



Health & Human Services and Public Safety Committee

Tuesday, November 13, 2018, 5:30 PM
Council Chambers, City Hall

Councilor Belinda Ray, District 1, Chair
Councilor Brian Batson, District 3
Councilor Pious Ali, At-Large

1. Announcements
2. Review and Approval of Minutes from October 23, 2018
 - a. October 23, 2018 DRAFT Minutes
3. Homeless Services Center
 - a. Homeless Services Center Model
 - b. The Future of Homeless Services in Portland
 - c. Homeless Services Center Budget Analysis
4. Next Meeting: November 27, 2018

NOTE: Since there are no action items on the agenda, there will be no opportunity for public comment at this meeting. Please feel free to send comments to members of the committee on any issue at any time via email. Councilors email addresses are available on the city website: www.portlandmaine.gov

The meeting can be watched online via livestream: www.portland.gov/livestream

Keep up to date with the new shelter design and planning process at the City's website

www.portlandmaine.gov/shelterplanning



Health & Human Services and Public Safety Committee Minutes

Tuesday, October 23, 2018, 5:30pm, Room 209, City Hall

Committee Attendance:

Belinda Ray, Chair (District 1), Brian Batson (District 3),

Councilors in Attendance: Mayor, Ethan Strimling; Jill Duson (At-large)

City Staff: Director of Health and Human Services, Dawn Stiles; Assistant City Manager, Michael Sauschuck; Human Resources Director, Gina Tapp; Assistant Corporation Counsel, Anne Torregrossa; Executive Assistant, Adam Harr

AGENDA ITEM 1 – Announcements

Councilor Ali was not able to attend.

Chair Ray announced that City staff will return to the committee on November 13th with analysis on potential sites for the proposed Homeless Services Center.

AGENDA ITEM 2 – Approval of Minutes

Councilor Batson moved to approve the October 9, 2018 minutes; Chair Ray seconded and the motion passed unanimously.

AGENDA ITEM 3 – Committee Revisits Items on Paid Sick Leave

Exemption for Employees at a Healthcare Facility

- Chair Ray and Councilor Batson support only exempting licensed professionals who work in a health care facility that meet the criteria from RI.
 1. Is employed by a health care facility;
 2. Is under no obligation to work a regular schedule;
 3. Works only when he or she indicates that he or she is available to work and has no obligation to work when he or she does not indicate availability; and
 4. Receives higher pay than that paid to an employee of the same health care facility performing the same job on a regular schedule.”
- Mayor Strimling would like to revisit E
 - Is it necessary to define how much more an employee must be paid to satisfy this requirement?



- o Can the “same job” be tightened to include same licensure?
 - Some employees will increase a percentage of compensation in lieu of fringe benefits
 - There is no prescribed percentage; OR uses 15%
- o The Committee does not want to be too prescriptive.
- The Committee would like to limit this exemption to medical licenses
 - o Chair Ray is open to striking some categories of licenses with input from Corporation Counsel.
 - o Per the October 9th Memo:
 - Title 32 lists relevant chapters and licenses could be chosen as desired.
 - Licensed Professionals that may be considered:
 - Some categories of licenses do not seem appropriate (massage therapists, social workers).
 - Anne is hesitant to define medical licenses and recommends defining by chapters.
 - Professional & Financial Regulation controls all licenses in the State
 - o The spirit of this exemption aimed to address per diem employees in Chapter 31: Nurses and CNAs
 - Are there others?
 - Radiology Techs ETC.
 - Similar staffed Chapters: 97, 103, any with similar levels of acuity (no PTs or OTs).

The committee accepted the memo’s proposed definition of health care facility, the conditions for the exemption and would like to exempt chapters 31 (nurses and CNAs), 97 and 103 and asked the community to come forward if they think this includes or excludes a chapter.

Babysitters

- Babysitters were removed from consideration.

Tipped workers

- What rate would tipped workers be compensated?
 - o The minimum wage
 - NOT the subminimum wage
 - NOT the average tipped compensation

Waiting Period

- 90 Waiting Period
 - o Every other municipality have no less than 90 days. (some have 180 days or an earned hour requirement)
 - Why?
- Mayor Strimling and the Coalition does not think there should be a waiting period



- o If there must be one, it should not go past the first full day accrued; about 45 days.
 - Councilor Batson likes 45 days.
 - The committee believes they recall Councilor Ali at 45 days.
 - The City accrues immediately and can be used immediately as earned. (as does Austin TX, although this is in litigation)
- Seasonal employees would work toward the waiting period and if rehired the next season would retain the time already worked in a waiting period)
- o The clock does not reset each season.

The Committee agreed to a 45-day waiting period with the annual rehire provisions for seasonal employees.

Minimum Number of Hours Worked

- Chair Ray asked if HR had a recommendation
 - o 2 hours per week multiplied by 52 weeks?
- The Committee Agreed to a minimum of 60 hours a year.

Mayor Strimling's Memo and the Memo from The Coalition that Introduced EPSL

Municipal Hourly Paid Sick Time requirements

- Mayor Strimling supports requiring that employees accrue at least 48 hours (6 days) of earned paid sick leave a year.
- 2 Tiered Systems
 - o Most municipalities that mandate EPSL require more than 40 hours.
 - o Portland would be one of the lowest municipal minimums for small businesses in the country and the bottom third for larger businesses.
 - If the Committee recommends a 2-tiered system, the Mayor recommends a 48 hour minimum for small businesses to align with public health goals.
 - This is a rare policy so to be stratified to the lower third of municipalities that have implemented EPSL still places the City far ahead of the majority of the country.
 - o Chair Ray noted the 12 NJ municipalities that had a 24/40 tiered system (under ten or ten or more respectively) although they are superseded by state law.
 - o Usage indicates that most use 30 hours.
 - o Chair Ray supports 40 hours without a tiered system but is open to a tiered system.
 - Under a tiered system, Chair Ray would support the NJ Municipal model of 24/40 minimums for employers with ≤ 10 employees and those with > 10 employees.
 - o Councilor Batson is mindful of the fiscal impact and is looking for a balance between the stated preferences:



- Over ten employees allow 48 hours EPSL
 - 10 or fewer 24 hours EPSL and 24 hours after that of nonpaid sick leave.
 - Mayor Strimling: an employer that has 10 employees is big in relation to other small businesses in Portland.
- o 40 vs 48 Maximum Hours Used in a Year
- 5 days in a standard work week
 - This is a mandate from the City and not the ideal, but what can reasonably be mandated by the City.
 - 8 additional hours is multiplied by the number of employees.
 - Mayor Strimling would like to ensure that the minority, one out of eight people cited in the Mayor's memo, who would need more than 5 days of sick leave have it available to them. (Figure 10 on page 9)
 - Page 12 and 13 show the average amount of time used by industry when employees have and do not have sick time.
 - Chair Ray noted that this data is based on self-reporting and is interested to see payroll data.
 - Most use 3 days
 - o Councilor Batson would see unpaid leave after 3 days as fair and viable.
 - Mayor Strimling argued that there have not been negative impacts on all businesses where 48 hours is the cap.
 - Councilor Batson is interested in pursuing a tiered system with 24 hours paid sick leave with unpaid after for businesses with under 10 employees and a 48 hour cap for those with more than 10 employees.
 - Chair Ray would like 40 due to the work week.
 - o Councilor Dusen intuitively 40 hours for similar reasons.
 - o Chair Ray would like to consider what could pass the full Council.
 - The Committee will return to the question of 40 vs 48 hours.
 - Chair Ray Proposed the language updated in the memo:

2 (b) 1. "However, employers may set a cap on the amount of earned paid sick time that an employee can accrue, which cap may not be less than X hours."

 - Anne does not see a legal conflict but would like some clarification:
 - o There is no accrual when the bank is full (not delayed)
 - Mayor Strimling would like to see the cap at double the accrual to not create a pressure to use sick time when not sick.
 - o Chair Ray would agree to a maximum bank of 1.5 times the annual cap.



- The committee agreed to a bank 1.5 times the annual cap, pending confirmation of the annual cap.
- Changes from last meeting
 - 2.C The committee agreed to the change made.
 - Remaining language accepted.
- o 48 (40) 24 60
 - 48 hours maximum used in a year for businesses with over ten employees
 - `(40 may be considered instead of 48)
 - 24 hours of EPSL and 24 unpaid sick leave for businesses with fewer than 10 employees.
 - A bank of hours capped at 60 hours, when reached, EPSL stops accruing until sick time is used or depleted by some other means.

Accrual of Unpaid Sick Leave

- Must unpaid sick time be earned via accrual? (after 24 hours EPSL has been used)
 - o Mayor Strimling would like to see a standard minimum number of EPSL days to discourage the behavior of going to work sick.
- Based on Chair Ray's Memo:
 - o Waiting Period
 - o Sick Leave be given up-front in a lump sum?
 - o Should there be an accrual rate?

