



ADMINISTRATIVE REPORT

MEETING DATE: 9/11/2019

Workshops 6. b.

TO: Honorable Mayor and City Council

FROM: Alan Tandy, City Manager

DATE: 9/4/2019

WARD:

SUBJECT: Update on City Efforts to Address Homelessness

STAFF RECOMMENDATION:

Direct staff to move forward with items one, two, three and four.

BACKGROUND:

HOMELESS CRISIS IN BAKERSFIELD

In recent years, the State of California has experienced an increase in the number of homeless individuals throughout the State, including within the City of Bakersfield. The annual 2019 "Point in Time Count" showed 1,330 homeless individuals in Kern County with 1,150 (or 80%) located within the Metropolitan Bakersfield area. These numbers represent an overall increase of 50% over the prior year, with 643 un-sheltered individuals in the Metro area.

CALL TO ACTION

In response to the crisis, Senate Bill 850 created the 2018 Homeless Emergency Aid Program (HEAP) to allocate funding to cities to address the impending crisis. Local jurisdictions that declared a "shelter crisis" were eligible for funds. Therefore, on November 1, 2018, the Bakersfield City Council adopted Resolution No. 143-18 declaring a shelter crisis within the City of Bakersfield.

Over the last year, the City of Bakersfield has partnered with local service providers to provide funds for the construction of **80 new emergency beds** and to help address homelessness through several programs and new services; including:

- Allocation of former RDA/CDBG funds to the Bakersfield Homeless Shelter (BHC) to **add 40 additional emergency shelter beds** to the existing facility.
- Allocation of State HEAP funds (\$1.2 Million) to the Mission at Kern County to **add 40 additional emergency shelter beds** to the existing facility.

- Allocation of State HEAP funds (\$67,000) to United Way and the Kern County Housing Authority for rental assistance to homeless youth.
- Allocation of annual Federal HUD Emergency Solutions Grant funds (\$293,680) to support local Emergency Shelter, Street Outreach and Rapid Re-Housing programs.
- Allocation of former Redevelopment funds (\$200,000) to the Bakersfield Homeless Center in support of operational needs.
- Funding of BHC Employment Contracts – nearly \$1 million per year (over 50 employed last year):
 - Animal Control Facility Program (approximately \$210,000), operating since 201
 - Greenwaste Facility Program (approximately \$250,000), operating since 2010
 - Freeway Litter Removal Program, Multi-agency with Caltrans and KernCOG funding.

ADDITIONAL RECENT EFFORTS TO ADDRESS HOMELESSNESS

In addition to these efforts, the passage the Public Safety & Vital City Services Measure (also known as Measure N) allowed the City to dedicate more than \$11.5 million additional dollars to addressing homelessness. The City has since used these funds to launch several new and creative initiatives to address to homelessness:

1. Support Downtown Clean Teams

A variety of volunteer-based clean-up activities occur within the Downtown area of Bakersfield, and City Staff from the Solid Waste Division of the Public Works Department has supported these efforts by coordinating with volunteers to schedule extra trash-hauling pick up services, etc.

At the request of the City Council, Staff is also reviewing the provision of cleaning services to the Downtown area, with specific focus on addressing recent complaints related to human feces. Options under consideration include contracting with a private professional cleaning service or providing support to the existing privately funded “Clean Team” that operates through a contract with the Bakersfield Homeless center.

Action: Direct Staff to return to Council with a Contract for Downtown cleaning service.

2. Increased Policing and Security

The Bakersfield Police Department (BPD) recently launched increased Problem Oriented Policing patrols throughout the areas of the City most impacted by recent increases in reported crime. This program includes deployment of specialized Impact Team officers to focus on pro-active policing activities geared toward reduction of crimes of opportunity.

At the request of the City Council, the BPD has also initiated review of the possible temporary addition of private security services to areas of the City which are most impacted by recent increases in crime. Program elements are under evaluation; however, the focus would be the prevention of property crimes; including burglary, theft, vandalism, auto theft, etc. The BPD is exploring the use of reported crime data to deploy private security details to areas of the city experiencing the highest volume of property crimes and quality of life issues.

Action: Direct Staff to return to Council with a Contract for private security service.

3. Support for Kern County Homeless Collaborative

The existing Kern County Homeless Collaborative includes dedicated members from a variety of organizations including non-profits, faith-based, governments, and more. The collaborative acts as the “continuum of care” with a mission to get homeless individuals off the street, connect them to resources, and create a path to permanent housing. The effort is funded by an annual Federal Grant used to support housing vouchers, supportive services and case management. A small portion of the grant is set aside for administration allowing the Collaborative to be managed by the United Way and through the volunteer efforts of the members. However, homeless issues have grown in complexity and past funding levels have become insufficient.

Therefore, in 2019, the City of Bakersfield, Kern County and other services providers recognized the need for additional administrative support for the Homeless Collaborative. The City and County each pledged \$155,000 to support on-going funding for full-time staff, creation of an Executive Board and creation of a Non-Profit.

In July 2019, the existing Governing Board voted to support the restructure in an effort to strengthen ongoing efforts within the community. These actions will improve coordination of City, County, and non-profit resources by facilitating the hiring professional staff who will help the Collaborative expand, coordinate, and implement resources to address homelessness.

Action: Direct Staff to return to Council with a budget appropriation (\$155,000) to support the new staff for the Collaborative.

4. Construction of Additional Emergency Shelter Beds

The PSVS allowed for the allocation of \$4 million to construct additional emergency shelter beds. Work toward the expedited implementation of this critical project is underway. This project will result in the initial construction of **100 – 300 additional emergency beds**, with the ability to add additional beds and phases as needed.

As detailed in the attached Analysis document, Staff has identified the Facility components that will be required to ensure that the Facility is safe, clean and successful in encouraging homeless individuals to come to the site, receive services and move on to permanent housing options.

Using this information, Staff initiated a multi-faceted search for a location; including:

- Consultation with commercial realtor to search for “listed properties.”
- Outreach to local stakeholders for assistance in locating potential unlisted properties.
- Review of existing M-2 zoned property throughout the City (approximately 650 parcels).

Many of the initial properties were found unsuitable due to size, location, proximity to sensitive users, existing conditions on the site, property price, etc. Staff also continues to receive inquiries from private property owners throughout the City who are interested in leasing or selling property to the City and additional options continue to be added for evaluation.

As of the time of preparation of this report, several properties have been identified with high

development potential and include office/warehouse structures, vacant property and motels. Staff is in the process of evaluating each site in further detail and engaging in discussions with the property owners and expects to have a recommended site in the very near future.

Action: Direct Staff to return to Council with a Purchase or Lease Contract for a recommended property.

5. Rapid Response Team Launch

The PSVS funded the creation of dedicated “Rapid Response Teams” within the Recreation & Parks Department and within Code Enforcement. These teams launched in August of 2019, operate 7 days per week, and are dispatched through the City’s updated Mobile App which allows residents to quickly and easily report encampment and litter issues from their mobile home or computer.

Code Enforcement Teams respond to reports of illegal encampments and trash throughout the City and work with business owners to mitigate the effects of homelessness. Recreation and Parks Teams respond to encampment clean-ups in the City’s Parks and on the City’s streetscapes, landscape areas and medians.

6. Community Prosecution Program

City Staff has supported a concept developed by the Kern County District Attorney’s Office to develop a Community Prosecution Program. This program would reserve 100 County jail cells for individuals who commit crimes and are sentenced for up to 90 days. During the term, the individuals would receive medical, mental health and detoxification services.

The City has agreed to allocate up to \$300,000 to fund two prosecuting Deputies within the District Attorney’s office to work on this program.

7. Clarification of Use of City Facilities

At the request of Councilmember Gonzales, the City Attorney’s office prepared an update to Section 12.56.055 of the Municipal Code to clarify that City employees shall have the authority to expel an individual or group from any and all City amenities, equipment or facilities if said individuals or groups are not using the city amenities, equipment, or facilities in accordance with its design and/or its intended use as determined reasonable under the circumstances.

This item is included on the September 11, 2019 City Council Agenda.

ATTACHMENTS:

Description	Type
□ Emergency Shelter Analysis	Backup Material

City of Bakersfield Emergency Shelter & Navigation Center

Analysis in support of the
implementation of the
Public Services Vital Safety
Measure

September 2019

City of Bakersfield

City Manager's Office
Development Services Department

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1.0 INTRODUCTION

1.1 Emerging Homeless Crisis

In recent years, the State of California has experienced an increase in the number of homeless individuals throughout the State, including within the City of Bakersfield. The annual 2019 “Point in Time Count” showed 1,330 homeless individuals in Kern County with 1,150 (or 80%) located within the Metropolitan Bakersfield area. These numbers represent a 50% increase over the prior year, with 56% unsheltered.

Table 1. 2019 Point in Time County Summary*

By Area and Shelter Status	January 2018	January 2019	% Change
Metro Sheltered	498	507	+2%
Regional Sheltered	17	18	+6%
Total Sheltered	515	525	+2%
Metro Unsheltered	309	643	+108%
Regional Unsheltered	61	162	+166%
Total Unsheltered	370	805	+118%
Total Metro Bakersfield	807	1,150	+43%
Total Regional (Rural)	78	180	+131%
2019 Combined Total	885	1,330	+50%
* See Appendix A			

1.2 Actions by the City of Bakersfield

1.2.1 Ongoing Fiscal Support and Employment

The City of Bakersfield has historically provided fiscal support to address homelessness through a variety of programs, including allocation of U.S. Department of Housing and Urban Development (HUD) and State Homeless Emergency Aid Program (HEAP) funds to local services providers, funding of projects to support capital improvements to local facilities and funding to support local job programs to employ the homeless.

