

A plan for Tulare presented
By Lighthouse Community Initiatives, Inc.



What if you take this:



And make it into this:



* Stock Photo

**And become the 1st city in
California to end
Homelessness:**



The proposal:

- 1) Acquire land
- 2) Place 90 small temporary modular sleeping units
- 3) Lighthouse runs it & provides services and peer-support
- 4) Transition it to Affordable Housing by 2021

Tulare Transitional Project

The Approach

End Encampments:

- 9th Circuit Court ruling, called “The Boise Decision”, you cannot remove encampments in public spaces unless there are enough shelter beds based on point in time count... currently 199.

Solution: **Create 180 shelter beds (Lighthouse currently has 20)**

Provide Centralized Services:

- Homeless need hygiene, policing, food & social services. Service Providers need to access the homeless and a place to work with them.

Solution: **Create Centralized Service Spaces**

Provide Jobs:

- Homeless need something positive to do during the day.

Solution: **Provide supervised work. Homeless people can work the site development, provide services and build the living units.**

Provide Affordable, Permanent & Supportive Housing:

- There is a need for long-term affordable permanent supported housing.

Solution: **Build small building code approved “sleeping units” that are immediately available. Add a kitchen/bathroom unit, it is now an affordable house.**

Provide Peer-Support Community:

- People who experience homelessness need people who understand them or have been themselves homeless to help them become stable again.

Solution: **Create a Courtyard setting where peers can support each other in a community setting.**

Tulare Transitional Project

The Lighthouse Plan

- **Phase 1:**

- Permits, fencing, utilities and surfacing on site located in Tulare. CDBG funds: \$400,000. (Summer 2020)

- **Phase 2:**

- Place commercial modular restrooms, showers, offices, kitchens and begin services. (Summer-Fall 2020)

- **Phase 3:**

- Build and place 90 TEMPORARY residential modules. CDBG & competitive grants. \$1.5 Million. (Summer—Fall 2020)

