Long Term Solution

Emergency Homeless Shelter

Background

- This exhibit provides an update on the status of the City's efforts to address the challenges of homelessness from both a short and long-term perspective.

- Homelessness is a complex issue, root causes varies between individuals and may include; trauma, loss of employment, underemployment, abandonment, mental illness, addiction, criminality, etc.

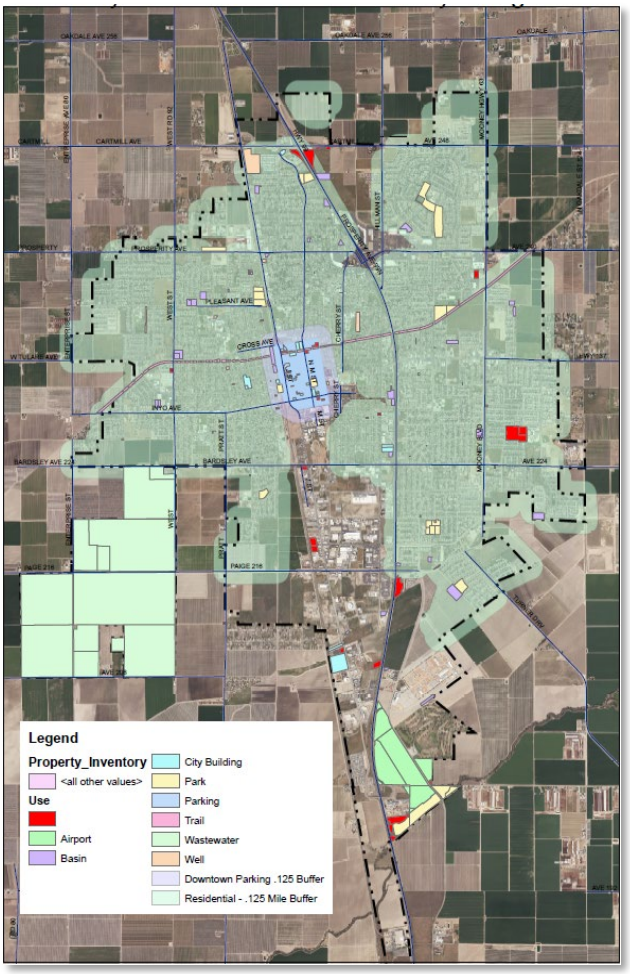
- Homeless individuals face many challenges including; unsanitary living conditions, exposure to severe weather, limited access to healthcare and food, safety issues including exposure to violence, etc.

- Communities must deal with the outward appearance and impacts of homelessness including; panhandling, impeding access to public amenities, crime, safety concerns, public health concerns, accumulation of garbage and visual blight, etc.

- There are approximately 200 homeless individuals or more in Tulare and growing, therefore the City has made the decision to pursue a temporary homeless encampment area (short-term solution) and a permanent homeless shelter (long-term solution).

Location

- Management examined all parcels in the City and determined that neither a temporary encampment or shelter located in or near residential or Downtown would be supported.
- Shaded areas on map do not meet criteria (1/8 mile)
- Non-shaded areas meet criteria (Industrial Area)



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Shelter Site

- The Hillman Center was determined to be the best site for the following reasons:
- Adequate land area (3 acres) to support shelter size and amenities
- Adequate infrastructure to the site (ie. water, sewer, electric)
- Proximity to services needed by homeless individuals
- Proximity to public transportation
- Proximity to a grocery
- The site is available at little to no cost
- The City wouldn't lose tax revenue

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Shelter Design

- In order to achieve success, in management's opinion the shelter needs to include the following:
  - 20,000sq.ft. primary shelter structure
  - Complete perimeter fencing
  - Utility extension (water, sewer, electric)
  - Access drive and parking (including overnight)
  - Exterior security lighting
  - Frontage improvements
  - Modular administrative office building
  - Restroom and shower trailers (including ADA)
  - Modular classrooms, food pantry, and laundry
  - Modular housing units (interior and exterior)
  - Storage containers
  - Dog kennels
  - Outdoor recreational amenities (ie. basketball court, garden)
  - Stormwater retention
  - Waste enclosure