Procedure: Employee Verification Form

- In MA, any amount of time can require written attestation to appropriate use
 - o 3 days could require documentation with an exception for employees who do not have healthcare coverage
 - o Outside of the ordinance, Chair Ray would like to see the City provide the form on the website
 - o DV statute:
 - Not necessarily associated with a doctors certification
 - Anne will address this and make clear that the only form to be used is the form provided by the City
 - Can be used for any amount of time
 - Can be used for any allowable uses including nonmedical DV related purposes.
 - o Is this duplicative as it is understood as part of the law, it must be followed?
 - o The form is acceptable as an alternative to a doctor's note.
 - o The form will be added to the back-up material at the next meeting
 - No check boxes so no protected disclosures are made but an allowable use is attested to.



Enforcement: Chair Ray would like to have the City play a helpful role without incurring costs.

- Timeframe Eliminated
 - Unless it is agreed that there will be paid enforcement staff, there is no way to succeed.
 - This time limit assumes the City Manager or their designee will be unable to fulfil this duty.
 - If Concern is that this will prevent someone from filing, the requirement to have their signature could be waived if waiting for over 30 days or some other time.
- Private right of action
 - Cannot go to court without first filing a claim with the City.
 - Chair Ray would like this to be an option but not a prerequisite;
 - C.1 does not need the changes.
 - A waiting period would not be needed.
- Form
 - Could this be done with a form?
 - City Manager must determine the level of staffing.
 - Education vs Investigation will determine the level of staffing (direction is yet undefined).
 - The Committee is leaning to education.
 - The City Manager's prosecutorial discretion can give enforcement more teeth if and when needed. (when education does not reach compliance)
- Compliance with Complicated Ordinance
 - Not comparable to minimum wage (simple)
 - Not easy to understand
 - Many moving parts
 - Referrals to legal indigent legal services (Pine Tree Legal Inc.)
- Protect Low Income Workers
 - An enforcement framework that protects employees who could not afford an attorney.
- There is a civil penalty the City could leverage to coerce employers in violation into compliance.
 - This cannot be done without investigation.
- Mayor Strimling is cautious of too much fear of adding staff.
 - If there is great need, is the door open to a department of labor
- What are the requirements and where does the City have discretion?
 - If the goal is voluntary compliance, conversations will be effective
 - An option to escalate is important to have, but is not needed most of the time.
- STR ordinance model
 - Report to the committee with complaint statistics



The committee agreed that one does not have to go to the City Manager first, before pursuing civil legal action and accepted Anne's other changes in enforcement. (Municipalities are limited to collecting fines and cannot use public money to benefit a private individual).

AGENDA ITEM 4 – Next Steps

When Paid Sick Leave Returns

- A redlined ordinance will be available as soon as possible.
- A public comment period as soon as possible.
 - Likely January.

November 13th:

- Homeless Services Center
 - Staff presentation on comprehensive list of possible sites.
- Final Meeting on November 27th

The meeting adjourned at approximately 7:45 PM.



Health & Human Services Department

Dawn Stiles, Director

Social Services Division

David MacLean, Director

Rob Parritt, Homeless Services Consultant

MEMO TO THE HEALTH & HUMAN SERVICES AND PUBLIC SAFETY COMMITTEE NOVEMBER 9, 2018

Homeless Services Center Model Breakdown

City staff has been tasked by the HHS Committee to bring forth additional information regarding different shelter models. It is our hope that once the Committee reviews this information, it will provide concrete guidance to staff in order to shape and facilitate the City's discussion on improving the emergency shelter system. This memo will summarize information and potential talking points for a variety of different emergency shelter models for single adults.

DEMOGRAPHICS OF SHELTER POPULATION

The City of Portland provides low barrier emergency shelter services to roughly 2,000 unduplicated individuals on an annual basis. Historically, the demographics have consistently shown that OSS guests tend to be 160 male and 40 female a night. For the purposes of this memo, we will look at statistics from October 3, 2017 through October 3, 2018. During this time period, 1,821 adults received emergency shelter services. Of these 1,821 folks, 1,374 are male and 447 are female. Ninety-five of our guests during this time period were veterans and 247 guests self-reported to have some sort of major disability. We provided emergency shelter services for 286 guests 55 or older. However, it is important to note that having any prolonged experiences of homelessness can severely impact a person's physical health and that often folks who are in their 40's or 50's present with very serious health conditions (diabetes, heart disease, liver disease, cancer) that one would expect from an older population. We served 640 guests in the 41-55 age range and 525 people in the 31-40 age range. OSS also serves a large number of homeless youth. During this time period, we served 134 unduplicated youth aged 18-24.

MODEL CONCEPTS

200 Bed Homeless Services Center – A 200 bed homeless services center has been previously recommended by City staff in order to fully accommodate our vulnerable homeless population. There have been numerous conversations about operating a facility of this size that have been outlined in presentations, public forums and Council meetings. There are potential advantages to this model. A 200 bed facility would be able to provide a service hub where outside providers could efficiently provide services to a historically difficult to locate population. A 200 bed facility could also be built in a versatile, sustainable way that could allow for needed overflow facilities, food services and be re-purposed in the future as the need for shelter decreases over time; moving more towards a true community center based on rapid re-housing and placement. A facility of this size and layout also makes staffing and transportation logistics much more manageable, including day shelter services. There are some perceived challenges with a model of this size, including population density and site location.

Scattered Site/Specialty Shelters Overview – There has been ample discussion regarding the feasibility of operating a group of scattered site or specialty shelters on a smaller scale. There are a variety of ways in which a scattered site system could be operated. You could simply take the expected number of 200 guests and divide them up into three different smaller sites around the city offering similar low barrier services. You could also try and provide very specific shelters that cater to different target populations. For example, you could look at building specific shelters for men, women, veterans, elderly/disabled, low barrier/high barrier, etc. These shelters would all be smaller in scale with specific numbers depending on how many sites can be identified. On the surface, this may sound like a tremendous idea, but a scattered site model brings a variety of challenges from a shelter operations and services perspective.

With smaller shelters, there would potentially be overflow/utilization challenges that would be very difficult to manage. There is no doubt that when we limit the number of low barrier beds, we will need overflow facilities as it is by far and away the largest portion of our client base. Where would those folks go? At the same time, there could be openings at the other specialty shelters, but moving overflowing low barrier services to the other shelters defeats the purpose of the specialty model. It would also be very difficult to divide community provider resources among a number of smaller shelters. Food programming becomes more costly. Staffing becomes more costly. The logistics of intake and transportation on a night by night basis pulls staff resources from assisting our guests in the best manner. Additionally, it would be difficult to maintain client choice amongst locations and ensure the numbers remain even among various sites.

It is also important to remember that in 2017, the zoning for emergency shelters was expanded, which opened up more of the city as possible locations for emergency shelters. Along with the expanded zoning, there is very specific criterion that a shelter of any size or population served must adhere to including: space for searches, site lines, adequate access to the METRO bus, required on-site services, laundry services, kitchen space, neighborhood plan, etc.

Scattered Site Model Examples (200 guests per night)

Low Barrier Scattered Site – Three facilities with one of the facilities being the main intake and service office (would require a larger building than the others). Essentially, similar services offered currently at OSS just spread out among several locations. Each facility would need to be large enough to accommodate overflow facilities during extreme weather.

Specialty – There are a variety of specialty shelters that could hypothetically be built to accommodate very specific homeless populations. Men, women, veterans, teens, LGBTQ, elderly, physical disabilities, folks in recovery, pregnant women, substance use, high barrier, low barrier, domestic violence and people leaving the correctional system are all examples of sub-populations that are served in specialty shelters around the country. We currently offer shelter services to many of these sub populations in our community on a smaller scale (the City's Family Shelter, Preble Street's Joe Kreisler Teen Shelter, Milestone Recovery, Through These Doors). It is important to note that HUD and USICH state that it is important that barriers to any shelters are limited, including keeping partners together, as this is a leading contributor to folks not accessing shelter and staying outside. The more specific you get, the tougher this becomes.

Combination of Low Barrier + Specialty – There is also the potential for combining both a low barrier emergency shelter with 150 beds on one site while offering specialty facilities in partnership with Avesta Housing and The Opportunity Alliance. Avesta would focus on serving the 55 and older population in an assisted living style setting and Opportunity Alliance would focus on mental health treatment beds. While these facilities would be built and/or run by the non-profit organizations, the beds would be available exclusively for the City's emergency shelter clients.

CLOSING

City staff look forward to continuing this important discussion with the Committee. Staff will be happy to provide any additional information needed for the Committee to continue to move this critical community initiative forward. Staff is look forward to hearing additional direction and guidance regarding models and possible sites in order to provide a more respectful, safe and dignified service model for our most vulnerable neighbors.



The Future of Homeless Services in Portland



Update to the Health & Human Services Committee

November 13, 2018

This presentation and ongoing conversations will include a great deal of preliminary information on the homeless services center relocation project. The information includes draft financial assessments and potential site locations. We realize the mere mention of various locations can be concerning for our residents and as such we want to state that no final decisions have been made. This information is solely intended for discussion purposes only.

