

## Project/Program Profile

**Name of Project/Program:** Friendship House Community Center

**Organization:** Community Action Partnership of Kern (CAPK)

**Location of Project/Program:** 2424 Cottonwood Road, Bakersfield, CA

**Year Project Completed/Program Began Operation:** August 2011

**Funding Sources:** California Department of Parks and Recreation grant, Weingart Foundation grant, City of Bakersfield Community Development Block Grant

**Populations Served:** Residents of southeast Bakersfield

**Number of People Served:** Estimated services to 50+ youth in after school program, 200 participants in Food Pantry, and 100 per week in sports activities

**Number of Staff:** Projected initial staff of 3

**Total Cost of Development/Operation:** \$3,289,000

**Partners:** City of Bakersfield, Stop the Violence, Bakersfield College, CSU Bakersfield, Police Activity League, Camellia Village Community Center (low-income housing project), Girl Scouts, Boys and Girls Club, Ebony Council, and others.

**Services Provided:** Gymnasium, 4 modular classrooms, outdoor basketball courts, a kitchen and offices to serve the youth, seniors and residents of southeast Bakersfield, after-school and summer programs, Women, Infants and Children (WIC) office, food bank, resources for the entire community, including plans for medical services, food distribution, job training and an outreach center

## **REAL ESTATE DEVELOPMENT: Community Facility**

(Italicized portions offer further explanation. If the standard is not fulfilled by the project, it is noted in the italicized explanation. Crossed-out portions are not applicable.)

### Level 1: Project Feasibility Assessment

These basic criteria determine the feasibility of a real estate development project. The focus is on the organizational and financial readiness of the project.

#### 1. NEED

##### a. Community Need

i. The project serves a need for the specific community facility.

1. *The project serves the need for a community center.*

##### b. Market Study

i. The market study confirms the need for, and viability/competitive advantage of the project.

1. *A market study of the target service area of southeast Bakersfield was conducted. An extensive survey of available services in the areas and demographics was included. The Southeast Bakersfield community is lacking in retail, social, and health services. There is no major grocery store in the area and youth recreational, sports and educational resources are limited.*

ii. The market study informs the organization about competition, demographics of the area, and barriers to entry.

1. *The project's primary service area includes an area of approximately 15 square miles that includes approximately 34,000 residents. The service area is 68% Hispanic, 19% white, and 9.5% African American, with the remaining 3.5% individuals of American Indian, Asian or multiple ancestries.*

2. *Having operated a number of child care centers in the area, CAPK was aware of the barriers, challenges, but also the opportunities in the area.*

iii. The project fits the zoning of the site.

1. *The project was an existing community center, so the project already fit the zoning of the site.*

iv. The project is compatible with local land use.

1. *The project was an existing community center, so the project already was compatible with local land use.*

v. The project is not located in an area with a moratorium or interim control ordinance that cannot be bypassed.

vi. Neighbors and local community members support the project.

1. *The project is supported by a strong community advisory board that includes the City of Bakersfield, the County of Kern, residents, local businesses and major corporations.*

vii. The project is in alignment with local city, county, state and/or federal development goal(s).

1. *The project offers much needed educational, recreational, and community services including afterschool homework assistance, teen pregnancy prevention, computer learning center, arts center, and sports programs. In addition the facility is home to a WIC office and serves as a food bank pantry site.*

## 2. ORGANIZATIONAL READINESS

- a. The organization is willing and able to do this project.
- b. The project is in alignment with the mission of the organization.
- c. The Board of Directors embraces a CED strategy and/or embraces the project as a part of the CED strategy.
- d. The organization and/or its partners have a track record of completing similar projects.
  - i. *In 2002 CAPK constructed the Shafter Youth Center (SYC) in a small rural community 15 miles northwest of Bakersfield. With a population of approximately 15,000, the facility offered an indoor gym, computer lab, and classrooms for youth educational and development programs. CAPK staff oversaw the construction of the project, which was completed on time and on budget. CAPK operates a number of nearby Head Start child care facilities, including the newly constructed Peter H. Parra Center nearby. CAPK also completed construction of a 23,000 square foot Food Bank in Southeast Bakersfield that serves all of Kern County.*
- e. The organization has the financial and operational capacity to undertake the proposed development.
  - i. ~~The organization can support the additional debt (if any) created by the project.~~
    1. *The project has no debt.*
  - ii. The organization has qualified staff that can undertake the project.
  - iii. The organization has access to reliable, qualified vendors and service providers.