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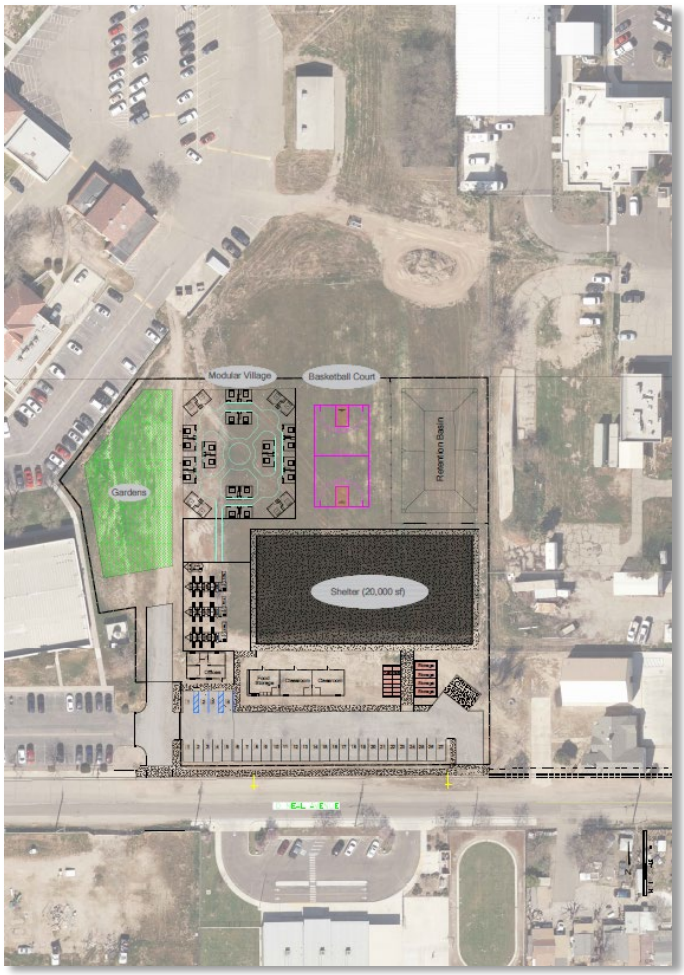
Shelter Layout

The project will be completed in one phase to include:

- Perimeter fencing, access drive, utilities, lighting, bathroom-shower trailers, onsite administration and security.
- Construct shelter, install modular buildings and housing units, parking lot, waste enclosure, stormwater retention.
- Install basketball court, community garden, storage containers, and dog kennels.



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Project Phasing

- Previously management was pursuing a three phase approach whereby a temporary encampment area would be established on site while the shelter and amenities were under construction.
- This approach would have supported the immediate clean up of existing encampments throughout the City.
- Unfortunately it's management's understanding the onsite temporary encampment is not feasible from the County's perspective and therefore the City is now pursuing a bifurcated approach to include:
  - The purchase of a separate 2 acre parcel across from the Hillman Center for use as a temporary encampment area until the shelter is completed.
  - Completion of the shelter and amenities as one phase at the Hillman Center which will take approximately 12-18 months from lease execution.

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Shelter Budget

- The City has obligated $2,000,000 of it's Federal ARPA funds towards the shelter plus $1,500,000 in City surplus funds and is pursuing a $1,500,000 Federal budget appropriation.
- Management continues to work to identify additional funding if necessary (including reserve funds) and way to reduce costs including; self contracting, modifying the type of structure, purchasing previously used items, delaying frontage improvements, etc.
- The following estimate assumes there is no land acquisition cost.

