If a check in is needed, ask a fellow volunteer to help you check in the new person.
- Sometimes a guest decides to leave in the middle of the night, if so, please record on the Check In chart the time they leave, and review with the guest that they may not return until 6:00 pm the next night.
- We have given out OTC medications to the guests if there is a request. A volunteer gives the guest the medication following the directions for time and dosage on the medication label. Record the name of the guest, the type of med, the time given and the amount along with your initials on the medical form.
- Respond to the shelter phone.
- Monitor the smoke break at 5:00 or ask another volunteer(s).
- Plan to stay an extra 15 minutes after the shift to fill in the new shift.

General volunteers (3) Responsibilities:

- Start breakfast prep and refill dinner plates, bowls, silverware for breakfast at 5:00/5:30.
 - Make a fresh pot of coffee. Make it in the kitchenette area.
 - Check bathrooms: clean and sweep as necessary.
 - Restock health and beauty aids.
 - Make rounds, checking rooms once an hour.
 - Wipe down kitchenette area countertops.
 - Sanitize door handles.
 - Refill water in the small refrigerator.
 - Empty garbage cans as necessary.
 - Restock toilet paper and paper towels.
 - Missing supplies, let shift supervisor know.
 - **If needed and have time, do laundry 1 or 2 volunteer(s) as needed. Directions are on the washer in the garage and/or in the binder. Super small loads are best in the white washer.**
 - If needed, finish washing any dishes left from meal time.
 - Maintain quiet.
-
- 5:00 smoke break help monitor if needed.

6:00 am - 10am Roles & Responsibilities 6 Volunteers

1 Shift Lead Responsibilities.

- Welcome volunteers and pass on any pertinent information to them.
- Orient volunteers as needed.
- Assign roles/responsibilities to volunteers.
- Keep current charts of information, shift reports and pass onto the next shift.
- Oversee the volunteers.
- Answer the volunteers' questions.
- Answer and monitor the shelter phone if you are near the elevator or assign another volunteer to that task.
- **7:00** Turn half the lights on or ask another volunteer to do so.
- **8:00 full lights on.**
- Help assist the pack up of guest belongings and bedding.
- Be aware this may be a difficult time for guests as they face the unknown once again.

Checkout person:

- **Stay by the shelter entrance to monitor who is leaving, keep a count and get to zero. When a guest is leaving for the day, record the time the guest has left on the check-in log.**
- **Record if a guest is leaving for work or an appointment. This is especially important if the shelter is open for 24 hours.**
- **Some guests may need to go outside for a smoke before they eat breakfast. 2 people at a time for a smoke break and about 5 minutes in length. Guests stay in the designated area right outside the door so a volunteer may look out the door and ensure things are happening as they should.** You may need to ask another volunteer to help you monitor the smoke breaks and the check outs.
- **Guests need to tell you if they are taking a smoke break.**

- **Feel free to ask a guest if they are leaving for the day or simply taking a smoke break.**

1 Supply person:

- You will be in charge of **the key** to the rooms since you need to go in and out of the supply room. This key opens the supply room, the garage, and the supply cleaning cupboard in the kitchenette.
- Please record each item a guest gets from the supply room. We have been recording it on post it notes and then transferring the info onto a master list.
- Help with the general things until a guest needs an item from the supply room.
- **Make sure any laundry done for a guest on the previous shifts has been returned to the owner.**
- Get guests any necessary items for their departure. Gloves, hand warmers, etc.
- No guests are to come in the room with you.
- Track what has been given to a guest and to whom.

3 General volunteer Responsibilities:

- Wake guests. If needed.
- 1 volunteer may **help the Check out person with the comings and goings of guests as needed and to get baggage that is stored in the garage as needed.**
- Help monitor smoke breaks as needed.
- 1 volunteer should monitor the front desk area, the hallways, and the bathrooms. 2 people at a time in multiple occupant bathrooms or one person in a single occupant bathroom for no longer than 15 minutes.
- **1 volunteer should help with breakfast set up and clean up.**
- Check in with guests as to their supply needs for the day. If a guest tells you they need an item of clothing or a bag, let the supply person know and that volunteer will get the item.

