

Project/Program Profile

Name of Project/Program: Shafter Youth Center

Organization: Community Action Partnership of Kern (CAPK)

Location of Project/Program: 455 E. Euclid Ave, Shafter, CA 93263

Year Project Completed/Program Began Operation: 2003

Funding Sources: Grant from California Youth Authority, City of Shafter

Populations Served: Youth in Shafter, Wasco and outlying areas of North Kern County

Number of People Served: 310 youth (in 2010)

Number of Staff: 4+, volunteers

Total Cost of Development/Operation: \$1.6 million

Partners: City of Shafter, Police Activity League, Women, Infants, & Children, UC Cooperative Extension, Shafter High School, Workforce Investment Board, Richland School District.

Services Provided: After-school program, summer program, adult parenting classes, Women, Infants & Children (WIC), commodity distribution, HEAP - rebate program designed to offset the cost of energy for low income households, teen parenting/support group, Excel - teen pregnancy prevention program

California Community Economic Development Exemplary Practices Project

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 youth center in North Kern County.*

b. Market Study

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

1. *An internal marketing assessment was conducted by Planning Research and Development staff of CAPK to identify potential sites and match funding to construct a new or rehabilitate existing facilities for use as a youth center.*

2. *One of the sites selected was Shafter, where the assessment identified a lack of afterschool, summer and youth oriented education and development services.*

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

1. *The internal assessment and the funding application to the California Youth Authority outlined the demographics of the area, as well as the lack of other providers.*

iii. The project fits the zoning of the site.

iv. The project is 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. *Residents, schools, and local businesses support the project.*

2. *The community contributes by volunteering at events and donating goods and services.*

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

1. *The City, residents, schools and business were very supportive of the project. At last year's Community Café, the City of Shafter participated extensively in the event offering suggestions, assessments, and a willingness to listen to what the community, parents and children had to say about not only the project but also the city services.*

2. *The City of Shafter wanted the youth center to be located in Shafter and even incentivized CAPK's locating the youth center there with a donation of land for the youth center, \$250,000 in general funding, and land for the construction of an adjacent Head Start center.*

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. *CAPK has previous experience with real estate development. Prior to the youth center, CAPK completed construction on a 23,000 square foot food bank, which serves the entire Kern County, and child care facilities. CAPK staff have also established new child care centers utilizing modular buildings and renovating existing building for child care use.*
 - 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 was constructed with 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.
 - ii. If the total development cost is not readily available, the project is phased.
 - 1. *The majority of the project was completed with the initial funding. The kitchen facility was completed at a later date with additional funding.*
 - 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.
 - 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.
 - 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. *The project was constructed with no debt.*
 - ii. The project minimally pays for itself over time. It has a sustainable cash flow.
 - 1. *Operational costs are secured through contract and grant funding as well as rental income from facility usages.*
 - iii. The organization has secured tenants.
 - 1. *City of Shafter and others rent space for youth activities, but they are not permanent 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.
- c. The project is supported by public sector, private sector, and community partners.
 - i. *The City of Shafter is a strong supporter of the project. The City of Shafter Parks and Recreation division participates in the project. The City of Shafter offered to provide land for the project in addition to \$250,000 towards construction. As CAPK was also planning on construction of a Head Start child care center next to the youth center, the City also provided land for this additional facility.*
- d. Through an open dialogue with the community, the organization has sought and incorporated community input and approval.
 - i. *Extensive dialogue with the City and community members and partnership with school districts have resulted in a successful youth program for the community.*
 - ii. *Collaboration with the Sheriff Activity League resulted in the accommodation of a boxing program at the center.*

3. SITE CHARACTERISTICS AND PROJECT DESIGN

- a. The location makes sense for the project.
 - i. *To match funding from the California Youth Authority, CAPK was required to consider working with partners that would provide funding, land, or in-kind contributions towards a project. The area would also have a need for afterschool, summer and youth oriented education and development services. The City of Shafter fulfilled those requirements.*
- 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. *A city bus stop is located in front of the building. Upon construction, routes were altered to provide this access.*
- 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.~~
 - i. *The project does not have long-term tenants.*
- 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 was constructed on previously vacant land near the outskirts of town. CAPK was able to take advantage of resources from the City of Shafter to develop this unused land.*
- ~~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 complies with zoning and land use.*

4. CONSTRUCTION

- a. Project met major construction milestones and was completed on schedule.

