

WASHINGTON COUNTY
OFFICE OF COMMUNITY DEVELOPMENT
648-8814

DATE:

8/11/95

TO:

Jerrilyn Nees, Comm. Action

FROM:

Norman

SUBJECT:

WACCED AWARD Application.

HERE'S YOUR COPY. THESE FOLKS
KNOW HATFIELD IS THE BIG BUN ON
THE SENATE APPROPRIATIONS COMMITTEE
HENCE MY LITTLE REFERENCE IN THE
TRANSMITTAL LETTER...

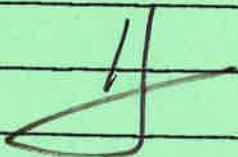
JERRILYN - A SPECIAL THANKS
TO YOU AND KAREN FOR HELPING
BRING THIS PACKAGE TOGETHER.

NOW IS THE TIME TO TINDER
CROSSING, RIGHT?

FOR BOB'S

THANK, SHARMA & OCD STAFF.

CC: PAB CHAIR.



NACCED - 1995 ANNUAL AWARD ENTRY

COMMUNITY/ACTION MULTISERVICE PROJECT (WASHINGTON COUNTY, OREGON)



4. CLIENTS ARRIVING FOR SERVICES IN NEW FACILITY.

NACCED - 1995 ANNUAL AWARD ENTRY

COMMUNITY/ACTION MULTISERVICE PROJECT (WASHINGTON COUNTY, OREGON)



5. CLIENT INTAKE AND REFERRAL SERVICES AT THE NEW FACILITY.



WASHINGTON
COUNTY,
OREGON

August 11, 1995

National Association for County Community
and Economic Development (NACCED)
1200 19th Street NW, Suite 300
Washington, D.C. 20036

Attention: 1995 Awards Committee.

Dear Awards Committee:

It is a pleasure for me to submit a joint application on behalf of Washington County (Oregon), and one of its strongest "partner" agencies, the Community Action Agency in Washington County.

As the application narrative indicates, this entry: produced tangible results (the centralization, enhancement of accessibility to the public, and the expansion of service delivery capability); was innovative because it drew together the entire community's private and public sectors in order to create the financing mechanism; will clearly operate on an on-going basis fueled, in part, by the cost savings inherent with ownership; can be modeled by other entitlements; and, was designed specifically to fill a critical need to house multiple human service programs (in a marketplace where leasing/renting space has become exceedingly costly and burdensome, particularly in times of reduced federal and state revenues).

The Agency assumed occupancy of its new facility in late July. However, the official ribbon-cutting ceremonies were delayed until October 1995, in order to have both Senator Hatfield and Congresswoman Furse included as honored guest speakers.

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NACCED Awards Committee
August 11, 1995

I am sure you will find this outstanding collaborative effort most worthy of your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Hank March". The signature is fluid and cursive, with the first name "Hank" written in a larger, more prominent script than the last name "March".

H.J. (Hank) March, Program Manager
Office of Community Development

cc: Community Action
PAB

Enclosures

NACCED'S ANNUAL AWARDS OF EXCELLENCE PROGRAM ENTRY FORM

County Washington State Oregon

Name, title, and mailing address of the County's Chief Elected Official, the Department Head, the Community Development Director, and the Program Contact and his or her signature authorizing this entry:

CEO

Department Head

Name Linda Peters, Chair

Name _____

Title Washington County Board
of Commissioners

Title _____

Address 155 N. First Avenue

Address _____

Suite 300

City Hillsboro

City _____

State OR Zip 97124

State _____ Zip _____

Signature Linda B. Peters

Signature _____

Community Development Director

Program Contact

Name Henry J. March

Name Jerralyn Ness

Title Program Manager
Washington County Office of
Community Development

Title Director
Community Action Organization

Address 155 N. First Avenue

Address 1001 S.W. Baseline

Suite 170

City Hillsboro

City Hillsboro

State OR Zip 97124

State OR Zip 97123

Signature Henry J. March

Signature Jerralyn Ness

Phone 648-6646

- Enter the name of the agency or agencies responsible for the program entry. This information will be on the plaque if your entry wins the award.

Jointly (or separate plaques)

Washington County Office of Community Development and the

Community Action Organization, Inc.

- Indicate the brief title of the program to be considered for an award of excellence using the exact wording you would like to appear on a plaque should your entry win.

Community Action Multi-Service Facility Project

- Indicate the awards category for which you are applying:

- Community Development
- Economic Development
- Affordable Housing*
- HOME Awards Program

* You may enter a HOME project in the Affordable Housing category; however, you may not enter the same project under both the Affordable Housing category and the HOME Awards Program.

NACCED'S ANNUAL AWARD OF EXCELLENCE PROGRAM ENTRY

COMMUNITY ACTION ORGANIZATION OF WASHINGTON COUNTY'S MULTISERVICE AND CHILD DEVELOPMENT CENTER

IMPETUS:

Washington County, in the Portland metropolitan area, has the fastest growing population, and the highest per capita income of any county in the State of Oregon. Paralleling this growth, has been the rapid rise in the costs of housing and services, such as child care. While all county residents share the rise in costs, many are left out of the increasing prosperity of the County. In fact, nearly 40,000 residents are economically disadvantaged, living on very low incomes.