- Visit & support guests as needed. This may be a difficult time for them.
-
- **If the shelter is to be open tonight. Ask the guest if they will be returning. If they are there is no need to collect the bedding. If they are not, collect the bedding.**
- Collecting bedding - wear gloves. Gloves are in the kitchenette. Bedding may be put into the gray dumpster in the garage area or put in bags and then taken to the garage..
- Help guests to gather their things and leave by 9:00.
- When guests are gone, all volunteers help to clean tables, vacuum floors, take laundry to the garage area, clean bathrooms, hydration station taken down and washed, health and hygiene put away, kitchenette area cleaned

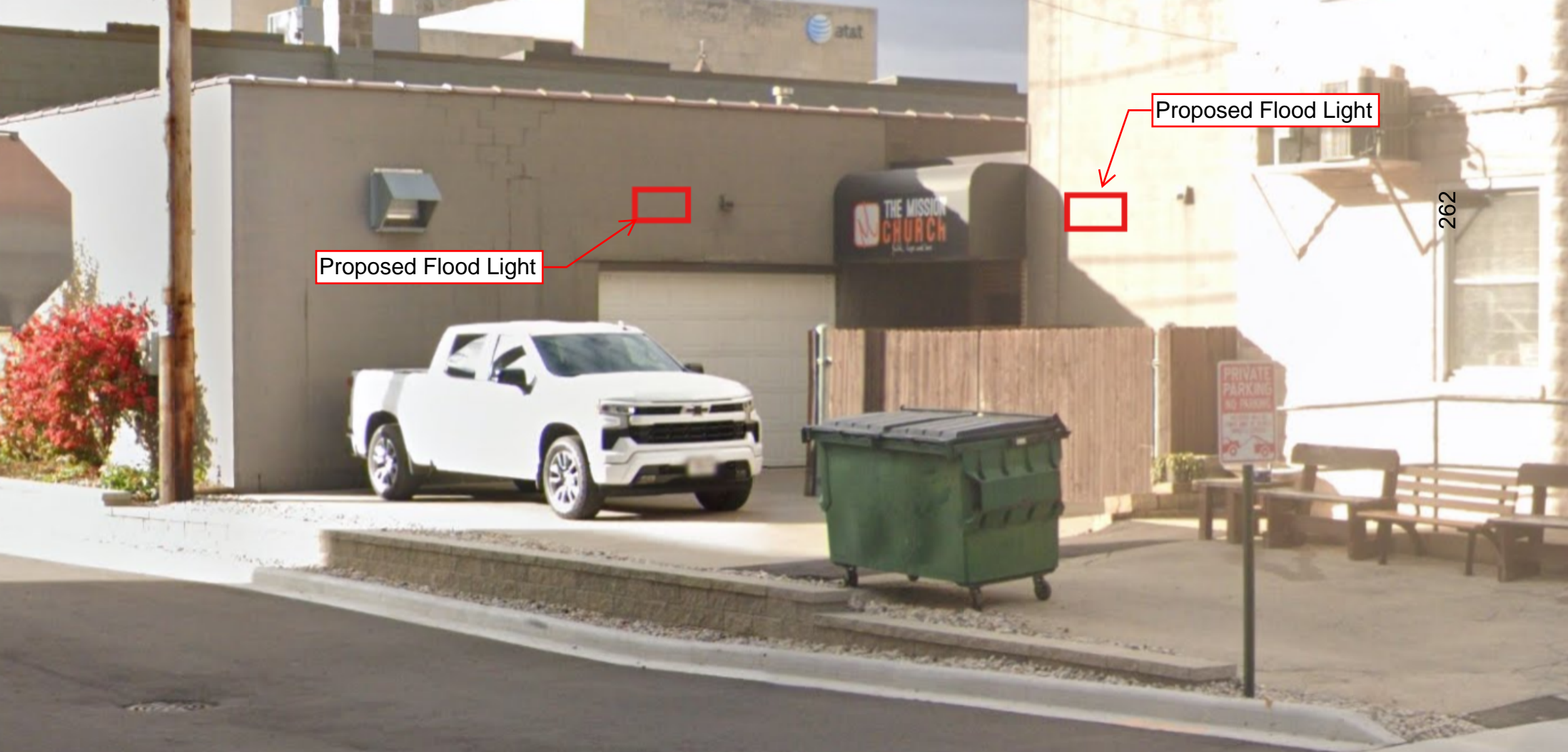
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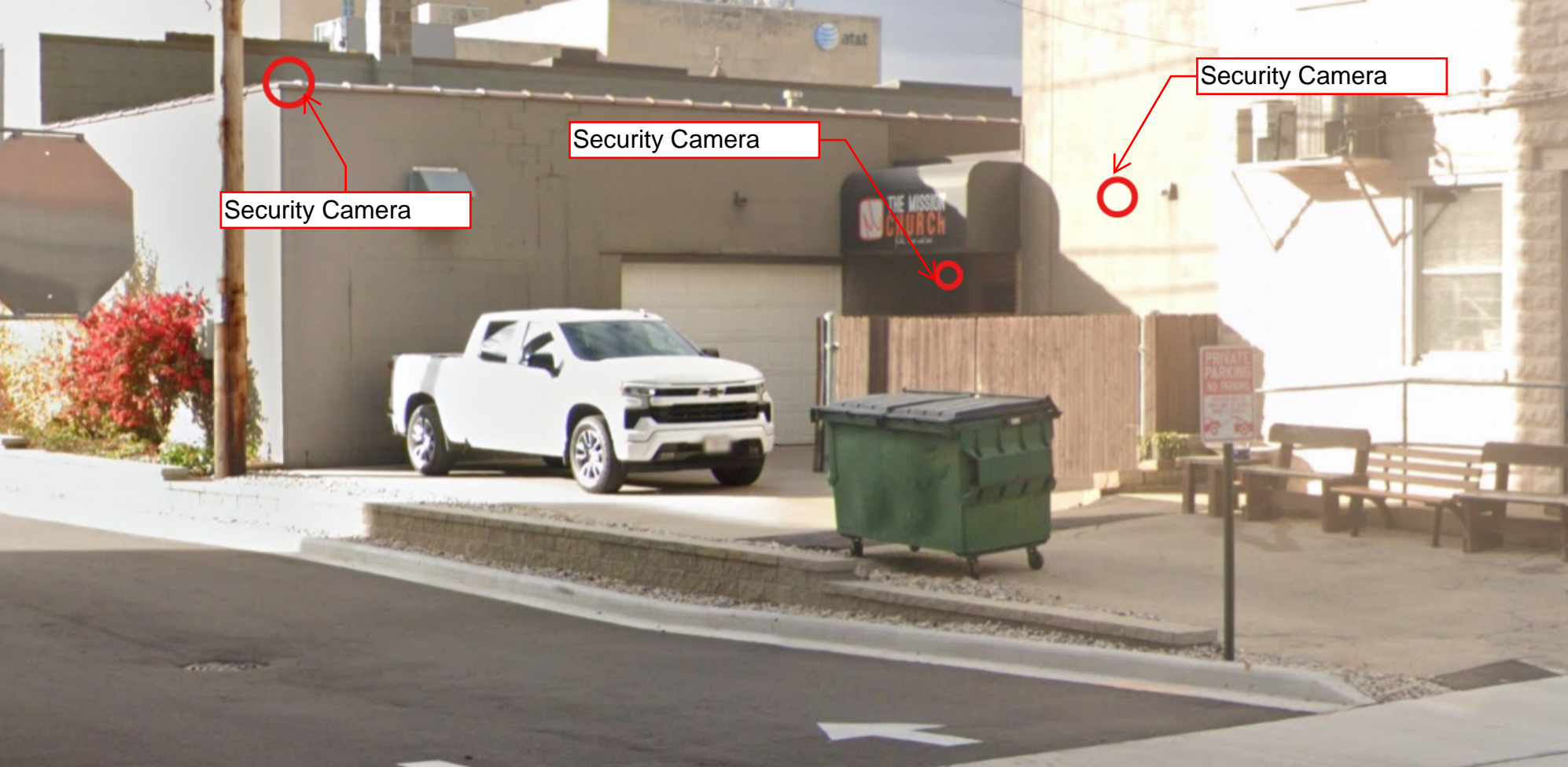
THE MISSION CHURCH

262

Proposed Flood Light

Proposed Flood Light





Security Camera

Security Camera



Security Camera



Security Camera

Security Camera

Security Camera

Security Camera

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Primary/East Shelter
Entrance and
Designated Smoking
Area

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shelter use.

