

# **City Efforts to Address Homelessness**

## **Update 3 – Emergency Shelter**

Bakersfield City Council Meeting

November 6, 2019



# Homelessness in Bakersfield: A Growing Crisis

## **May 24, 2017: City Council Discussion on Homelessness**

- Bakersfield Homeless Center, Mission at Kern County, Flood Ministries
- Insufficient Shelter beds, Supportive & Preventative Services, Case Managers & Training, Supportive & Transitional Housing

## **February 21, 2018: Update on City Response to Homelessness**

- HUD/ESG Funding for Shelter Operations and Supportive Services
- BHC Jobs Programs: \$1 million allocated & over 50 employed per year
- City Staff: Police, Code Enforcement, Public Works, Rec & Parks, Water

## **May 9, 2018: Workshop on Annual Point in Time Count**

- Presentation from Kern County Homeless Collaborative
- 885 homeless individuals (+ 9%), 370 Unsheltered (+ 46%)

# Homelessness in Bakersfield: A Growing Crisis

- 2019 = Visible changes throughout the Community
- Increased calls for service to multiple Agencies
- Impacts to residents and quality of life
- Less than 400 Emergency Beds in Bakersfield

2019 Point in Time County Summary			
By Area & Status	January 2018	January 2019	% Change
Metro Sheltered	498	507	+ 2%
Regional Sheltered	17	18	+ 6%
<b>Total Sheltered</b>	<b>515</b>	<b>525</b>	<b>+ 2%</b>
Metro Unsheltered	309	643	+ 108%
Regional Unsheltered	61	162	+ 166%
<b>Total Unsheltered</b>	<b>370</b>	<b>805</b>	<b>+ 118%</b>
Total Metro Bakersfield	807	1,150	+ 43%
Total Regional (Rural)	78	180	+ 131%
<b>2019 Combined Total</b>	<b>885</b>	<b>1,330</b>	<b>+ 50%</b>

# The Face of Homelessness in 2019

## Flood Ministries Outreach Team

September 2019 Survey of 69 individuals & 15 Couples

### **What keeps you from going to a local Emergency Shelter?**

- 6 No place for their possessions
- 13 Safety concerns
- 12 Can't keep their pets
- 17 Do not want to be separated from their partner

Other barriers: Location, Negative Staff, No Services Provided, No Room, Active Users, Privacy Concerns, Restrictions (rules), Undocumented, Outstanding Warrants, Too Ill to stay and Unsanitary.

- 91% (77) open to a low barrier shelter if their concerns are addressed
- 9% (8) not open to a shelter

Homeless Population in Bakersfield is complex, no single-solution

# City in Action:

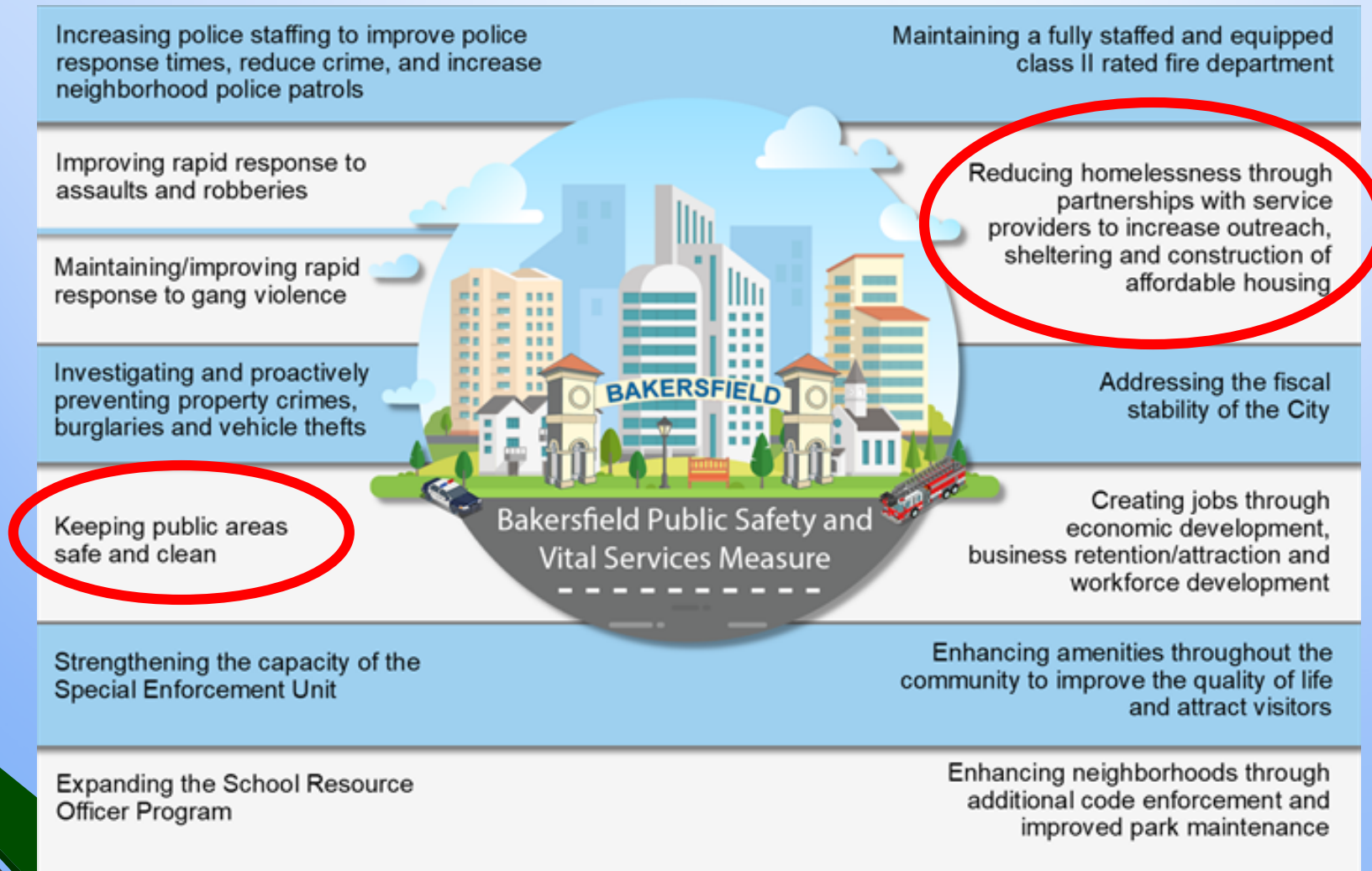
## September 11, 2019 Workshop

- Discussed historical efforts of the City to address homelessness.
- Discussed the **City's new Three-Point Approach:**
  1. Acknowledge the Crisis. City Council Passed Emergency Resolution in November 2018
  2. Strengthen Existing Providers
    - **11/07/18.** \$1.1 Million for **40 new Emergency Beds** at BHC
    - **12/12/18.** \$200,000 allocation for BHC Operations
    - **01/23/19.** \$1.1 Million for **40 new Emergency Beds** at Mission
    - **Fund BHC Job Programs:** Nearly \$1 million per year (Animal Control Facility Program, Greenwaste Facility Program, Freeway Litter Removal Program)
  3. Implement new PSVS (Measure N) funds