Examples of these allocations over the last year are listed below.

- Allocation of annual Federal HUD Emergency Solutions Grant funds (\$293,680) to support local Emergency Shelter, Street Outreach and Rapid Re-Housing programs.
- Allocation of former Redevelopment (RDA) funds (\$200,000) to the Bakersfield Homeless Center in support of operational needs.
- Allocation of State HEAP funds (\$67,000) to United Way and the Kern County Housing Authority for rental assistance to homeless youth.
- Allocation of State HEAP funds (\$1.2 Million) to the Mission at Kern County to **add 40 additional emergency shelter beds** to the existing facility.
- Allocation of former RDA/CDBG funds to the Bakersfield Homeless Shelter (BHC) to **add 40 additional emergency shelter beds** to the existing facility.

- Funding of BHC Employment Contracts – nearly \$1 million per year (over 50 employed last year):
 - Animal Control Facility Program (approximately \$210,000), operating since 2013
 - Greenwaste Facility Program (approximately \$250,000), operating since 2010
 - Freeway Litter Removal Program, Multi-agency with Caltrans/KernCOG funding (\$400,000)

1.2.2 Support of Downtown Clean Teams

A variety of volunteer-based clean-up activities occur within the Downtown area of Bakersfield, and City Staff from the Solid Waste Division of the Public Works Department has historically supported these efforts by coordinating with volunteers to schedule extra trash-hauling pick up services, etc. At the request of the City Council, Staff has also initiated exploration of providing support to the existing privately funded “Clean Team” that operates through a contract with the Bakersfield Homeless Center. This team currently includes one two-person unit that provides additional cleaning services throughout the Downtown Area.

1.2.3 Review of Funding for Private Security

At the request of the City Council, the Bakersfield Police Department (BPD) has initiated review of the possible temporary addition of private security services to areas of the City which are most impacted by recent increases in crime. Program elements are under evaluation; however, the focus would be the prevention of property crimes; including burglary, theft, vandalism, auto theft, etc. The BPD would use reported crime data to deploy private security details to areas of the city experiencing the highest volume of property crimes and quality of life issues.

1.2.4 Declaration of Shelter Crisis

In response to the crisis, the Mayors of California’s largest cities urged the California Legislature and Governor to provide funding to assist cities dealing with the impacts of homelessness. As a result of this effort, Senate Bill 850 created the Homeless Emergency Aid Program (HEAP) to allocate funding to cities to address the impending crisis. Local jurisdictions that declared a “shelter crisis” were eligible for funds. Therefore, on November 1, 2018, the Bakersfield City Council adopted Resolution No. 143-18 declaring a shelter crisis within the City of Bakersfield.

1.2.5 Public Safety & Vital City Services Measure

On November 6, 2018, voters within the City of Bakersfield approved Measure N, known as Bakersfield Public Safety & Vital City Services (PSVS) Measure. The ballot measure contains 13 specific priorities, including addressing homelessness. In June, 2019 the Bakersfield City Council passed the Fiscal Year 19/20 Budget, which allocated more than \$11.5 million dollars to addressing homelessness:

- **Emergency Shelter Beds.** \$4 million to construct additional emergency shelter beds.
- **Affordable Housing Project.** \$5 million to construct affordable housing projects.
- **Rapid Response Teams.** Created three dedicated “Rapid Response Teams” operating 7 Days per week to specifically respond to reports of illegal encampments and to work with business owners to mitigate the effects of homelessness.

1.2.6 *Support for Kern County Homeless Collaborative*

The existing Kern County Homeless Collaborative includes members from a variety of Non-Profits, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, homeless and formerly homeless individuals. The Collaborative acts as the “continuum of care” with a mission to get homeless individuals off the street, connect them to resources, and create a path to permanent housing.

The effort is funded by an annual Federal Grant predominately used to support housing vouchers, supportive services and case management. A small portion of the grant set is aside for Administration allowing the Collaborative to be managed by the United Way and through the volunteer efforts of the members. However, homeless issues have grown in complexity and past funding levels have become insufficient to address.

In 2019, the City of Bakersfield, Kern County and other services providers recognized the need for additional administrative support for the Homeless Collaborative and committed on-going funding for full-time staff and creation of an Executive Board. In July 2019, the existing Governing Board voted to support the restructure in an effort to strengthen ongoing efforts within the community.

These actions are summarized as follows:

- Create an Executive Board with representatives from the City Manager, the County Administrative Officer, and community experts to provide oversight and direction to support implementation of new shelter, housing, and services.
- Improve coordination of City, County, and non-profit resources by hiring professional staff who will help the Collaborative expand, coordinate, and implement resources to address homelessness.
- Appoint an Executive Director and staff to lead the joint effort to reduce homelessness.
- Establish a non-profit organization to serve as the fiscal agent for the Collaborative and to help access federal, State and local homelessness funding.

1.3 **Potential Challenges for Construction of Additional Emergency Shelter Beds**

There are a variety of challenges associated with the construction of an Emergency Shelter within any given community. Cities throughout California have faced significant delays in construction of new shelter facilities due to several reasons; including but not limited to:

- Economic
 - Funding for one-time capital expenses
 - Funding for on-going operational expenses
 - Funding for on-going maintenance expenses
 - Local market availability
 - Rising operational costs over time
 - Procurement and coordination of donor support

➤ Legal

- Insurance coverage
- Liability issues
- Zoning and environmental review challenges
- Permit/license needs
- Contract needs

➤ Social

- Stigmatization of the homeless
- Inability to obtain local support
- Finding a suitable location
- Mitigating impacts to surrounding neighborhoods

➤ Logistics

- Defining operational needs
- Coordinating service providers
- Coordinating donors
- Internal and external safety
- Internal facility conflicts
- Transportation to facility and job programs

2.0 RESEARCH APPROACH

The City of Bakersfield has not historically participated in the provision of social services or been directly involved with the construction of an Emergency Shelter type of facility. Therefore, Staff initiated research and analysis of the concept of constructing an Emergency Shelter and Navigation Center (Facility) in Bakersfield. The purpose of the process was to identify best practices, local need and possible methods for implementation. The analysis consists of the following phases:

1. Service Provider Outreach
2. Research and Education
3. Site Visits to Existing Shelter Facilities and Operations
4. Define Basic Components of an Emergency Shelter
5. Bakersfield Needs Analysis
6. Bakersfield Costs Analysis – Construction
7. Bakersfield Costs Analysis – Operation
8. Considerations & Next Steps

3.0 ANALYSIS

Each component of the Analysis informed the next phase of research, and is described in sections 3.1 through 3.8 of this document.

3.1 Service Provider Outreach

To understand existing services being provided in the Bakersfield community, including program types and potential community partnerships, Staff reached out to local services providers and shelter operators. Staff also studied other California cities that are addressing homelessness such as San Diego, San Luis Obispo, Los Angeles, Sacramento and others.

Throughout this research process, City staff have been in contact with a variety of local service providers and Agencies; including but not limited to:

- a. Bakersfield Homeless Shelter
- b. Mission at Kern County
- c. Kern County Housing Authority
- d. Kern County Behavior Health
- e. Kern County Homeless Collaborative
- f. County of Kern
- g. Flood Ministries
- h. Community Action Partnership Kern County
- i. Marley's Mutts
- j. Local Healthcare professionals
- k. Clinica Sierra Vista
- l. Catholic Charities
- m. Alpha Project in San Diego
- n. Father Joe's in San Diego
- o. Veteran's Village in San Diego
- p. 40 Prado in San Luis Obispo – Community Action Partnership of SLO
- q. El Puente in Los Angeles
- r. CityServe Bakersfield
- s. Various other local Service providers

3.2 Research and Education

In addition to Service Provider outreach, Staff attended trainings and local stakeholder meetings; including but not limited to:

- a. 2019 Point in Time Count
- b. Landlords Summit (June 20, 2019)
- c. Kern County Homeless Collaborative / Continuum of Care:
 - Governing Board Meetings
 - Planning & Performance Committee Meetings
 - Housing First Committee Meetings
 - Trainings
 - Working group for creation of new Executive Board structure
- d. State HEAP Weekly Calls
- e. Webinars: League of California Cities, State and Federal resources
- f. City of Bakersfield Consolidated Plan 2025 – Homeless Focus Group
- g. Workgroup with City Code Enforcement, Flood Ministries and Bakersfield Police Department
- h. City Serve Chamber of Commerce Presentation (June 11, 2019)
- i. Online research

3.3 Site Visits

To study real-world operations of existing emergency shelter facilities in adjacent jurisdictions, Staff visited several facilities both locally and elsewhere in California. Staff met with representatives from the respective facilities who shared insights related to site location considerations, construction needs, development of programs and services to ensure the success and ongoing operational costs.

Sites and operations that have been visited to date are listed below. **“Appendix B”** of this document lists additional details related to the amenities and services of each facility.

