

October 19, 2023

BCC Agenda Date/Item: _____

Board of County Commissioners
Clackamas County

Approval of a Board Order delegating limited signing authority to the Clackamas County Chair of the Board of County Commissioners or the County Administrator to execute all documents reasonably necessary to complete the execution of a grant agreement with the Homeless Solutions Coalition of Clackamas County for \$10 million for the acquisition and construction of a supportive services resource center and recordation of the restrictive covenant. Funding is through the Supportive Housing Services Measure. No County General Funds are involved.

Previous Board Action/Review	Policy Session – June 14, 2023 – Approval of plan for one-time and limited-term allocation of Supportive Housing Services carryover balance Briefed at Issues – August 16, 2023 – Intent to proceed with solicitation for Navigation/Resource Centers Policy Session – September 20, 2023 – Approval of Capital Needs Investment Areas Briefed at issues: October 24, 2023		
Performance Clackamas	1. This programming aligns with H3S's Strategic Business Plan goal to increase self-sufficiency for our clients. 2. This funding aligns with the County's Performance Clackamas goal to ensure safe, healthy, and secure communities.		
Counsel Review	Yes	Procurement Review	Yes
Contact Person	Adam Brown	Contact Phone	971-421-0133

EXECUTIVE SUMMARY: The Health, Housing & Human Services Department is seeking Board approval of an Order delegating limited signing authority to the Clackamas County Chair and/or the County Administrator to execute all documents reasonably necessary to complete the execution of a grant agreement with the Homeless Solutions Coalition of Clackamas County for \$10 million for the acquisition and construction of a supportive services resource center in Oregon City and recordation of the restrictive covenant. Funding is through the Supportive Housing Services Measure.

On June 14, 2023, the Board of County Commissioners unanimously approved a plan for one-time and limited-term uses of the carryover balance of Supportive Housing Services funds, including funding for Capital Needs across a number of priority areas, like homeless services resource navigation. Following that approval, staff briefed the Board at Issues on August 16 about an update to the anticipated carryover balance and its intent to proceed with a formal solicitation for proposals from the community for capital investments in homeless services resource centers.

Between August 28 and September 28, Health, Housing & Human Services carried out the subsequent Notice of Funding Opportunity (NOFO). During a Policy Session on September 20, the Board unanimously approved allocating the portion of the carryover balance dedicated to Capital Needs across a number of investment

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areas, including \$10.0 million for Navigation/Resource Centers, paving the way for staff to allocate that funding from the NOFO.

The Homeless Solutions Coalition of Clackamas County (HSCCC) submitted a proposal to the county's NOFO requesting \$10.0 - \$15.0 million for the acquisition and construction of a resource center in a former industrial manufacturing facility at 1516 Main Street in Oregon City. The NOFO review committee deemed the proposal responsive to the county's solicitation and recommended an award be issued to HSCCC. On October 9, 2023, Health, Housing & Human Services issued a notice of intent to HSCCC to award \$10.0 million for its proposed project.

Staff are working quickly to draft the grant agreement that will govern the terms of the funding to accommodate a short timeline for HSCCC to acquire the property at 1516 Main Street. The grant agreement will extend the funding to HSCCC in phases, with the first phase being up to \$4.5 million for the acquisition of the property. The remaining funding will be extended to HSCCC over time as specifics of the proposed programming are developed and the project proceeds to build out of the resource center (see Attachment for project details). Project completion and the grand opening is scheduled for September 2025.

This Board Order will delegate limited signing authority to the Clackamas County Chair of the Board of County Commissioners and/or the County Administrator to execute all documents reasonably necessary to complete the execution of a grant agreement and recordation of the restrictive covenant. It is standard to put a restrictive covenant in place when using restricted funding, like Supportive Housing Services Measure funds, to support the development of capital projects. In this case, the restrictive covenant will restrict site use to programs and services that are allowable with Measure funding.

RECOMMENDATION: Staff recommends Board approval of the Order delegating limited signing authority to the Clackamas County Chair of the Board of County Commissioners and/or the County Administrator to execute all documents reasonably necessary to complete the execution of a grant agreement with the Homeless Solutions Coalition of Clackamas County for \$10.0 million for the acquisition and construction of a supportive services resource center and recordation of the restrictive covenant.