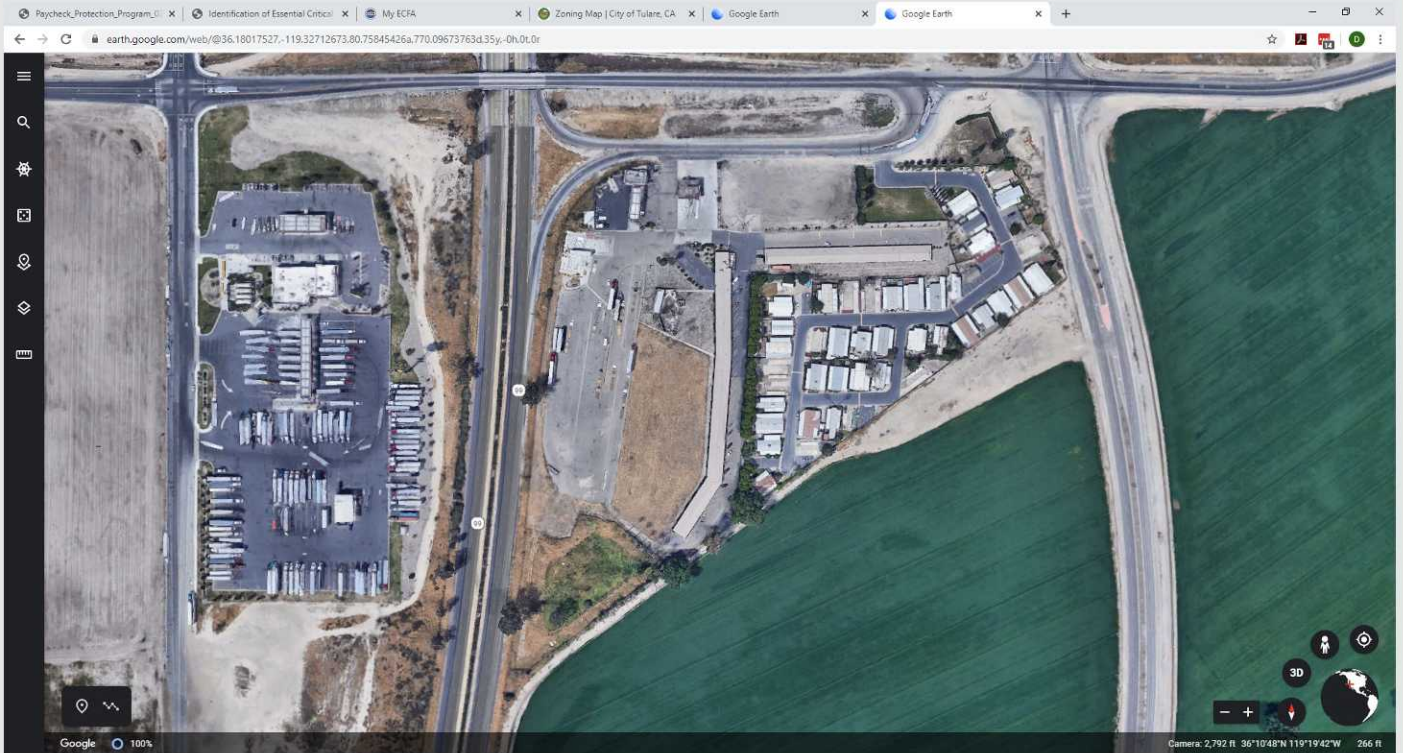
- **Phase 4:**

- Begin converting temporary modules to AFFORDABLE HOUSING. Federal Home Loan Bank, Bonds, Crowdfunding, CDFI Loans. (Winter 2020-21)

- **Phase 5:**

- Convert property to a peer-supported financially independent community. The rents collected from residents who work & vouchers will pay for operations. (Winter 2021)

Phase 1: Permits, fencing, utilities and surfacing on a single site in Tulare.



Summary—Locate & Prepare the site for use.

Impacts:

- 1) 3 Jobs—Work the land for site development
- 2) 4 Jobs —Begin building sleeping units
- 3) 2 jobs — Project manager & Grant manager

Phase 2:

Place commercial modular restrooms, showers, offices, kitchens.



