

# **TRAVERSE CITY PLANNING COMMISSION SPECIAL MEETING**

**TUESDAY, September 16, 2014**

**7:30 P.M.**

**Commission Chambers  
Governmental Center, 2nd Floor  
400 Boardman Avenue  
Traverse City, Michigan 49684**

**Posted: 9/10/14**

## **AGENDA**

The City of Traverse City does not discriminate on the basis of disability in the admission or access to or treatment or employment in, its programs or activities. Penny Hill, Assistant City Manager, 400 Boardman Avenue, Traverse City, Michigan 49684, 922-4440, T.D.D., 922-4766, has been designated to coordinate compliance with the non-discrimination requirements. If you are planning to attend and you have a disability requiring any special assistance at the meeting and/or if you have any concerns, please immediately notify the ADA Coordinator.

Planning Commission  
c/o Russell Soyring, Planning Director  
400 Boardman Avenue, Traverse City, MI 49684  
231-922-4778

- 1. CALL MEETING TO ORDER**
- 2. ROLL CALL**
- 3. ANNOUNCEMENTS**
- 4. SPECIAL LAND USE PERMIT REQUEST BY PETER STARKEL ON BEHALF OF SAFE HARBOR OF GRAND TRAVERSE, INC TO ALLOW FOR AN EMERGENCY SHELTER AT 517 WELLINGTON STREET, A PROPERTY OWNED BY THE CITY OF TRAVERSE CITY (FOR INTRODUCTION AND POSSIBLY SCHEDULING A PUBLIC HEARING)**
- 5. PUBLIC COMMENT**
- 6. ADJOURNMENT**



## Communication to the Planning Commission

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FOR THE MEETING OF: September 16, 2014

FROM: Russ Soyring, Planning Director

SUBJECT: Special Land Use Permit Request by Peter Starkel on behalf of Safe Harbor of Grand Traverse, Inc. to allow for an Emergency Shelter at 517 Wellington Street, a property owned by the City of Traverse City

DATE: September 10, 2014

The Planning Department has received a request from Peter Starkel on behalf of Safe Harbor of Grand Traverse, Inc. for a Special Land Use Permit to allow for an Emergency Shelter at 517 Wellington Street, a property owned by the City of Traverse City. The proposal is to renovate the existing building to operate a 90-bed emergency shelter that will be open from November to April each year, from 6:00 p.m. to 8:00 a.m. daily. The building is currently under lease with the Traverse City Film Festival as a storage facility. A small portion of the building currently houses artifacts from the Con Foster collection that are managed by the Traverse City History Center.

The property is zoned D2 (Development District) which allows Transitional housing and Emergency shelters by Special Land Use Permit. The building size is approximately 9,600 square feet. The Master Plan designates this area as a TC-5 (Downtown) neighborhood that is the most formally and intensely developed of the two types of commercial neighborhoods. The focus is on high intensity, regional, commercial activity.

City Attorney, Lauren Tribble-Laucht, will be sending an attorney-client privileged communication to the Planning Commission regarding answers to questions posed by Planning Commission Chairperson, John Serratelli.

The applicant has described how their proposed use meets the general and specific standards within the Special Land Use Permit chapter sections 1364.02 *General Standards for Approval* and 1364.08 (q) *Transitional Housing and Emergency Shelters* (attached). If you feel that there is sufficient information provided to consider the Special Land Use Permit request, the following motion would be appropriate:

**I move that the request by Peter Starkel on behalf of Safe Harbor of Grand Traverse, Inc. to allow for an Emergency Shelter at 517 Wellington Street, a property owned by the City of Traverse City be introduced and scheduled for a public hearing on October 7, 2014.**

RAS:ml

Attachments: Excerpt from Zoning Code sections 1364.02 *General Standards for Approval* and 1364.08 (q) *Transitional Housing and Emergency Shelters*  
Special Land Use Permit Application

## **Excerpt from Zoning Code sections 1364.02 *General Standards for Approval* and 1364.08 (q) *Transitional housing and Emergency shelters***

### **1364.02 GENERAL STANDARDS FOR APPROVAL.**

Each application for a special land use shall be reviewed for the purpose of determining that the proposed use meets all of the following standards:

- (a) The use shall be designed, constructed, operated and maintained so as to be harmonious and compatible in appearance with the intended character of vicinity.
- (b) The use shall not be hazardous nor disturbing to existing or planned uses in the vicinity.
- (c) The use shall be served adequately by existing or proposed public infrastructure and services, including but not limited to, streets and highways, police and fire protection, refuse disposal; water, waste water, and storm sewer facilities; electrical service, and schools.
- (d) The use shall not create excessive additional requirements for infrastructure, facilities, and services provided at public expense.
- (e) The use shall not involve any activities, processes, materials, equipment or conditions of operation that would be detrimental to any person or property or to the general welfare by reason of excessive production of traffic, noise, smoke, fumes, glare, odors or water runoff.
- (f) Where possible, the use shall preserve, renovate and restore historic buildings or landmarks affected by the development. If the historic structure must be moved from the site, the relocation shall be subject to the standards of this section.
- (g) Elements shall relate the design characteristics of an individual structure or development to existing or planned developments in a harmonious manner, resulting in a coherent overall development pattern and streetscape.
- (h) The use shall be consistent with the intent and purposes of the zoning district in which it is proposed.

### **1364.08 SPECIAL LAND USE PERMITS GRANTED BY THE CITY COMMISSION.**

- (q) ***Transitional housing and Emergency shelters***, subject to the following:
  - (1) The facility is fully enclosed in a building located in an HR, C-1, C-2, C-3, D-1, D-2, D-3, H-1, H-2, or I District.
  - (2) The site is located within a ½ mile of a bus stop connected by sidewalks or bike trails.
  - (3) The lot is not located within 1,500 feet of another lot devoted to transitional housing, emergency shelter.
  - (4) The facility shall have a maximum of 100 beds and/or sleeping pads.
  - (5) The building provides 50 square feet of heated building space per person staying overnight at the facility.
  - (6) The operator of the Emergency shelter shall provide continuous, on-site supervision by an employee or volunteer during all hours of operation.

- (7) The operator of the facility shall have a written management plan including, as applicable, staffing levels, provisions for staff and volunteer training, neighborhood outreach, length of stay of residents, hours of operation, crime prevention, security, screening of residents to insure compatibility and the mission of service provided at the facility. The management plan shall establish a maximum length of time which clients may be accommodated.
- (8) The operator shall have an ongoing housing assistance program on the premises to place the residents into permanent housing and maintain a list of all persons residing at the facility.
- (9) Parking requirements would be determined by the Planning Director based on the intensity of the operation described in the management plan.



City of Traverse City

SPECIAL LAND USE PERMIT APPLICATION

Planning Department, 400 Boardman, Traverse City, MI 49684 (231) 922-4778 Telefax (231) 922-4457

NOTE: BEFORE SUBMITTING AN APPLICATION, AN APPLICANT SHALL MEET WITH THE PLANNING DIRECTOR TO REVIEW THE PROPOSED PROJECT, THE TRAVERSE CITY CODE OF ORDINANCES AND THE CITY PLAN. Traverse City Code, Sec. 1364.04(a)

APPLICATION FEE: \$830.00 DATE: 8-26-14
CHECK NO. 997 HEARING DATE:
RECEIPT NO. 18423 PARCEL NUMBER:

Property address: 517 Wellington Street, Traverse City Michigan

Legal description: See Attachment 'A'

Description of request: Change of use to operate an Emergency Shelter

THE COMPLETED APPLICATION AND FOURTEEN (14)\* COPIES OF THE SITE PLAN SHALL BE SUBMITTED TO THE PLANNING DEPARTMENT PRIOR TO THE MEETING AT WHICH THE REQUEST WILL BE CONSIDERED FOR INTRODUCTION. THE SITE PLAN SHALL MEET ALL THE REQUIREMENTS OF TRAVERSE CITY CODE, CHAPTER 1366, SITE PLANS AND SITE DEVELOPMENT STANDARDS.