Respectfully submitted,



Rodney Cook
Director of Health, Housing & Human Services

Attachment: Supportive Services Resource Center Proposal Prepared by the Homeless Solutions Coalition of Clackamas County

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
OF CLACKAMAS COUNTY, STATE OF OREGON**

In the Matter of Approving HSCCC
Grant Agreement

Board Order No.
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Whereas, on or about August 28, 2023, Clackamas County (“County”), through its Department of Health, Housing, and Human Services (“H3S”), issued a notice of funding opportunity for proposers to submit plans to create a resource and navigation service center to provide supportive housing services to individuals who are at risk of or are experiencing homelessness;

Whereas, the Homeless Solutions Coalition of Clackamas County, Inc. (“HSCCC”) was awarded a grant in the amount of \$10,000,000 to support the acquisition and construction of a resource and navigation service center at real property described as 1516 Main Street, Oregon City, Oregon 97045 (“Property”);

Whereas, the grant agreement between HSCCC and County requires, among other things, that HSCCC record a restrictive covenant ensuring the Property will be used for purposes of providing supportive housing services for a period of not less than 30 years;

Whereas, the Board of County Commissioners of Clackamas County (the “Board”) agrees it is in the best interest of the County to approve the grant agreement and record the restrictive covenant;

Whereas, the recordation of the restrictive covenant may require the execution of additional documents;

Whereas, the Board has determined it is in the best interest of the County to delegate limited signing authority to the Clackamas County Chair of the Board of Commissioners (the “Chair”) and/or the County Administrator to execute all documents reasonably necessary to complete the execution of the grant agreement and recordation of the restrictive covenant;

NOW, THEREFOR, the Clackamas County Board of County Commissioners orders as follows:

1. The Board hereby approves execution of the grant agreement between the County and HSCCC; and

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
OF CLACKAMAS COUNTY, STATE OF OREGON**

In the Matter of Approving HSCCC
Grant Agreement



Board Order No.
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2. The Chair and/or the County Administrator are hereby delegated signing authority to execute all documents reasonably necessary to complete the grant agreement, execute and record the restrictive covenant, and execute all documents reasonably related to the same including, but not limited to, all closing documents, title documents, or other documents necessary to complete execution of the grant agreement and recordation of the restrictive covenant.

DATED this ____ day of _____, 2023.

BOARD OF COUNTY COMMISSIONERS

Chair

Recording Secretary



Housing and Community Development Division

Notice of Funding Opportunity No. 202301
for Supportive Services Resource Center

A proposal prepared by:

*Homeless Solutions
Coalition of
Clackamas County*

Those of us who haven't experienced homelessness can only imagine how traumatic, demoralizing and destabilizing it can be. Our new Resource Center will reduce homelessness in our communities by consolidating the resources our most vulnerable neighbors need to weather, avoid and escape this harrowing condition. Under one roof, we'll help everyone working to ease and end homelessness better coordinate efforts, learn from one another, and evolve our structural, systemic and individual mitigation strategies.



The HSCCC resource center will be a unifier and bridge builder, providing a collaborative place improving coordination, efficiency, and effectiveness.

Thank you for the opportunity to present this proposal.

Sincerely,

Dan Fowler,
Co-Founder of HSCCC

Homeless Solutions Coalition of Clackamas County
1300 John Adams Street, Suite 101
Oregon City, Oregon 97045

Solving Homelessness through Local Partnerships

5.2.1

GENERAL BACKGROUND AND QUALIFICATIONS

WHO WE ARE

The Homeless Solutions Coalition of Clackamas County (HSCCC) is a nonprofit 501(c)(3) organization whose mission is to inspire, motivate, and empower our community to develop and implement solutions to homelessness in Clackamas County.

Formed in 2016 by a small group of Clackamas County residents who wanted to learn more about how they could support their unhoused neighbors, HSCCC has blossomed into a thriving grass roots organization with hundreds of supporters and diverse partners.

WHAT WE DO

HSCCC brings people and nonprofit organizations together to tackle issues that have a major impact on all members of our community, emphasizing prevention of homelessness. Our work is informed by the community and those who have lived experience of homelessness to create tailored solutions that meet the needs of our area. Our strength is our ability to make connections and build relationships. We understand there is no one size fits all model, which is why partnerships are key.

HOW WE DO IT

We are supported by generous contributions from individuals and institutions. In 2022, a donation from a leading regional healthcare provider allowed HSCCC to build out its organization and hire its first Interim Executive Manager. HSCCC will continue to secure diverse funding sources to promote its long-term sustainability.