1,821 Clients

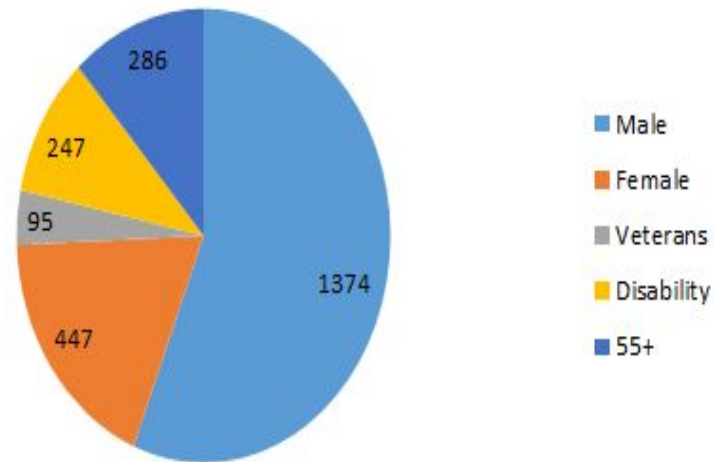
Number of unduplicated clients during the time period of Oct 3, 2017 - Oct 3, 2018

Average of 200 a night = 160 male and 40 female.

OF THE 1,821

- 1374 are male
 - 447 are female
 - 95 are veterans
 - 247 have a major disability
 - 286 are 55 or older
-
- 640 guests between ages of 41-55
 - 525 guests between ages of 31-40
 - 134 guests between ages of 18-24

Clients We Served Last Year



Shelter Model Concepts

- 200 Bed Low-Barrier Homeless Services Center
- Smaller Scattered Site Low Barrier Emergency Shelters with 200 beds
- Specialty Shelters
- Combination of the Above

200 Bed Homeless Services Center Concept

- Service hub with efficient access for outside providers
- Community center style focused on rapid re-housing and placement
- Versatile & sustainable, on-site food services & ability to repurpose as need decreases
- Larger population density

Scattered Sites with 200 Low-Barrier Beds Concept

- Three facilities would be required, with one of the facilities being the main intake and service office (would require a larger building than the others).
- Each facility would need to be large enough to accommodate overflow during extreme weather.
- Smaller locations & population density.
- Will be hard to deal with client choice amongst locations and ensure the numbers remain even among various sites.
- Difficult to divide community provider resources among a number of smaller shelters.

Specialty Shelters

- Smaller sites needed
- Difficult to manage as low-barrier clientele is the largest portion. Need for overflow would arise, and would cut into specialty bed model.
- Food and staffing costs become higher. Intake and transportation logistics rise for staff and clients.

Combination of Low Barrier + Specialty Beds

Partnership with Avesta Housing & The Opportunity Alliance

150 low barrier beds on one site

+

Specialty Beds

Potential Specialty Beds Exclusively for OSS Clients

Avesta Housing

- 15 Unit Senior Assessment Center
- 36 Unit Assisted Living Level IV Private Non-Medical Institution facility (PNMI)
- 30 Unit Housing First property for seniors

Opportunity Alliance

- 15 - 18 Units for Clients with Mental Illness

Information for modeling purposes only - pending Council guidance

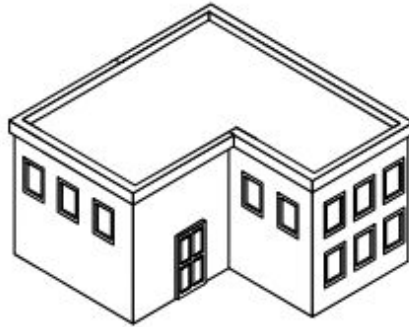
Financial Impacts of Various Models

Current Shelter



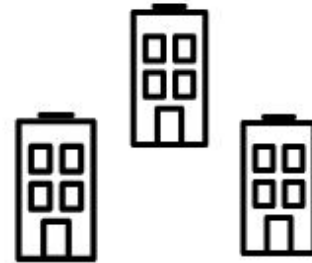
\$3.8 Million

One New Site



\$5.2 Million

Three Scattered Sites



\$9.4 Million

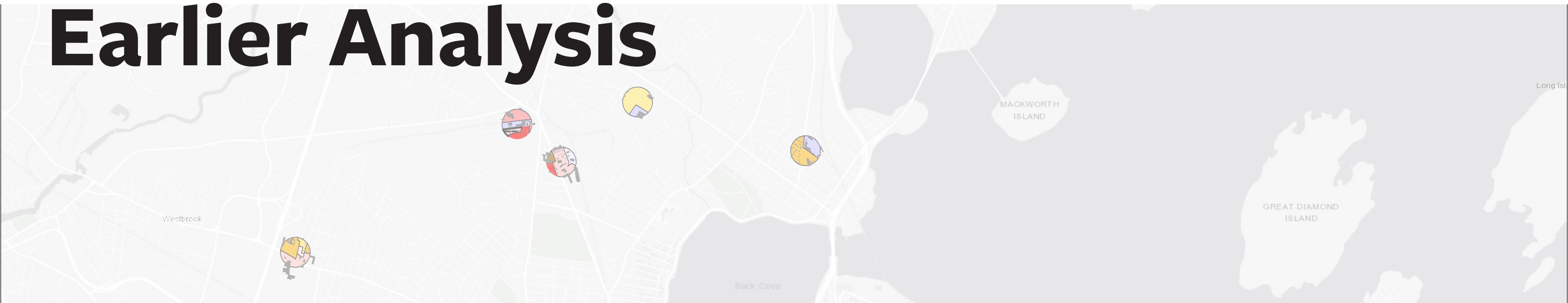
Policy Guidance

Staff would like to recommend that as we are in the process of deciding where and how to locate a new service center or shelters, that the Council take a look at long-standing policies regarding local and state guidelines for shelter eligibility and responsibility.