Names of all property owners: City of Traverse City

Applicants name: Peter Starkel, SAFE Harbor of Grand Traverse, INC

Address: P.O. Box 403, 701 Westminster Road, Traverse City MI 49686

Telephone: (231) 714-9590 Telefax: (877) 486-0835

The undersigned acknowledges that in the event that it is determined by the Planning Director or the Planning Commission pursuant to Sections 1322.01 or 1322.05 of the Zoning Ordinance that the Application Fee will not cover the actual costs of processing this Application, including, but not limited to, costs for per diem expenses of staff, staff review and preparation time, professional reviews, attorney fees and other related expenses, outside professional planners, engineers, surveyors, architects or landscape architects, the undersigned shall be responsible for such additional fees in an amount determined by the Planning Director or the Planning Commission as provided by the Zoning Ordinance

Signature of owner(s): [Signature] - CITY MANAGER 8-26-14

Signature of applicant (if different than owner): [Signature]

Relationship of applicant to owner: Prospective Lessee

\*Note: After the Planning Commission has acted upon the request, ten (10) additional copies of the site plan shall be submitted to the City Clerk. The applicant acknowledges that the City may be required from time to time to release records in its possession. The applicant hereby gives permission to the City to release any records or materials received by the City as it may be requested to do so as permitted by the Freedom of Information Act, MCL 15.231 et seq.

# Attachments

## Attachment "A" Legal Description

517 Wellington Street, Traverse City, Michigan, more fully described as follows:

That part of Government Lot 1, Section II, T27N, R11W, described as:

Commencing at the NW corner of Lot 42, Block 2, Hannah, Lay & Co's Fifth Addition to the City of Traverse City; thence West 33 feet to the centerline of Wellington Street; thence South on the centerline of Wellington Street extended, to the northerly line of the right-of-way of the Chesapeake & Ohio Railway; thence easterly along the northerly line of said right-of-way to a point where the East line of Lot 31 of said Fifth Addition projected South intersects the Northerly line of said right-of-way; thence North on said projected line and East line of Lot 31 to South line of alley running East and West through said Block 2; thence West along South line of said alley to point of beginning; and together with joint access to and use of a sidetrack as reserved by the first party in a deed to Herman Cox and Clinton Cox dated August 10, 1945, recorded in Liber 153 of Deeds, Page 124.



August 23, 2014

Russ Soyring, Planning Director  
Planning Commission  
City of Traverse City  
400 Boardman Avenue  
Traverse City, MI 49684

Dear Mr. Soyring and Planning Commissioners,

Safe Harbor of Grand Traverse, Inc. is a local non-profit organization that has been providing seasonal emergency shelter in the Grand Traverse region for 10 years. We are requesting a Special Land Use Permit for the change of use for the property located at 517 Wellington Street, Traverse City to create a Transitional Housing, Emergency Shelter.

The approval of our request will allow Safe Harbor to continue to provide protection for all those persons experiencing homelessness who seek shelter. This proposed use will have a lesser impact on the surrounding neighborhood than the former uses of this building as an alternative High School (105 students) or Boys and Girls Club (with 117 users).

We look forward to meeting with you to discuss our plan in more detail. This plan meets or exceeds all of the General Standards outlined in City Code 1364.02 and Specific Standards for Emergency Shelters outlined in City Code 1364.08 (Q). Our proposed change of use will not increase potential discomfort of surrounding residents, but will more effectively tackle a well acknowledged community challenge; in a location that will lower impact on the adjacent Boardman Neighborhood than today.

Our services will also lower emergency services costs, protect citizens from risk of death, and will contribute to granting requirements by the Michigan Economic Development Corporation as they stated at the July Commission study session. Given Traverse City's challenges with homelessness today, you will agree that protecting our citizens from the freezing in our winter climate is the best use of this building capable of housing the need while being properly located within the available zoned areas for an Emergency Shelter.

We appreciate the service you provide our city and look forward to working with you to create this needed resource. We are confident that you will be impressed with our comprehensive plan and commitment to Traverse City.

Thank you for your consideration,

A handwritten signature in blue ink that reads "Peter Starkel".

Peter Starkel  
Chairperson

A handwritten signature in black ink that reads "Christie Minervini".

Christie Minervini  
Chairperson, Fundraising

A handwritten signature in black ink that reads "Ryan Hannon".

Ryan Hannon  
Goodwill Street Outreach

# Safe Harbor of Grand Traverse, Inc

Special Land Use Permit Application

517 Wellington Street

August 2014

1364.03 Special Land Use Application

Present ownership of 517 Wellington Street is the City of Traverse City. Requested change of use by Lessee Safe Harbor of Grand Traverse, Inc.

Included in this package:

- A) Legal Description of Property (Attachment A)
- B) Proposed Site Plan (Attachment B)
- C) Existing Site Plan (Attachment C)
- D) Application Fee (Attached)
- E) Additional requested information: None requested
- F) Comprehensive Management Plan (Attachment D)
- G) Ongoing Housing Assistance Program (Attachment E)
- H) Sidewalk Site Plan and Construction Notes (Attachment F)
- I) Landscaping Bid (Attachment G)

## 1364.02 General Standards For Approval

All General Standards are met by this proposal

A) 517 Wellington Street plan is harmonious with and in accordance with the general principles and proposals of the City Plan. It is located in the TC5 Downtown district. This area is defined as pedestrian friendly, promoting social and economic diversity, and offering resilient resources to community members. Our application for an Emergency Shelter fits into this the city plan. It provides a harmonious use as defined by Special Land Use Regulation 1364.08 (q) and offered a new and needed use in the City. The site has access to the sidewalk network, and is walkable to the services this community needs to access. Safe Harbor will construct sidewalk (See Attachment F) to comply with 1364.08 (q) 2 along 515 Wellington Street in the city right of way per engineering specifications.

B) 517 Wellington Street plan is designed, constructed, operated and maintained so as to be harmonious and appropriate in appearance with the existing or intended character of the general vicinity. The building is adjacent to a commercial roofing operation and a commercial printing operation. The building is, and remains harmonious to these adjacent buildings. The plan for this site includes refreshing the landscape (See Attachment G), adding landscaping to the six parking spaces that project out in front of the building, and performing a general cleaning of the property and building. This will be a dramatic improvement to the existing state of the site. (See attached images)





Landscape parking area  
East of the front of the building

Six parking spaces are located in front of the Wellington facing side of the building. These spaces will be updated to a landscaped area (See Attachment B).

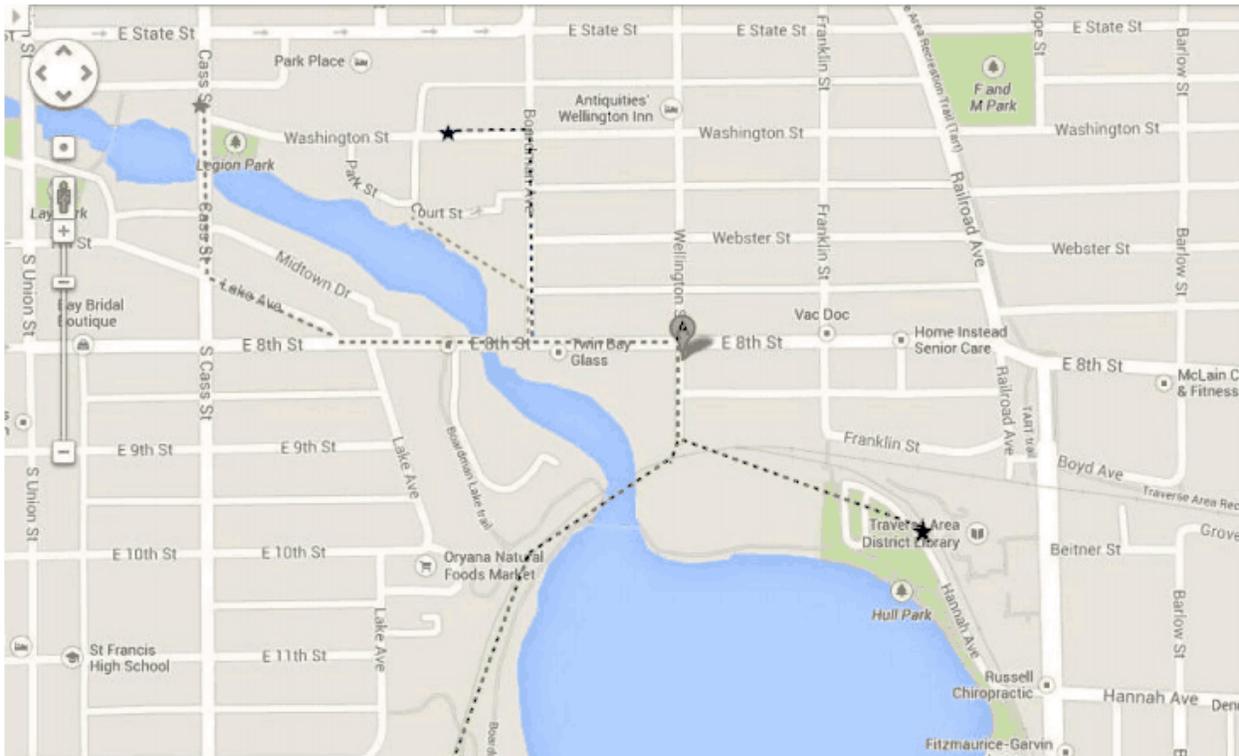


Cut back vines, and trim bushes  
Remove bricks and debris



C) The use will not be hazardous or disturbing to existing or planned future uses in the same general vicinity. The building will have very low traffic demands. Guests, who already reside in the TC5 district, will largely arrive by foot. This location will lower the pedestrian impact to the Boardman Neighborhood. The impact will be substantially lower than previous uses: The Boys and Girls Club, The Alternative School or the Transportation Depot. (See the image of walkable pathways from this location to other services used by our guests.)