At the same time that the demand for services has been increasing, funds for those services have been eroding. While this has become a problem nationally, the situation in Oregon has been acute due to the impact of passage of a property tax limitation measure four years ago.

When people find themselves on the brink of disaster in Washington County, many turn to the Community Action Organization for assistance. With thirty years of experience, Community Action has developed a comprehensive, family based service delivery system. This approach provides for a single point of access, "one stop shopping," to a wide range of needed services available through the agency or other community resources. Services range from the provision of emergency and other basic services, such as shelter, child care, transportation, rent and heating assistance; to self-sufficiency services which enable families to achieve economic, social and housing stability. The agency provides a continuum of housing services, providing emergency shelter, transitional housing, and, finally, developing and constructing low income housing. Over half of the organization's work is in early childhood development, with the Head Start program providing a focal point for services needed by low income and disabled pre-school children.

Reflecting the increasing need in the County, the number of calls for services to the agency during the past year increased by 41%, from 17,000 in 1994, to nearly 24,000 in 1995. The agency has noted a rise in the number of working families who are not able to find affordable housing. Over 50% of the homeless families who stay at Community Action's Shelter Home have at least one parent working. In fact, for every person who is sheltered in Washington County, eleven are turned away due to limited resources. As well as witnessing an increase in demand for existing services, the County is facing new problems that compel intervention, such as an increase in gang-related activity.

Several years ago, the Community Action Organization recognized the probability that funds would decline in the future. To ensure that the organization would

continue to meet the needs of the County's low income residents, the organization implemented a plan designed to ensure greater organizational stability. Among the issues that had been identified in the planning process, were the high cost and physical inadequacy of existing facilities. Over time, the organization had expanded into sixteen borrowed or leased facilities. Five of the sites were identified as inadequate, including two of the organization's ten Head Start centers; the central kitchen used to prepare 800 meals daily for children; and two multi-service centers. Problems included already high and rising lease costs; high utility costs due to energy inefficient construction; inadequate space and layout leading to unsafe work conditions; unsanitary environment for handling food; lack of accessibility of facilities to persons with disabilities; and lack of access of one facility to a bus line. Clients often had to visit more than one site to obtain basic services, impacting the agency's ability to provide services in a comprehensive manner. In addition, Community Action recognized that other organizations with related missions were struggling to find adequate, affordable space from which to operate.

SOLUTION

Washington County's Office of Community Development convinced the Community Action Organization, that, rather than continuing to lease space, the best way to address service delivery issues, and to reduce costs in the long run, was to construct a new multi-service facility that would consolidate programs from multiple sites under one roof. Many of the agency's objectives would be achieved through consolidation, including improving client's access to services; providing safe, sanitary facilities; and saving the agency money, through energy efficient design and ownership of the facility.

As the idea of a Multi-Service Center moved from a dream into the design phase, the Community Action Organization realized that, to accomplish its objectives, the multi-use facility required 21,300 square feet. The agency determined the Center needed to serve two major functions, providing space for the agency's services to families and the community in general; and providing a facility for child development services. Given the interrelationship between services to families and children, and the realities of fund-raising, the agency opted to construct both facilities simultaneously, co-locating them on the same property. This resulted in the creation of a Multi-Service Center that included a child development facility.

The Multi-Service Center was designed to provide offices for both delivery of services and administration. In addition, it would provide space for training volunteers, clients and staff, and for meetings. The Child Development Center was to include a commercial kitchen capable of preparing up to 2,000 meals per day for low-income pre-school children; and house five Head Start classrooms, replacing the two inadequate Head Start sites in the city of Hillsboro, Oregon. The grounds were to include a children's play area, in compliance with Head Start requirements. And, of course, the

entire building was to be accessible to persons with disabilities, and in compliance with the Americans with Disabilities Act. The organization also felt it important that the facility be located on a major road, readily accessible to clients and staff by public transportation.

COSTS

The agency realized that widespread community support would be necessary to finance such a far-sighted project. Setting the stage for the project, the Washington County Office of Community Development agreed to allow the agency to use proceeds from the sale of the agency's Community Development Block Grant (CDBG) funded volunteer center and emergency food closet for the project. In addition, the CDBG program agreed to provide basic support, awarding a grant of \$100,000 to purchase land for the project, and an additional \$324,000 grant for construction. Over time, the County's CDBG program would continue to support the project, providing \$1,098,000 of the \$3,300,000 needed for the project.

With such strong backing from the County, in March 1993, the Community Action Organization embarked on the most ambitious fundraising campaign it had ever undertaken. The agency contracted with a firm to develop a plan for a capital campaign and to oversee the volunteer-based effort. The plan laid the groundwork for seeking donations of materials and professional services, as well as private financial contributions. Once the capital campaign is completed, Community Action estimated it would save over \$100,000 annually in rent payments alone.

To lead the capital campaign, the former Mayor of Hillsboro volunteered to chair a Steering Committee composed of sixteen business and community leaders. This group contacted corporations, individuals and foundations to raise the private sector funds needed for the project.