OUR VISION

HSCCC envisions a shared-space where local service providers, public safety officials, health care professionals, faith-based organizations, educators, and governmental agencies can come together under one roof to corroboratively address the systemic issues of homelessness.

In a county as large and diverse as Clackamas, it's easy to lose sight of the big picture. Services can be piecemeal, scattered and logistically uncoordinated due in part to issues related to funding and staffing. Our vision is to bring together major stakeholders and help them act in a coordinated and efficient manner. We refer to this model as a Resource Center.

5.3.2&3

CREDENTIALS OF KEY INDIVIDUALS

Dan Fowler

Dan is a co-founder of the HSCCC. In addition to his leadership of the HSCCC, Dan has a lifetime of experience supporting the Clackamas County community. Born and raised in the Oregon City area, Dan has owned and managed businesses in Clackamas County for 44 years. Currently, Dan is the owner of F&F Structures, Inc., Historic Properties LLC, Abernethy Center, Corner 14, and other businesses in Clackamas County. He served as Mayor of Oregon City (1991-1999) and today serves on a variety of nonprofit boards.

Dan has decades of experience with the acquisition, construction, rehabilitation, expansion, and physical improvement to many sites, having renovated over 38 properties in the Oregon City area. These include:

Dan Fowler *continued*

- *Renovated Oregon City territorial building, creating a 17,000 SF office building.*
 - *Converted the old postal service building to create the Abernethy Center. on the former Spicer Bros. property and created Corner 14.*
 - *Acquired 10 Acres near Clackamas Community College, built roads and infrastructure, designed, and built a 100,000 SF industrial facility in 2023.*
-

John Miller

For the past three decades, John Miller has devoted himself professionally to the field of real estate development and construction. Twenty-three years ago, John took the entrepreneurial leap and ventured out on his own.

Since then, he has spearheaded significant projects, including the 214-acre master plan for the Evergreen Aviation & Space Museum and was responsible for building the 6-story IMAX Theatre. Beyond that, John has master-planned, developed, and built a combined total of over 2,000 acres of property, comprising millions of square feet in industrial, commercial, and residential buildings.

Currently, John manages 11 companies and co-manages an additional 6, all focusing on the construction, disposition, and entitling his real estate portfolio in Oregon, Washington, California, and Minnesota. John also lends his experience to three HOAs where he serves as a board member and president.

Christopher Keane, AIA

Chris is a Principal at Bearing Architecture LLC. Chris is an accomplished architect with over 25 years of experience working on a wide variety of project types including work spaces, visitor centers, university buildings, research facilities, residence halls and single-family residences. He is a firm believer that the best design is a collaborative effort that begins with extensive research and careful listening. In 2007 Chris founded Bearing Architecture with a focus on serving nonprofit and municipal clients. Current clients include the Homeless Solutions Coalition of Clackamas County, Lincoln County, Lincoln City, Portland Parks and Recreation, the City of Manzanita, the Oregon Museum of Science and Industry, The Oregon Coast Aquarium, and The Tillamook Estuaries Partnership.

Bearing offers full architectural design and planning services. We have close relationships with an extensive network of talented collaborators including engineers, landscape architects, lighting designers, environmental designers, and Trauma Informed Design designers and advocates.

Marty Gant

Marty is President of The Father's Heart Street Ministry. He worked alongside his wife, Teri, for 17 years prior to her passing in 2017, at which time he took on the role of president. He is a lifelong resident of Clackamas County, where he attended Estacada High School and Clackamas Community College. Together with his wife Teri, he raised 7 children and has 22 grandchildren. His vocational background includes 30 years of business as vice president in wireless communications, where he grew his division from a startup to one of the nation's leading wireless rental houses.

Marty Gant *continued*

Today, The Father's Heart is one of the leading service agencies in Clackamas County, helping thousands of houseless and low-income clients with services including meals, showers, clothing exchange, housing navigation and much more

Brandi Johnson

Executive Director of The Father's Heart (TFH) and LoveOne (LO).

Brandi Johnson is a powerful community advocate, trained mediator, and longtime resident of Oregon City. Prior to her move into human services, Brandi spent fourteen years as a legal assistant in a law practice that handled primarily general civil cases, and she loved it! In her spare time she began volunteering with LO, eventually becoming the Executive Director in 2019. And in 2023, Brandi became the Executive Director of TFH.