# Walkable Pathways



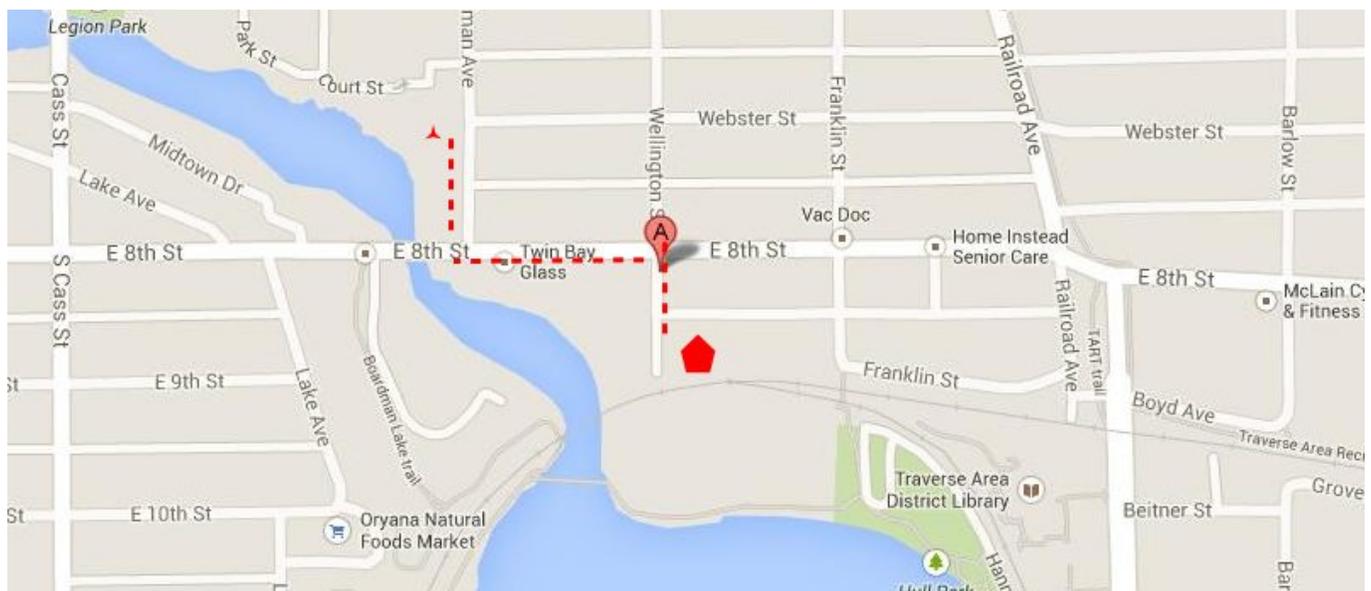
- D) The location will be served adequately by existing public facilities and services, such as highways, streets, police and fire protection, drainage structures, refuse disposal, water and sewage facilities and schools. 517 Wellington is adequately serviced by the existing infrastructure. It is centrally located for the users of the Emergency Shelter. As the map above indicates, a majority of the services our guests rely upon are located close by. Additionally, this location is close to police, fire and bus transportation (a bus stop is 1350 feet away).
- E) The use will not create excessive additional requirements at public cost for public facilities and services. In fact, an Emergency Shelter reduces police, fire and medical costs by providing guests a shelter from the elements.
- F) The use will not involve uses, activities, processes, materials, equipment or conditions of operation that will be detrimental to any person or property or to the general welfare by reason of excessive production of traffic, noise, smoke, fumes, glare, odors or water runoff. 517 Wellington Street will not conduct any industrial activities.
- G) Where possible, the use shall preserve, renovate and restore historic buildings or landmarks affected by the development. This is not a historic building.

- H) Elements will relate the design characteristics of an individual structure or development to existing or planned developments in a harmonious manner, resulting in a coherent overall development pattern and streetscape. As a zoned D district, the improvements Safe Harbor will make to sidewalk, landscaping, the repurposing of 6 parking spaces located East of the building entrance. Building clean up will be consistent with other businesses within this Depot Area D district. It will operate as a mixed use building with offices and residential areas. Additionally, it brings a new supported use to the area.
- I) The use is consistent with the intent and purposes of the zoning district in which it is proposed.
- J) The specific requirements outlined in each applicable section of this Zoning Code are satisfied. See next section 1364.08 (Q).

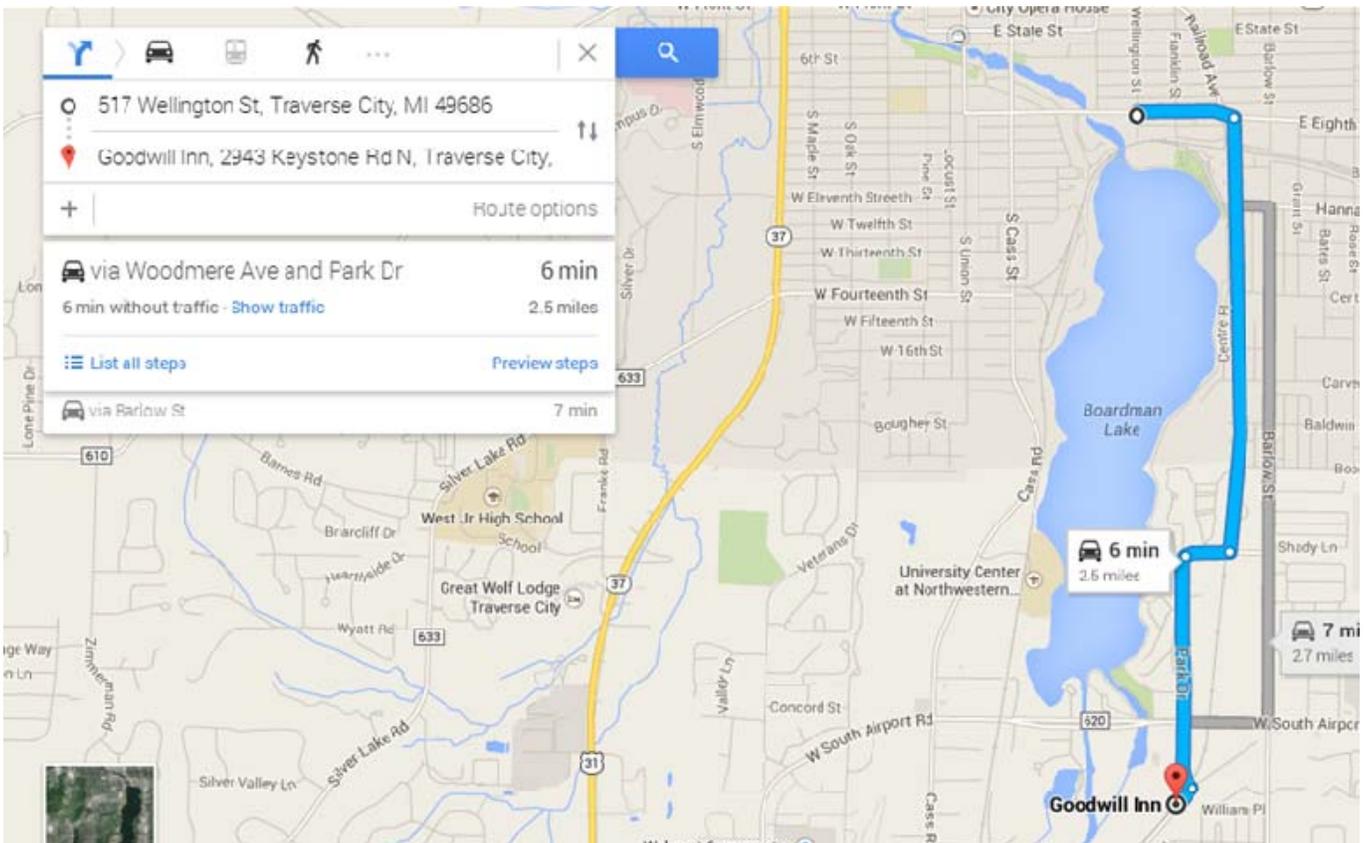
**1364.08 (q) Transitional Housing and Emergency Shelters Standards For Approval**

All requirements for Transitional housing and Emergency shelters are met with this proposal

- 1) The facility is fully enclosed in a building located in a D-2 District.
- 2) The site is located within a ½ mile of a bus stop connected by sidewalks or bike trails. The map below indicates the closest bus stop, measured to be 1350 feet from the building. The 517 Wellington Plan includes constructing sidewalk per engineering specification along 515 Wellington Street to Eighth Street (See Attachment F).