A vice-president from the local hospital headed up another committee of fourteen community leaders for the community phase of the campaign. This committee sold engraved bricks and identified sponsors for trees, giving the community-at-large an opportunity to contribute to the project. Members of this committee presented the organization and this project to service clubs, individual and businesses.

The Multiservice and Child Development Center cost \$3,300,000. Site acquisition and pre-development costs were \$477,000, construction was \$2,200,000 and other costs including professional fees, consultants, administration, furniture and fixtures were \$623,000.

As a result of the outstanding efforts of volunteers and the community's interest in the project, financial support from the community has been substantial. The following is a summary of contributions to the project:

- * \$195,000 from 26 corporations
- * \$245,400 from 7 local foundations
- * \$37,500 from the "1500 Club", a group of 25 individuals who each committed \$1500 to sponsor a Head Start classroom
- * \$43,800 from nearly 50 individuals and families
- * \$21,900 from four local organizations
- * \$18,000 from over 100 individuals and organizations who sponsored bricks and trees
- * \$315,650 from property and equipment sales
- * \$110,000 non-CDBG government contributions
- * \$300,000 in-kind contributions of goods and services

By the end of July 1995, the agency had succeeded in raising nearly \$2.4 million. The agency obtained bank financing for the balance needed to complete construction, and expects to be able to pay off debt service when the campaign is completed. Since contributions to the campaign are made in the form of a three year pledge, Community Action anticipates reaching its goal of \$3.3 million within 36 months of the building's opening. Again, Community Action will be able to save over \$100,000 annually, in rent alone; savings which will be reallocated to needed services.

RESULTS

Construction of the facility began in August 1994, and the Multiservice Center was completed in July 1995. The Child Development Center, including the central kitchen, will be completed in September 1995. On July 27, 1995, the agency began offering one-stop services for clients at the new center, enhancing its comprehensive approach. Among the services that the agency offers at the center are emergency assistance, weatherization, energy education, transitional housing, information and referral, homeless services, child care, Head Start, family self-sufficiency, housing services, advocacy, and parent education.

The Child Development Center includes five classrooms and will be able to serve up to 200 preschool children with health, nutrition, social and educational services. In addition, the Center includes a central kitchen that will have the capacity for preparation of 2,000 meals a day. Community Action anticipates being able to provide low-cost, nutritious meals to other agencies which provide meal service to others in need.

In addition, Community Action is providing space in the new facility and technical assistance to a number of small, non-profit organizations with similar missions. These include La Casa del Futuro, a newly formed service organization, which will provide outreach services to youth at-risk of gang involvement or involved in gang activity; the Housing Development Corporation, which constructs housing for farmworkers; Portland Community College's Hispanic Outreach Counselor, who will provide job and employment services, Even Start, an adult literacy program for low income families and Early Intervention which provides support services to disabled children in Head Start.

In 1992, an estimated 7,182 households/22,965 clients (unduplicated) sought services from the Agency at its various scattered sites. Current estimates indicate that an even larger number of clients are being served, or will be served, at the newly constructed and centrally located facility.

The facility is located on an arterial roadway, with a bus stop for a major bus line near the property. Within a few years, the light rail system will open its terminus in Hillsboro, within a mile of the facility, further enhancing access to the Multiservice and Child Development Center from eastern Washington County.

Many elements had to come together for the Community Action Organization's dream for this Multi-Service Center to become a reality. The project was made possible by the strong partnership that has existed between the Washington County Office of Community Development and the non-profit Community Action Organization, since 1979. Over the years, the agency has successfully sponsored a number of CDBG funded projects and the Office of Community Development is familiar with the strong leadership and capabilities of the agency, as well as the importance to the community of the services provided by the agency. Consequently, the Office of Community Development was able to play a leadership role in encouraging the agency to become more self-sustaining, and provided the financial backing to make the visionary project possible.

Once the need was identified, and the goal set for the development of a consolidated center, agency leadership embarked on an inclusive process, pulling together a number of talented people and a wide array of community resources. Understanding the challenges of fund raising, the agency sought assistance from experts to design the capital campaign. The agency was then able to capitalize on the tremendous efforts of volunteers, resulting in generous community support. The agency expects that the good-will and public relations benefit generated by the building effort will produce additional support for the efforts of the agency to assist County residents in bettering their lives, even after completion of the Multiservice and Child Development Center project.

NACCED - 1995 ANNUAL AWARD ENTRY

COMMUNITY/ACTION MULTISERVICE PROJECT (WASHINGTON COUNTY, OREGON)



1. SITE DEDICATION. COUNTY COMMISSION CHAIR, CD POLICY ADVISORY BOARD, AGENCY/CD STAFF AND GUESTS.

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(WASHINGTON COUNTY, OREGON)



2. EARLY STAGE OF CONSTRUCTION.

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COMMUNITY/ACTION MULTISERVICE PROJECT (WASHINGTON COUNTY, OREGON)



3. NEW FACILITY. LANDSCAPING. THE LAST TOUCH.