- b. Construction timeline was in sync with financing requirements.
 - c. Construction loan was converted to permanent loan on time.
5. RENT UP, MANAGEMENT & OPERATION
- a. ~~Upon construction, the lease up of the project was completed in a timely manner.~~
 - i. *City of Shafter and others rent space for youth activities, but they are not permanent tenants.*
 - b. The project is fully occupied.
 - i. *The project is fully occupied by CAPK.*
 - c. ~~Tenants are provided with opportunities to participate in the management and/or operation of the project.~~
 - i. *City of Shafter and others rent space for youth activities, but they are not permanent tenants.*

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 funding sources were not unusual for a community facility.*
- b. Each funding source was heavily leveraged to gain further resources.
 - i. *Funding from the California Youth Authority was used to leverage further resources from the City of Shafter.*
- 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.
- g. The project is located in close proximity to jobs and public transit.
 - i. *A city bus stop is located in front of the building. Upon construction, routes were altered to provide this access.*

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 recognition and reputation of CAPK has been greatly enhanced with the increase of services to youth in Shafter and surrounding areas. Collaboration with the City of Shafter and local schools has greatly increased communication and participation by youth in the area. Annual Boys and Girls summits are held each year attracting many youth, service providers, parents, businesses community members and city staff.*

- 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 does not meet green building standards.*
 - c. The project conserves energy and water.
 - d. The project has an effective recycling program.
 - i. *The program does not have a 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. *The program does not have an educational component.*
 - g. The project stimulates green job creation.
 - i. *The program does not stimulate green job creation.*
4. ECONOMIC IMPACT
- ~~a. The project will increase the independence of tenants.~~
 - i. *City of Shafter and others rent space for youth activities, but they are not permanent tenants.*
5. FOOD SECURITY
- a. The project contains a community garden, farmers' market, education, and/or urban gardening component.
 - i. *The project does not contain a community garden, farmers' market, education, and/or urban gardening component because the youth center has limited open space.*
6. COMPREHENSIVENESS
- a. There are multiple services provided by the project e.g. social services or education centers.
 - b. There are complementary uses of the spaces created by the project.
 - i. *The project is utilized by City of Shafter Parks and Recreation and other service providers for maximum utilization of the facility.*
7. DIVERSITY
- a. The project serves a mixed income clientele.
 - b. The project encourages mixed age, gender, ethnic, etc. participation.
8. PROPERTY MANAGEMENT
- ~~a. Property management communicates in languages with which tenants are familiar.~~
 - i. *There are no long term tenants at the facility however space is offered to program specific youth, education and recreational service providers.*
 - ~~b. Property management maintains a good relationship with tenants.~~
 - i. *There are no tenants.*
 - ~~c. Property management consistently collects rents in a timely manner.~~
 - i. *There are no tenants.*
 - ~~d. Tenants remain happy with the project after 1 year, 5 years, etc. of operations.~~
 - i. *There are no tenants.*

9. 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).
 - i. *The project creates spaces available for the youth and youth services*
- c. The project removes blight in the neighborhood.
- d. The project improves neighborhood security.
- e. The project stimulates long-term job creation.
 - i. *The project provides one full time staff person and a number of part-time staff for school year and summer programs.*
- f. The project stimulates small business creation.
 - i. *The project does not stimulate small business creation.*
- g. The project supports minority businesses.
 - i. *The project does not support minority businesses.*
- h. The project results in local employment.
- 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 does not incentivize development.*
- k. Public improvements that support the project such as bus routes and street improvements benefit the entire neighborhood.
 - i. *A city bus stop is located in front of the building. Upon construction, routes were altered to provide access to the project.*

10. REPLICABLE/SCALABLE

- a. This project can be replicated in other communities, regions, and/or states.