Summary—Begin Basic Services. Outreach, Food Prep, Hygiene

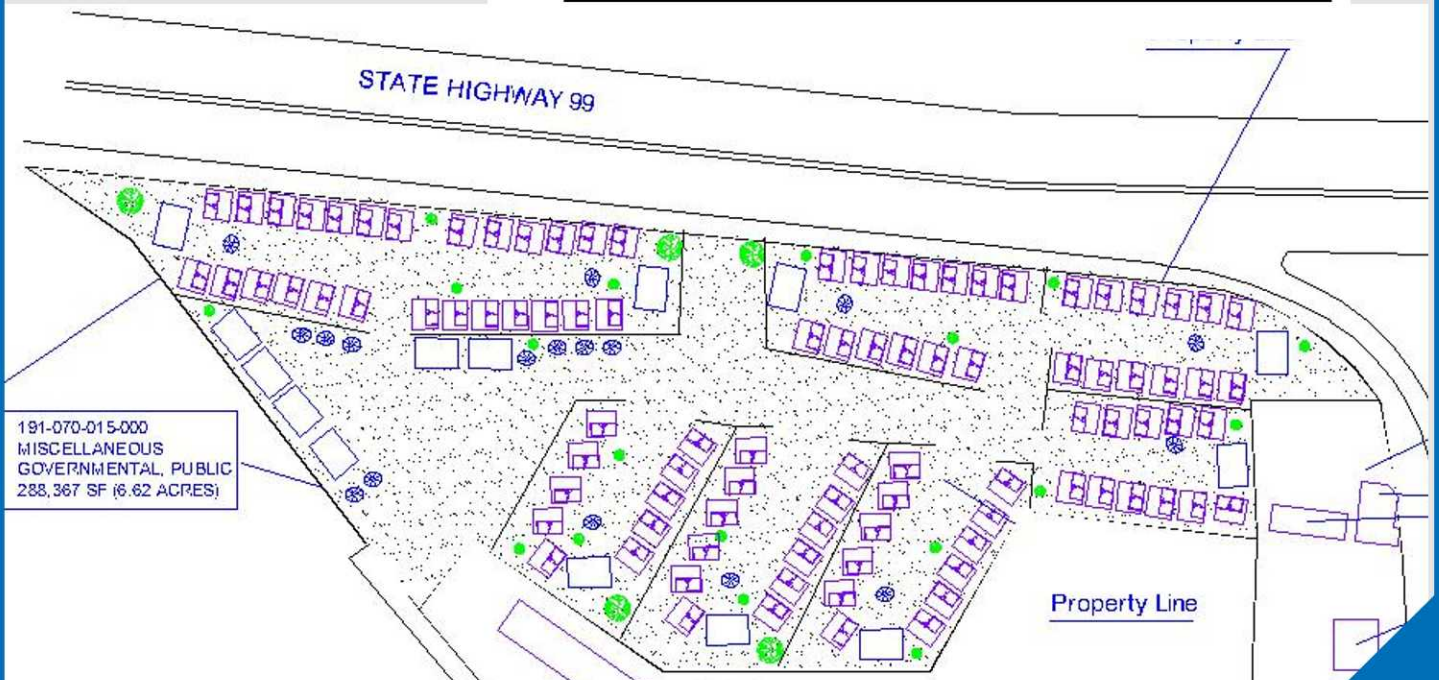
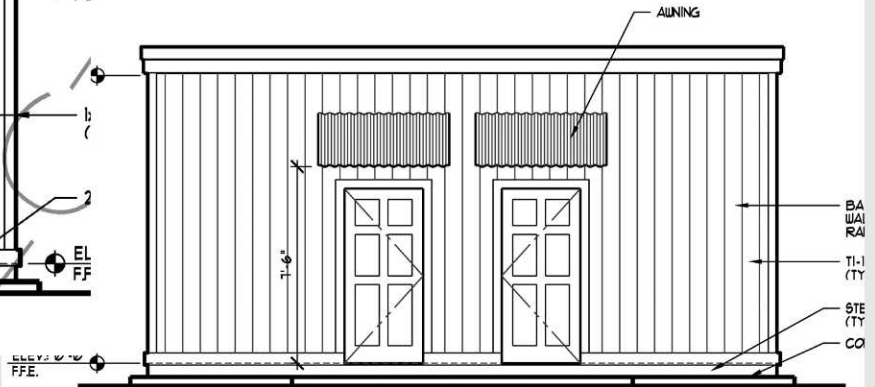
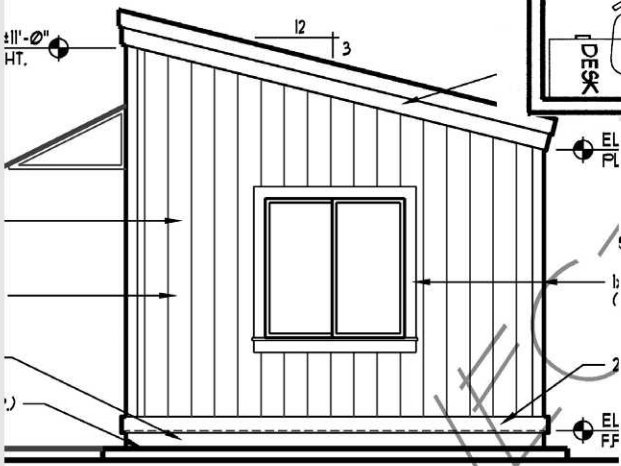
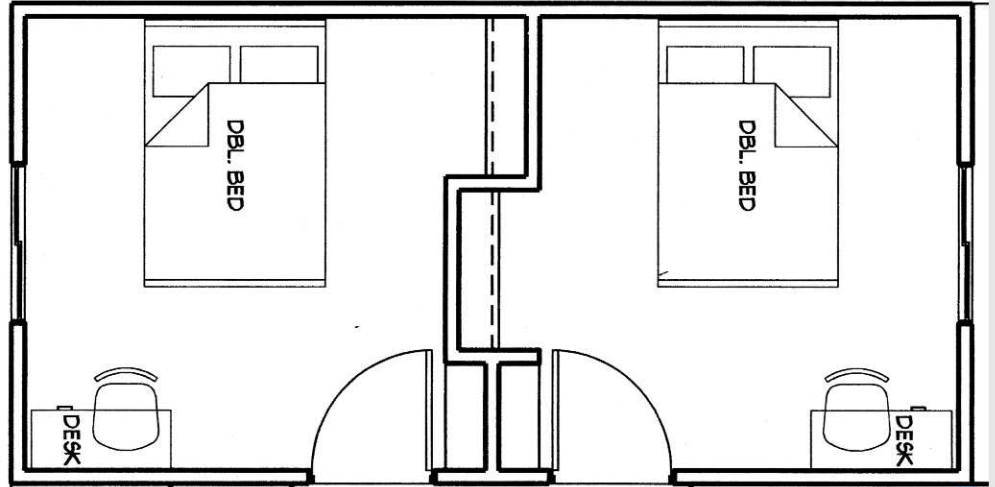
Impacts:

- 1) 5 Jobs—Food, Hygiene Services, Security
- 2) Hire homeless clients to help operate the facilities
- 3) Reduce disease through hygiene
- 4) Increase access to services

Phase 3:

Build and place 90 TEMPORARY residential modules.

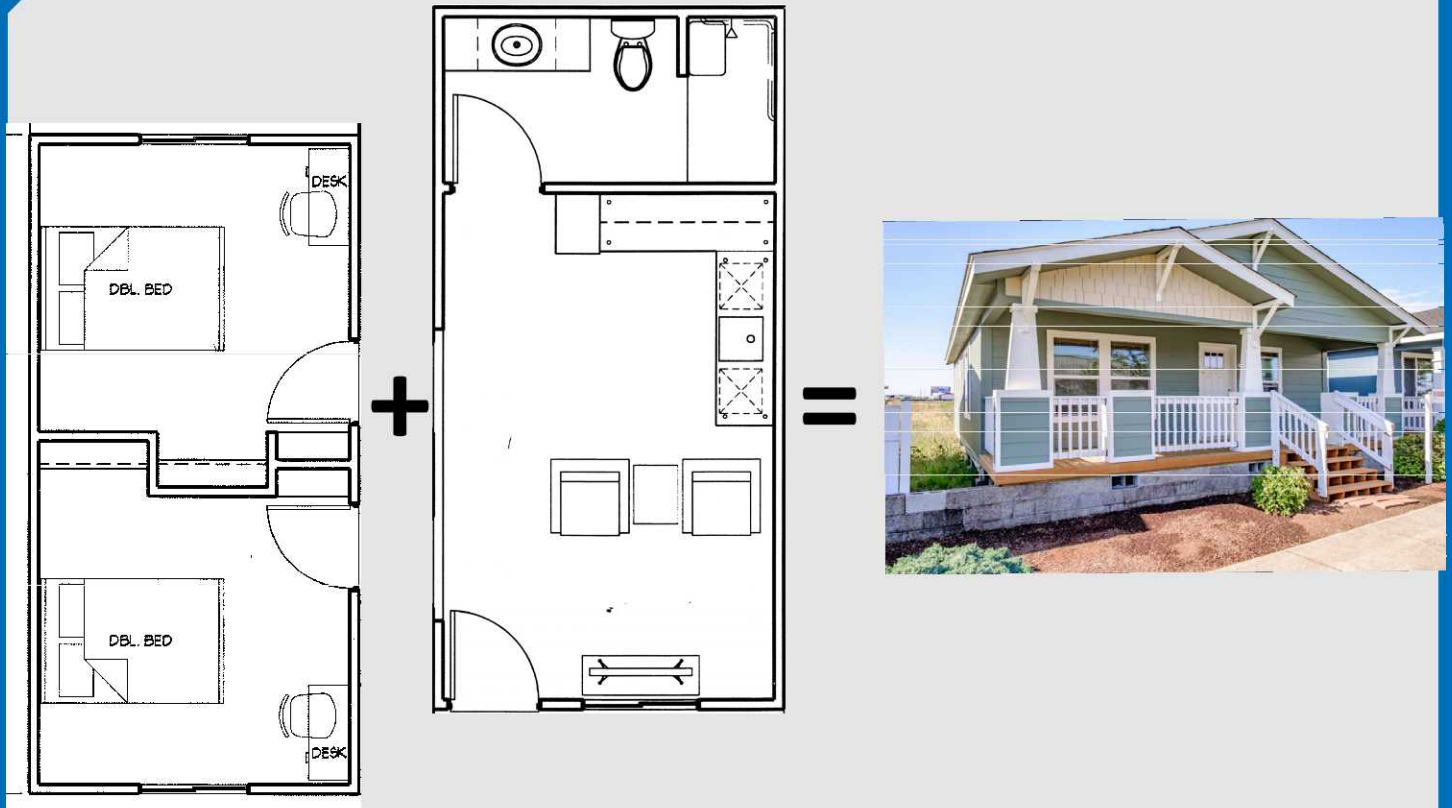
Factory-Built State Certified
Units built to 2019 Building &
Energy Code



Impact: Move people in! Reduce Encampments

Phase 4:

Begin converting temporary modules to AFFORDABLE HOUSING.