- | | |
|---------------------------------|---|
| a. Bakersfield Homeless Shelter | Ongoing |
| b. Kern County Rescue Mission | Ongoing |
| c. Fresno Rescue Mission | 6/14/19 (City and County Staff) |
| d. San Diego Alpha Project | 7/11/19 (Mayor, City Staff, BHC Staff, Mission Staff) |
| e. Denver Rescue Mission | 7/15/19 (Kern County Mission Staff) |
| f. San Luis Obispo | 7/19/19 (City Staff, Councilmember) |
| g. Poverello (Fresno) | 7/10/19 (Phone Conversation with Executive Staff) |

3.4 Define Basic Components of Facility

Information gathered in Steps 1 through 3 demonstrate that the Facility should be designed to achieve the following goals:

1. Provide safe, clean and sanitary facilities through professional operation and facility design.
2. Minimize impacts on neighboring communities and businesses by incorporating safety features and opportunities for clients to remain on-site during the day.
3. Provide adequate services to help clients transition out of the Facility and into permanent housing.

In order to achieve these goals, the Recommended Facility Components are as follows:

Table 2. Recommended Facility Components		
	On-site Need	Purpose
Basic Physical Features	<ul style="list-style-type: none"> • Office space for coordinated entry & intake • Office space for benefits management • Sleeping quarters • Restrooms, Showers • Laundry facilities • Kitchen & cooking and warming area • Dining/Cafeteria area • Day-room and recreational areas 	<ul style="list-style-type: none"> • Efficient intake • Connect clients to benefits • Place to shelter at night • Provide for clean sanitation • Preparation for services • Provide consistent meal service • Provide sanitary area to eat • On-site area for clients during day
Low Barrier Features	<ul style="list-style-type: none"> • Pets: Dedicated areas and supplies for pets • Partners: Areas for couples to stay together • Possessions: Storage areas with sanitization 	<ul style="list-style-type: none"> • Ensure pet wellbeing • Allow couples into facility • Encourage daytime productivity
Safety Features	<ul style="list-style-type: none"> • Full Fencing and Lighting • Well-planned entry and registration area • Consideration of “referral only” model • Separate Dormitory areas for men and women • Separate “Quiet Areas” for sensitive residents • Adequate Staff training • On-Site Private Security, potentially Off-Site • Pro-active Police in area (Local Impact Team) 	<ul style="list-style-type: none"> • Increase Security & Visibility • Ensure efficient operation • Reduce impacts to surrounding area • Create privacy for clients • Prevent and reduce conflicts • Ensure safety of clients and staff • Safety of staff and clients • Reduce impacts to surrounding area
On-site Services	<ul style="list-style-type: none"> • Professional Facility Operator • Outreach Services • Transportation Services • Coordinated Entry (HMIS) & Benefits Review • Physical & Mental Health Services • Food Service • Employment & Job Training • Case Management • Housing Navigation & Placement • Veterinary Care (including spay & neuter) 	<ul style="list-style-type: none"> • Run Efficient and Safe Facility • Connect People to the Facility • Streamline access to Facility • Reduce duplication of services • Provide care & incentive to come • Address hunger, provide stability • Encourage productivity & growth • Ensure Program success & progress • Facilitate next steps after emergency • Ensure pet health & safety

3.5 Bakersfield Needs Analysis

Information gathered in Steps 1 through 4 was used to evaluate the specific Facility needs for Bakersfield.

3.5.1 Bakersfield Facility: Emergency Beds Needed

2019 Point in Time (PIT) Count data (**Appendix A**) was used to analyze the number of unsheltered individuals within the Metropolitan Bakersfield area, as compared to the number of known beds, as shown in the table below.

Table 3. Bakersfield Capacity Assessment	
	Total
2019 Sheltered (Metro area)	507
2019 Unsheltered (Metro area)	643
Note: There are currently two main Existing Emergency Shelter Facilities in Bakersfield: <ul style="list-style-type: none">• Bakersfield Homeless Center (182 beds)• Mission at Kern County (298 beds)	

This information provides a baseline for consideration when determining local bed-capacity needs and in planning the Facility layout. While it may not be feasible to immediately implement a facility that will address the total need, this information supports the creation of a Phased Development Plan that could include an initial phase of 100-200 beds, with additional beds added in future increments after an initial operating and assessment period.

The data shows that the ability for the Facility to expand over time is an important consideration in site selection and facility design.

3.5.2 Bakersfield Facility: Location Characteristics

Based on the research and discussion with other shelter operators, the following criteria were established for selection of the Facility location:

- M-2 zoning preferable because allows “Emergency Food/Service Shelter” as a ministerial “by-right” use, without the need for a Conditional Use Permit (CUP). Ministerial actions are not a “project” pursuant to the California Environmental Quality Act (CEQA); therefore, location in this zone results in reduced exposure to CEQA litigation and greater operating flexibility for the Facility in the future.
- Buffered from sensitive users (residential neighborhoods, schools, etc.)
- Room to co-locate Service Providers on-site.
- Sufficient space for all components listed in Section 3.4, and potential to add future phases.
- Potential for design and layout that meets security needs.
- Though not critical, property that is City owned or able to be purchased ideal (reduced cost/timing, ability for City to fund and lease to the Operator)

3.5.3 Bakersfield Facility: Search for Possible Sites

Based on the Recommended Facility Components (Table 2) and the Bakersfield Needs Analysis (Sections 3.5.1 and 3.5.2), Staff initiated multiple efforts to search for potential Facility sites.

The multi-faceted search approach included the following components:

- Consultation with commercial realtor to search for “listed properties.”
- Outreach to local stakeholders for assistance in locating potential unlisted properties.
- Review of existing M-2 zoned property throughout the City (approximately 650 parcels).

Many of the properties identified through the three search methods were deemed unsuitable for development of the Facility due to property size, location, proximity to sensitive users, existing conditions on the site, property price, etc. Staff continues to receive inquiries from property owners interested in leasing or selling property to the City and additional options continue to be added for evaluation.

As of the time of preparation of this report, approximately ten properties have been identified with high potential and Staff is in the process of evaluating each site in further detail and engaging in discussions with the property owners. The potential sites can be generally categorized as follows:

Table 4. Bakersfield Site Search:			
Property Type	Approach	Pros	Cons
Vacant Property	<ul style="list-style-type: none">• Add Modular and/or Tent Structures• Add Portable restrooms/showers• Contract cooking/meals• Contract Laundry	<ul style="list-style-type: none">• Potentially quick construction, if materials area readily available	<ul style="list-style-type: none">• Long Term Durability of temporary structures is unclear• Contract costs unknown
Conversion of Warehouse/ Office	<ul style="list-style-type: none">• Add Beds• Define Office Space• Update Restrooms, Showers, Laundry• Update Kitchen area	<ul style="list-style-type: none">• Long-term durability• Potentially quick renovation, depending on extent	<ul style="list-style-type: none">• Potentially higher initial capital cost• Construction costs unknown
Conversion of Hotel/Motel	<ul style="list-style-type: none">• Reconfigure rooms to include multiple beds• Define Office Space• Update Restrooms, Showers, Laundry• Update Kitchen area	<ul style="list-style-type: none">• Long-term durability• Potentially quick renovation, depending on site conditions	<ul style="list-style-type: none">• Higher initial capital cost to purchase• Construction costs unknown• Potential security and staffing issues due to configuration• Proximity to businesses

3.6 Bakersfield Cost Analysis – Construction

3.6.1 Building Code Considerations – Emergency Housing

The 2019 California Building Code (**Appendix C**) includes specific provisions for the construction of temporary Emergency Housing for use during the duration of a “Declared Shelter Crisis.” To use the alternative Building Code Standards, a jurisdiction is required to make findings that the substandard shelter is to be used temporarily while permanent facilities are under construction.

The provisions include reduced requirements for occupancy loads, minimum design standards (window/ceiling heights, etc.), etc. However, it is noted that Americans with Disabilities Act (ADA) and basic health and safety requirements remain in place (electricity, smoke alarms, ventilation, etc.). Additionally, temporary tent/membrane structures are required to be placed on a wooden raised foundation or a permanent concrete slab, and heating facilities must be provided (Section 0106).

Section 0109 and 0110 also requires that Emergency housing facilities adhere to the following:

- Be maintained in a safe and sanitary condition, remain free from vermin, vectors and other matter of an infections or contagious natures. Shelter grounds are required to be kept clean and free from accumulation of debris, filth, garbage and deleterious matter.
- Provide Potable drinking water for all occupants,
- Provide kitchens and refrigeration facilities (for occupants of dependent units allowed to cook for themselves),
- Provide toilet and bathing facilities (1 per every 15 occupants of each gender),
- Provide on-site garbage disposal.

3.6.2 Construction Material – Temporary Tent Structure

Several cities have used temporary tent structures, including those constructed by “Sprung Structures.” These facilities vary in configuration, with the most basic providing a dormitory area and the more complex including a “Full Navigation Center” with full bathrooms, showers, laundry facilities, and space for counseling and medical services. Staff contacted the provider who indicated that, on average 50-square feet is required per tenant, with the navigation center option requiring 80-square feet. Options and purchase pricing are shown in the table below. These costs do not include any site remediation or foundational preparation work.

Table 5. Estimate for 100 Bed Facility (Temporary Tent Structure such as “Sprung”)			
Shelter Type	Cost per Bed	Assumptions	Estimate
Non-insulated	\$75 X 50 SF	50 sq ft/person (5,000 sq ft)	\$375,000
Insulated	\$100 X 50 SF	50 sq ft/person (5,000 sq ft)	\$500,000
Dormitory + Dining/ Processing	\$120 X 50 SF	50 sq ft/person (5,000 sq ft)	\$600,000
Full Navigation Center	\$150 X 80 SF	80 sq ft/person (8,000 sq ft)	\$1,200,000

3.6.3 Construction Material – Comparison of All Options

Staff conducted a preliminary review of the costs associated with other construction materials as described below. These estimates are preliminary only, based on discussions with other operators and online research. Project-specific bid information will be needed to determine actual costs for the Facility.