Brandi has dedicated herself to building relationships within the community and cultivating trust with the vulnerable population that LO and TFH serve. Known to her friends and those in the community as a "Kindness Broker," the work she does with LO and TFH is that of compassion. Brandi has a degree in communication with a focus on advocacy and relational communication from Marylhurst University. She also has a certificate in conflict resolution and serves as a Board member of the Homeless Solutions Coalition of Clackamas County.

HSCCC Board

HSCCC's Board and Executive Team will all be involved in this project, from design through operation. Members include:

Dan Fowler, *Officer and Board President*
 Richard Howells, *Officer and Board Vice-President*
 Lynne Deshler, *Officer and Board Secretary*
 Marty Gant, *Board Member*
 Brandi Johnson, *Board Member*
 Becky Wilkinson, *Board Member*
 Gary Majors, *Board Member*
 Jennifer Sherman, *Board Member*
 Mason Wall, *Board Member*
 Larry Petta, *Board Member*
 Adrienne Petta, *Board Member*

Community Leaders

Through HSCCC's community engagement processes in the past year, we've involved many community leaders in planning for this resource center: Denyse McGriff (Oregon City Mayor), Tony Konkol (Oregon City - City Manager), Adam Marl (Oregon City City Commissioner), Dr. Tim Cook (Clackamas Community College President), Shelly Parini (Community Engagement Consultant), Bill Stewart (Clackamas County District Attorney), Jim Band (Oregon City Police Chief), Tiffany Gillespie (Providence Willamette Falls Foundation), and others.

5.2.4 Description of ability to meet requirements of section 3 of NOFO are described in Scope of work

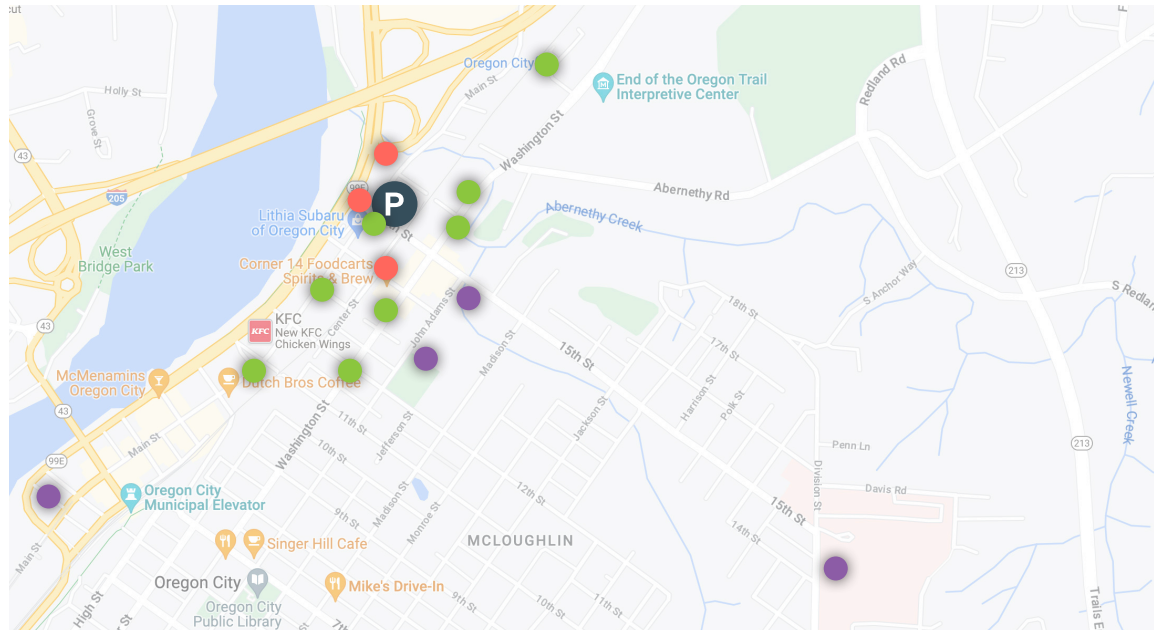
5.3.1 SCOPE OF WORK

5.3.1 SITE AND LOCATION

The Project Site is located at 1516 Main Street in Oregon City. The building was formerly a large industrial manufacturing facility with approximately 40,000 square feet.

In our estimation this is an ideal location for a Resource Center. It is on the fringe of the central business district of Oregon City. It is away from residential neighborhoods, in a transitional area between retail and industrial use properties. Grocery stores, hospital and medical facilities are within walking distance. Diverse employment opportunities are available in this area. The location is on a bus line. The area has bicycle lanes on many streets. Amtrak is only 4 blocks away. There are sidewalks on the south and west sides of the Center.