Summary—Combine the sleeping units with full modular units.

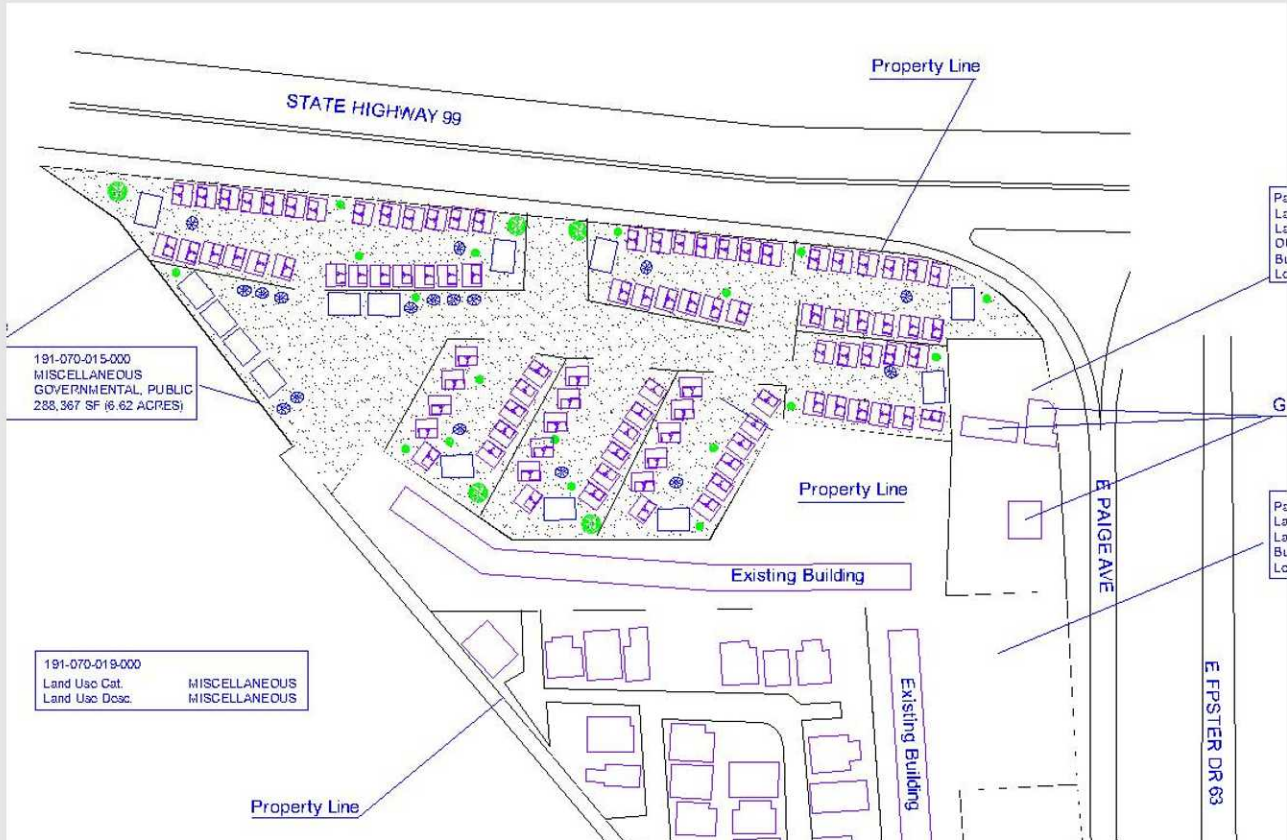
Impacts:

- 1) 3 Jobs—Build the 2nd half of the units
- 2) Temporary becomes Permanent Supportive Affordable Housing

<i>Impact Multiple</i>	
Enhances Peer-Support	Enhances Health
Creates Common Space	Environmentally Sound
Provides Affordable Housing	Positive ROI
Creates 3 or more Jobs	Solves a social ill
Sustainable	Scalable

Phase 5:

Convert property to a peer-supported financially independent community.