Table 6. Comparison of All Material Options (100 Bed Facility, 5,000 Square Feet)				
Building Type	Description	Estimated Cost*	Minimum Timeline	Other Notes
Sprung Structure (General)	Temporary Tent structure. Placed on cement or other type of foundation.	\$600,000 - \$1,200,000 (Depending on type)	2 - 3 Months Depending on site prep	Cost varies by type and condition of property, need for foundation work.
Combination (Fresno Rescue Mission)	Sprung Tent (\$908,248) Modulars (\$1,139,640) Earthwork, site prep, etc. (~\$2.2 million)	\$8,200,000 (fees, insurance, etc.)	12 - 15 months	Bid also for 5-year Sprung Lease = \$571,740 (60x105 dorm / chapel only)
Warehouse Conversion (General overall conversion)	Conversion to add beds, restrooms/ showers, etc. Variable depending on existing site amenities and size. (\$100-\$150 per SF)	\$500,00 to \$750,000	6 - 11 months	Requires layout to obtain construction cost estimate. Site utilities could impact cost dramatically.
Pre-Fabricated	Constructed offsite, assembled on site (approx. 20% less than Conventional Cont. – Palomar Modulars)	\$1,848,000	3 - 6 months	Product availability impacts schedule
Conventional Building	100 beds, 10,000 sq. ft. (\$228 per sf per 40 Prado in SLO, CA)	\$2,310,000	12 - 15 months	Costs vary based on amenities.
Micro-Housing	8'x12' miniature homes. \$9,000 each (Based on Wood Shed with AC, insulation, drywall, etc.)	\$675,000	3 - 6 months	96 sf – 2 person each. 75 needed based on (MOES occ. Rate). Case management needed. Potential transitional housing
Tent Housing	300 tents (10x10) for 400 people, MOES Modesto Outdoor Emergency Shelter using Qamp Tents	\$40,000	1 -2 months	Short term during perm construction. 2019 CBC Emergency regs require raised platform for tents.
* Does not Include Property Acquisition				

3.7 Bakersfield Cost Analysis - Operation

3.7.1 Potential Partners and Operators

Day-to-day operations of an emergency shelter require specialized knowledge, experience and coordination of service providers, non-profit groups, volunteers, private vendors (security, food service, etc.) and more. A majority of existing shelter facilities in other jurisdictions are operated by a professional operator, which can be staffed by professional private corporations, non-profits etc. In addition to the operator, it is critical that the facility also include partnerships with various service providers to ensure that services are available on-site.

In order to identify a professional operator and potential partners, it is necessary to prepare a complete scope of work and a preliminary budget, based on the “Recommended Facility Components” listed in Table 2.

To date, Staff has engaged in preliminary discussions with a number of local service providers; including but not limited to the Agencies and Non-Profits listed below. Staff will continue to engage in dialogue and discussions with these organizations, as partnership and collaboration is a critical component to success of the Facility.

- Kern County Behavioral Health
- Healthcare Providers and Hospitals (Non-Profit and Private)
- Community Action Partnership Kern County
- Flood Ministries
- Bakersfield Homeless Center
- The Mission at Kern County
- Kern County Housing Authority
- Marley’s Mutts

Additional agencies and entities for engagement:

- Employers’ Training Resource
- Greater Bakersfield Legal Assistance
- Independent Living Center of Kern County
- The Dream Center (If youth are on-site)
- Many more

3.7.2 Example of Potential Operational Costs

Data gathered during two of the site visits was used to estimate the approximate equivalent cost for a 100-bed facility, as shown below. This information is intended to provide an approximate range only, as costs at a Bakersfield Facility would vary based on the partnerships with service providers and costs associated with each service provided. Though actual costs will vary, this data shows an approximate operational cost ranging from \$860,000 to approximately \$1.5 million per year for a 100-bed facility. This information can be used to forecast a general operating budget per 100 beds; however, local services providers have indicated that costs will also vary significantly based on local insurance/liability costs, and the number of staff needed in the Facility which is directly related to the Facility design and services provided.

Table 7. Operational Cost Estimate (Based on San Diego Alpha Project)			
Operations	Alpha Project (350 beds)	Cost per Bed	100 Bed Estimate
Admin Supplies	\$15,600	\$44	\$4,457
Rent/Lease	\$21,979	\$62	\$6,280
Insurance	\$9,750	\$27	\$2,786
Communications	\$10,530	\$30	\$3,009
Transportation	\$21,484	\$61	\$6,138
Food	\$838,053	\$2,394	\$239,444
Laundry	\$70,200	\$200	\$20,057
Indirect & Overhead	\$417,895	\$1,193	\$119,399
Maintenance	\$19,500	\$55	\$5,571
Postage	\$1,951	\$5	\$558
Utilities	\$23,400	\$66	\$6,686
Accounting	\$7,313	\$20	\$2,089
Personnel	\$3,476,801	\$9,933	\$993,372
Client Supplies	\$249,824	\$713	\$71,378
TOTAL	\$5,184,279	\$14,812	\$1,481,223

Table 8. Operational Cost Estimate (Based on San Louis Obispo 40 Prado Project)			
Operations	40 Prado Shelter (150 beds)	Cost per Bed	100 Bed Estimate
Admin	\$896,500	\$5,977	\$597,667
Utilities	\$45,000	\$300	\$30,000
Janitorial	\$24,000	\$160	\$16,000
Transportation	\$6,000	\$40	\$4,000
Office Supplies	\$8,000	\$53	\$5,333
Program Supplies	\$36,000	\$240	\$24,000
IT	\$15,000	\$100	\$10,000
Maintenance & Repair	\$36,000	\$240	\$24,000
Training	\$12,000	\$80	\$8,000
Insurance	\$10,000	\$67	\$6,667
Food	\$40,000	\$267	\$26,667
Telephone	\$6,000	\$40	\$4,000
Laundry	\$24,000	\$160	\$16,000
Misc/Other	\$36,000	\$240	\$24,000
Indirect	\$96,000	\$640	\$64,000
TOTAL	\$1,290,500	\$8,603	\$860,333

4.0 CONCLUSION AND RECOMMENDATIONS

The passage of Public Services Vital Safety Measure (PSVS) created an opportunity for the City of Bakersfield to provide additional support to address the local homeless crisis through enhanced fiscal support for a variety of programs and services as discussed in Section 1.

Additionally, the PSVS provides a unique new opportunity to deliver additional emergency beds to the Bakersfield area as follows:

- 2019: Capital allocation of \$4,000,000 to construct an “Emergency Shelter & Navigation Center” to serve the needs of the Bakersfield community.
- 2020 and Beyond: On-going funding to support the operations of the new Facility.

Research presented in this document demonstrates that, for the Facility to be successful, it must include specific on-site components, services and strong partnerships with service providers (see Table 2). These components are intended to ensure that the Facility is safe and desirable for clients, employees and the surrounding community, and to provide appropriate on-site programming and services to help clients move on to transitional and permanent housing options. These components are also critical in ensuring that the homeless community uses the Facility consistently.

Quick action is clearly needed to address the homeless crisis in Bakersfield. However, construction of the Facility is also a long-term commitment by the City of Bakersfield and partnering entities to provide quality services to the homeless community. As such, careful consideration must be given to the ultimate site location, on-site facility components, on-site services, and long-term partnerships with service providers.

4.1 Next Steps

Under the direction of the Bakersfield City Council, Staff is working toward prompt construction of an Emergency Shelter & Navigation Center Facility in Bakersfield. Next steps include:

1. **Facility Location.** Expedite completion of site selection and acquisition negotiations, and present City Council with a draft “Purchase and Sale Agreement” or “Lease Agreement.”
2. **Facility Construction.** Prepare and issue a Request for Proposals for construction. The RFP will include a scope of work for construction and/or rehabilitation, based on the selected location. Staff will review the responses to the RFP and present a recommended contract for Council consideration.
3. **Facility Operations.** Prepare and issue a Request for Proposals for operations. The RFP will include a scope of work and preliminary budget for the facility operation, based on the “Recommended Facility Components” listed in Table 2. Staff will review the responses to the RFP and present a recommended contract for Council consideration.

Appendix A

2019 Homeless Point-in-Time Count Reflects 50% Increase

The Kern County Homeless Collaborative (aka Bakersfield/Kern County Continuum of Care) reports that 1,330 unduplicated homeless people were counted countywide in shelters and on the streets on the night of January 30, 2019. This amounts to a 50% increase over the 885 homeless people counted in January 2018.

This increase reflects a 118% increase in the number of homeless people—typically single adults—who were unsheltered on the night in question. By comparison, there was only a modest 2% increase in the numbers of people sleeping in emergency shelters and transitional housing programs.

The Homeless Collaborative attributes the size of the increase to a 100% increase in the number of volunteers participating in the count, from about 150 volunteers in 2018 to 300 volunteers in 2019. Rural cities and communities also increased their participation in the Count. Additionally, like other California cities and counties, Bakersfield and other Kern County areas are currently experiencing a rise in the homeless population due to a statewide shortage of affordable housing.