# City in Action:

## September 11, 2019 Workshop

40 Community Meetings = 13 Priorities for PSVS (Measure N)





# **City in Action: September 11, 2019 Workshop**

**City Efforts to implement new PSVS resources  
dedicated to Homelessness**

- 1. Support for Downtown Clean Teams**
- 2. Increased Policing & Security**
- 3. Support for the Kern County Homeless Collaborative**
- 4. Rapid Response Team Launch**
- 5. Support of Community Prosecution Program**
- 6. Clarification of Use of City Facilities**
- 7. Additional Emergency Shelter Beds**

# City in Action:

## September 11, 2019 Workshop

### Emergency Shelter Research

- Bakersfield Homeless Shelter – Ongoing
- KC Rescue Mission – Ongoing
- Fresno Rescue Mission – June 14, 2019
- San Diego Alpha Project – July 11, 2019
- San Louis Obispo – July 29, 2019





# City in Action: September 11, 2019 Workshop



# - City in Action -

## City Council Direction on 9/11/19

	Action Item	9/11 Direction to Staff	Current Status	Next Steps
1	<b>Downtown Cleaning</b>	Return to Council with Contract for cleaning service.	RFP Issued 9/13/19. 2 responses received. Recommended bid: \$90,740	<b>COMPLETE</b> City Council approved Contract on 9/25/19
2	<b>Private Security</b>	Return to Council with Contract for private security service.	RFP Issued 9/13/19. 3 responses received. Recommended bid: \$86,856.32	<b>COMPLETE</b> City Council approved Contract on 9/25/19
3	<b>Homeless Collaborative</b>	Return to Council with MOU and budget appropriation.	MOU prepared; Budget Appropriation: \$155,000	<b>COMPLETE</b> City Council approved Contract on 9/25/19
4	<b>Emergency Shelter</b>	Within 30 days, return to Council with a Purchase or Lease Contract.		<b>ACTION NEEDED</b> 11/06/19 City Council Agenda Item
5	<b>Community Prosecution Program</b>	Negotiate with Kern County to provide partial funding in support of the Program.	Kern County preparing preliminary plan, operational parameters and cost estimates.	<b>Pending</b> Possible Upcoming City Council Agenda

# City in Action: Emergency Shelter Update

## Action Item 4: Since 9/11 meeting, Staff has continued work:

- Continued meeting with potential Operators and Service Providers to gain clear understanding of Site Needs.
- 3-Tier Property Search (Searched all City M-2 zoned property, Active Commercial Listings, and Local outreach)
- Searched for property that met Site Criteria presented on 9/11/19:
  - ❑ **M-2 Zone** = “by-right” use and more operating flexibility
    - 2007 Housing Accountability Act & Housing Element law
    - 2009 Council Resolution & Rationale: Buffered from sensitive uses (residential neighborhoods & schools)
  - ❑ **Sufficient Space** = co-locate Services on-site & add future phases.
  - ❑ **Safety** = Ability to design a layout that meets security needs.



# Emergency Shelter Update

## Considerations during Evaluation: Lessons Learned

### To be Successful, the Facility Must:

- ✓ Be professionally operated.
- ✓ Be located in an area that will minimize and mitigate impacts to the surrounding community and businesses.

### To encourage the homeless to come to the facility:

- ✓ Facility must be **safe**.
- ✓ Facility must be **clean**.
- ✓ Facility must be offer specific amenities and services **not otherwise available on the streets**.

**Table 2. Recommended Facility Components**

	On-site Need	Purpose
<b>Basic Physical Features</b>	<ul style="list-style-type: none"> <li>• Office space for coordinated entry &amp; intake</li> <li>• Office space for benefits management</li> <li>• Sleeping quarters</li> <li>• Restrooms, Showers</li> <li>• Laundry facilities</li> <li>• Kitchen &amp; cooking and warming area</li> <li>• Dining/Cafeteria area</li> <li>• Day-room and recreational areas</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient intake</li> <li>• Connect clients to benefits</li> <li>• Place to shelter at night</li> <li>• Provide for clean sanitation</li> <li>• Preparation for services</li> <li>• Provide consistent meal service</li> <li>• Provide sanitary area to eat</li> <li>• On-site area for clients during day</li> </ul>
<b>Low Barrier Features</b>	<ul style="list-style-type: none"> <li>• Pets: Dedicated areas and supplies for pets</li> <li>• Partners: Areas for couples to stay together</li> <li>• Possessions: Storage areas with sanitization</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure pet wellbeing</li> <li>• Allow couples into facility</li> <li>• Encourage daytime productivity</li> </ul>
<b>Safety Features</b>	<ul style="list-style-type: none"> <li>• Full Fencing and Lighting</li> <li>• Well-planned entry and registration area</li> <li>• Consideration of “referral only” model</li> <li>• Separate Dormitory areas for men and women</li> <li>• Separate “Quiet Areas” for sensitive residents</li> <li>• Adequate Staff training</li> <li>• On-Site Private Security, potentially Off-Site</li> <li>• Pro-active Police in area (Local Impact Team)</li> </ul>	<ul style="list-style-type: none"> <li>• Increase Security &amp; Visibility</li> <li>• Ensure efficient operation</li> <li>• Reduce impacts to surrounding area</li> <li>• Create privacy for clients</li> <li>• Prevent and reduce conflicts</li> <li>• Ensure safety of clients and staff</li> <li>• Safety of staff and clients</li> <li>• Reduce impacts to surrounding area</li> </ul>
<b>On-site Services</b>	<ul style="list-style-type: none"> <li>• Professional Facility Operator</li> <li>• Outreach Services</li> <li>• Transportation Services</li> <li>• Coordinated Entry (HMIS) &amp; Benefits Review</li> <li>• Physical &amp; Mental Health Services</li> <li>• Food Service</li> <li>• Employment &amp; Job Training</li> <li>• Case Management</li> <li>• Housing Navigation &amp; Placement</li> <li>• Veterinary Care (including spay &amp; neuter)</li> </ul>	<ul style="list-style-type: none"> <li>• Run Efficient and Safe Facility</li> <li>• Connect People to the Facility</li> <li>• Streamline access to Facility</li> <li>• Reduce duplication of services</li> <li>• Provide care &amp; incentive to come</li> <li>• Address hunger, provide stability</li> <li>• Encourage productivity &amp; growth</li> <li>• Ensure Program success &amp; progress</li> <li>• Facilitate next steps after emergency</li> <li>• Ensure pet health &amp; safety</li> </ul>