## 3. FINANCIAL FEASIBILITY

- a. Project cost
  - i. The project is affordable to the developer, and the cost is appropriate to the concept or design.
    1. *CAPK assumed the financial and managerial operation of an existing community center. A 5-acre parcel and older facilities were transferred to CAPK. The cost of construction was through contracts and grants with no debt and met all concept and design plans and expectations.*
  - ii. If the total development cost is not readily available, the project is phased.
    1. *The initial request for funding was for the front 2 ½ acres of the 5-acre parcel that included the building and basketball courts. A second phase of fundraising is currently underway to complete the rear portion of the project that will include a sports field to include baseball and soccer and possibly a spraypark. State funding for the construction could not be used to complete the kitchen, but additional funding sources and fundraising efforts will allow for completion of the kitchen by the end of September 2011.*
  - iii. The contractor or operator providing the cost estimates is qualified and experienced in community facilities.
- b. Funding sources
  - i. There are enough sources of funding for the uses.
    1. *Funding was secured through the California Department of Parks and Recreation and the City of Bakersfield Community Development Block Grant for the construction of a new facility. Foundation funding from the Weingart Foundation was secured for demolition of the older structures. Donations, smaller grants, and fundraising efforts have been secured to complete other sections of the project and for equipment and furniture.*

- ii. The developer has endeavored to secure all available competitive and noncompetitive funding sources for which the project qualifies.
- iii. The actual disbursement of each source is timely and in sync with the needs of the project.
  - 1. *Funding from the California Department of Parks and Recreation was delayed for nearly two years due to State budget challenges. The project was completed within the budget.*
- iv. The developer is aware of the compliance implications of each source.
- c. Cash flow
  - ~~i. The project produces enough cash flow to support the proposed debt structure (if any).~~
    - 1. *There is no debt on the facility, and contracts and grants provide operational funding of the youth and community center.*
  - ii. The project minimally pays for itself over time. It has a sustainable cash flow.
    - 1. *It is projected that grant and contract funding will sustain the project.*
  - iii. The organization has secured tenants.

### Level 2: Practical Considerations

These criteria are essential for further developing a successful, operating project.

#### 1. MARKET BARRIERS

- ~~a. The organization understands why past proposals have not worked and instead addresses prior issues in innovative alternative ways.~~

#### 2. DEVELOPMENT TEAM & PARTNERSHIPS

- a. The organization has assembled the best team for the project, including architects, project managers, property managers, contractors, real estate brokers, leasing agents, and other third party consultants.
- b. If the organization is lacking in any area (financial, experience), it has partnered with another entity to develop the project.
  - i. *Since opening a number of service providers have stepped forward to provide youth and community services including the Girls Scouts that is creating a troop for the FHCC and providing financial assistance for low-income participants. A computer training provider has agreed to provide classes to youth and adults free of charge, and work on developing the facility for formal soccer leagues is taking place.*
- c. The project is supported by public sector, private sector, and community partners.
  - i. *The project is supported by a strong community advisory board that includes the City of Bakersfield, the County of Kern, residents, local businesses and major corporations.*
- d. Through an open dialogue with the community, the organization has sought and incorporated community input and approval.
  - i. *A community Advisory Board comprised of former community center participants, local businesses, city and county officials have participated in the design and direction for the project since 2003 when CAPK assumed responsibility of the facility. The Advisory Board continues to meet on a monthly basis to fundraise and provide suggestions and recommendations to CAPK staff on the operation of the facility.*

#### 3. SITE CHARACTERISTICS AND PROJECT DESIGN

- a. The location makes sense for the project.
- b. The design makes sense for the targeted use (e.g. provides correct amount of parking).