Blue boundary is
community support
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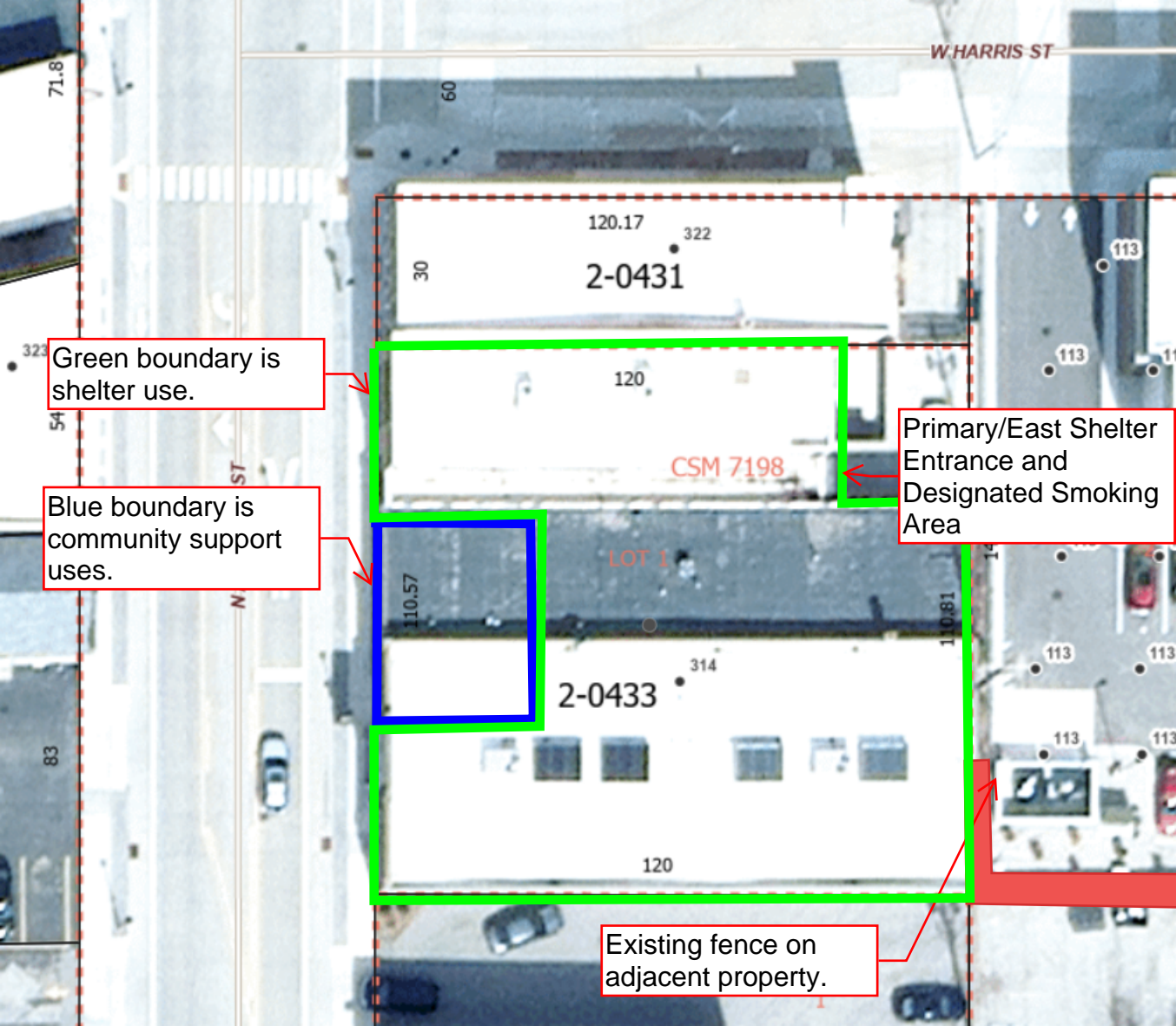
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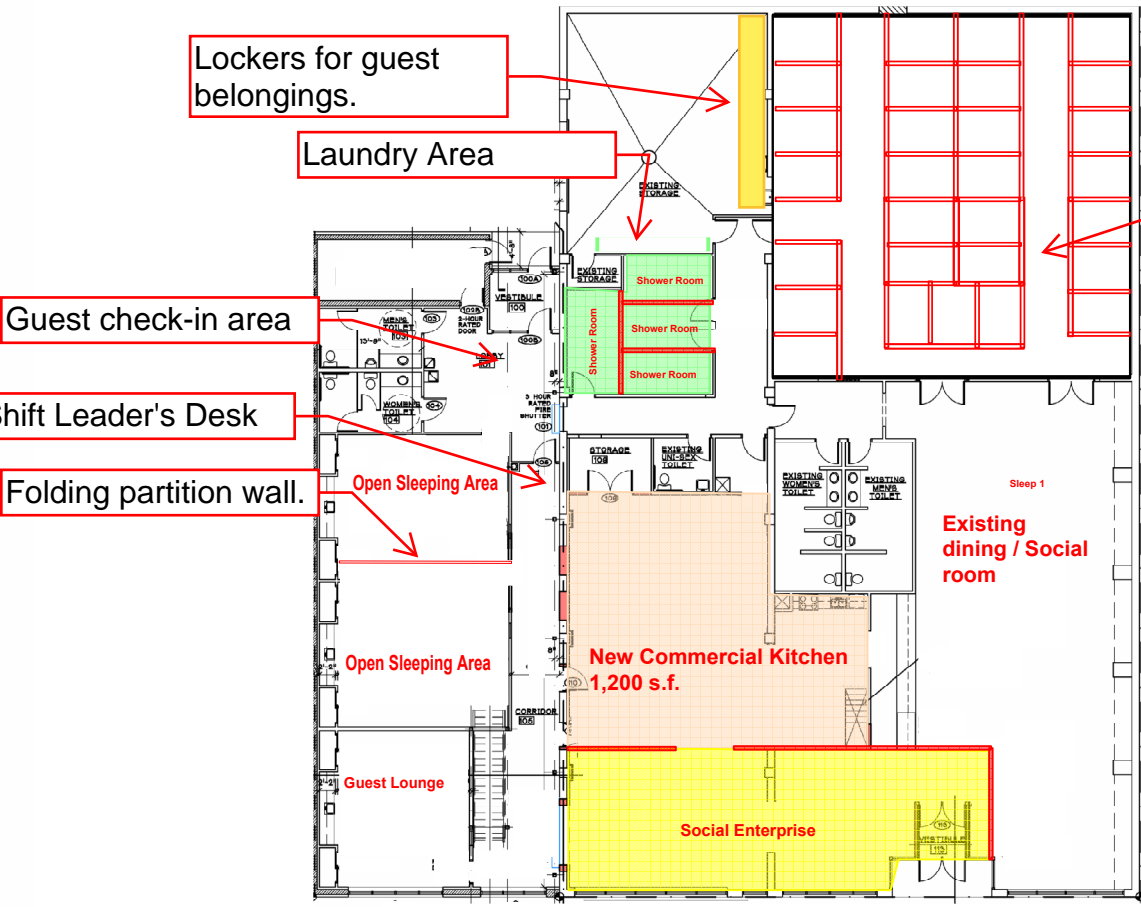
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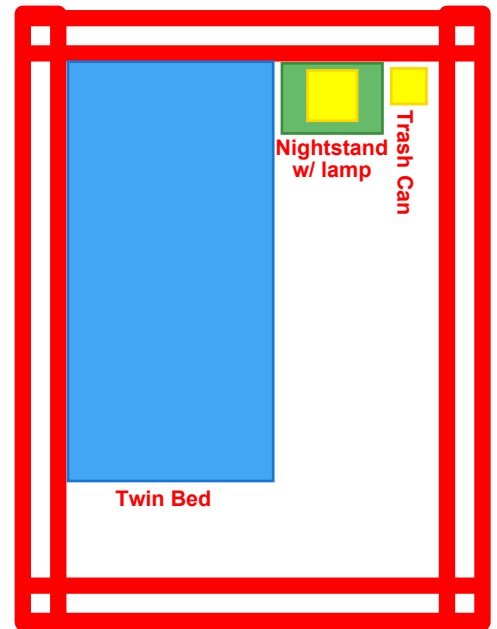
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adjacent property.