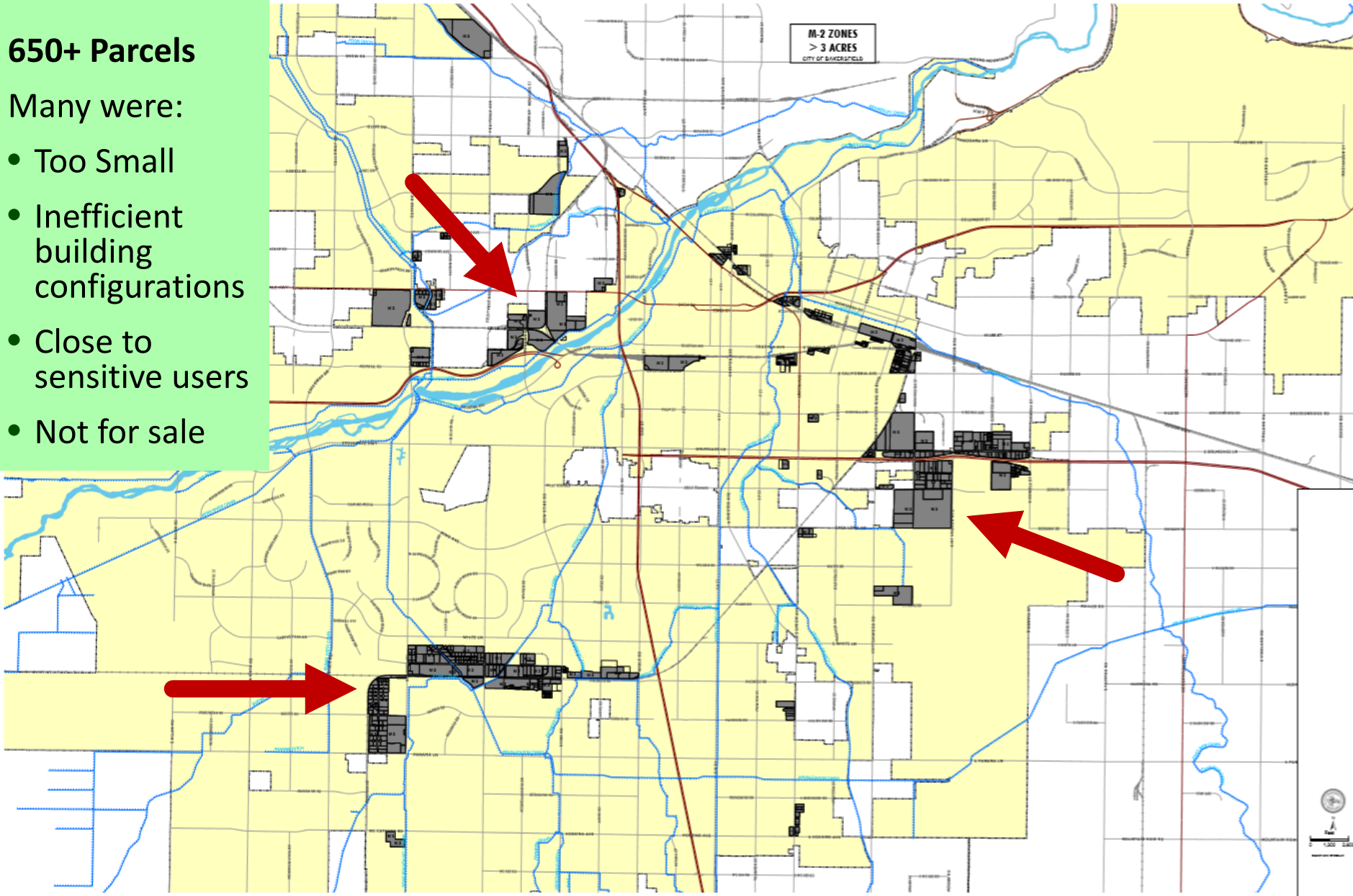


# M-2 Property Search

**650+ Parcels**

Many were:

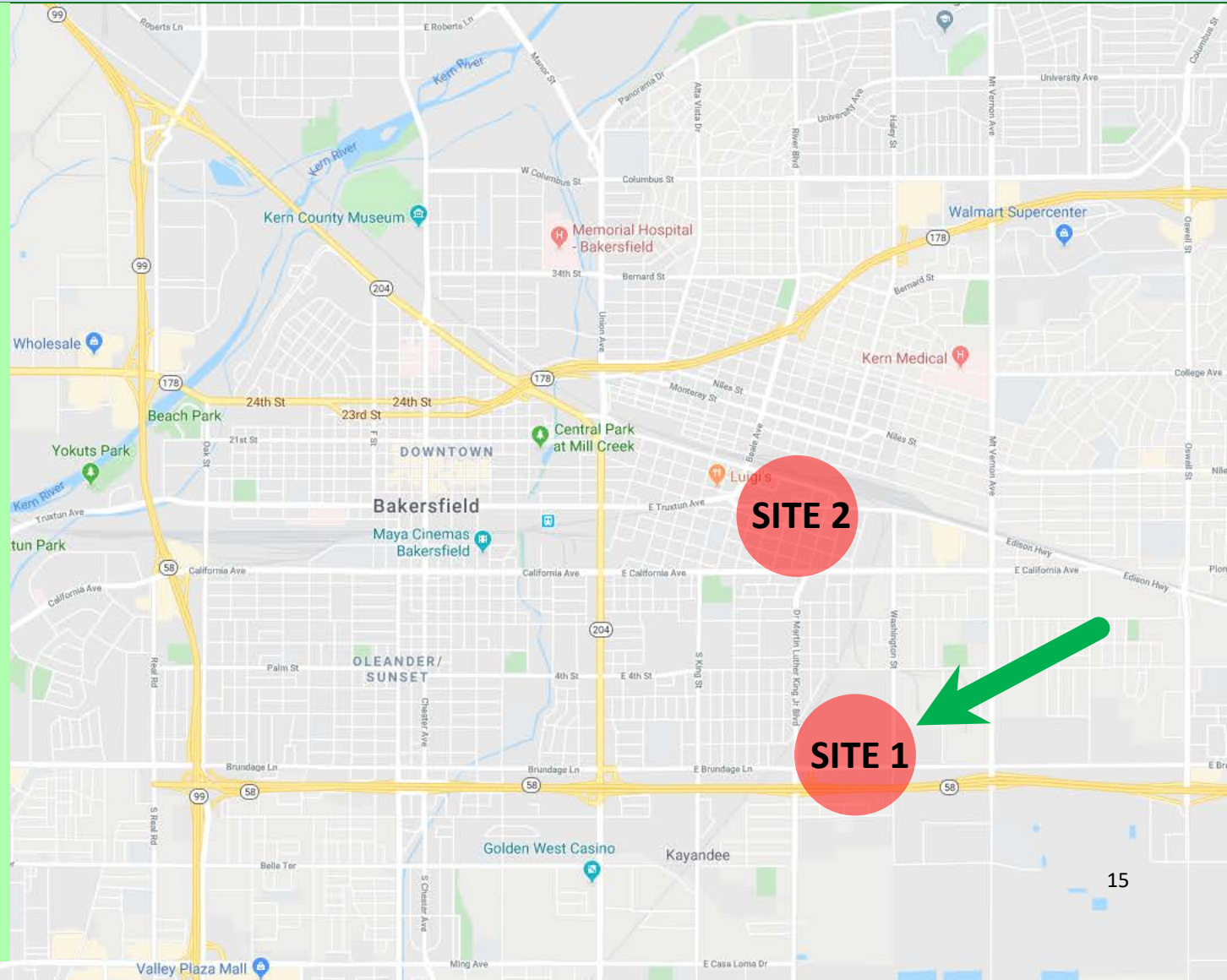
- Too Small
- Inefficient building configurations
- Close to sensitive users
- Not for sale



# Emergency Shelter Update

## Using Research Information, 2 Site Finalists Selected

- Issued LOI on 2 properties.
- Property Owner Confidentiality
- Evaluated cost, amenities, location, ability to grow, ability to meet all needs.
- Signed LOI 10/29 = Immediate Press Release

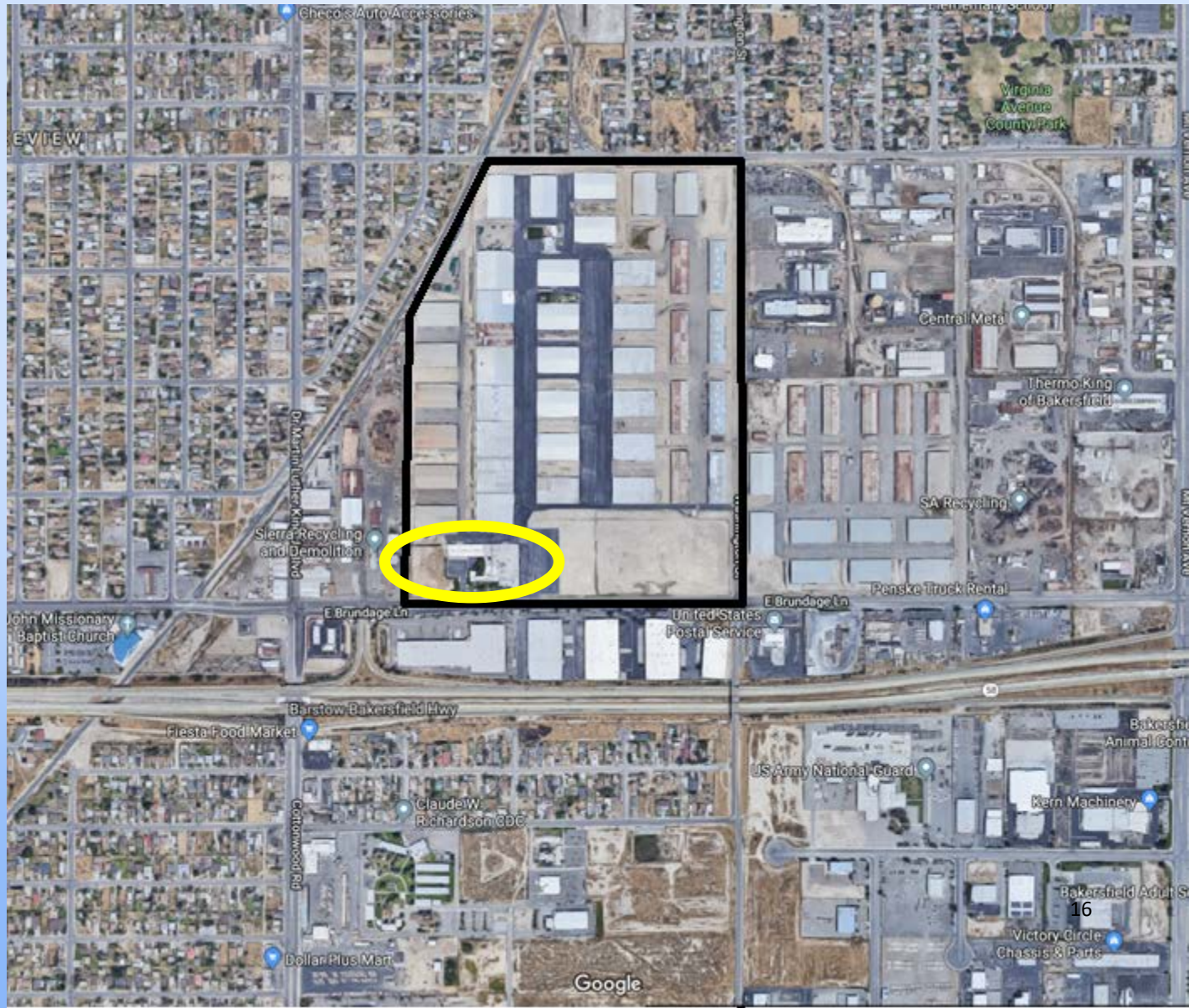




# Emergency Shelter Update

## Recommendation: Site 1, 1900 E. Brundage Lane (CalCot)

- 110-acres
- Between MLK Blvd & Washington
- North of Hwy 58
- 40+ Metal Warehouses
- 7.24-acre Office Complex
- 34,832 sq ft office space
- 34,975 sq ft warehouse