3) The lot is not located within 1,500 feet of another lot devoted to transitional housing, emergency shelter. To our knowledge, there is no other Emergency Shelter in the city limits. The closest facility would be the Goodwill Inn.



Goodwill Inn

4) The facility shall have a maximum of 100 beds and/or sleeping pads. Safe Harbor, in response to neighborhood and planning commissioner concerns, Safe Harbor requests in writing to reduce this number of beds to 90. This meets our projected needs while addressing community concerns. Compared to other allowable uses, including restaurant, 4-story apartment building, or commercial office, this use will be a very low impact to the infrastructure and low traffic use.

5) The building provides 50 square feet of heated building space per person staying overnight at the facility. The facility has 9,600 feet of heated space (measuring 80' x 120') This allows for 106 feet per person ( $9,600/90=106$ ) at the 90 person limit. This allows far more than the minimum required in the ordinance and more than we are requesting in this plan.

6) The operator of the Emergency shelter will provide continuous, on-site supervision by an employee or volunteer during all hours of operation. We operate from November to April of each year, from 6:00pm - 8:00am each day. Our 2,100 volunteers supported by Goodwill Street Outreach's experienced staff will provide adequate staffing.

7) The operator of the facility has a written management plan (See Attachment D) including, as applicable, staffing levels, provisions for staff and volunteer training, neighborhood outreach, length of stay of residents, hours of operation, crime prevention, security, screening of residents to insure compatibility and the mission of service provided at the facility. The management plan shall establish a maximum length of time which clients may be accommodated.

8) The operator has an ongoing housing assistance program (See Attachment E) on the premises to place the residents into permanent housing and maintain a list of all persons residing at the facility. In 2013, this program helped 49 area individuals leave homelessness.

9) Parking requirements have been determined by the Planning Director based on the intensity of the operation described in the management plan as: 17 Parking Spots (12 for guests, 7 for staff). The current parking lot, after improvements, will accommodate 22 vehicles, plus 4 spaces on Wellington Street. (See Attachment B).

# Attachments

## Attachment "A" Legal Description

517 Wellington Street, Traverse City, Michigan, more fully described as follows:

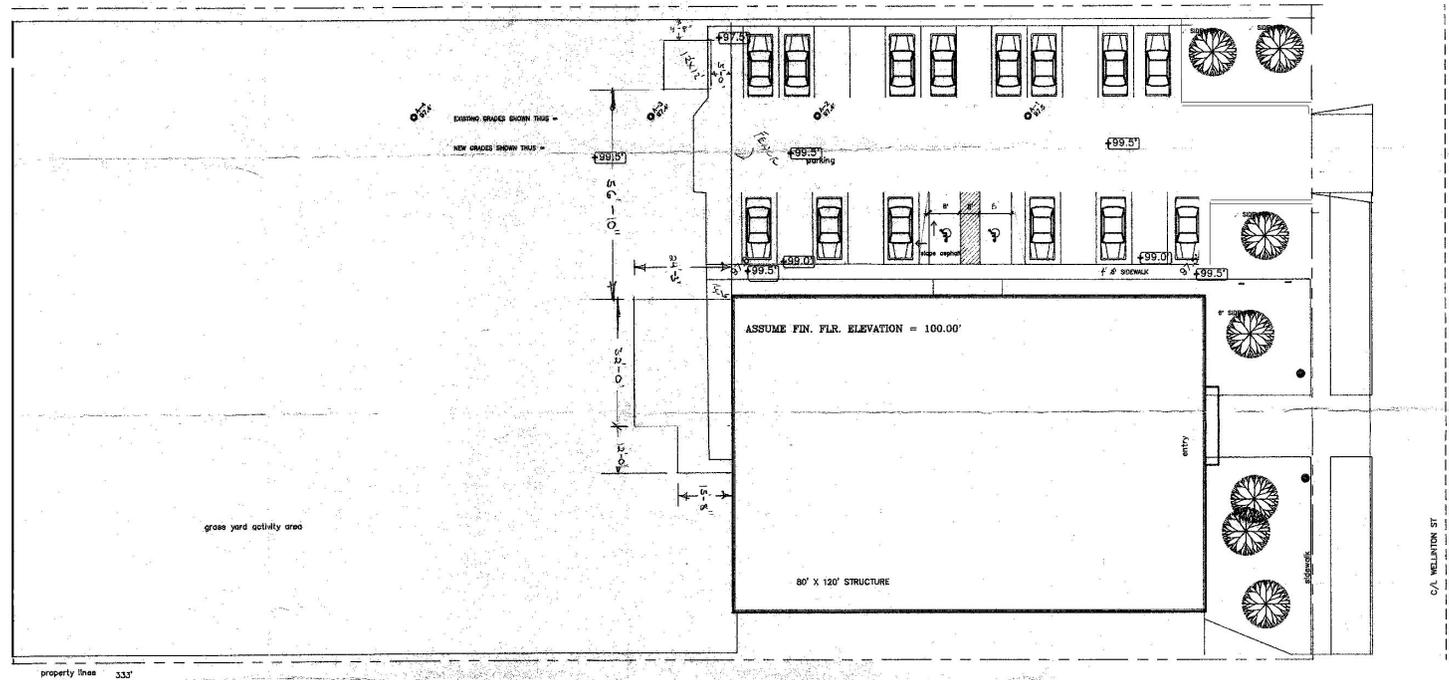
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# Safe Harbor of Grand Traverse, Inc.

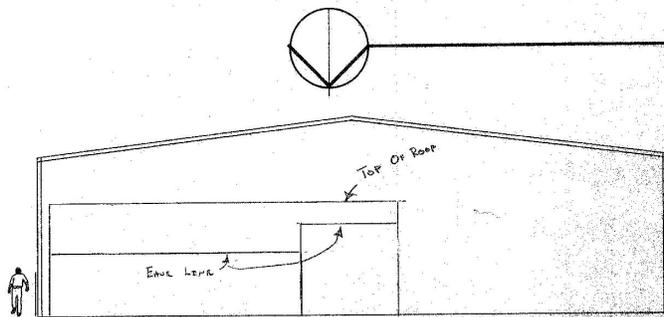
## Site Plan – 517 Wellington, Traverse City Michigan

### Attachment B



Site Plan

Scale 1/16" = 1'-0"