Shelter Location(s): Points of Inquiry



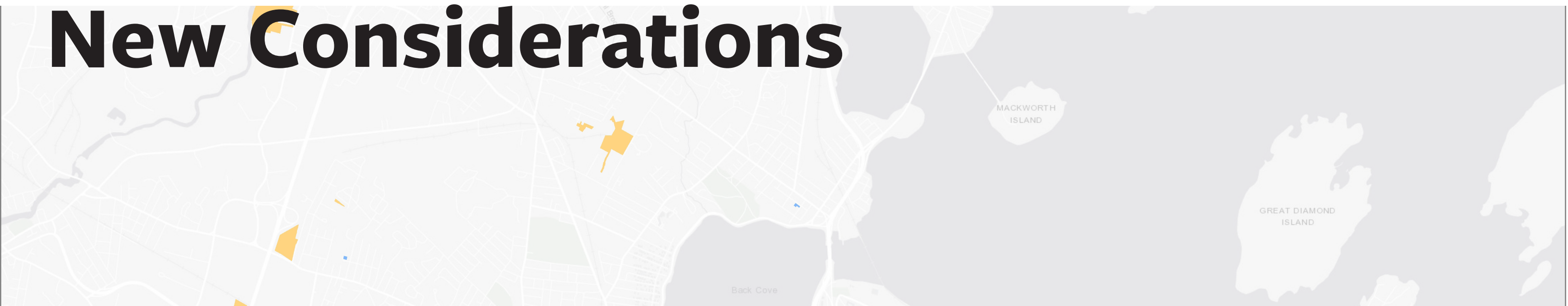
Earlier Analysis



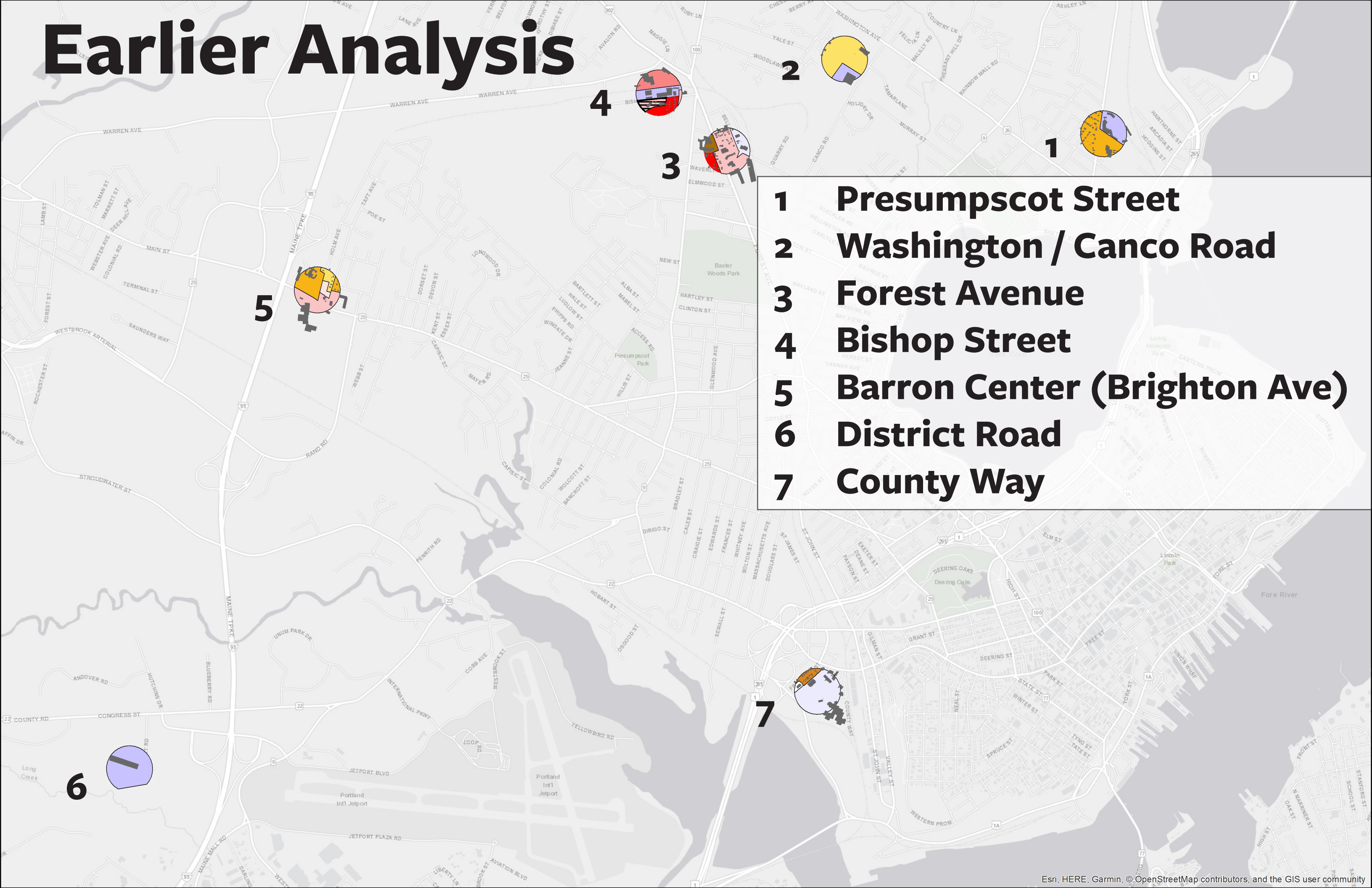
Housing Committee Search



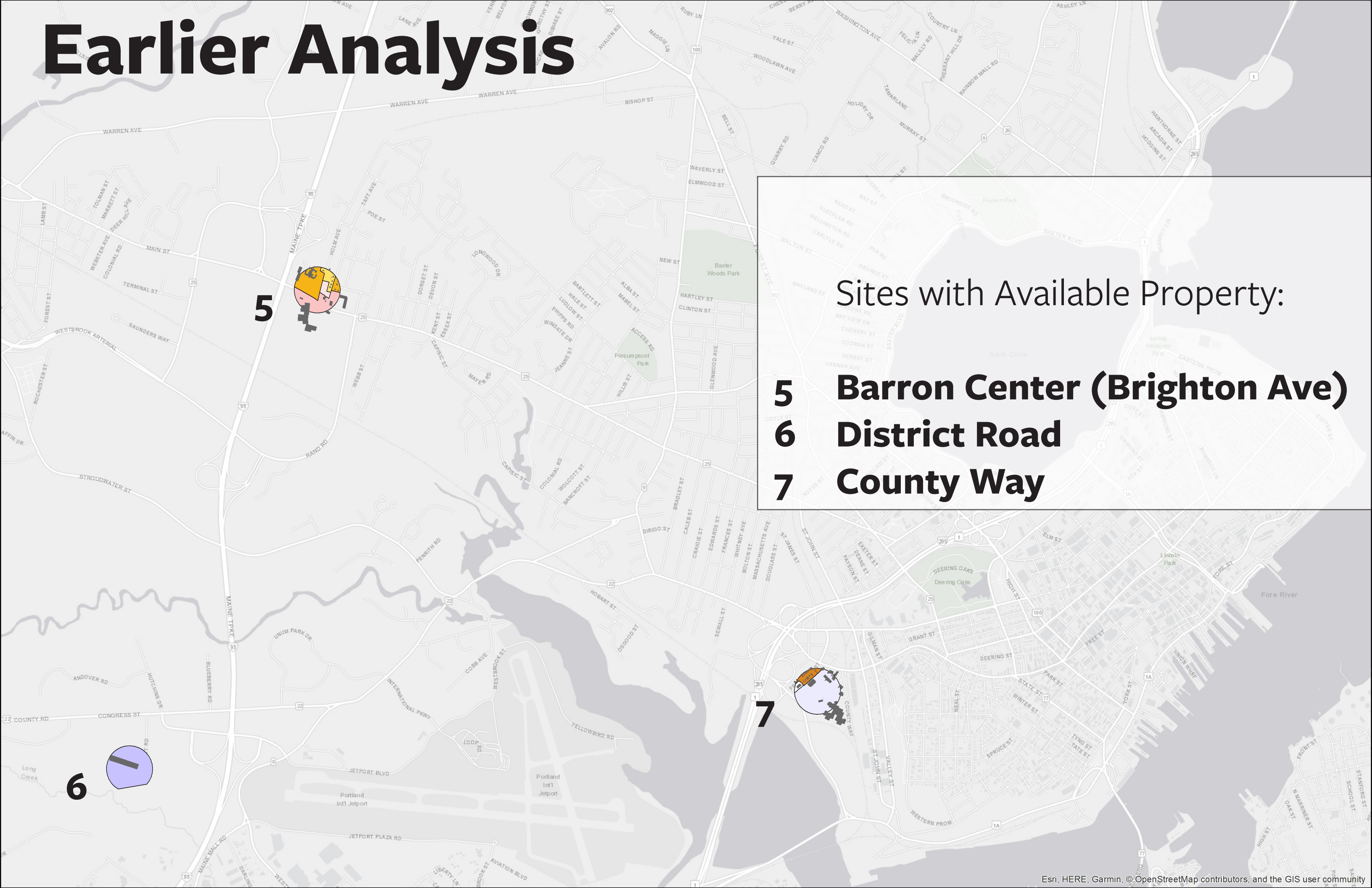
New Considerations



Earlier Analysis



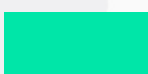
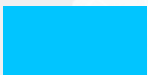
Earlier Analysis



Sites with Available Property:

- 5 Barron Center (Brighton Ave)**
- 6 District Road**
- 7 County Way**

Housing Committee Search

-  **Land Bank**
-  **Parklands**
-  **Schools**
-  **Services & Industry**
-  **Deed Restricted**
-  **Island Property**
-  **Other**