Other Key Findings:

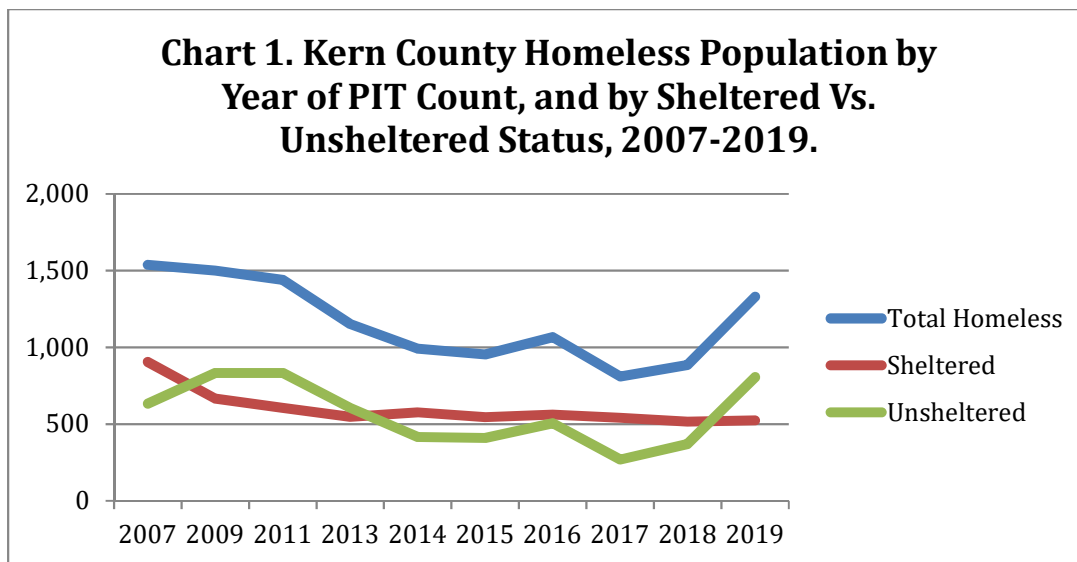
- 80% of Kern County's homeless population was located in Metro Bakersfield, 20% in rural cities and communities outside of Bakersfield.
- 44% of Bakersfield's homeless population had shelter on the count night, 56% were unsheltered. Only 11% of rural homeless people had shelter.
- Homelessness in Metro Bakersfield rose by 42% over the previous year, driven by a 108% jump in the number of unsheltered homeless people. Rural homelessness rose by 131%.
- Countywide, 85% of families with children had shelter; 69% of single adults were unsheltered.
- Countywide, families with children accounted for 16% of the homeless population. Children constituted almost 11% of homeless people counted.

PIT Counts. The PIT Count is a one-night count and survey of unduplicated homeless people conducted nationwide in the last week of January in communities that receive funding from the US Department of Housing and Urban Development (HUD). It is used to track national, state and local homeless population trends for planning and funding purposes, and to keep the public informed about the work being done to end homelessness.

The Kern County Homeless Collaborative has conducted 10 PIT counts since January 2007. Begun on a biennial basis, these counts have been done annually every January since 2013, as recorded in Table 1 and shown in Chart 1.

Table 1. Kern County Homeless Population on January 30-31, 2019

By Area and Shelter Status	Adults	Adults w/ Children	Children	Total Persons	% Change Jan. 2018	Jan. 2018 Count
Metro Bakersfield-Sheltered	329	57	121	507	+2%	498
Regional Sheltered	<u>14</u>	<u>2</u>	<u>2</u>	<u>18</u>	+6%	<u>17</u>
Total County Sheltered	343	59	123	525	+2%	515
Metro Bakersfield Unsheltered	623	10	10	643	+108%	309
Regional Unsheltered	<u>149</u>	<u>5</u>	<u>8</u>	<u>162</u>	+166%	<u>61</u>
Total County Unsheltered	772	15	18	805	+118%	370
Total Metro Bakersfield	952	67	131	1,150	+43%	807
Total Regional (Rural)	<u>163</u>	<u>7</u>	<u>10</u>	<u>180</u>	+131%	<u>78</u>
2019 Combined Total	1,115	74	141	1,330	+50%	885
2018 Combined Total	715	63	107	885	+9%	
2017 Countywide Total	633	62	115	810	-24%	
2016 Countywide Total	875	71	121	1,067	+12%	
2015 Countywide Total	733	71	150	954	-4%	
2014 Countywide Total	725	89	178	992	-14%	
2013 Countywide Total	924	79	149	1,152	-20%	
2011 Countywide Total	1,220	79	140	1,439	-4%	
2009 Countywide Total	1,251	88	160	1,499	-2%	
2007 Countywide Total	1,248	97	192	1,537		



Where the Homeless Slept

Shelters. Of the 525 homeless people who sought shelter on January 30, 74% used an emergency shelter, as shown in Table 2. Seventy one percent (71%) of these individuals and families stayed in one or the other of Bakersfield's two largest emergency shelters, which had a combined occupancy rate of 96%. The others were housed in three domestic violence shelters, two of which are located in rural communities

Table 2. Shelter Usage by Type Shelter

Type Shelter	Bakersfield	Rural	Total
Emergency Shelter (ES)	359	0	362
ES -Domestic Violence	<u>13</u>	<u>18</u>	<u>28</u>
Total Emergency	372	18	390
Transitional Housing	101	n/a	101
TH-Domestic Violence	12	0	12
TH-Bridge Housing	<u>22</u>	<u>n/a</u>	<u>22</u>
Total Transitional	135	18	135
Grand Total Sheltered	507	18	525

Twenty-six percent (26%) of those sheltered stayed in one of the county's nine transitional housing programs, including one domestic violence program. Of these, 16% were in bridge housing, which is a new kind of transitional housing consisting of short-term hotel or motel stays for individuals or families awaiting placement by an agency into permanent housing.

Unsheltered. Of the 805 unsheltered people counted, 80% were found in Metro Bakersfield, 20% in rural areas. Of the 643 unsheltered people counted in Bakersfield, 35% were found in Southeast Bakersfield, but Central and Southwest Bakersfield and Oildale also had high concentrations, as shown in Table 3. These distributions are similar to last year's, except for a significant increase in the portion of unsheltered homeless people found in Southwest Bakersfield (up from 3% to 16%).

Of the 162 unsheltered people counted outside Bakersfield, 67% were counted in West Kern, 33% in East Kern. The largest concentrations of unsheltered rural homeless people were found in the Delano/McFarland, Taft and Kern River Valley areas.

Table 3. Regional Breakdown of Unsheltered Homeless People

Region	Adults	People in Households with Children	Total People	Percent Region
Metro Bakersfield	623	20	643	(80%)
Oildale	97	1	98	15%
Central Bakersfield	134	13	147	23%
Northwest Bakersfield	33	0	33	5%
Northeast Bakersfield	40	2	42	6%
Southwest Bakersfield	101	0	101	16%
Southeast Bakersfield	218	4	222	35%

Rural Areas	149	13	162	(20%)
<u>West Kern</u>	98	11	109	67%
Delano/McFarland	38	7	45	28%
Wasco/Shafter	11	4	15	9%
Taft	31	0	31	19%
Frazier Park	5	0	5	3%
Arvin/Lamont	10	0	10	6%
Lost Hills	3	0	3	2%
<u>East Kern</u>	51	2	53	33%
Tehachapi	5	0	5	3%
Rosamond/Mojave	7	0	7	4%
Cal City/ Boron	9	0	9	6%
Ridgecrest	8	0	8	5%
Kern River Valley	22	2	24	15%

Demographic Characteristics of Homeless Population

Household Status. As shown in Table 4, The 1,330 homeless persons counted were living in 1,111 separate households, including households with at least one adult and one child (i.e., families with children), households with only children, and households without children. Families with children accounted for 6% of all households, and averaged about two children per family. Most were single parent families. Only one unaccompanied minor was found on the streets of Bakersfield. Adults without children averaged about 1.1 persons per household.

Table 4. Household Status of Homeless Population

Type Household	Households		Adults		Children		All Persons	
	#	%	#	%	#	%	#	%
At least one Adult and one Child	66	6%	72	6%	140	99%	212	16%
Children only (no adults)	1				1	1%	1	
Adults without Children	1,044	94%	1,117	94%			1,117	84%
Total	1,111	100%	1,189	100%	141	100%	1,330	100%

Gender. The percent of females in the homeless population has risen gradually since the mid-2000s from about 25% to 30% in recent years. Somewhat surprisingly, 51% of females were unsheltered in 2019 compared to 34% in 2018. Sixty-seven (67%) percent of homeless females were in households without children and, of these, 69% were unsheltered.

Table 5. Gender and Sheltered Status of Homeless Population

Gender	Number	Percent	Percent Unsheltered
Male	934	70.1%	64%
Female	397	29.8%	51%
Transgender	1	0.1%	100%
Gender Non-Con-forming	0	00%	
Total	1,332	100%	

Age. The percentages of children, youth and adults composing the homeless population are similar to those in previous years, although the numbers are higher due to the increase in homelessness in 2019, as shown in Table 6. This year saw an increase in the percentage of children who were unsheltered (14%) from the previous year (3%). All but one of these unsheltered children was accompanied by an adult(s).

Table 6. Age Breakdown of Homeless Population

Age Group	Number	Percent	Percent Unsheltered
Children (under 18)	141	11%	13%
Youth (18-24)	100	8%	60%
Older Adults (over 24)	<u>1,089</u>	<u>82%</u>	66%
Total	1,330	100%	

Homeless youths (18-24 years) account for about 8% of the homeless population. Many of these youths have experienced traumatic childhoods and/or recently exited the foster care or juvenile justice systems. Sixty-percent (60%) were unsheltered during the count. Twenty-eight percent (28%) were female, 72% male. Of the females, 9% were mothers with a total of 15 small children between them.