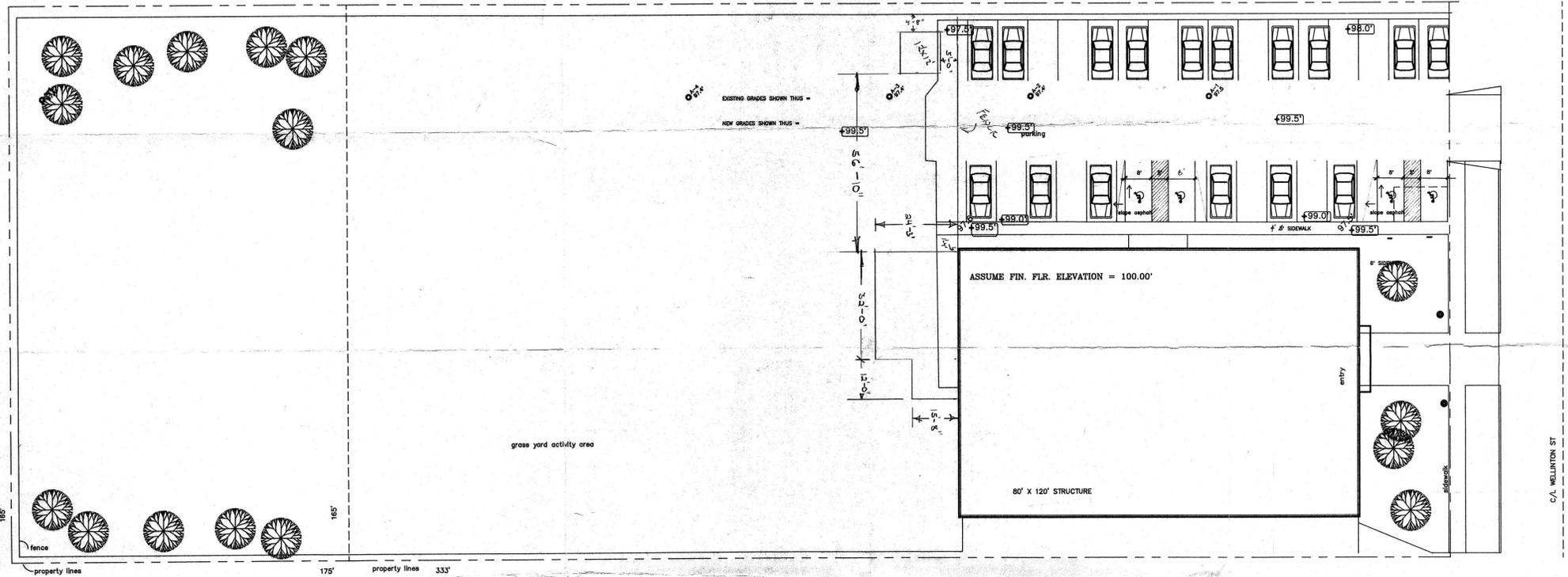
East Elevation



West Elevation

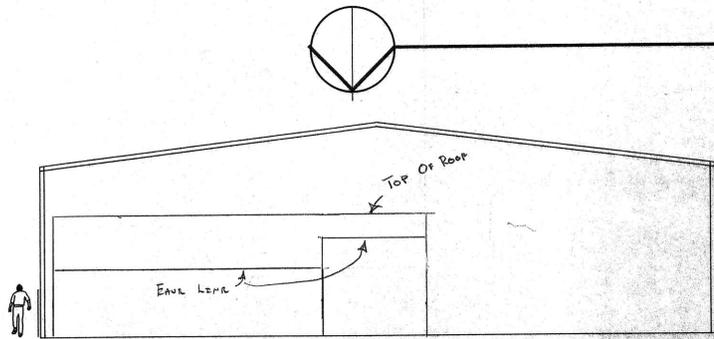
# Boys and Girls Club

Site Plan (Original) 517 Wellington Street, Traverse City Michigan  
Attachment C

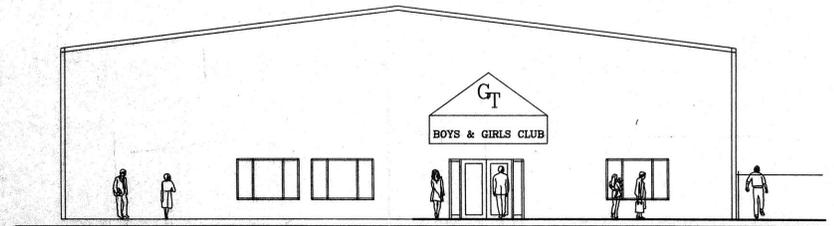


Site Plan

Scale 1/16" = 1'-0"



East Elevation



West Elevation



# Operations Plan

Written management plan

(Attachment D)



**Offering love to the homeless through  
emergency shelter, meals, encouragement to  
move forward in a positive direction in their lives.**

## **Table of Contents**

- 1. Seasonal Shelter Operations (November through April)**
- 2. Meeting Center Operations**
- 3. Facilities Management**
- 4. Security Plan**
- 5. Community Outreach**
- 5. Rules and Policies**

## Seasonal Shelter Operations

### General

The Seasonal Shelter will be open for overnight guests from the first full week in November through the last full week in April. Each week, an individual church, or two or more churches working together, will be responsible for providing volunteers to staff the positions listed below (except for the evening supervisor/case manager who will be contracted through Goodwill). The week will begin on Saturday evening and end the following Saturday morning. Weekly schedules for the churches will be established before the start of the Shelter season if at all possible.

The Seasonal Shelter will be open for guests from 6:00 pm each day until 8:00 am the following morning. The Shelter may be open for extended hours during periods of extreme cold (temperatures below 10 degrees Fahrenheit with wind chills below zero).

### Daily Operations

Daily Operations for staff (volunteers) will be divided into three shifts:

5:30 pm – 9:00 pm Dinner and evening hosts

8:45 pm – 6:45 am Overnight staff

6:30 am – 9:00 am Breakfast and Clean up

There shall be a designated volunteer shift leader from the host church for each shift.

Following are the positions and responsibilities for each shift:

**Goodwill Supervisor/Case Manager:** Safe Harbor will continue to contract with Goodwill for a Supervisor/Case Manager to be present each day of the Seasonal Shelter from 5:30 pm until after “lights out” at 11:00 pm. The Goodwill Supervisor/Case Manager will have the following responsibilities:

- Perform a bag search on all incoming guests
- Handle any rule violations by guests
- Supervise hourly smoke breaks from 6:45 pm until 10:45 pm
- Dispense prescription and non-prescription medications to guests (see policy on prescription medications)
- Interview and gather information from new guests and perform background checks
- Notify police dispatch of the number of guests present

**Volunteer Team Leader:** There will be a designated volunteer team leader for each shift.

Responsibilities include:

- Make sure all volunteers are present, signed in and have a name tag
- Ensure that all volunteers know the locations of fire alarms, extinguishers and evacuation plan
- Know the location of first aid kits and the location of disposable gloves if needed for clean up after accidents
- Identify which volunteers have cell phones for emergency needs

- Dispense prescription and non-prescription medications when Goodwill Supervisor/Case Manager is not present
- Ensure that all supplies are adequate and notify Church Coordinator (or designated church supply coordinator) if any supplies are needed for the next day
- Make sure that all problems are entered in the incident log. Serious problems are communicated to the Church Coordinator and Goodwill Supervisor/Case Manager
- Participate in the briefing of all volunteers at each shift change noting issues with guests and making sure keys for medications are passed on
- “De-brief” new volunteers before they leave to clarify questions or help put their experience in context if necessary

**Dinner Volunteers:** There will be at least four dinner volunteers each evening. Responsibilities include:

- Arrive by 5:30 pm and have dinner ready to serve by 6:00 pm. If more prep time is needed, volunteers may arrange for early arrival with their Church Coordinator
- Serve the meal. Guests should not serve themselves
- Serving will end at 7:30 pm. Volunteers should check with the Team Leader to see if any meals need to be set aside for guests who have arranged for late arrival
- Clean and put away all dishes, glasses, cups, silverware and serving utensils used during dinner, clean the kitchen and serving area and put out snacks for the evening before leaving (dinner volunteers may leave when the above tasks are complete).

**Evening Hosts:** There will be at least three evening host volunteers, in addition to the Volunteer Team Leader, each evening. Evening hosts will arrive at 5:30 pm and stay until turnover to Overnight Hosts is complete. Evening Host responsibilities include:

- One volunteer to assist with guest sign in log making sure all names are complete and legible
- One volunteer to assist with medication drop off as guests sign in
- One volunteer to direct new guests to a waiting area
- Report any disruptions, altercations or confrontations to the Goodwill Supervisor and/or Volunteer Team Leader
- Showers will be available for guests from 7:00 pm until 10:00 pm each evening. Guests will sign up for showers. One evening host volunteer or an assigned guest will call each guest on the list in order, check them in, give them a towel and ask them to return the towel and check out within fifteen minutes.
- Visit with guests throughout the evening and provide fellowship
- Assist the Goodwill Supervisor/Case Manager and/or Volunteer Team Leader as requested

**Overnight Hosts:** There will be at least four volunteer Overnight Hosts (at least two male and two female). One of the Overnight Hosts will be designated as the Volunteer Team Leader for that shift. Overnight Hosts will arrive by 8:45 pm and will stay until the turnover to Morning Breakfast and Clean Up Crew is complete. Overnight Host responsibilities include:

- Visit with guests and assist Goodwill Supervisor/Case Manager and Volunteer Team Leader as required until “lights out” at 11:00 pm.
- Wash and dry towels from showers
- After 11:00 pm:
  - At least one volunteer will be awake at all times
  - No guests are to be admitted even if they are brought by the police, unless the guest has made prior arrangements due to working late and arrives in appropriate condition