# Emergency Shelter Update

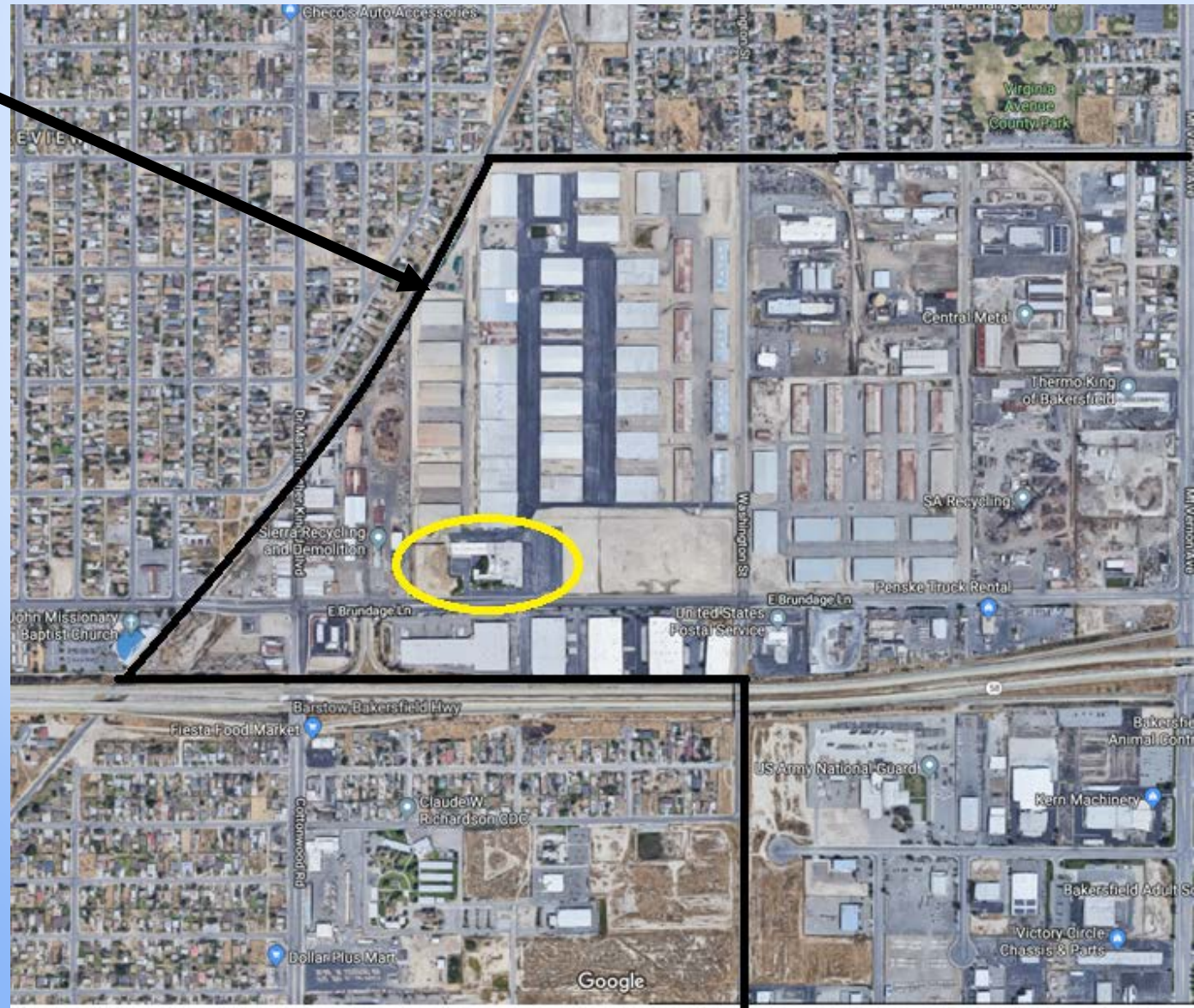
## Calcot Site Benefit 1: Suitable Location

Within area  
Zoned M-2

Buffered from  
sensitive uses  
on all sides by  
train track, and  
industrial uses