- c. The project is located near or adjacent to existing or future transit.
    - i. *Public transportation is located in front of the facility.*
  - d. If the site is a known brownfield or historic structure, the project accounts for increased time, costs, and other issues associated with these environmental and/or historic considerations.
    - i. *The site is not a brownfield or historic structure.*
  - e. The proposed project is the highest and best use of the site
  - f. The design is compatible with the characteristics of the community and surrounding buildings.
  - g. The project does not “look” like it offers rents lower than market.
  - h. If located in a redevelopment area or contains blighted or dilapidated structures, the project accounts for increased costs and also takes advantage of resources for redevelopment projects.
    - i. *The project is located in the Southeast Bakersfield Redevelopment area, and CAPK was able to take advantage of resources related to redeveloping the area.*
  - i. If the project does not comply with the underlying zoning and land use intensity, the timeline and budget for entitlement have been extended.
    - i. *The project is compliant with zoning and land use.*
4. CONSTRUCTION
- a. Project met major construction milestones and was completed on schedule.
    - i. *The first phase of the project was completed on schedule. Construction was completed in August 2011, with a Grand Opening held on August 18, 2011.*
  - b. Construction timeline was in sync with financing requirements.
  - c. Construction loan was converted to permanent loan on time.
    - i. *Construction was completed through a line of credit that was paid through grant from the State Parks and Recreation department.*
5. RENT UP, MANAGEMENT & OPERATION
- a. Upon construction, the lease up of the project was completed in a timely manner.
  - b. The project is fully occupied.
    - i. *The project shares space internally with other CAPK programs including WIC, the Food Bank, and additional programs to be incorporated into the center over time.*
  - c. Tenants are provided with opportunities to participate in the management and/or operation of the project.

### Level 3: From Feasible to Exemplary

These criteria elevate a functioning project to an exemplary project.

#### 1. FUNDING & FUNDING REQUIREMENTS

- a. The project uses a program or funding source that is new and innovative.
  - i. *The project's funding is typical for a community facility.*
- b. Each funding source was heavily leveraged to gain further resources.
- c. Certain features of the project were adapted to capture funding, but the project was not completely changed in order to capture one particular funding source.
- d. There are multiple stakeholders providing funding, and this mix of funding sources maximizes the feasibility of the project.
- e. The design of the project exceeds minimum standards required by funding sources.
  - i. *The quality of the construction used on the project exceeds minimum standards required by funding sources.*

- ii. The amenities provided by the project exceed minimum standards required by funding sources.
- ~~iii. The sizes of the units exceed minimum standards required by funding sources.~~
- iv. The project creates more jobs than required by the funding sources.
- f. The design of the project and units are culturally appropriate.
  - i. *The design is for a community and youth center. The availability of the large gymnasium and separate classrooms allows for educational, athletic, and community events and forums. The development of the Learning Center in one of the classrooms will provide students and residents with valuable computer and learning opportunities. Instruction will include afterschool assistance, use of the internet, job searching skills, and English classes.*
- g. The project is located in close proximity to jobs and public transit.
  - i. *Public transportation is located in front of the facility.*

## 2. FUTURE PROJECTS

- a. The project strengthens the position (financial, political, capacity, experience) of the organization.
- b. Through the development process, the reputation of the organization was enhanced. Issues that the project team faced were dealt with in a diplomatic manner, enabling future projects.
  - i. *The community especially the project's supporters, local residents, children and parents can see the enhanced services to the community. Nearly 1,000 individuals visited the project at the Grand Opening held on Aug. 18, 2011. Local residents and business supported the efforts and a number of monetary and in-kind donations were received. Former youth that benefitted from the community center, who are now adults welcomed the new facility and pledged to contribute their time to bring the community center back to where it once was. Monthly FHCC Advisory Board meeting are conducted that includes participation from CAPK Board members, the Executive Director and program staff. Program design, fundraising strategies, and center events are discussed at the meetings and recommendations forwarded to CAPK.*
- c. The success of the project will enable future funding on other projects.
- d. The community is happy with the project and will support more/similar development in the future.
- e. The community is more knowledgeable about community facilities.