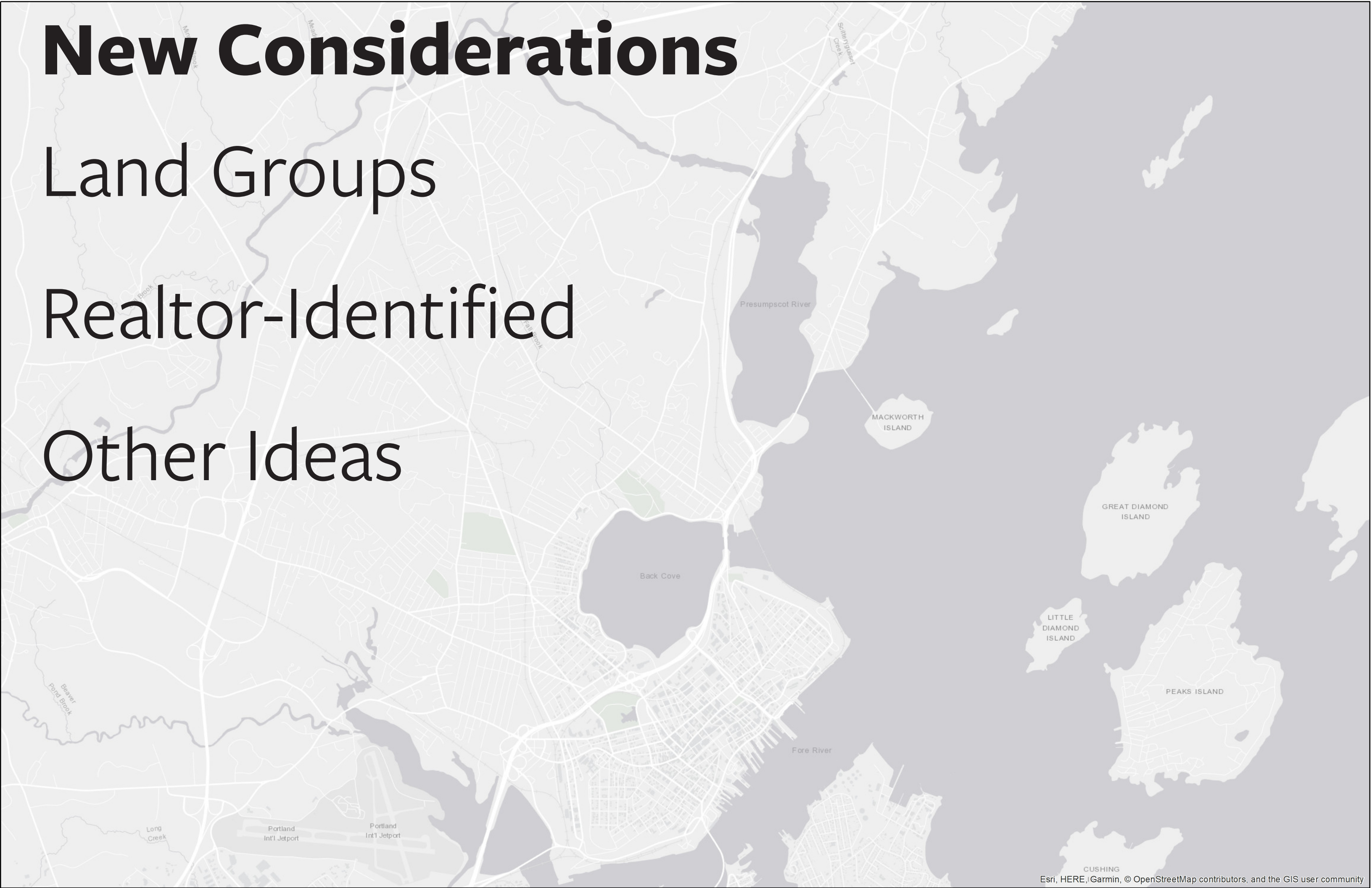
Approximately 650 Parcels

New Considerations

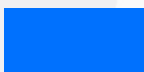
Land Groups

Realtor-Identified

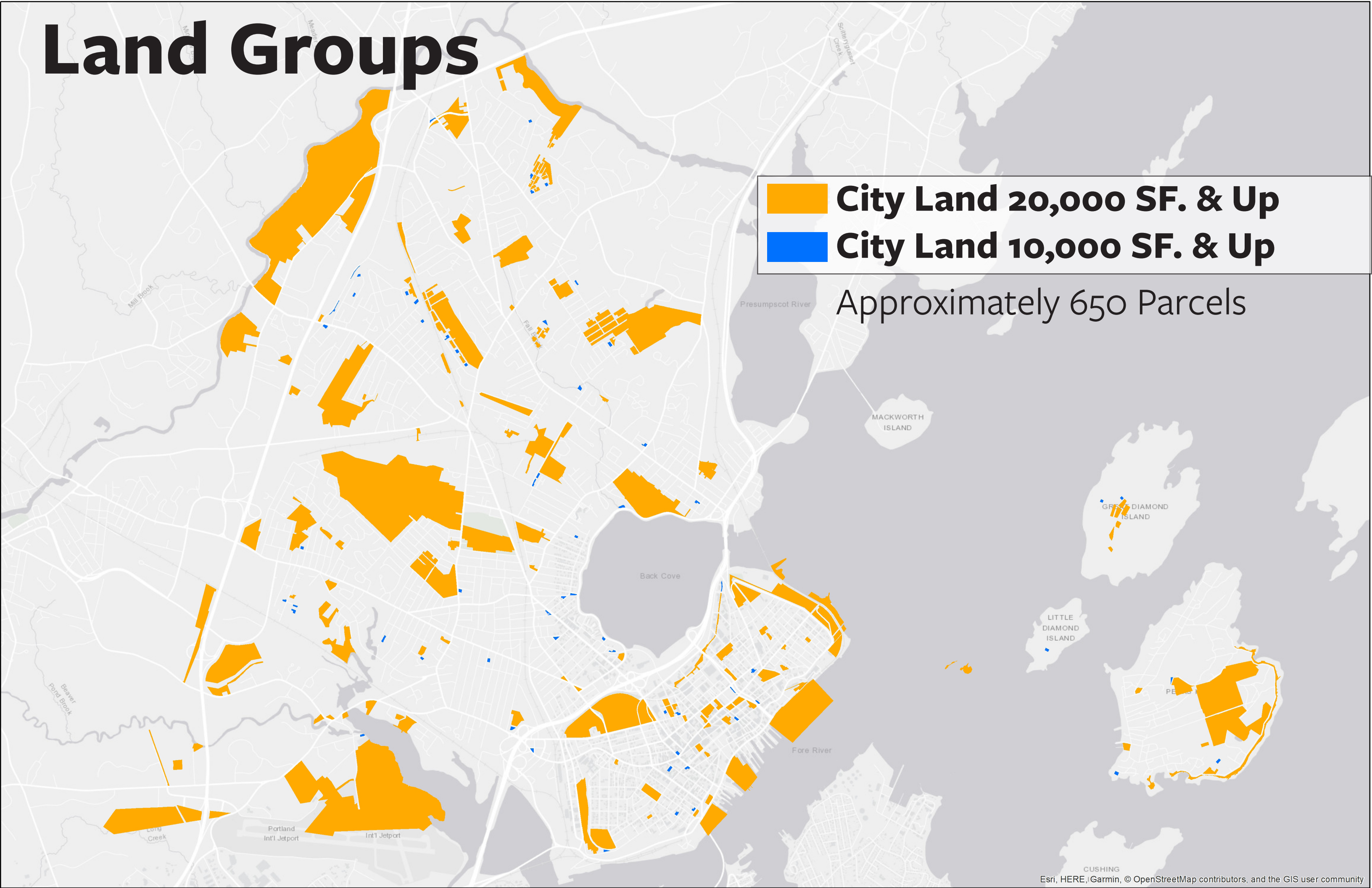
Other Ideas



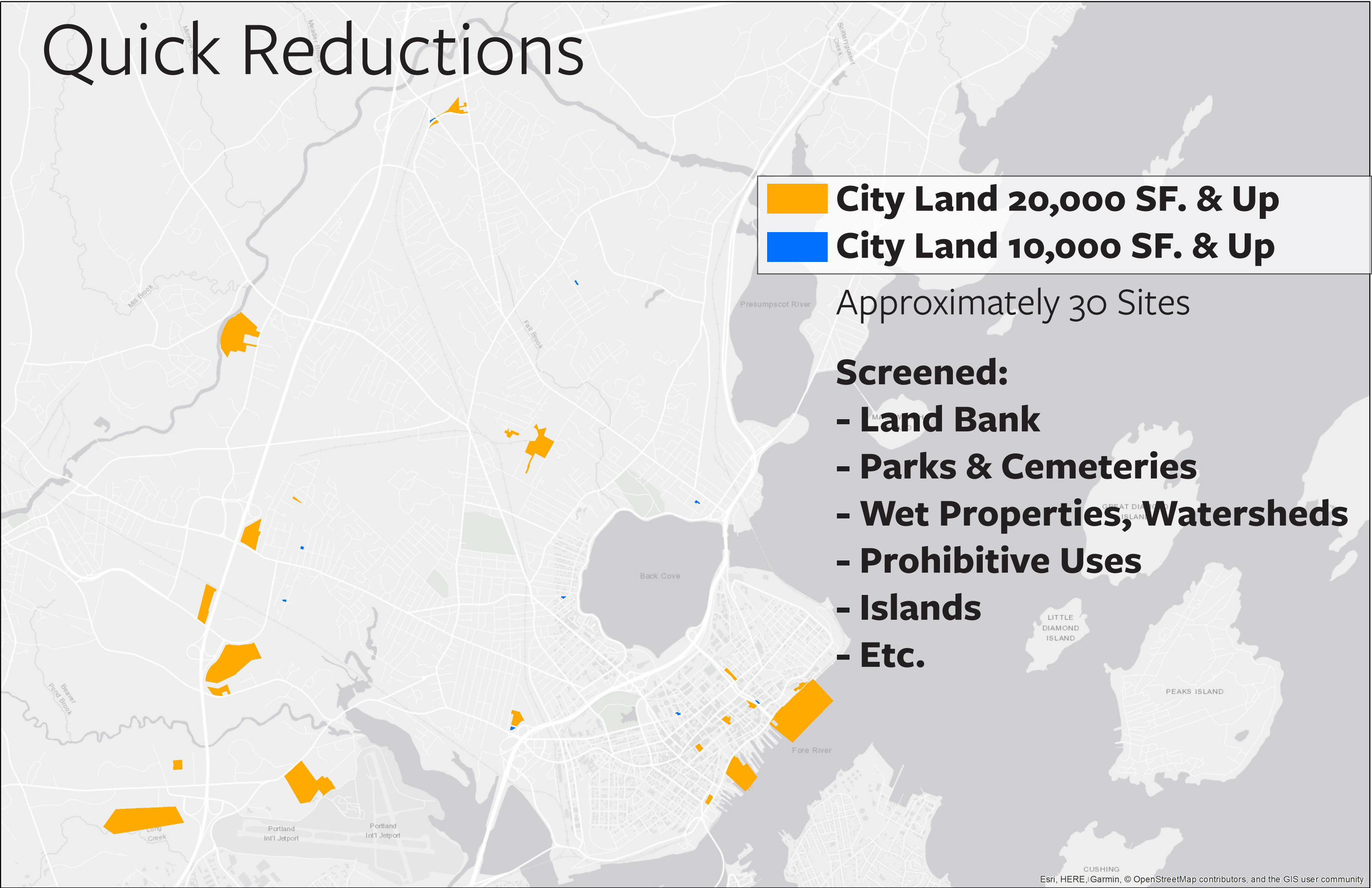
Land Groups

-  **City Land 20,000 SF. & Up**
-  **City Land 10,000 SF. & Up**

Approximately 650 Parcels



Quick Reductions

- 
- City Land 20,000 SF. & Up**
 - City Land 10,000 SF. & Up**

Approximately 30 Sites

Screened:

- Land Bank**
- Parks & Cemeteries**
- Wet Properties, Watersheds**
- Prohibitive Uses**
- Islands**
- Etc.**

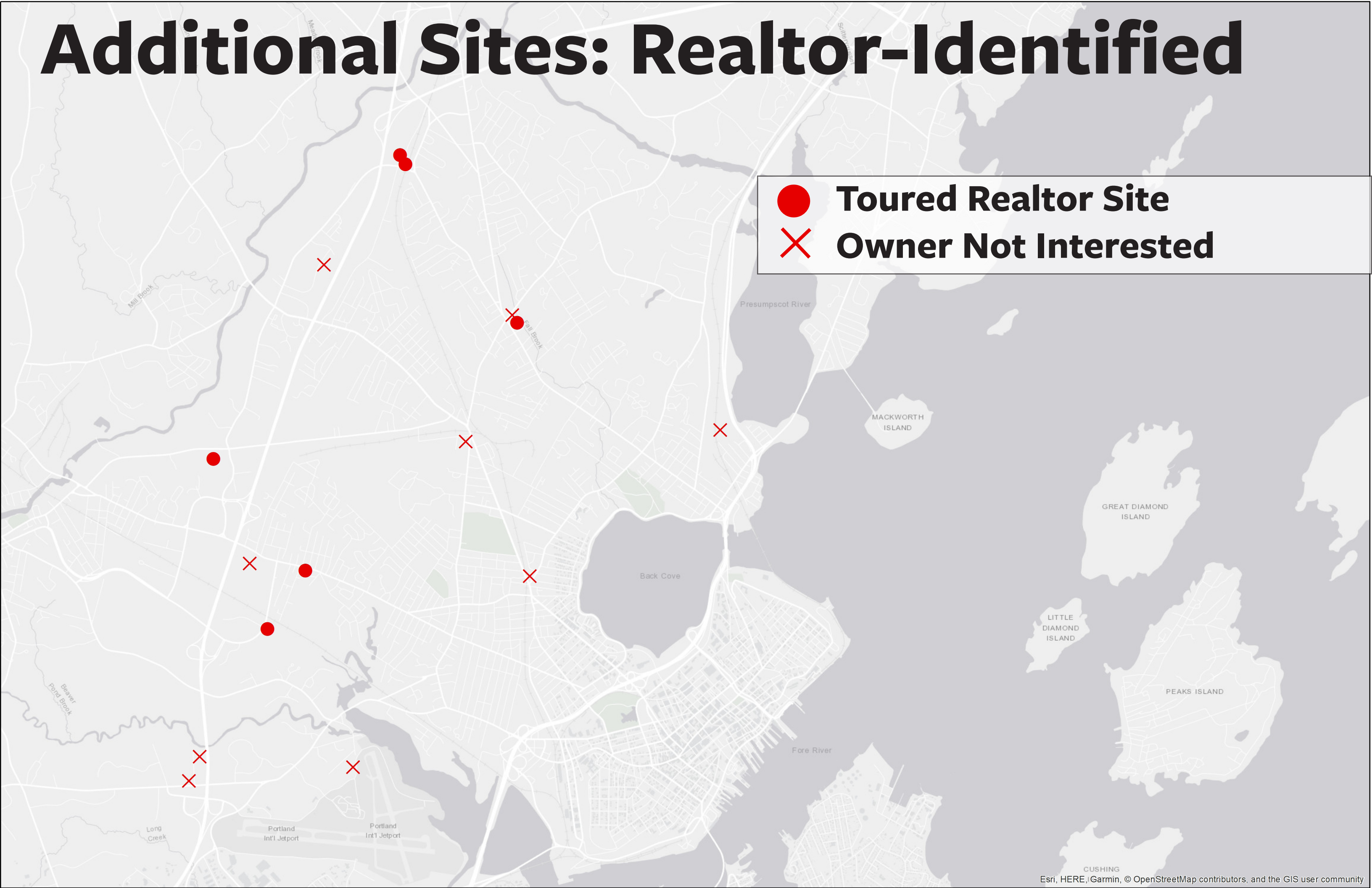
Additional Sites: Realtor-Identified

●

Toured Realtor Site

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Owner Not Interested



Additional Sites: Realtor-Identified

TOURED PROPERTIES					
	936 Brighton Avenue (Retail)	11,180+/-sf	\$18/sf NNN	B1	Former Rite Aid
	1386 Riverside Street (Industrial)	10,000+/-sf	\$7.50/sf NNN	I-3	Warehouse space with loading docks and drive-in door
	750 Warren Avenue (Industrial)	26,881+/-sf	N/A	IH	8+ acre site on the Portland/Westbrook line
	56 Northport Drive (Office)	22,000+/-sf	\$16.50/sf MG	B2	Also listed for sale for \$2,725,000
	1 Davis Farm Road (Office)	24,449 - 48,897+/-sf	\$11.00/sf NNN	IM	Two-story, office building with ample parking
	204 Rand Road (Land)	27.38+/- acres	\$325,000 (\$11,869/acre)	N/A	OP & RPZ Portion of the land is conservation area
	1060 Westbrook Street (Land)	4.0	\$200,000/year	AB	Ground lease near Portland Jetport

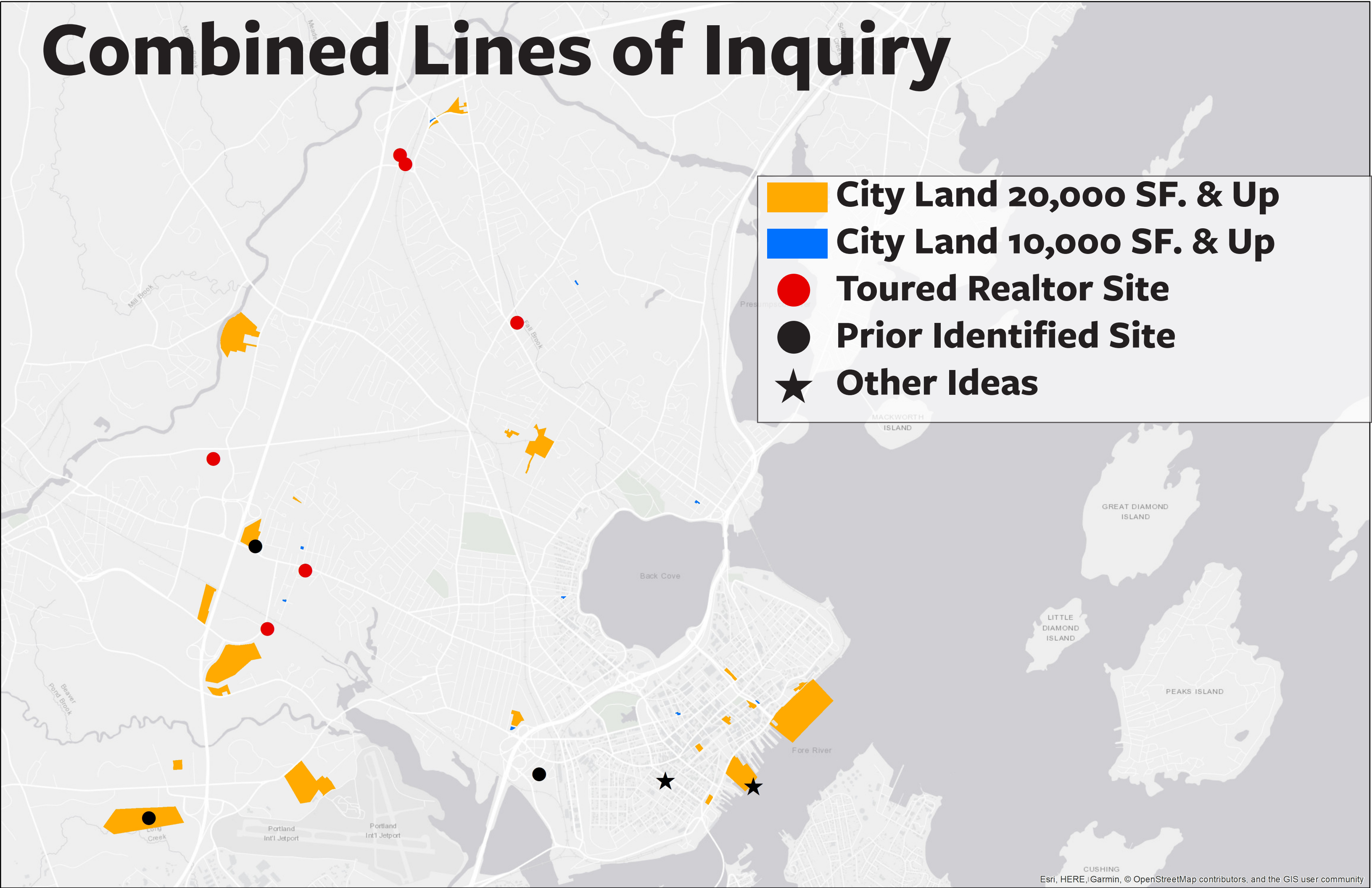
DEEMED NO LONGER AN OPTION (see comments)					
	90 Blueberry Road (Industrial)	15,000+/-sf	\$6.50/sf NNN	Industrial	Warehouse space with loading docks USE NOT PERMITTED BY LANDLORD
	2275 Congress Street (Office)	10,668+/-sf	\$18.00/sf MG	IM	Two-level, office building USE NOT PERMITTED BY LANDLORD
	1110 Brighton Avenue (Retail)	21,401+/-sf	\$13.00/sf NNN	B2	Within the Pine Tree Shopping Center USE NOT PERMITTED BY LANDLORD
	365 Allen Avenue (Retail)	14,735+/-sf	\$32.95/sf NNN	B2	Former Rite Aid USE NOT PERMITTED BY LANDLORD
	701 Forest Avenue (Retail)	12,102+/-sf	\$21.20/sf NNN	B2b	Former Rite Aid USE NOT PERMITTED BY LANDLORD
	832 Stevens Avenue (Retail)	10,000+/-sf	\$12.00/sf NNN	B2	Free standing building on Morrill's Corner USE NOT PERMITTED BY LANDLORD
	165-201 Industrial Way (Land)	2.0	TBD	IM	Up to 14,000± sf building/ build-to-suit
	189 Presumpscot Street (Land)	13.5	\$6,250/month	IM	Existing 1,452± SF building plus 4.7± usable acres