Ethnicity and Race. Black people are significantly overrepresented in the homeless population (15%), compared to their proportion in the Kern County population (6%), as shown in Table 7. Forty-seven percent (47%) of Blacks were unsheltered.

Table 7. Age and Ethnicity

	Number	Percent
Ethnicity:		
Non-Hispanic/Non-Latino	938	71%
Hispanic/Latino	392	29%
Race:		
White	978	73%
Black/African American	205	15%
Asian	10	1%
American Indian/Alaska Native	59	4%
Native Hawaiian/Other Pacific Islander	10	1%
Multiple Races	70	5%

Homeless Subpopulations

Military Veterans. Veterans accounted for 10% (123 people) of all homeless adults (1,189 people) in January 2019, down from a high of 14% in 2011. Forty-nine percent (49%) of veterans had shelter, typically in emergency shelter or transitional housing provided by the California Veterans Assistance Foundation. Eighty-nine percent (89%) were male, 11% female. Four veterans headed households with a least one child. Ten percent (10%) of veterans were chronically homeless, all but one of who were unsheltered. A higher percentage of veterans were unsheltered this year (51%) than last (8%), probably related to the increased number of homeless counted.

Chronically Homeless. HUD defines chronically homeless people as individuals and families who have been homeless for at least a full year or four times in the last three

years, and in which cases the individual or adult family head has a chronic mental or physical disability or substance use disorder. Chronically homeless people, especially those who are unsheltered, are extremely needy and vulnerable due to multiple health issues, exposure and length of homelessness.

Of the 1,189 homeless adults counted in 2019, 15%, or 178 adults, met the definition of being chronically homeless, including 8 adults who were heads of households with children. Sixty-nine percent (69%) of chronically homeless adults was unsheltered. Despite the higher number of homeless counted this year, the percentage who are chronically homeless continues to go down from earlier rates of around 17% to 20% several years ago. This is due to a concerted effort by the KCHC to outreach and prioritize this subpopulation for placement in permanent supportive housing.

Other Subpopulations.

Other subpopulations of homeless people tracked by the Homeless Collaborative include adults with a serious mental illness, substance use disorder, HIV/AIDS, and survivors of domestic violence, as shown in Table 8 and Chart 2.

Mental Illness. Twenty-nine percent (29%) of homeless adults reported a history of treatment or hospitalization for a serious mental illness, 62% of who were unsheltered. This percentage is higher than found in previous counts, which have ranged from 12% to 25%, but is more in line with state and national studies showing about one-quarter to one-third of homeless adults with a serious mental illness.

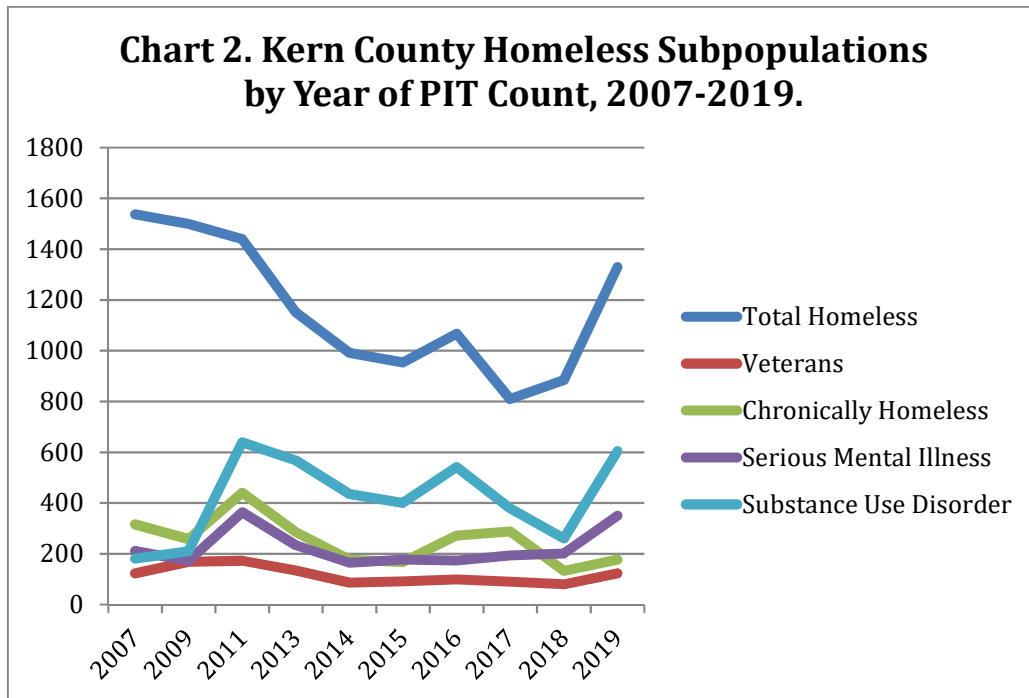
Substance Use Disorders. Fifty-one percent (51%) of homeless adults reported having experienced and/or been treated for a substance use disorder. This rate is believed to be more accurate than previous count results, but is still considered an underestimate of the extent of substance use disorders in the population because many homeless persons are reluctant to reveal this information. A high percentage (68%) of this subpopulation was unsheltered.

Table 8. Other Homeless Subpopulations

Adult Subpopulation	Sheltered		Unsheltered		Total	% All Adults
	#	%	#	%		
Serious Mental Illness	133	38%	217	62%	350	29%
Substance Use Disorder	194	32%	411	68%	605	51%
HIV/AIDS	3	50%	3	50%	6	0.5%
Domestic Violence Survivors	50	44%	64	56%	114	10%

HIV/AIDS. Six homeless adults reported that they had HIV/AIDS, one half of who were unsheltered. This was two people more than were counted the previous year.

Domestic Violence Survivors. Almost 10% of adults reported that they had been victims of domestic violence, about the same percentage as the previous year. A total of 43 people, including 29 adult women and 14 children were staying in domestic violence shelters on the night in question.



Appendix B

	Alpha Project	Father Joes	Veteran's Village	40 Prado	El Puente/Pueblo	BHC	Mission - Kern	Mission - Fresno
Visit Date	7/11/2019	Phone Calls	Phone Calls	7/19/2019	Pending	Ongoing	Ongoing	6/14/2019
City	San Diego	San Diego	San Diego	San Luis Obispo	Los Angeles	Bakersfield	Bakersfield	Fresno
Address	1501 Newton Ave	14th & Commercial	4141 Pacific Highway	40 Prado, SLO	Olvera Street	1600 E Truxtun	816 East 21st Street	263 G Street
Beds	325 (Gender sep) (50 reserved for PD)	150 (families, single women)	200 (military veterans)	124 (Gender sep) (34 for families)	45 (Gender Sep) 30 men/15 women	175 (Gender Sep) Family Rms	240 (Gender Sep)	
Low Barrier Components								
Pets	Yes, bed-site kennels	Yes	Yes, Service animals in room	Yes, sep Kennel (8)		No	No	No
Possessions	Yes, Totes & Cans		Yes, Box/Bin attached to cot	Yes, onsite locker	No, off-site	Yes, on-site	Yes, on-site	Yes, on-site
Partners	Yes, Co-ed Dorm	Families, Single Women	No, Single Men & Women	Yes, 3 Dorm areas		Generally No	No	No
Drugs ok	No		Yes	Non-sober ok		No	No	No
Alcohol ok	No		Yes	Non-sober ok		No	No	No
Construction								
Construction	\$1,100,000	576000	\$936,000	\$6,627,619			2.1M for 2-Homeless	\$908,248
Open Date		2017	Dec 2017: 12-month vs Winter	Sep-18	2018	46-Years Old, 1991	NA	
Materials Type	Sprung Tent, Trailers	Sprung Structure	Sprung + Trailers	Traditional Building	5 Office Trailers	Mix	Mix	Sprung Tent, Trailers
Acquisition	Public Land	Non-Profit Land	Public Land	Private Purchase		NA	NA	
Operations								
Operator	Alpha	Saint Vincent De Paul	Veteran's Village of San Diego	CapSLO	The People Concern	Bethany	Mission at Kern	Mission of Fresno
Employees	3 Shifts 70 Total			3 Shifts, 2-3 emp.		151 total, incl 80 road crew	10 People, Over 3-Shifts	
Intake Process	Referral Only	Walk Ins	Referral	Walk-Up Only; 8-9am		Referral and Walk In	Referral and Walk In	Referral and Walk In
Maximum Stay	None - work Program		No maximum	None - work Program	3-6 Months	No, depends on program	Varies	18 Month Program
On-site Medical	Yes, MD 2 times/wk	Yes, adj campus	Yes, weekly County Health	Yes, PA 3 times/wk	Yes,	No	No	Medical Respite Center
On-site Mental	Yes, Mental Health trailer	Yes, adj campus	Yes, County Health	Yes, MD 1 time/wk		No	No	
On-site Other Services	Housing, Jobs Program	Housing, Jobs	Housing	Safe Parking (7)		Case Mgt, jobs, daycare	Case mgmt, Job training	Rehab, Case mgmt, Job train
On-site Meals	B, D (Catered in)	3 hot meals a day	2-Meals, Catered	B, D (Cooked) L Catered	Yes, Catered	3 meals a day	3 meals a day	B, D (Cooked), L (bagged)
On-site Day Center	Partial, Outdoors	4 min walk to DC	Yes, Trailers	Yes, Indoor & Outdoor		Indoors On-site	Yes, Indoors and Outdoors	Yes, on-site
On-site Laundry	Yes	At Day Center	Yes, Trailers	Yes, Client ran		Yes, on-site	Yes	Yes
On-site Showers	Yes	At Day Center	Yes, Trailers	Yes, Client maintained	Yes, Trailers	Yes	Everyone showers at 5pm	Yes
On-site Security	Yes, Private	Yes, 24 hrs	Yes, 24-hrs	Yes, 1 Guard	Security Patrols	No	Yes, Staff & 3rd Party	Yes
Off-site Security	Yes, 10 block Private/PD	Yes	Yes	No	Enforcement Zone	No	Yes, 3rd Party	No
Annual Cost*	\$4,270,500	1971000	\$2,628,000	\$1,290,500	\$2,400,000	\$5,300,000	\$1,200,000	
Funding Sources	City, Private	Corporate Sponsors	City of San Diego	Public and Private		Grants, Foundation, Private	85% Private, 15% Grants	Various

Appendix C

CALIFORNIA BUILDING CODE – MATRIX ADOPTION TABLE

APPENDIX O – EMERGENCY HOUSING

(Matrix Adoption Tables are nonregulatory, intended only as an aid to the code user.
See Chapter 1 for state agency authority and building applications.)