## 3. ENVIRONMENTAL IMPACT

- a. The project has less environmental impact than traditional projects during construction and during operation.
  - i. *The project is not a green project.*
- b. The project meets green building standards such as adaptive reuse or LEED certification.
  - i. *The project is not a green project.*
- c. The project conserves energy and water.
- d. The project has an effective recycling program.
  - i. *There is no recycling program*
- e. The project fulfills the triple bottom line.
  - i. *The project is not a green project.*
- f. The project has an educational component that teaches tenants about using green features effectively.
  - i. *There is no education component for green features.*

- g. The project stimulates green job creation.
  - i. *The project does not stimulate green job creation*
- 4. ECONOMIC IMPACT
  - a. ~~The project will increase the independence of tenants.~~
    - i. *Tenants consist of CAPK's other programs and services.*
- 5. FOOD SECURITY
  - a. The project contains a community garden, farmers' market, education, and/or urban gardening component.
    - i. *There are plans to create a community garden. Recent collaborations with and funding by the Home Depot and the South Kern Building Healthy Communities agency are currently taking place to design and implement a community garden. Home Depot volunteers will assist in establishing the garden and supplies, and equipment will be funded by Home Depot and the South Kern agency. Classes will be provided to youth and adults on creating and maintaining the garden, nutrition and in cooking classes will also be provided at the center.*
  - b. There are multiple services provided by the project e.g. social services or education centers.
    - i. *The project provides a wide variety of services, from physical sports to educational and youth programs.*
  - c. There are complementary uses of the spaces created by the project.
    - i. *Spaces such as the classrooms can be used for many different services.*
- 6. DIVERSITY
  - a. The project serves a mixed income clientele.
    - i. *The project serves the entire community.*
  - b. The project encourages mixed age, gender, ethnic, etc. participation.
    - i. *The project serves the entire community.*
- 7. PROPERTY MANAGEMENT
  - a. ~~Property management communicates in languages with which tenants are familiar.~~
    - i. *Tenants consist of CAPK's other programs and services.*
  - b. ~~Property management maintains a good relationship with tenants.~~
    - i. *Tenants consist of CAPK's other programs and services.*
  - c. ~~Property management consistently collects rents in a timely manner.~~
    - i. *Tenants consist of CAPK's other programs and services.*
  - d. ~~Tenants remain happy with the project after 1 year, 5 years, etc. of operations.~~
    - i. *Tenants consist of CAPK's other programs and services.*
- 8. PUBLIC BENEFITS
  - a. The project serves the community's need for community facilities.
  - b. The project creates spaces available for public uses (commercial, open, green).
  - c. The project removes blight in the neighborhood.
  - d. The project improves neighborhood security.
  - e. The project stimulates long-term job creation.
  - f. The project stimulates small business creation.
    - i. *The project does not stimulate small business creation.*
  - g. The project supports minority businesses.
    - i. *Minority businesses were included in the construction of the facility. The contractor worked extensively with the Minority Business Association of Kern to provide a minority contractors bootcamp. The contractor was successful in securing work for community workers that ranged from construction related work to clerical office assistance. At the Grand Opening the project was lauded*

*for being the first new community facility to include the hiring of local construction workers.*

- h. The project results in local employment.
    - i. Operational staff for the project will focus on local residents.
  - i. The project stimulates housing development in the area.
    - i. *The project does not stimulate housing development.*
  - j. The project serves as a reinvestment/investment catalyst by incentivizing development as a result of the project's success.
    - i. *The project continues to catalyze redevelopment in southeast Bakersfield.*
  - k. Public improvements that support the project such as bus routes and street improvements benefit the entire neighborhood.
  - l. The project results in other positive physical, economic, and social impacts.
    - i. *In 1999 the City of Bakersfield hosted a community focus group at the project site to identify needs and hopes of the residents and business for the area in general and specifically for the community center. Since that time, many projects have been completed in southeast Bakersfield to revitalize the area. CAPK has constructed the 23,000 sq. ft. Food Bank, the Peter H. Parra Childcare center serving 150 children and a 13,000 sq. ft. maintenance facility in Southeast Bakersfield, bringing jobs and services to the community. The County of Kern completed a Career Services Center offering numerous county sponsored services next to the Food Bank, and others have contributed by constructing low-income house along the main thoroughfare, Cottonwood Road. The completion of this project makes four large construction projects completed in southeast Bakersfield by CAPK.*
9. REPLICABLE/SCALABLE
- a. This project can be replicated in other communities, regions, and/or states.