Summary—Finish it

Impacts:

- 1) Fully functioning permanent peer-support community.
- 2) Rents & Vouchers covers costs to operate & supervise it.

Elements of the Impact Multiple

Enhances Peer-Support	Enhances Health
Creates Common Space	Environmentally Sound
Provides Affordable Housing	Positive ROI
Creates 3 or more Jobs	Solves a social ill
Sustainable	Scalable

FAQ's:

- 1) **How much will the total project cost?** Estimated \$9 Million over 3 years.
- 2) **How will we pay for it?** A mix of loans, government grants, & tax advantaged investments.
- 3) **What about pets?** Because these are two room units, pets can be involved. Big shelters cannot handle pets effectively. FYI, State law does not allow shelters to say no to pets, so we will have to navigate this.
- 4) **Who will run it?** An organization who can manage property and social services, and do both well. The Lighthouse is an experienced local agency.
- 5) **How will we keep the freeway from seeing all the homeless?** First, these are homes and wont look like an encampment! Second, we are required to put up 7' block wall like other subdivisions which line freeways.
- 6) **How do we keep the homeless from bugging nearby businesses?** We propose to enter from the south off of Laspina, with a privacy wall.
- 7) **Why not just buy an apartment building?** Too many barriers:
 - A) There are no 180 bed apartment buildings available.
 - B) Any renovations are prevailing wage which very expensive. Factory-built Homes are NOT prevailing wage. And the factory puts people to work!
 - C) Apartments are hard to manage because you cannot see the open courtyard community.
 - D) You cannot place battered women, aged-out youth, parolees, sexual deviants and long-term homeless together in one complex. They need separate similar peer living areas to be successful.

FAQ's:

8) Who is going to build it? Former homeless clients of the Lighthouse Rescue mission supervised by a licensed contractor.

9) Are these tiny homes? No, they are factory-built manufactured homes built to 2019 CA building standards, with solar, and high efficiency.

10) Have you done this before? Yes, Dave Clevenger, CEO Lighthouse, runs similar programs at the Lighthouse and Kings Gospel Mission. Kings has a 4 acre similar development underway. Dave designed the units and had them certified.

11) What about drugs & violence? Self-policing function by setting up Courtyard settings. When everyone can see what is going on, it is hard to get away with anything. Security is present also.

12) Who will Cook & Clean? Homeless Clients—Job Training.

13) What about local businesses? Proposed entry is from the south, place a block wall similar to subdivisions around the development, business owners have direct access to management to address troublesome individuals. Increases their sales by another 180 people shopping there.

14) What about the AGRICENTER? Because of the design, this development will look like a nice housing subdivision. The use of land south for hotels to support AG SHOW activities will not be impacted by residential uses around it.

15) How does this end homeless encampments? Because there are enough units, the 9th circuit court decision allows the police to move homeless out of encampments and either here or out-of-town. Once here, they are managed by capable staff. If not, police can handle them legally. **NO MORE CAMPING ALLOWED.** It also has jobs, peer support, and safe, small places to live... these are the 3 key portions of successful homeless transformation.

FAQ's:

16) What about future Hotels nearby? A few details:

1. It's all in the design. Block walls for privacy, courtyard setup for peer support, designed to code for common subdivision design. It will fit in as a "normal" development. We would have it no other way.
2. With no more than 26 residents in each courtyard, the community is manageable and self-policed with encouragement from staff. Any larger and the courtyard becomes difficult to manage. Having communities of similar peers is beneficial to recovery. Communities compete for better standing from a series of "social determinates". This is peer-support & self-policing and it works!

17) What if "guests" refuse to work or continue with a destructive lifestyle? This does happen; if they are not playing by the rules, the police can be involved in their removal. They either go to jail, leave or behave. The point is to have enough shelter beds that the police/staff can keep them out of encampments and address their behavior in a stable environment.

18) As bedroom modules are converted to 2 bedroom rental units how does the city maintain the required number of beds available to meet their obligation? Once we achieve full amount of permanent units, the Boise decision allows the City of Tulare to turn people away from camping. The homeless number now decreases a small count which can be managed by a small shelter which is already available at the Lighthouse.