- Doors remain locked until 6:00 am. Any guest who chooses to leave after 11:00 pm will not be readmitted until 6:00 pm the following day.
- Provide early wake up calls for guests as requested
- Make coffee to be available at 6:00 am. Unlock doors for smoke breaks starting at 6:00 am

**Morning Breakfast and Clean Up Crew:** There will be at least four volunteers on the Morning Breakfast and Clean Up Crew, one of which will be designated as Volunteer Team Leader. Volunteers will arrive by 6:30 am and take over from the Overnight shift at that time. It is our intent to have at least two guests identified each day to assist this crew with clean up duties. Responsibilities for the Morning Breakfast and Clean Up Crew include:

- Put out continental breakfast items including cereal, bread, condiments, juice and milk.
- Make sure all guests are awake and moving by 7:00 am
- Ensure all guests tidy up their area and put their blanket and any other items they are leaving in their tote and close the lid
- All guests (except those staying to help with clean up) should leave the building by 8:00 am and the building entrance should be locked at that time
- Clean all restrooms
- Fold towels from dryers and place by shower areas
- Wipe down tables in the common area and vacuum the common area
- Make sure all breakfast food is cleaned up and put away
- Wash and put away all breakfast dishes and clean up the kitchen
- Make sure all supplies are stocked for the next day
- Take out garbage and trash and make sure all trash containers have new liners
- Make sure all medications are locked up and the key placed in the designated area
- On Saturday mornings, have guests take all mats and tubs out of the sleeping areas and pile them in designated locations
- Make sure the exterior of the building and the grounds are cleaned up
- Ensure all entrances and exits are secure before leaving

## Weekly Operations

**Saturday Morning Clean Up Crew:** The Church(es) will provide a clean-up crew of at least four volunteers on Saturday mornings. It is anticipated that the clean-up crew will be augmented by at least two guests. Clean-up crew members will arrive between 7:30 am and 8:00 am and will have the following responsibilities:

- Kitchen should be cleaned and disinfected per kitchen guidelines
- All hard surface floors will be mopped and all carpeted areas thoroughly vacuumed, this is particularly important in the sleeping areas
- All restrooms should be thoroughly cleaned
- All tables and chairs should be wiped down
- Dusting should be done where required
- All trash and garbage containers should be emptied and contents taken to the dumpster
- All toilet paper and towels should be restocked in the restrooms
- Make sure there are adequate paper supplies (toilet paper and towels) for the next week in the storage area

- Make sure the exterior of the building and the grounds are cleaned up
- Make sure all entrances and exits are secure and the alarm system is set before leaving

**Volunteer Training:** Each church will be responsible for holding volunteer training sessions prior to the week(s) they are volunteering at the building. The following will be included in training sessions:

- Review of volunteer roles and responsibilities
- Review of guest rules and volunteer “dos and don’ts”
- Review of emergency evacuation plans
- Review of building security plans

In addition, volunteer training will be offered at the building during the first year of operation on a weekly basis on Saturday mornings from 10:00 am to Noon during the shelter season. This training will be conducted by Steering Team members and will include all of the topics above, as well as an orientation tour of the new building. Church volunteers may choose to attend the training at their church or the training at the building. On-going training will occur as needed during the season.

## Meeting Center Operations

### General

The administrative areas of the building will be made available for use by those who provide assistance to the homeless community on a year round basis. The offices will be open on Tuesday through Saturday from 8:00 am until Noon. Agencies that might use the building include Goodwill Street Outreach, Community Mental Health, Veterans Affairs, Counseling Services, the Street Advocate Mentoring Program, Housing Agencies, Speak Up Magazine and other social service agencies. These are intended as examples and are not meant to be a limiting list. This would be for individual and small group meetings.

The person hosting the meeting will sign up for the building use and will be provided a pass code for entry into the administrative areas. It is not our intention to have volunteer staffing present at the building during these times. Sleeping areas and restrooms in the sleeping areas will be locked during this time, and will not be accessed by hosts or their guests. It will be the responsibility of the meeting host to ensure that all people have left the building at the end of each meeting and that the building is secured including setting the alarm system.

### Bi-Weekly Clean-Up

During the period when the seasonal shelter is not in operation (May through October), churches will be signed up to provide a volunteer clean-up crew of three to four people to clean the building on a bi-weekly basis. This clean-up will take place every other Saturday at a time to be determined by the responsible church. The clean-up crew will have the following responsibilities:

- Kitchen should be cleaned and disinfected per kitchen guidelines
- Administrative area hard surface floors will be mopped and all carpeted areas thoroughly vacuumed
- Administrative area restrooms should be thoroughly cleaned
- Administrative area tables and chairs should be wiped down
- Dusting should be done where required
- All trash and garbage containers should be emptied and contents taken to the dumpster
- All toilet paper and towels should be restocked in the restrooms
- Sleeping areas and restrooms should be checked to make sure they have not been disturbed and are clean
- Make sure there are adequate paper supplies (toilet paper and towels) for the next two weeks in the storage area
- Make sure the exterior of the building and the grounds are cleaned up
- Make sure all entrances and exits are secure and the alarm system is set before leaving

## **Facilities Management**

The Board of Directors shall establish a volunteer Facilities Management Committee chaired by a member of the Board or the Steering Team and consisting of at least five members selected from Safe Harbor churches. The Facilities Management Committee is charged with the following:

- Meet at least bi-monthly
- Have responsibility for overall maintenance, including upkeep and repair of the structure, repair and/or replacement of furnishings and fixtures, and maintenance of the grounds
- Have a designated member on-call to deal with emergency repairs and an established list of vendors to call for those repairs
- Take major expenditures, in excess of \$500, to the Board of Directors for approval
- Have a member of the committee take an every other day walk through of the building during the months the Seasonal Shelter is not in operation
- Take responsibility for execution of the Security Plan
- Ensure that the building is kept in compliance with all City building codes

## **Community Outreach**

Safe Harbor Community Outreach will serve as a liaison for the proposed emergency shelter and the community by gathering input, ideas, and addressing any concerns from citizens via letters, email or phone.

Safe Harbor Community Outreach will coordinate with the board to set up community meetings as needed to address questions from the community.

Representatives from the Safe Harbor Community Outreach will meet four times per year with representatives from the Boardman Neighborhood and Businesses. These meetings will be conducted in order to bring any of the neighborhood's concerns to the attention of Safe Harbor, in order to troubleshoot, mediate, and to bring back to the board of Safe Harbor for a workable solution for both parties.

## **Security Plan**

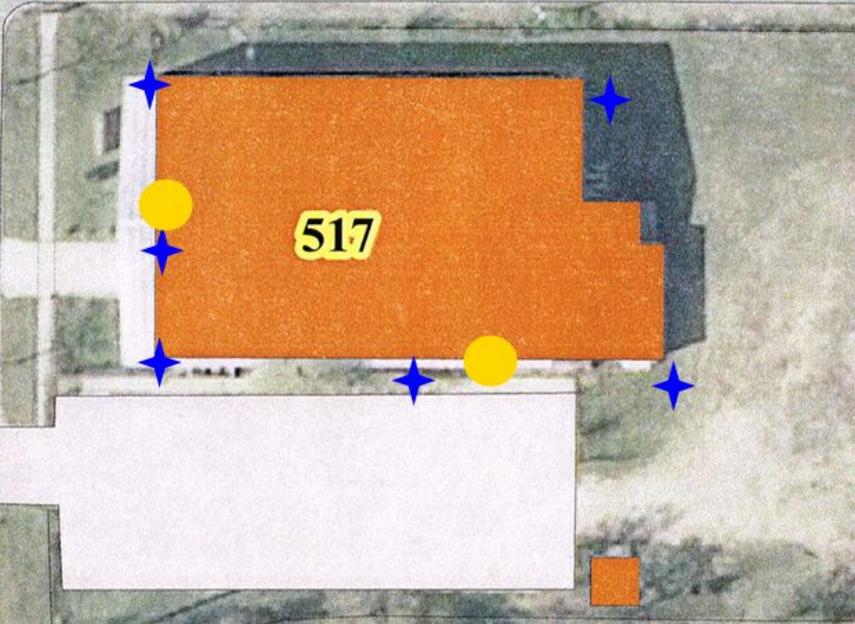
Following are the security plans for the building:

- The building will have an alarm system to prevent unauthorized entry.
- The building will have security cameras placed at key locations to ensure adequate management of inside and outside of the facility. (See camera map)
- All exterior doors will be locked at all times except the guest entrance which will be unlocked only between 6:00 pm and 7:00 pm and 6:00 am to 8:00 am during seasonal shelter operations.
- All interior doors will have "panic bars" so they may be used in emergencies, but doors other than the main volunteer and guest entrances will have alarms that will sound if they are opened.
- The volunteer entrance will be accessed via a keypad entry. Each church and agency using the building will be issued a unique code so that we can monitor who is coming and going over time.
- Lighting (on a timer and motion detector system) will ensure that the exterior of the building and areas around the building are well-lit during hours of darkness.
- Emergency evacuation plans will be developed for use in case of emergency and posted in appropriate places in the building. Review of emergency plans will be part of volunteer training.