Adopting agency	BSC	BSC- CG	SFM	HCD			DSA			OSHPD						BSCC	DPH	AGR	DWR	CEC	CA	SL	SLC
				1	2	1/AC	AC	SS	SS/CC	1	1R	2	3	4	5								
Adopt entire chapter				X	X																		
Adopt entire chapter as amended (amended sections listed below)																							
Adopt only those sections that are listed below																							
Chapter / Section																							

APPENDIX O

EMERGENCY HOUSING

The provisions contained in this appendix are not mandatory unless specifically referenced in the adopting ordinance.

SECTION O101 GENERAL

O101.1 Scope. This appendix shall be applicable to emergency housing and emergency housing facilities, as defined in Section O102.

SECTION O102 DEFINITIONS

O102.1 General. The following words and terms shall, for the purposes of this appendix, have the meanings shown herein. Refer to Chapter 2 of this code for general definitions.

DECLARATION OF SHELTER CRISIS. The duly proclaimed existence of a situation in which a significant number of persons are without the ability to obtain shelter, resulting in a threat to their health and safety. (See Government Code Section 8698.)

DEPENDENT UNIT. Emergency housing not equipped with a kitchen area, toilet, and sewage disposal system. Recreational vehicles that are not self-contained and without utility service connections shall be considered dependent units.

EMERGENCY HOUSING. Housing in a permanent or temporary structure(s), occupied during a declaration of state of emergency, local emergency, or shelter crisis. Emergency housing may include, but is not limited to, buildings and structures constructed in accordance with the California Building Standards Code; and emergency sleeping cabins, emergency transportable housing units, and tents constructed in accordance with this appendix.

EMERGENCY HOUSING FACILITIES. On-site common use facilities supporting emergency housing. Emergency housing facilities include, but are not limited to, kitchen areas, toilets, showers and bathrooms with running water. The use of

emergency housing facilities is limited exclusively to the occupants of the emergency housing, personnel involved in operating the housing, and other emergency personnel.

EMERGENCY HOUSING SITE. A site containing emergency housing and emergency housing facilities supporting the emergency housing.

EMERGENCY SLEEPING CABIN. Relocatable hard-sided structure constructed in accordance with this appendix, which may be occupied only for emergency housing if allowed by the enforcing agency.

EMERGENCY TRANSPORTABLE HOUSING UNIT. A single- or multiple-section prefabricated structure that is transportable by a vehicle and that can be installed on a permanent or temporary site in response to a need for emergency housing. Emergency transportable housing units include, but are not limited to, manufactured homes, mobile-homes, multifamily manufactured homes, recreational vehicles, and park trailers. For the purposes of this appendix, emergency transportable housing units may also include commercial modulars as defined in the Health and Safety Code Section 18001.8, if approved by the enforcing agency.

Emergency transportable housing units do not include factory-built housing as defined in the Health and Safety Code Section 19971.

LANDING PLATFORM. A landing provided as the top step of a stairway accessing a loft.

LOCAL EMERGENCY. Local Emergency as defined in the Government Code, Section 8558.

LOFT. A floor level located more than 30 inches (762 mm) above the main floor and open to it on at least one side with a ceiling height of less than 6 feet 8 inches (2032 mm), used as a living or sleeping space.

MANUFACTURED HOME. A structure designed to be used as a single-family dwelling, as defined in the Health and Safety Code, Section 18007.

MEMBRANE STRUCTURE. An air-inflated, air-supported, cable or frame-covered structure, not otherwise defined as a tent. (See Chapter 31 of this code.)

MOBILEHOME. A structure designed to be used as a single-family dwelling, as defined in the Health and Safety Code, Section 18008.

MULTIFAMILY MANUFACTURED HOME. A structure designed to contain not less than two dwelling units, as defined in the Health and Safety Code, Section 18008.7.

PARK TRAILER. A trailer designed for human habitation that meets all requirements in the Health and Safety Code, Section 18009.3.

RECREATIONAL VEHICLE. A motor home, travel trailer, truck camper, or camping trailer, with or without motive power, designed for human habitation, that meets all requirements in the Health and Safety Code, Section 18010.

STATE OF EMERGENCY. State of Emergency as defined in the Government Code, Section 8558.

TENT. A structure, enclosure or shelter, with or without sidewalls or drops, constructed of fabric or pliable material supported by any manner except by air or the contents that it protects.

SECTION O103 EMERGENCY HOUSING

O103.1 General. Emergency sleeping cabins, emergency transportable housing units, membrane structures and tents constructed and/or assembled in accordance with this appendix, shall be occupied only during declaration of state of emergency, local emergency, or shelter crisis.

Buildings and structures constructed in accordance with the California Building Standards Code, used as emergency housing, shall be permitted to be permanently occupied.

O103.2 Existing buildings. Existing residential and nonresidential buildings or structures shall be permitted to be used as emergency housing and emergency housing facilities provided such buildings or structures comply with the building code provisions and/or other regulations in effect at the time of original construction and/or alteration. Existing buildings or structures used as emergency housing shall not become or continue to be substandard buildings, as determined by the enforcing agency.

O103.2.1 New additions, alterations, and change of occupancy. New additions, alterations, and change of occupancy to existing buildings shall comply with the requirements of the California Building Standards Code effective at the time of addition, alteration, or change of occupancy. The requirements shall apply only to and/or within the specific area of the addition, alteration, or change of occupancy.

Exception: Existing buildings and structures used for emergency housing and emergency housing facilities

may not be required to comply with the California Energy Code, as determined by the enforcing agency.

O103.3 Occupant load. Except as otherwise stated in this appendix, the maximum occupant load allowed in buildings and structures used as emergency housing shall be determined by the enforcing agency, but the interior floor area shall not be less than 70 square feet (6.5 m²) for one occupant. Where more than one person occupies the building/structure, the required floor area shall be increased at the rate of 50 square feet (4.65 m²) for each occupant in excess of one.

Exceptions:

1. Tents.
2. Recreational vehicles and park trailers designed for human habitation that meet the requirements in the Health and Safety Code, Sections 18009.3 and 18010, as applicable.

O103.4 Fire and life safety requirements not addressed in this appendix. If not otherwise addressed in this appendix, fire and life safety measures, including, but not limited to, means of egress, fire separation, fire sprinklers, smoke alarms, and carbon monoxide alarms, shall be determined and enforced by the enforcing agency.

O103.5 Privacy. Emergency housing shall be provided with a privacy lock on each entrance door and all windows for use by the occupants.

O103.6 Heating. All sleeping areas shall be provided with adequate heating as determined by the enforcing agency.

SECTION O104 EMERGENCY SLEEPING CABINS

O104.1 General. Emergency sleeping cabins shall have an interior floor area of not less than 70 square feet (6.5 m²) for one occupant. Where more than one person occupies the cabin, the required floor area shall be increased at the rate of 50 square feet (4.65 m²) for each occupant in excess of one. The interior floor area shall not exceed 400 square feet (37 m²), excluding lofts.

O104.2 Live loads. Emergency sleeping cabins shall be designed to resist intrusion of wind, rain, and to support the following live loads:

1. Floor live loads not less than 40 pounds per square foot (1.92 kPa) of floor area.
2. Horizontal live loads not less than 15 pounds per square foot (718 Pa) of vertical wall and roof area.
3. Roof live loads not less than 20 pounds per square foot (958 Pa) of horizontal roof area.
4. In areas where snow loads are greater than 20 pounds per square foot (958 Pa), the roof shall be designed and constructed to resist these additional loads.

O104.3 Minimum ceiling height. Habitable space and hallways in emergency sleeping cabins shall have a ceiling height of not less than 80 inches (2032 mm). Bathrooms, toilet rooms, and kitchens, if provided, shall have a ceiling height of not less than 76 inches (1930 mm). Obstructions

shall not extend below these minimum ceiling heights including beams, girders, ducts, lighting and other obstructions.

Exception: Ceiling heights in lofts constructed in accordance with Section O108 are permitted to be less than 80 inches (2032 mm).

O104.4 Means of egress. Emergency sleeping cabins shall be provided with at least two forms of egress placed remotely from each other. One form of egress may be an egress window complying with Section O104.4.1. When a loft is provided, one form of egress shall be an egress window complying with Section O104.4.1, provided in the loft space.