19) When converting to 2 bedroom homes are 2 renters going to be renting each unit? Yes, They are shared spaces, except for family situations. Each of the courtyards are managed by a supervisor/case manager in order to maintain the community/peer support aspect.

FAQ's:

20) Is there going to be 24 hour supervision on the site, especially through phase 3? Yes there will be 24 hours supervision throughout the life of the project. State law requires any living situation with greater than 16 residents to have access to management 24/7. Besides peer support happens best with supervision.

21) Are they efficient? Yes! They are built to CA Title 24 specification which just became even more strict in 2020. They will have solar on each.

22) Why only sleeping units first? The sleeping units are quick shelter. They can be built and set faster than entire units.

23) Why is Community & Peer Support important. People become comfortable and protective of good situations. Communities of peers are great support systems. They protect their livelihood. There are many case studies to prove this.

24) What about Mental Health services, Job Placement and Other Services? Most mental health instability is an effect of homelessness and self-corrects once stability is achieved. For those who need counseling and connection to services, the offices in the park create a central place for services to happen.

25) Won't more people move to Tulare? Maybe, but we will have a suitable system of interventions. I believe some people will come for the hope of a great opportunity. Working together with other service providers and communities means we can respond. If we do not build anything, the problem of homelessness will still be relevant. We need to build suitable options and that may become attractive as affordable housing. It is certainly innovative and achievable! The fact remains that once the city achieves enough shelter space—NO MORE CAMPING ALLOWED.

FAQ's:

26) Are other counties/cities doing this? A few things:

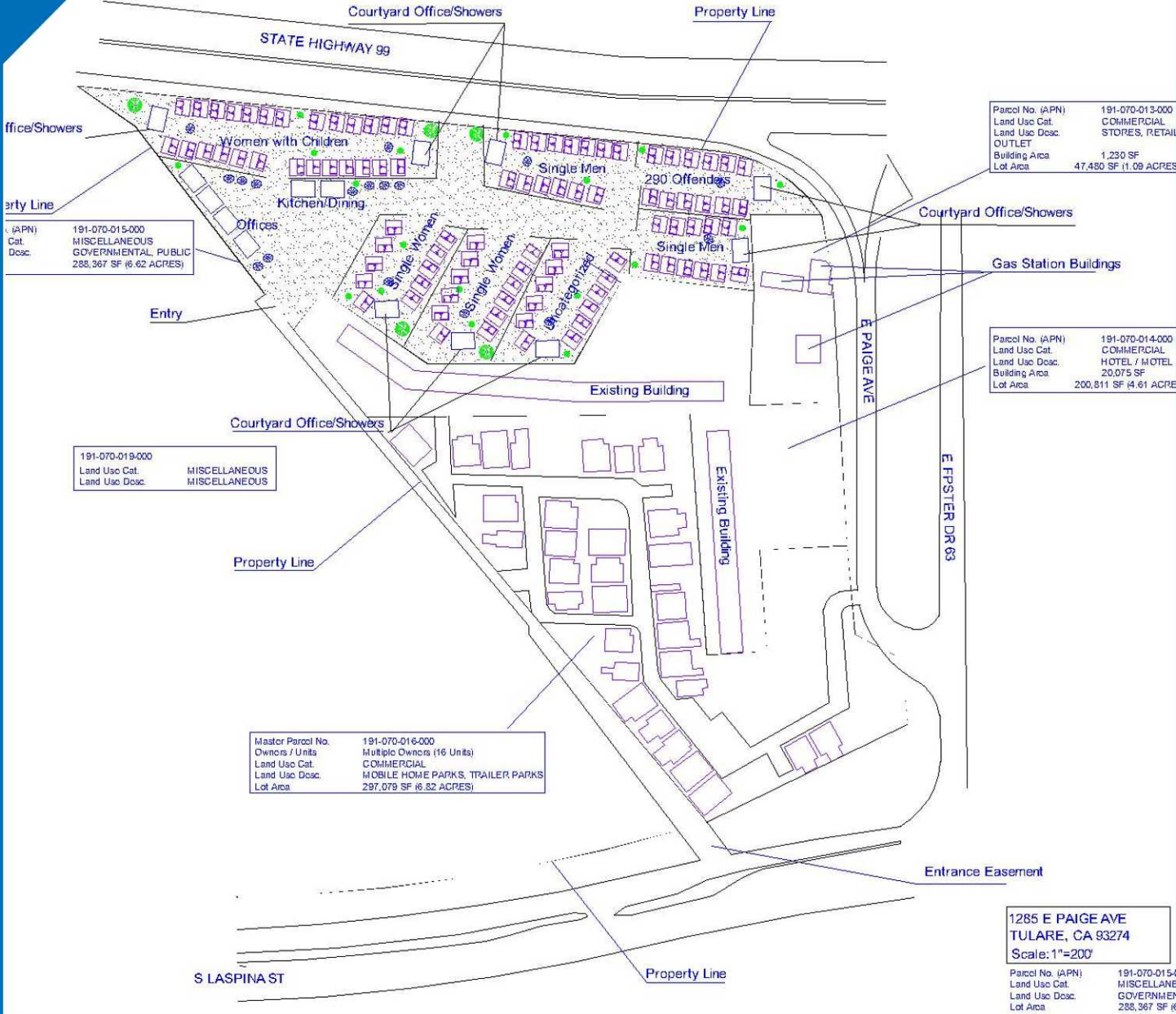
1. Modesto had a tent city temporarily. It had no permanency to it. So it met the need for connection to services, but did not provide lasting opportunities. The Tulare Transitional Project has permanency to it, so it is hopeful.
2. Some cities have done Tough Sheds. Our climate is too warm for these and again there is not permanency. They are also hard to approve through the development laws in place because they are NOT built to 2019 code. Why spend the time, money and energy on something we will tear down eventually.
3. Some cities have a large building as a shelter. As a shelter operator, these are hard to run. Lots of corners to hide in, lots of tribal warfare, no pets, bed bugs/disease are hard to prevent. They can run well, but because they are large communities, they lose the self-policing function. And again it is not a permanent solution.
4. There is a similar model in Austin, Tx called Community First! Salt & Light in the County of Tulare is replicating this model for the county. The differences are: 1) Salt & Light is by referral, not an emergency shelter solution, 2) It is for the county, a much larger population; 3) They are not focused inward to a courtyard setting with individual managers.