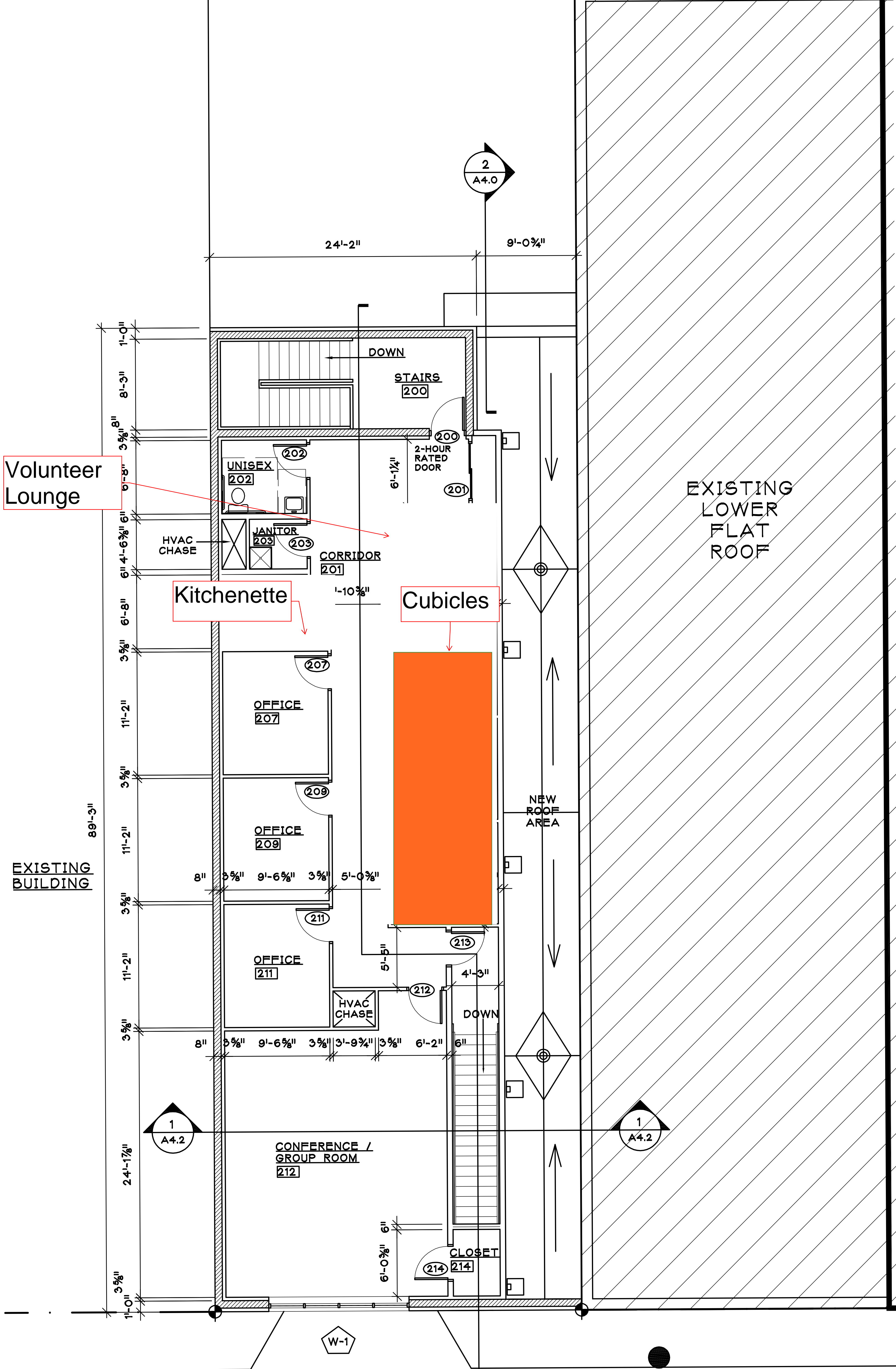




Primary semi-private sleeping area

Sample 6'x8' semi-private guest room layout





SECOND FLOOR PLAN

SCALE: 1/8" = 1'-0"

NORTH