Additional Sites: Other Ideas



Mercy Hospital ★ **Cruise Ship** ★

Combined Lines of Inquiry



Questions?



PROPOSED BUDGET FOR HOMELESS SERVICE CENTER

	OXFORD STREET FY19 BUDGET (9000 sq ft)	ONE FACILITY 200 BED SHELTER (22,500 sq ft)	THREE FACILITY 200 BED SHELTER (27,500 sq ft)	EXPLANATIONS
EXPENDITURES				
Personnel	2,306,881	2,228,376	4,574,876	See personnel detail
Benefits (35%)	663,206	714,864	1,582,992	
Temporary Help		10,000	10,000	Jesuit Volunteer
Security Guards	140,434	147,456	442,367	Full time FTE were hired to replace contractual services
Travel and Training	4,000	4,000	4,000	FY19 Budget
Client Supplies	65,950	65,950	65,950	FY19 Budget (client hygiene & other personal needs plus Narcans)
Client Transportation	10,000	20,000	30,000	Assumes higher cost of Bus and Taxi vouchers due to potential location(s)
Contractual Services	165,602	71,876	93,764	FY19 Budget (less Preble + increase for larger or multiple facilities)
Land/Building Rent	159,162	391,751	486,328	Based on total square footage @\$17.68/sf
Laundry cost	129,200	129,200	129,200	FY19 Budget (\$110k for the BC laundry cost, plus mats, sheets, towels and blankets)
Utilities	44,988	110,730	137,500	Based on total square footage @\$5/sf
Telephone/Cellular Phone	1,800	1,800	2,400	Increased due to multiple facilities
Maintenance & Repairs	68,946	84,850	210,668	Based on total square footage @\$7.66/sf (50% efficiency saving on the One facility building)
Minor Equipment/Furniture	3,500	5,000	10,000	Increased due to multiple facilities (workstations, chairs, ergonomic equipment...)
Copier Lease	2,365	2,365	7,095	One per facility
Office Supplies	12,000	12,000	15,000	FY19 Budget
Food Service Expense		995,533	1,216,663	See food service cost detail (Barron Center central kitchen)
TOTAL EXPENDITURES	3,778,034	4,995,751	9,018,803	
Start up cost		210,873	404,332	See start up cost detail
Grand Total	3,778,034	5,206,624	9,423,135	

Footnote:

Star up cost breakout				
Shuttle Vehicle (12 person Van)		35,000	70,000	
Equipment/Furniture		88,779	151,880	(Metal Detector, Laundry Units, 200 Single Beds, Snow blowers...etc)
Food Service		87,094	182,452	
		210,873	404,332	

PERSONNEL

	FY19 Budget OXFORD STREET			ESTIMATED NEW 200 BED SHELTER			ESTIMATED 5 FACILITY		ESTIMATED 3 FACILITY	
	FTE	SALARY	COST	FTE	SALARY	COST	FTE	COST	FTE	COST
Director	1	\$64,358	\$64,358	1	\$67,880	\$67,880	1	\$67,880	1	67,880
Program Coordinator	2	\$55,486	\$110,971	2	\$58,260	\$116,521	3	\$174,781	2.5	145,651
Administrative Assistant	1	\$35,038	\$35,038	1	\$36,790	\$36,790	2.5	\$91,975	1.5	55,185
Shelter Attendants	20.9	\$37,419	\$782,050	17	\$39,290	\$667,923	63	\$2,475,244	52	2,043,059
Sr. HSC (Attendant Supervision)	5	\$51,501	\$257,507	5	\$54,076	\$270,382	20	\$1,081,529	15	811,147
Sr. HSC (food/volunteer)	0	\$51,501	\$0	1	\$54,076	\$54,076	2	\$108,153	1.5	81,115
Human Services Councilors	9	\$43,314	\$389,824	9	\$45,479	\$409,315	12	\$545,754	10	454,795
Human Service Specialist	1.4	\$40,425	\$56,595	1.5	\$42,446	\$63,669	1.5	\$63,669	1.5	63,669
Facilities Manager	0	\$0	\$0	0	\$0	\$0	0	\$0	0	-
Maintenance Worker	3	\$42,445	\$127,335	3	\$44,567	\$133,702	4	\$178,269	3	133,702
Custodial Worker	2	\$35,598	\$71,195	2	\$37,377	\$74,755	10	\$373,774	6	224,264
Security	4	\$35,109	\$140,434	4	\$36,864	\$147,456	15	\$552,959	12	442,367
Overtime			\$128,645			\$50,000		\$167,239		\$154,374
Per Diems			\$283,363			\$283,363		\$368,372		340,036
TOTAL	49.3		\$2,447,315	46.5		\$2,375,832	134	\$6,249,597	106	\$5,017,243
Benefits	35%		\$663,206			\$714,864		\$1,999,895		\$1,582,992
TOTAL WITH BENEFITS			\$3,110,521			\$3,090,696		\$8,249,493		\$6,600,235

Personnel Assumptions

One facility
Assumes a reduction in shelter attendant positions due to more efficient sightlines, only one building to monitor
HSC's stay the same for one facility due to importance of housing, connections to resources, as well as making sure we meet our MSHA benchmarks and paperwork
For one facility assumes a reduction in overtime costs due to less FT shelter attendant staff and less of a concentrated staffing focus on overnight hours.
SRHSC added for food services, the rest of the positions stay the same. Three front line supervisors for our shelter attendants covering 24 hours per day and one grant funded City ESG rapid rehousing staff position
HSS staff stay the same, they complete our intakes, necessary data entry and paperwork which will still be needed to satisfy funders

Five facility

A 5 Facility shelter would house 40 people per facility.
1 Director for overall shelter supervision and community initiatives
2 additional operations coordinator for supervision at all sites
1.5 additional administrative assistants to meet bookkeeping and filing needs at all sites
12 attendants per site to ensure adequate coverage (two attendants per floor for 24 hours per day) plus 3 attendants for transportation
Additional front line supervision for direct supervision 24 hours a day across sites
12 HSC's for housing and follow up services
Intake coordinator at central location (1/2 time on weekends)
10 custodians across scattered sites
3 security staff per site to ensure weekend coverage
Per Diems increased by 30% due to multiple locations
For five facility overtime was increased as well by 30%
Assumes "open concept" for all five facilities

Three facility

1 Director for overall shelter supervision and community initiatives
0.5 additional administrative assistants to meet bookkeeping and filing needs at all sites
52 attendants to ensure adequate coverage 24/7
15 front line supervision for direct supervision 24 hours a day across sites
10 HSC's to facilitate housing and follow up services
Intake coordinator at central location (1/2 time on weekends)
6 custodians to ensure cleaning across the various locations
12 security staff to ensure weekend coverage
Per Diems increased by 20% due to multiple locations
For five facility overtime was increased as well by 20%
Assumes "open concept" for all three facilities

EXPENDITURES ASSUMPTIONS
ONE FACILITY PROPOSAL

Personnel	See Personnel Assumptions on Personnel Worksheet
Benefits	Based on estimated City FY19 Benefits expense of 35%
Temporary Help	One Jesuit Volunteer
Administrative Services	FY19 Budget
Client Supplies	FY19 Budget
Client Transportation	FY19 Budget with increase due to location potentially being further from downtown
Contractual Services	Reduced by \$116,000 (Preble Street Day Room) and increased for services depending on square footage
Land/Building Rent	Oxford Street current price per square foot multiplied by estimated 22,152 new square footage
Supplies	FY19 Budget
Utilities	Based on Oxford Street price per square foot multiplied by estimated square footage
Telephone/Cellular Phones	FY19 Budget
Maintenance & Repairs	Based on Oxford Street price per square foot multiplied by estimated square footage
	Reduced my 50% due to new facility
Minor Equipment/Furniture	See detailed Start Up cost worksheet