Closest school  
0.9 miles to the  
west

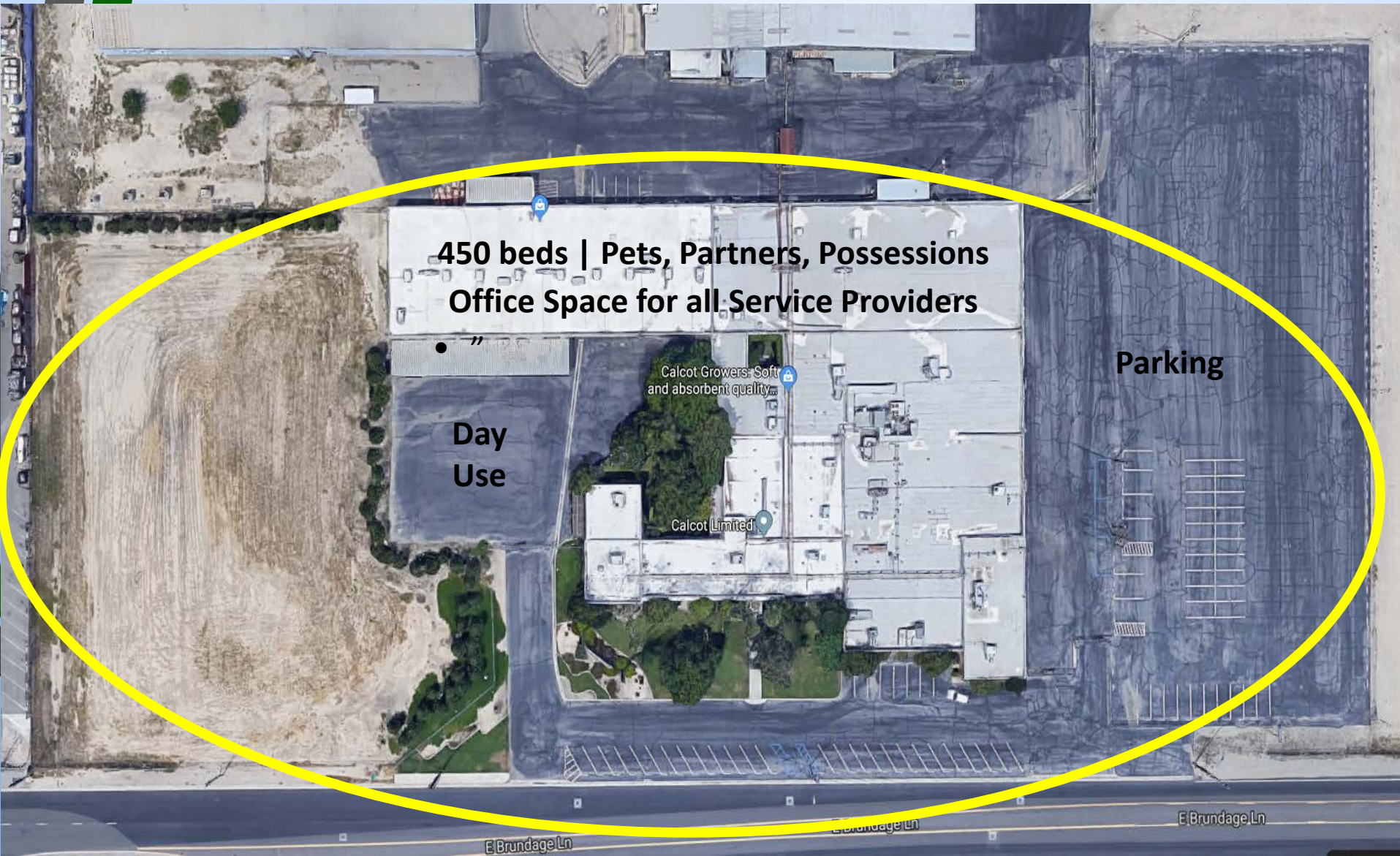
Close to  
Regional  
Transportation





# Emergency Shelter Update

## Calcot Benefit 2: Sufficient Space

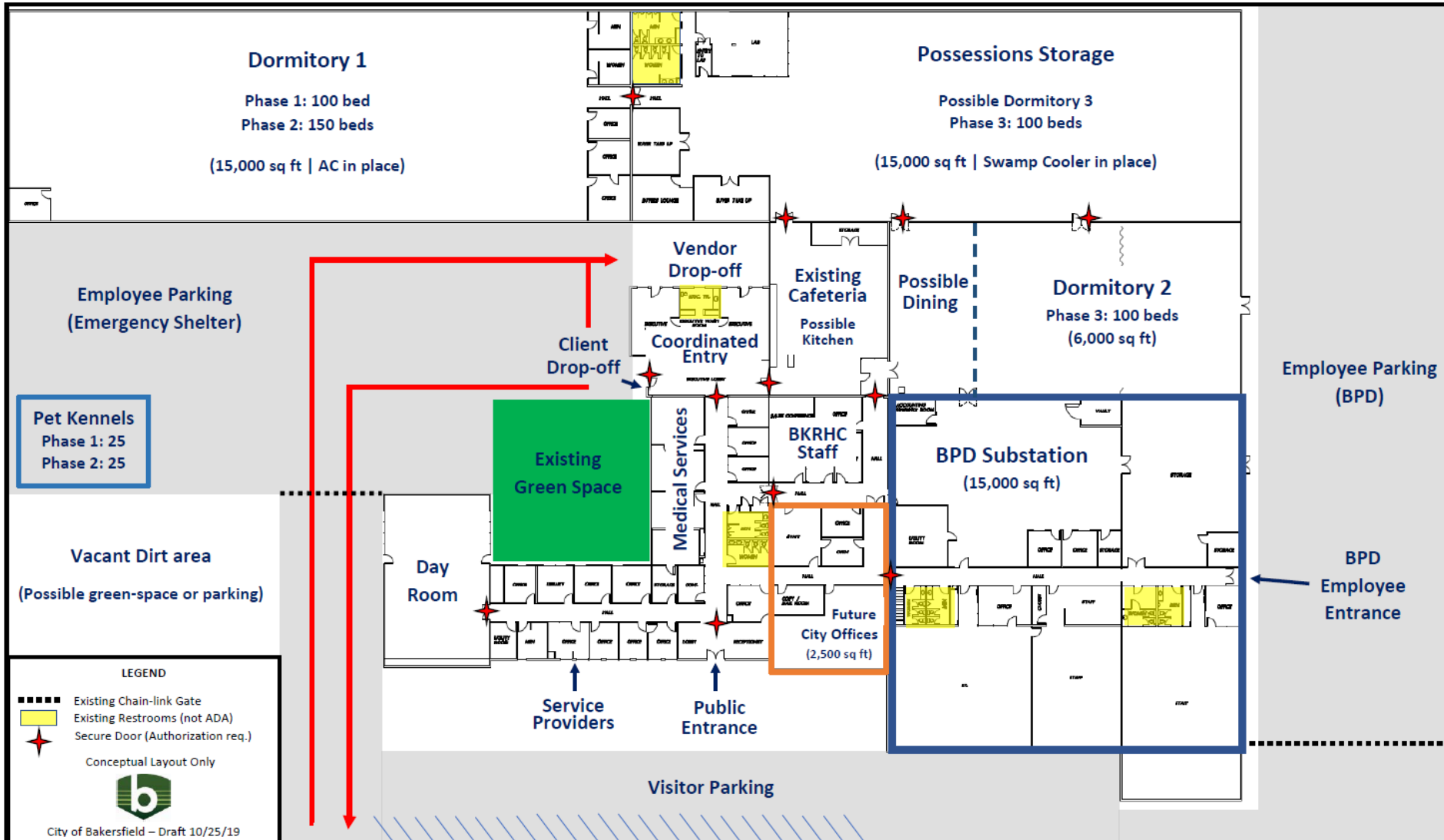




# Emergency Shelter Update

## Calcot Benefit 2: Sufficient Space for Full-Service Facility

DRAFT – CONCEPTUAL LAYOUT - Calcot Benefits: Suitable Space & Police Substation





# **Emergency Shelter Update**

**Calcot Benefit 2: Sufficient Space for Full-Service Facility**



# Emergency Shelter Update

## Calcot Benefit 3: Police Substation

### Full time Staff and Service for Residents:

- Desk officer (7am – 7pm)
- Clerks (8am – 5pm)
- Front counter services
- Provide copies of reports & related services
- Receive citizen complaints

### On-site Police activity

- Patrol Shift Briefings & Deployment (6am, 1pm, 9pm)
- New Community room (Community meetings, training, briefing for patrol officers)
- Parking & storage for PD's fleet and equipment, Fuel service
- Safe exchange
- Possible home to the Impact Unit