## **Crime Prevention Plan**

- Actively talking with Safe Harbor guests about being good neighbors and keeping their eyes open to potential issues. This continues to be the most successful way to prevent crime or related issues. Our guests are known to self-police.
- Performing periodic background checks on guests through Goodwill Street Outreach.
- Installing security cameras and additional lighting allowing for our staff to monitor the building site.
- Continuing to actively work with Traverse City, Grand Traverse County and Michigan State Police.
- Creating a Community Outreach plan to ensure fast feedback from neighbors if issues arise.

**WELLINGTON**



**Security Cameras**

**New Lighting**

## Rules and Policies

### Safe Harbor Guest Rules

The following rules are for anyone staying as part of the seasonal emergency shelter program. Rules will be posted prominently in the building and reviewed with all new guests. Rules are for everyone's safety, comfort and dignity. Any violation of these rules may result in a termination of a guest's participation in the Safe Harbor program.

- All items brought onto the property are subject to search.
- Once you have signed in, you are only allowed to leave the building during scheduled smoke breaks. If you leave after signing in, you will not be allowed to re-enter for any reason until the next evening.
- The building will open at 6:00 pm every night. Doors are locked at 7:00 pm. "Lights Out" at 11:00 pm. The building will then be secured until 6:00 am the next morning. (Special arrangements will be made for guests working later).
- Upon entering on their first night, guests will receive **ONE** mat, **ONE** blanket, and **ONE** assigned tub to keep their belongings. Tubs can be searched for contraband at any time by staff.
- **NO SMOKING** inside the building. Supervised 15 min. smoke breaks in a designated area, 6:45 pm - 7:45 pm - 8:45 pm - 9:45 pm & 10:45 pm
- **NO ALCOHOLIC BEVERAGES ANYWHERE ON BUILDING PROPERTY.**
- **NO DRUGS OR ILLEGAL SUBSTANCES ANYWHERE ON BUILDING PROPERTY.**
- **ABSOLUTELY NO WEAPONS OF ANY KIND ARE PERMITTED!** If you have one; please turn it in to the Goodwill Supervisor/Case Manger at sign-in time. Legal weapons will be returned when guests leave at 8:00 am.
- **NO ABUSIVE/PROFANE LANGUAGE OR DISRUPTIVE BEHAVIOR**
- The Goodwill staff and church volunteers are in charge of the building. Please direct any questions to them.
- Men and women are assigned separate sleeping areas by the staff and volunteers.
- Prior to breakfast each morning, please spray and wipe down your own mattress.
- **DO NOT** leave any items that do not fit into your assigned tub in the building. Be prepared to leave the building by 8:00 am each morning.
- The maximum length of stay for any guest is 200 days in any calendar year.

### Safe Harbor Policies

**Guest Admission Policy:** In pursuit of assuring the safety of both its guests and its volunteers, Safe Harbor will take one of the following actions in response to any individual's request for admission to the nightly shelter. The action taken will be as a result of a (Safe Harbor background check) on said individual.

- For individuals with a current expulsion from Safe Harbor shelter, no admission will be granted.
- For individuals seeking readmission after expulsion, a probationary period will be granted. Probationary period to be determined the Goodwill Supervisor.
- Individuals will be admitted after signing nightly compliance / sign-in sheet.

**Guest Admission Policy:** Guests are provided shelter based on need. Verification of homelessness is determined by Goodwill Supervisor. Individuals will be admitted after signing nightly compliance / sign-in sheet. Admittance of late arrival is determined by the Goodwill Supervisor. Law enforcement referrals and first time users are taken into consideration. Pre-arranged activities warranting late admittance may include, but are not limited to:

- Employment
- Self-help groups

**No admittance is granted after 11:00 pm unless pre-arranged employment is verified.**

To assure the safety of both guests and volunteers, a probationary period may be granted following a loss of privileges at Safe Harbor. For individuals with a current loss of privileges from Safe Harbor shelter, no admission will be granted.

**Prescription Drugs Policy:**

- All medically urgent prescriptions (inhalers, nitro tablets etc.) may be kept by the guests. All other prescription medication are given to the Goodwill Supervisor or check-in volunteer at sign-in time. Prescriptions will be placed in a bag with guests' name on label, and then placed into the Lockable Safe Harbor Med box. There is no inventory list or receipts issued for locked Meds.
- Keys will be made accessible to overnight team leaders.
- Guests will take medications as per labeling and then return medications to box. Staff and volunteers will not dispense medications from box. Guests will take medications in the presence of staff or volunteers. No talking will occur during this time. Guests may retrieve any or all medications in the morning when leaving.
- The evening sign-in sheet will include a disclaimer which states; 'by signing this sheet I acknowledge that I have turned in all prescriptions. I acknowledge that I am fully responsible for any prescriptions not turned in, and that any sales, distribution or misuse of these will be grounds for my expulsion from Safe Harbor'.

**Alcoholic Beverages Policy:** There is no alcohol allowed anywhere on building property as per guest rules of Safe Harbor. If guests do arrive with alcoholic beverages they will be turned over to the Goodwill Supervisor/Case Manager and disposed of immediately. If guest is caught with alcohol in the building, loss of Safe Harbor privileges will occur for the night and he/she is subject to suspension.

**Youth Volunteer Policy:** Youth under the age of 12 years are not allowed to volunteer at Safe Harbor. Youth aged 12 to 18 may volunteer with the following guidelines:

- Must be sponsored by a parent, guardian, or youth group director who signs a permission form.
- Youth volunteers will read and observe the following rules:
  - No youth volunteers are allowed in sleeping areas at any time.
  - Youth volunteers should remain in social area. Any youth leaving social area, for any reason, must inform adult supervisor before leaving.
  - Available hours for age 12-18 youth volunteers will be from 6:00 pm - 10:00 pm

**Suspension Policy:** The following guidelines will be used regarding suspensions for breaking the rules:

- **No alcoholic beverages, drugs or illegal substances are allowed anywhere on the building grounds.** Incidents of possession or use of alcohol, drugs or illegal substances on property will

result in:

- First offense – ban for the night
- Second offense – three night ban
- Third offense – one week ban
- Fourth offense – ban for season
- **No smoking is allowed anywhere in the building.** Incidents of smoking in the building will result in:
  - First offense – one week ban
  - Second offense – ban for season
- **No weapons of any kind are permitted on the building property.** Incidents of possession of a weapon will result in an immediate permanent ban.
- **No physical violence is allowed.** Incidents of physical violence will depend upon severity and could result in a permanent ban.
- Suspensions may also occur as a result of physical or verbal behavior that poses a perceived threat to the safety of volunteers or other guests. Such suspensions may be mandated at the discretion of the Goodwill Supervisor/Case Manager.

# SAFE HARBOR Housing

## Ongoing Housing Assistance Program (Attachment E)

Safe Harbor of Grand Traverse, Inc. contracts with Goodwill Industries of Northwest Michigan to provide expert staffing of our Emergency Shelter. As part of the contract, Goodwill's Street Outreach provides the most comprehensive housing assistance program to persons experiencing homelessness on the street in our region. This program brings resources to end homelessness directly to where people experiencing homelessness are. This includes, but is not limited to: downtown alleys and streets, parks, riverbanks, lake shores, wooded areas, abandoned buildings, encampments, community meal locations, drop in centers and Safe Harbor.

Resources to end homelessness include referrals to housing subsidy options and agencies, warm referrals to housing supports, assistance in obtaining necessary documentation required for all housing options, verification of homelessness, on-going connections to housing program wait lists, housing location services, accompaniment to viewing housing options, acting as a landlord liaison, and providing warm transfers in the transition into housing. This also includes representation in the SOAR assessment process and referral and support to employment programs.

Street Outreach uses a housing orientation to outreach. We provide practical interim supports to obtain identification, access income and obtain means to meet basic needs. We help support ways to obtain mail, phone/computer access, and reunification with family.