All of the above options are hard to finance through normal economy and charity. The Tulare Transitional Project, because it will become permanent, can seek to develop in normal economic ways PLUS seek competitive grants & philanthropy.

FAQ's:

27) What about locations? A few things:

1. The full 200 bed shelter needs greater than 5 acres. The city owns 6.6 acres in South Tulare as one option.
2. We could do 2 or 3 different locations with smaller sizes, it will be more expensive to run at first because now you need expertise in the same level and services at each location. Plus you will have 2 or 3 places who don't have homeless agencies around.
3. There are other city properties available possibly. The council is the one who will decide a suitable city-owned location.
4. The Lighthouse has land but it is not big enough to do 200 beds. We would still need 1 or 2 more locations.
5. Purchasing land is expensive and not much available.



Parcel No. (APN) 191-070-015-000
 Land Use Cat. MISCELLANEOUS
 Land Use Desc. GOVERNMENTAL, PUBLIC
 Building Area 288,367 SF (6.62 ACRES)
 Lot Area

Parcel No. (APN) 191-070-013-000
 Land Use Cat. COMMERCIAL
 Land Use Desc. STORES, RETAIL
 OUTLET
 Building Area 1,230 SF
 Lot Area 47,480 SF (1.09 ACRES)

Parcel No. (APN) 191-070-014-000
 Land Use Cat. COMMERCIAL
 Land Use Desc. HOTEL / MOTEL
 Building Area 20,075 SF
 Lot Area 200,811 SF (4.61 ACRE)

191-070-018-000
 Land Use Cat. MISCELLANEOUS
 Land Use Desc. MISCELLANEOUS

Master Parcel No. 191-070-016-000
 Owners / Units Multiple Owners (16 Units)
 Land Use Cat. COMMERCIAL
 Land Use Desc. MOBILE HOME PARKS, TRAILER PARKS
 Lot Area 297,079 SF (6.82 ACRES)

1285 E PAIGE AVE
 TULARE, CA 93274
 Scale: 1"=200'

Parcel No. (APN) 191-070-015-000
 Land Use Cat. MISCELLANEOUS
 Land Use Desc. GOVERNMENTAL
 Lot Area 288,367 SF (6.62 ACRES)