## **Site Location & Design = Different type of Program:**

- NO Walk-ups
- Referral Only Model
- No daily meal service (no migration of people)
- Transportation Program and Parking
- Full-time Security - On-site & 10-block radius
- Fully Fenced & contained

## **Security Plan in consultation with BPD:**

- Coordinated Entry
- Registration & Visible ID
- Screening & Weapons removal
- Cameras
- Enhanced lighting
- Secure Access Areas
- Fully fenced
- Electronic Entry Gates





# Emergency Shelter Update

## Calcot Benefit 4: Adjacent 10-Acres





# Emergency Shelter Update

## **Adjacent 10 Acres = Options**

- “Next Step” permanent Affordable Housing (Permanent and Supportive Housing)
- Development of a City Corporation Yard
- Re-sale to a private developer for economic development

# Emergency Shelter Update

## Opportunity to Build upon Recent and Upcoming City Improvements in SE Bakersfield

- **MLK Park:** New Electrical & Lighting for courts, security, rec center, and pool
- **MLK Community Center:**
  - Summer Day Camps & Free Meal Programs
  - Swimming Pool with \$5 Swim Lessons
  - Exercise: Drop-in basketball & fitness center
  - Activities: Halloween Town, Santa's Winter Wonderland, Kwanzaa, Harambee Art Gallery and Springtime Egg Hunt, Build-a-Bike programs, Good Neighbor Festival, etc.
- **Friendship House:** 2424 Cottonwood, facilities and improvements
- **Linnell-Brahma Neighborhood Park:** S Union and Panama Lane area, City has submitted a Prop 68 grant to construct.
- **Belle Terrace Park:** City may contribute 2020 CDBG funds for renovation of County Park.



# Emergency Shelter Update

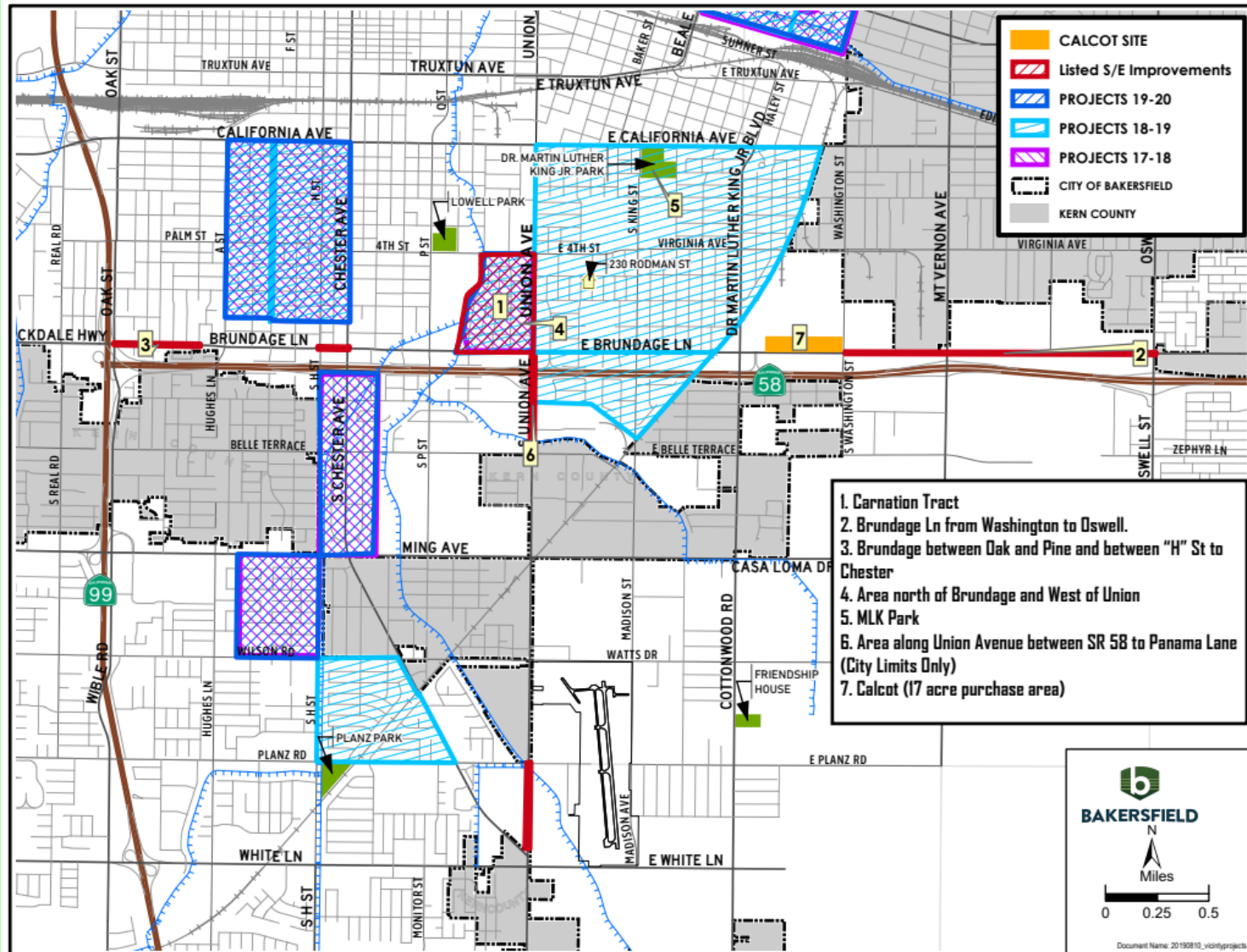
## Opportunity to Build upon Recent and Upcoming Improvements in SE Bakersfield

**\$8,110,733 in last 6 Years (HUD)**

- Streets, Curbs, Gutters, Sidewalks
- Parks Upgrades
- BPD Impact Team
- Senior Center, CAPK, BARC

**\$7,313,691 in last 2 years (Transit)**

- Brundage Ln Pavement & Pedestrian Improvements
- Union Avenue Pavement Rehab



# Emergency Shelter Update

## Upcoming Opportunities for Additional Investment in SE Bakersfield

### **Economic Opportunity Areas (EOA)**

- Locally initiated program that uses property tax increment financing to promote economic growth.
- Intended to facilitate increased private sector investment to promote businesses growth and generate new jobs.
- 3 EOAs in SE Bakersfield: Airport, Hwy 58 / Mt. Vernon, Southeast
- \$100,000 each

### **US EPA Community Assessment Grant (Airport Revitalization Plan)**

- Upcoming Revitalization Plan to help guide redevelopment and define reuse options and public improvements.
- Goals and objectives for plan:
  - Promote cleanup and reuse of brownfield properties
  - Stimulate economic development
  - Expand public infrastructure and utilities



# Emergency Shelter Update

## Budget Considerations – Capital Cost

- FY 19/20 budget includes \$9.0 million to address homeless housing:
  - \$4.0 Million Low Barrier Emergency Shelter
  - \$5.0 Million “next step” Affordable Housing
- Request for Proposals out for Affordable Housing component; however, unlikely those funds will be fully committed this FY.
- Calcot Facility facilitates completion of the Shelter component **and** potential acquisition stage of the Affordable Housing component.
- Portion of the \$9.0 million will convert in future fiscal years from capital investment to operations and maintenance.