Street Outreach has partnerships with a safety, as well as housing, focus:

**Accessing healthcare services**

- Working with Munson to coordinate discharge
- Applying for healthcare coverage
- Coordinating primary healthcare appointments

**Accessing mental health services**

- Referring to and assisting in access to Community Mental Health (CMH), Traverse Health Clinic mental health services, and Munson Behavior Health

**Accessing Addiction services**

- Assisting in accessing sub–acute detoxification
- Assisting in access of substance use disorder treatment interventions including transportation to long–term facilities

**Working with Parks and Recreation staff**

- Providing shelter and housing options in “move along” situations

**Working with faith community**

- Helping coordinate valuable resources needed for ending homelessness
- Supporting and collaborating with the drop–in ministries of Jubilee House and Central United Methodist Church Community Outreach
- Partnering with Safe Harbor
- Coordinating with Local businesses
- Intervening in non–emergency situations
- Providing shelter and housing options in “move along” situations

**Partnering with the Police Department**

- Assisting in non–emergency interventions
- Ensuring acknowledgement of relocation needs while simultaneously providing shelter and housing options

**Coordinating with the Jail**

- Administering the vulnerability index
- Coordinating discharge plans

### **Partnering with emergency shelters**

- Referring and assisting in accessing the Goodwill Inn
- Counseling and coaching in transition from streets to shelter

### **Working with GT County Mental Health and Sobriety Courts**

- Participating in panel discussions and case review
- Referring clients
- Assisting in care management of Street Outreach clients

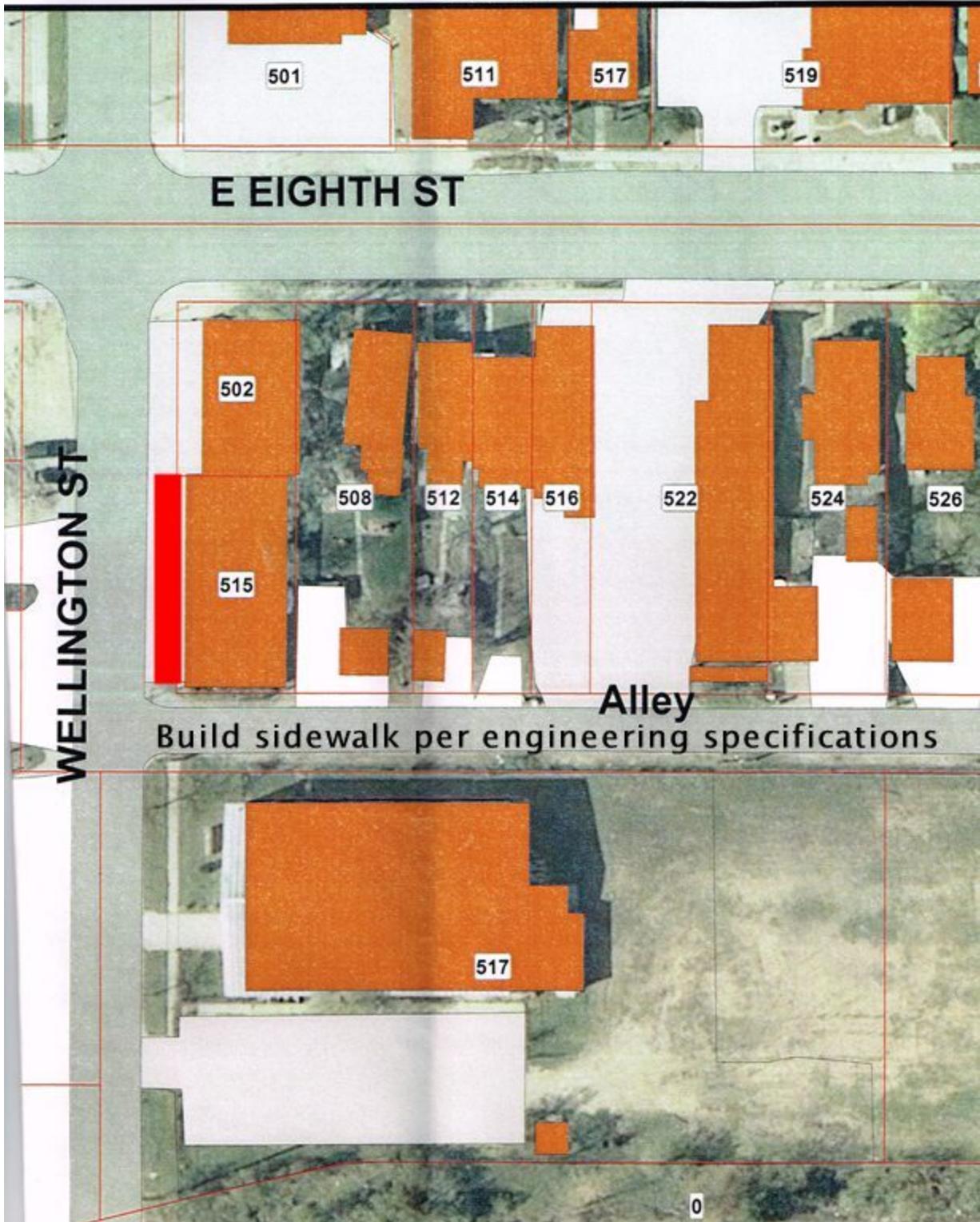
Street Outreach uses a vulnerability index to determine acuity and to ensure coordinated entry into the (homelessness) response system. We are working to develop and implement a central registry for permanent supportive housing and housing with supports (including rapid re-housing) across the system with understanding that people will be matched to the housing program best suited to fit his/her needs while simultaneously prioritizing available housing and support to the most vulnerable identified. Street Outreach participates in the Continuum of Care group to accomplish goals as identified in the Grand Traverse Area ten-year plan to end homelessness. We view this ten-year plan as a living document and advocate to include the goal of ensuring resources are available to people experiencing chronic homelessness first based on acuity.

Street Outreach brings the philosophy of ending homelessness to Safe Harbor. We help Safe Harbor work in ending homelessness by doing the following:

- 1) Divert as many people as possible by making sure there are no natural, safe supports available before admittance to shelter.
- 2) Coordinate access from Safe Harbor into the Goodwill Inn as appropriate when space becomes available.
- 3) Triage housing assistance resources through the use of the vulnerability index (VI-SPDAT).
- 4) Coordinate the appropriate level of intervention through the use of the VI-SPDAT and service prioritization tool (SPDAT).
- 5) Assist in keeping Safe Harbor as open and accessible as possible. We do this by assessing risk, modifying engagement strategies, and using de-escalation techniques. We only exit people when necessary based on behavior.
- 6) Also work with Safe harbor guests to access resources to end homelessness in the daytime.

Safe Harbor contributes an invaluable service to the community and is an essential part of ending homelessness. The partnership with Street Outreach helps ensure the right things are being done to help end homelessness.

# Attachment "F"



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## Sidewalks

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**Ryan Fedorinchik** <ryanf@hallmarkconstructioninc.com>  
To: peter@starkel.com

Mon, Aug 25, 2014 at 9:56 AM

Peter-

In talking your situation over with our project managers in the office, we're hesitant to provide a cost to install sidewalks for you. There are a few variables hanging in the balance that we (Hallmark) need to consider. We tweak our unit price every year, therefore our current price wouldn't be applicable next year. Also, it sounds like there will be some removal of existing asphalt which will require the rental of a mini excavator as well as saw. Those rental rates change as well. And lastly, we have a unit price for curb installation and without knowing an exact lineal footage, we can't quote an exact price.

I think what would be best is for us (HCI) hold off until we have a drawing to work off and we determine our prices for next year. I was a little premature in stating I could give you a unit price, I didn't intend to mislead you. Let me know if you have any questions. I'd be happy to help in the future.

Ryan Fedorinchik

Hallmark Construction, Inc.  
P: 231.946.1920  
F: 231.946.1978  
C: 231.218.4430



SAFE HARBOR OF GRAND TRAVERSE INC.  
PROPOSAL

AUGUST 25, 2014

Heritage Landscape Design proposes to perform all of the work described below to “Refresh” the landscape located at 517 Wellington., Traverse City, 49686.

We will prune existing shrubs, remove wild grape vine off of the fence and remove all sumac suckers, and mow weeds and grass. \$ 1,400.00

We will stripe the lot for parking spaces. \$ 900.00

Terms: 1/2 down on agreement, balance on completion

To accept this proposal please sign and return. Proposal is good for 30 days.

SIGNATURE \_\_\_\_\_