Site Work	$ 700,000
Shelter	$1,800,000
Amenities	$ 500,000
Subtotal	**$3,000,000**
Contingency (15%)	$ 450,000
Total	**$3,450,000**

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Conceptual Images

Single occupancy sleeping quarters

Double occupancy sleeping quarters

Modular office, classroom example

Modular bathroom, shower example

Partitioned sleeping quarters

Modular housing unit

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Conceptual Images

Rendering showing:

A) Shelter Structure
B) Administration
C) Pantry-Classrooms
D) Restroom-Shower Trailers
E) Kennels
F) Family Village
G) Garden
H) Court
I) Storage

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Shelter Operations

- The typical range of annual cost to operate a shelter is between $10,000 to $30,000 per bed depending upon type of sleeping accommodations, services offered, financing costs, equipment, utilities, staffing, etc.

- In management's opinion, the shelter will serve as the entry point into the partner network of homeless related infrastructure assets and operate as follows (or similar):

  - 200 bed shelter facility that can scale to 400 beds if necessary
  - 24-hour 365-day per year basis under contract with a non-profit
  - Accept all homeless individuals and families
  - Partner with other agencies to ensure adequate services
  - Provide three internal levels of residency including:

    - Entry
    - Participation
    - Recovery

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Residency Level 1

- **Entry Level**

  Low barrier starting point for acceptance into shelter including:

  - Voluntarily agree to follow basic rules (ie. no fighting, drug use, or weapons at the shelter), allows vehicles, pets, and personal items (with limitations)
  - Access to all basic services including; bathrooms, showers, electricity, security, meals, medical, clothing
  - Free to come and go, meals provided at established times

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Residency Level 2

- **Participation Level**

  Those desiring additional benefits including:

  - Voluntarily agree to participate in programs offered by the operator to include; increased personal space, increased privacy, classroom learning and activities, outdoor recreation activities, etc.

  - These additional benefits are offered in exchange for part-time assistance including; property maintenance (ie. cleaning, painting, custodial care, etc.) garden cultivation, resident ombudsman, etc.

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Residency Level 3

- **Recovery Level**

  Those that advance and desire additional benefits including:

  - Voluntarily agree to participate in additional programs offered by the operator to include; private quarters, classroom training, increased storage of personal items, etc.
  - These additional benefits are offered in exchange for part-time employment off premises with the City and participating businesses.

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Miscellaneous Items

There are a number of other important issues that will be addressed as the shelter moves forward including;

- **Selecting a non-profit operator**
  The City will issue a Request for Proposal upon lease execution

- **Facilitating homeless to the shelter**
  This will occur through positive encouragement and persuasion

- **Funding operations**
  Management has recommended up to $1,500,000 in cannabis related revenue to support shelter operations plus Tulare County has indicated its willingness to provide a one-time pledge of $500,000 towards operations plus ongoing limited services.

- **Food procurement**
- **Maintenance and utilities**
- **Staffing and equipment**

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How to Measure Success

Management will work with the operator and partner organizations to determine the long-term metrics for measuring success including the recovery rate however, it is management's opinion that short-term shelter success is based on achieving the following;

- **Does the shelter provide safety for those experiencing homelessness?**
- **Is the shelter reducing the number of encampments?**
- **Is the shelter addressing challenges of the homelessness in the community, including:**
  - Reducing the need for panhandling?
  - Allowing greater access and full use of public amenities?
  - Reducing homeless related crime?
  - Reducing the accumulation of garbage, unsanitary conditions and visual blight?
- **Is the shelter operated in a legally defensible, financially viable, and humane manner?**
- **Is the area around the shelter properly maintained and safe?**

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Basic Lease Terms

Management continues to work with Tulare County on the ground lease agreement the basic terms of which include;

- An initial 5 year term plus three 5-year options for a total of 20 years at $1 per year.
- City has affirmative obligation to expend funds necessary to construct and operate the shelter as described herein.
- Up to 25% of shelter beds reserved for County use
- Operator agrees to fully indemnify City and County
- County agrees to provide limited basic services