Property Acquisition Building & Utilities:	\$ 3,827,000
10-Acres Adjacent Vacant Property :	\$ 1,100,000
Adaption of Structure for Phase 1 needs:	\$1,900,000
<b>Total:</b>	<b>\$6,827,000</b>



# Emergency Shelter Update

**Table 2. Calcot Facility Components & Phase 1 Construction Needs**

What	How
<b>Low Barrier Components</b>	
Possessions Storage	Add storage space within existing Warehouse 2
Pet Area	Install Kennel Space
Partners	Create Dedicated space within Dorm Area
<b>On-site Amenities</b>	
Safe Clean Sleeping Area	Add Dorm Beds & Partitions to Warehouse 1
Showers	Install portable (Phase 1), later permanent
Restrooms	Install portable (Phase 1), later permanent
Green Space	Fence/secure existing Green Space (Phase 1)
Dining	Renovate existing Cafeteria & Install Kitchen
Laundry	Install permanent machines
Parking	Fence parking area for Employees
<b>On-site Services</b>	
Facility Manager	Approximately 30 separate offices exist at the facility. A majority are in “ready” working condition and need simple modifications (replacement of glass with durable materials, furniture etc.) to become operational.
Facility Operator	
Case Managers (1/20 beds)	
Housing Navigators	
Medical Provider (3x week)	
Mental Health (3x week)	
Transportation	
Food Service (3 meals/day)	
Vet Tech/Animal Care & Veterinarian	
Private Security – Onsite & Offsite	Yes

Note: Other construction components include but are not limited to utility connection modifications, exterior updates, securitization of unused portions of the building, bathroom conversion to comply with American Disability Act (ADA), replacement of glass offices windows, etc.

# Emergency Shelter Update

## Budget Considerations – Operating Estimate

Research of annual operating budgets of existing facilities in CA and nation.

Budgets vary significantly, based on several factors including the staff to client ratio, private vendor costs, food costs, degree of donor participation and more. Final costs will be dependent on the actual bids received for services and the level of partnership with existing local services providers and benefactors.

Anticipated services and potential partners in ***Table 4, Operational Needs and Potential Partners.***

**Table 3. Operating Budget Research**

Location	Annual	Beds	Person/ Year	Person/ Day	100 Bed Annual
SD Alpha	\$5,317,209	325	\$16,361	\$45	\$1,636,064
SD Alpha Bridge 2	\$3,050,500	150	\$20,337	\$56	\$2,033,667
SD Father Joes	\$2,247,713	150	\$14,985	\$41	\$1,498,475
SD Veterans	\$2,300,000	200	\$11,500	\$32	\$1,150,000
SLO 40 Prado	\$1,290,500	100	\$12,905	\$35	\$1,290,500
Average	\$3,551,481	231	\$15,217	\$42	\$1,521,741
Calcot Est - Phase 1 (100 Beds)	\$1,521,741	100	\$15,217	\$42	\$1,521,741

# Emergency Shelter Update

## Next Steps

1. Authorize the City Manager to negotiate and return with Purchase and Sale Agreement for the Calcot Property.
2. Begin space planning using Architect experienced with designing Emergency Shelter Facilities. Include known and potential Service Providers.
3. Issue Request for Proposals for Operational Services, as noted in Table 4. Upon receipt of bids; define Operational budget and return to Council with Agreements.
4. Initiate actions to begin Phase 1 retrofit of the facility, as described in Table 2. Return to Council with Agreements.

Based on the information provided to date, goal is to open Phase 1 within 6 months of acquisition.



END



	Service	Description	Potential Partners*
1	Facility Manager	General Management	CAPK, BHC, Mission, or other third party or combination thereof
2	Facility Operator	Daily Operation of the facility	Same as item 1
3	Facility Maintenance	Daily on-going maintenance	Same as item 1
4	Facility Meal Program	3 meals per day. To include food orders/ delivery and on-site full or partial preparation (depending on kitchen set-up)	Same as item 1
5	Laundry Service	Weekly service of on-site machines, possible management of “credit” system.	Vendor
6	Transportation	Shuttle system and direct referral and transport to facility. A bus has ability, has been donated and grants are being explored.	Flood, GET, BPD, Rapid Response Teams, County, etc.
7	Case Managers	Ratio Goal: 1 per 20 beds	BHC, HACK, variety of others
8	Housing Navigators	Provide housing placement; goal within 90 days.	HACK
9	Medical Provider	On-site multiple times per week, as recommended by Provider.	KMC, Good Sam
10	Mental Health	On-site multiple times per week, as recommended by Provider.	KCBH
11	Insurance & Funding	On-site to connect to programs (Calfresh, Calworks, Medi-cal, etc.)	KCBH, KMC, KC Human Services
12	Job Training	On-site to connect and train	KCETR
13	Veteran’s Services	On-site to connect to programs	KC Veterans Service
14	Vet Tech /Vet Services	Weekly visits for minor medical needs, to provide vaccines	Vendor
15	Security - Onsite	To support Facility Operator	Vendor
16	Security - Offsite	To support Facility Operator	Vendor
17	Portable Showers	Weekly service/maintenance.	Vendor
18	Portable Restrooms	Weekly service/maintenance.	Vendor
19	Utilities	Monthly Power, Sewer, Water	Utilities
20	Misc City Support		
NOTES: Items 1-4 can be all separate parties, one party or a combination of several. - City has had preliminary discussions with the noted parties to gain an understanding of services provided, scope, and need; however, no formal contracts or proposals have been extended. - Individual Vendors will be required to provide Insurance consistent with City requirements; however, City of Bakersfield is investigating additional insurance needs/costs.			