EXPENDITURES ASSUMPTIONS
FIVE FACILITIES PROPOSAL

Personnel	See Personnel Assumptions on Personnel Worksheet
Benefits	Based on estimated City FY19 Benefits expense of 35%
Temporary Help	One Jesuit Volunteer
Administrative Services	FY19 Budget
Client Supplies	FY19 Budget
Client Transportation	FY19 Budget with increase due to locations potentially being further from downtown
Contractual Services	Reduced by \$116,000 (Preble Street Day Room)
	All FY19 budgets for Fire/Pest/Trash/Conf. Destruction multiplied by 5 for multi facility scenario
Land/Building rent	A five facility proposal was budgeted using the current price per square foot for Oxford Street multiplied by 27,500 square feet (four 5,000 and one 7,500)
Supplies	FY19 Budget
Utilities	Based on Oxford Street utilities price per square foot multiplied by estimated square footage
Telephone/Cellular Phones	Additional phones needed due to multiple locations
Maintenance & Repairs	Based on Oxford Street Maintenance price per square foot multiplied by estimated square footage
	Assumes five older buildings that could require additional maintenance costs
Minor Equipment/Furniture	See detailed Start Up cost worksheet
Vehicle	Added due to muliple locations

EXPENDITURES ASSUMPTIONS
THREE FACILITIES PROPOSAL

Personnel	See Personnel Assumptions on Personnel Worksheet
Benefits	Based on estimated City FY19 Benefits expense of 35%
Temporary Help	One Jesuit Volunteer
Administrative Services	FY19 Budget
Client Supplies	FY19 Budget
Client Transportation	FY19 Budget with increase due to locations potentially being further from downtown
Contractual Services	Reduced by \$116,000 (Preble Street Day Room)
	All FY19 budgets for Fire/Pest/Trash/Conf. Destruction multiplied by 3 for multi facility scenario
Land/Building rent	A three facility proposal was budgeted using the current price per square foot for Oxford Street multiplied by 27,500 square feet (two 5,000 and one 17,500)
Supplies	FY19 Budget
Utilities	Based on Oxford Street utilities price per square foot multiplied by estimated square footage
Telephone/Cellular Phones	Additional phones needed due to multiple locations
Maintenance & Repairs	Based on Oxford Street Maintenance price per square foot multiplied by estimated square footage
	Assumes three older buildings that could require additional maintenance costs
Minor Equipment/Furniture	See detailed Start Up cost worksheet
Vehicle	Added due to muliple locations

Contractual Services Detail

	FY19 Budget	Estimated One Facility	Estimated Three Facility	Estimated Five Facility
Preble Day Room	116,000	0	0	0
Fire System	5,000	10,000	15,000	25,000
Pest Control	4,788	9,576	14,364	23,940
Trash	6,100	12,200	18,300	30,500
Confidential Destruction	1,000	2,000	3,000	5,000
HMIS Fees	3,100	3,100	3,100	3,100
Cintas - floor Mats cleaning service	2,500	2,500	7,500	12,500
Home Team	25,000	25,000	25,000	25,000
Interpreter Services	3,500	3,500	3,500	3,500
Auto Expense	4,000	4,000	4,000	4,000
CM level reduction	-5,386			
	165,602	71,876	93,764	132,540

Assumptions

Preble Street will no longer be needed to provide food

One facility is estimated at over twice the size of the existing shelter. Contractual services have been doubled for expenditures related to square footage

Multiple facilities will result in services necessary in all facilities at higher expense

Utilities/Rent/Maintenance Calculation

(Based on estimated per square foot cost)

Utilities	Oxford Street	One Facility	Three Facilities	Five Facilities	
Square Feet	9,000	22,152	27,500	27,500	
Utilities price per square foot	5.00	5.00	5.00	5.00	
Efficiency Savings %					Still following up w/ Kathy
Utilities Budget	44,988	110,730	137,500	137,500	*One facility is subject to change based on potential energy efficiencies of new construction

Rent	Oxford Street	One Facility	Three Facilities	Five Facilities
Square feet	9,000	22,152	27,500	27,500
Rent Price per square foot	17.68	17.68	17.68	17.68
Rent Budget	159,162	391,751	486,328	486,328

Maintenance and Repairs	Oxford Street	One Facility	Three Facilities	Five Facilities
Square feet	9,000	22,152	27,500	27,500
Rent Price per square foot	7.66	7.66	7.66	7.66
50% Reduction due to new building		50%		Following with Kathy on the 3 & 5 facilities
Rent Budget	68,946	84,850	210,668	210,668

One Facility			Three Facilities	
EQUIPMENT	QUANTITY	EST COST	QUANTITY	NOTES
COMMERCIAL MICROWAVE	1	\$300.00	3	\$900.00
COMMERCIAL COFFEE MACHINE	1			Free with coffee purchase
COMMERCIAL TOASTER	1	\$200.00	3	\$600.00
2 DOOR REACH IN FRIDGE	1	\$3,000.00	3	\$9,000.00 Same size for three facilities (meal storage)
DISHES / SILVERWARE / GLASSES		\$2,165.00		\$2,165.00
ICE MACHINE	1	\$4,000.00	3	\$9,000.00 Smaller units for 3 facilities @(\$3,000)
DISHMACHINE	1	\$12,000.00	3	\$18,000.00 Smaller units for 3 facilities @(\$6,000)
DISH CADDY	1	\$550.00	3	\$1,650.00
TRAY / FLATWARE CART	1	\$1,500.00	3	\$4,500.00
HOT SERVING TABLE	1	\$2,515.00	3	\$7,545.00 Temper Glass Panel
COLD SERVING TABLE	1	\$4,000.00	3	\$12,000.00
PREP TABLES	1	\$2,000.00	3	\$6,000.00 Storage on Bottom
GENERAL KITCHEN EQUIPMENT		\$40,000.00		\$50,000.00 Additional cleaning supplies, cambros, hotel pans, trays, serving utensils, paper products
DUTY DISH CARTS	1	\$214.00	3	\$642.00
SHELF STORAGE RACK	4	\$300.00	4	\$1,200.00
DOUBLE SINK W ATTACHMENTS	1	\$800.00	3	\$2,400.00
HAND WASH SINK	1	\$650.00	3	\$1,950.00 With Soap Dispenser

ADDITIONAL EQUIPMENT NEEDED FOR BARRON CENTER KITCHEN

EQUIPMENT	EST COST	NOTES
GAS RANGE	\$3,000.00	\$3,000.00 6 Burners/2 bottom Ovens
CONVECTION OVEN	\$4,000.00	\$4,000.00
MEAT SLICER	\$2,000.00	\$2,000.00
FOOD TRANSPORT CARTS	\$2,000.00	\$2,000.00
PREP TABLES	\$1,900.00	\$1,900.00

TOTAL EQUIPMENT	\$87,094.00	\$140,452.00
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CAPITAL NEEDS

TRUCK WITH LIFT FOR DELIVERY		\$42,000.00
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TOTAL CAPITAL	\$0.00	\$42,000.00
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TOTAL START UP FOR FOOD SERVICE	\$87,094.00	\$182,452.00
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FOOD COST

\$10.42 PER DAY	
Breakfast	\$2.61
Lunch	\$3.13
Dinner	\$4.69
	\$10.42

Number of guests	200
Days	365

TOTAL FOOD COST	\$760,660	\$760,660
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ADDITIONAL LABOR NEEDED AT BARRON CENTER

	Total Wages	
FOOD SERVICE SUPPORT TEAM WORKERS	4	\$70,142.00
COOKS	2	\$103,838.00

ADDITIONAL LABOR NEEDED FOR FIVE FACILITIES

DRIVERS FOR FIVE FACILITY DELIVERY	2	\$46,800.00
ADDITIONAL SUPPORT TEAM WORKER	5	\$117,000.00

TOTAL ADDITIONAL LABOR	\$173,980.00	\$337,780.00
BENEFITS AT 35%	\$60,893.00	\$118,223.00

SUMMARY

EQUIPMENT	\$87,094.00	\$140,452.00
FOOD	\$760,660.00	\$760,660.00
LABOR	\$173,980.00	\$337,780.00
BENEFITS	\$60,893.00	\$118,223.00
CAPITAL	\$0.00	\$42,000.00
GRAND TOTAL	\$1,082,627.00	\$1,399,115.00

ASSUMPTIONS

Breakfast would be a continental style meal with coffee, juice, milk, cereal, fruit and bagels or muffins
Lunch would be deli style sandwich's salads and soup
Dinner would be a traditional hot meal (same as Barron Center serves their guests for lunch)
For three facilities the Barron Center staff would deliver lunch in the morning and breakfast (for the next morning) and dinner in the afternoon
Either a truck with a lift or loading docks at each facility would be needed for delivery to five facilities