O104.4.1 Egress window. The bottom of the clear opening of the egress window shall not be more than 44 inches (1118 mm) above the floor. The egress window shall have a minimum net clear opening height of 24 inches (610 mm), and a minimum net clear opening width of 20 inches (508 mm). The egress window shall have a minimum net clear opening area of 5 square feet (0.465 m²).

O104.5 Plumbing and gas service. If an emergency sleeping cabin contains plumbing or gas service, it shall comply with all applicable requirements of the California Plumbing Code and the California Mechanical Code.

O104.6 Electrical. Emergency sleeping cabins shall be provided with all of the following installed in compliance with the California Electrical Code:

1. Continuous source of electricity.

Exception: The source of electricity may be an emergency generator or renewable source of power such as solar or wind power.

2. At least one interior lighting fixture.
3. Electrical heating equipment listed for residential use and a dedicated receptacle outlet for the electrical heating equipment.

Exception: Electrical heating equipment and a dedicated receptacle outlet for the electrical heating equipment are not required if a nonelectrical source of heating is provided.

4. At least one GFCI-protected receptacle outlet for use by the occupant(s).

O104.7 Ventilation. Emergency sleeping cabins shall be provided with means of ventilation (natural and/or mechanical) allowing for adequate air replacement, as determined by the enforcing agency.

O104.8 Smoke alarms. Emergency sleeping cabins shall be provided with at least one smoke alarm installed in accordance with the California Residential Code, Section R314.

O104.9 Carbon monoxide alarms. If an emergency sleeping cabin contains a fuel-burning appliance(s) or a fireplace(s), a carbon monoxide alarm shall be installed in accordance with the California Residential Code, Section R315.

SECTION O105

EMERGENCY TRANSPORTABLE HOUSING UNITS

O105.1 General. In addition to the requirements in this appendix, manufactured homes, mobilehomes, multifamily manufactured homes, commercial modulars, recreational vehicles, and park trailers used as emergency transportable housing shall comply with all applicable requirements in the Health and Safety Code, Division 13, Part 2; and Title 25, Division 1, Chapter 3, Subchapter 2.

SECTION O106

TENTS AND MEMBRANE STRUCTURES

O106.1 General. Tents shall not be used to house occupants for more than 7 days unless such tents are maintained with tight wooden floors raised at least 4 inches (101.6 mm) above the ground level and are equipped with baseboards on all sides to a height of at least 6 inches (152.4 mm). Tents may be maintained with concrete slabs with the finished surface at least 4 inches (101.6 mm) above grade and equipped with curbs on all sides at least 6 inches (152.4 mm) high.

A tent shall not be considered a suitable sleeping place when it is found necessary to provide heating facilities in order to maintain a minimum temperature of 50 degrees Fahrenheit (10 degrees Celsius) within such tent during the period of occupancy.

Membrane structures installed and/or assembled in accordance with Chapter 31 of this code, may be permitted to be used as emergency housing and emergency housing facilities, as determined by the enforcing agency.

SECTION O107

ACCESSIBILITY

O107.1 General. Emergency housing shall comply with the applicable requirements in Chapter 11B and/or the US Access Board Final Guidelines for Emergency Transportable Housing.

Note: The Architectural and Transportation Barriers Compliance Board (US Access Board) issued the Final Guidelines for Emergency Transportable Housing on May 7, 2014. The final guidelines amended the 2004 ADA Accessibility Guidelines (2004 ADAAG) and the 2004 Architectural Barriers Act (ABA) Accessibility Guidelines (2004 ABAAG) to specifically address emergency transportable housing units provided to disaster survivors by entities subject to the ADA or ABA. The final rule ensures that the emergency transportable housing units are readily accessible to and usable by disaster survivors with disabilities.

SECTION O108

LOFTS IN EMERGENCY HOUSING

O108.1 Minimum loft area and dimensions. Lofts used as a sleeping or living space shall meet the minimum area and dimension requirements of Sections O108.1.1 through O108.1.3.

O108.1.1 Minimum area. Lofts shall have a floor area of not less than 35 square feet (3.25 m²).

O108.1.2 Minimum dimensions. Lofts shall be not less than 5 feet (1524 mm) in any horizontal dimension.

O108.1.3 Height effect on loft area. Portions of a loft with a sloping ceiling measuring less than 3 feet (914 mm) from the finished floor to the finished ceiling shall not be considered as contributing to the minimum required area for the loft.

Exception: Under gable roofs with a minimum slope of 6:12, portions of a loft with a sloping ceiling measuring less than 16 inches (406 mm) from the finished floor to the finished ceiling shall not be considered as contributing to the minimum required area for the loft.

O108.2 Loft access. The access to and primary egress from lofts shall be any type described in Sections O108.2.1 through O108.2.4.

O108.2.1 Stairways. Stairways accessing lofts shall comply with the California Residential Code or with Sections O108.2.1.1 through O108.2.1.6.

O108.2.1.1 Width. Stairways accessing a loft shall not be less than 17 inches (432 mm) in clear width at or above the handrail. The minimum width below the handrail shall be not less than 20 inches (508 mm).

O108.2.1.2 Headroom. The headroom in stairways accessing a loft shall be not less than 74 inches (1880 mm), as measured vertically, from a sloped line connecting the tread or landing platform nosings in the middle of their width.

O108.2.1.3 Treads and risers. Risers for stairs accessing a loft shall be not less than 7 inches (178 mm) and not more than 12 inches (305 mm) in height. Tread depth and riser height shall be calculated in accordance with one of the following formulas:

1. The tread depth shall be 20 inches (508 mm) minus 4/3 of the riser height, or
2. The riser height shall be 15 inches (381 mm) minus 3/4 of the tread depth.

O108.2.1.4 Landing platforms. The top step of stairways accessing lofts shall be constructed as a landing platform where the loft ceiling height is less than 74 inches (1880 mm). The landing platform shall be 18 inches (457 mm) to 22 inches (559 mm) in depth measured from the nosing of the landing platform to the edge of the loft, and 16 inches (406 mm) to 18 inches (457 mm) in height measured from the landing platform to the loft floor.

O108.2.1.5 Handrails. Handrails shall comply with the California Residential Code, Section R311.7.8.

O108.2.1.6 Stairway guards. Guards at open sides of stairways shall comply with the California Residential Code, Section R312.1.

O108.2.2 Ladders. Ladders accessing lofts shall comply with Sections O108.2.2.1 and O108.2.2.2.

O108.2.2.1 Size and capacity. Ladders accessing lofts shall have a rung width of not less than 12 inches (305

mm), and 10 inches (254 mm) to 14 inches (356 mm) spacing between rungs. Ladders shall be capable of supporting a 200 pound (90.7 kg) load on any rung. Rung spacing shall be uniform within $\frac{3}{8}$ inch (9.5 mm).

O108.2.2.2 Incline. Ladders shall be installed at 70 to 80 degrees from horizontal.

O108.2.3 Alternating tread devices. Alternating tread devices are acceptable as allowed by the enforcing agency.

O108.2.4 Loft guards. Loft guards shall be located along the open side of lofts. Loft guards shall not be less than 36 inches (914 mm) in height or one-half of the clear height to the ceiling, whichever is less. Loft guards shall not have openings from the walking surface to the required guard height that allow passage of a sphere 4 inches (102 mm) in diameter.

SECTION O109

LOCATION, MAINTENANCE AND IDENTIFICATION

O109.1 Maintenance. Emergency housing and emergency housing facilities shall be maintained in a safe and sanitary condition, and free from vermin, vectors and other matter of an infectious or contagious nature. The grounds within emergency housing sites shall be kept clean and free from accumulation of debris, filth, garbage and deleterious matter. Emergency housing and emergency housing facilities shall not be occupied if a substandard condition exists, as determined by the enforcing agency.

O109.1.1 Fire hazards. Dangerous materials or materials that create a fire hazard, as determined by the enforcing agency, shall not be allowed on the grounds within emergency housing sites.

O109.2 Identification. Emergency housing shall be designated by address numbers, letters, or other suitable means of identification. The identification shall be in a conspicuous location facing the street or driveway fronting the building or structure. Each identification character shall be not less than 4 inches (102 mm) in height and not less than 0.5 inch (12.7 mm) in width, installed/painted on a contrasting background.

SECTION O110

EMERGENCY HOUSING FACILITIES

O110.1 Drinking water. Potable drinking water shall be provided for all occupants of emergency housing.

O110.2 Kitchens. Where occupants of dependent units are permitted or required to cook for themselves, a separate area shall be equipped and maintained as a common use kitchen. Refrigerated storage shall be provided for safe storage of food.

O110.3 Toilet and bathing facilities. When dependent units are used as emergency housing, the emergency housing site shall be provided with one toilet and one bathing facility for every 15 occupants of each gender. The enforcing agency may permit different types and ratios of toilet and bathing facilities. The approval shall be based upon a finding that the type and ratio of toilet and bathing facilities are sufficient to process the anticipated volume of sewage and waste water,

while maintaining sanitary conditions for the occupants of the emergency housing.

Bathing facilities shall be provided with heating equipment which shall be capable of maintaining a temperature of 70 degrees F (21.0 degrees Celsius) within such facilities.

Lavatories with running water shall be installed and maintained in the toilet facilities or adjacent to the toilet facilities.

0110.4 Garbage, waste and rubbish disposal. *All garbage, kitchen waste and rubbish shall be deposited in approved covered receptacles, which shall be emptied when filled and the contents shall be disposed of in a sanitary manner acceptable to the enforcing agency.*