■ groceries
 ■ transit
 ■ medical services



5.3.2 PROJECT DESCRIPTION

Our Project program model has been used for years in many industries. In hospitals, for example, patients visit a triage center where their needs are identified. From there patients are sent to other parts of the healthcare system to receive treatment for specific needs.

In the case of our Center, our clients will enter a warm and inviting facility where they will be greeted by a staff member who will pinpoint specific needs. In many cases the client will be referred to on-location resources such as: The Father's Heart, LoveOne, Coordinated Housing Access (CHA), expungement services, ID recovery resources, showers, meals, medical attention, clothing, job training, mental health assessments, and/or counseling meetings of various kinds. In short, a "one stop shop" of services, education, and learning.

This new facility will be designed to focus on the well-being of its users as well as the broader community. Using principles of Trauma Informed Design, our team will strive to cultivate a feeling of safety, security, and connection for clients, civic and private partners, staff, and neighbors.

The Center will be able to easily serve, daily, hundreds of people who will come to it for any of the needs referred to in this proposal.

Broadly speaking, the architectural vision is to design a facility that is secure, welcoming, and humane. Early concept studies imagine a brightly day-lit facility with warm materials throughout. A roof terrace and interior courtyards will provide access to outdoor green space while reducing impacts on the neighborhood. A secure entry court and lobby “living room” will provide clients with a place to cool off, charge a phone, or relax in a comfortable chair. Once inside, staff will greet them and escort clients deeper into the facility to connect with service providers as is appropriate.

Throughout the office areas, shared spaces like conference and break rooms will be located to encourage intermingling among service providers and to provide space for their collaboration. Shared storage and vehicle parking and loading will provide much needed space for staging and storing resources for mobile outreach.

Though the final list of building tenants is not fully determined, our partners at the Father’s Heart and LoveOne will relocate to the new facility allowing them to improve and build upon the services they already provide. Their presence coupled with other tenant partners will allow the new center to provide support and services to over one hundred people every day.

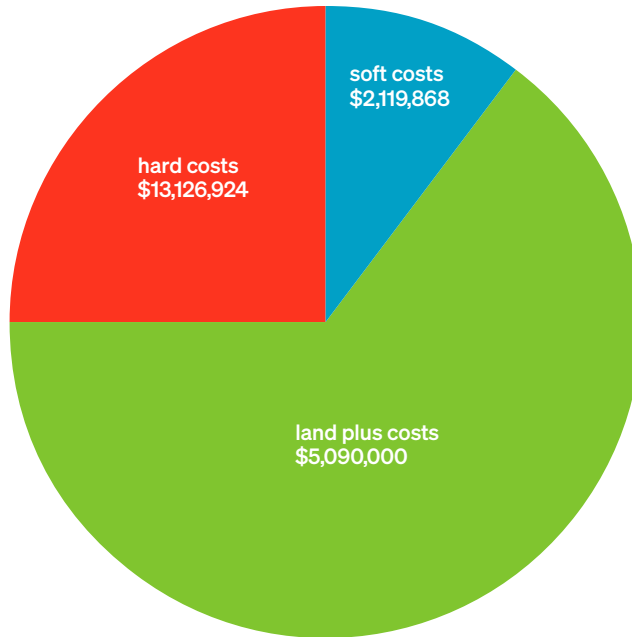
A Design Team will advise the HSCCC on the detailed design and programming of the building. We envision that this team will include, in addition to HSCCC, our architects and builders, select County staff, service provider representatives and leaders from business, government, and social service. The Two Rivers and the McLoughlin Neighborhood Associations, as well as nearby businesses and other neighbors will be asked to provide input. We will tap the experience of members of the soon-to-be-formed Lived Experience Council who can speak from personal experience about the facility design and operation. Also, the Community Advisory Group that will begin operating in 2024 can provide commentary and advice on the facility, its programming and operation.

The new facility will help reduce homelessness and help solution providers work together more collaboratively and efficiently.

BUDGET AND FUNDING

ALLOCATIONS

See Exhibit *HSCCC Facility Budget_09.18.23.xlsx* for detailed budgets.



ADDITIONAL FUNDING

Assuming that this NOFO proposal is accepted, we will still need additional funds to finalize construction and prepare the site for operations. Though the site will be supported by rents (discounted for non profits), funding for HSCCC's operations will continue to be required.

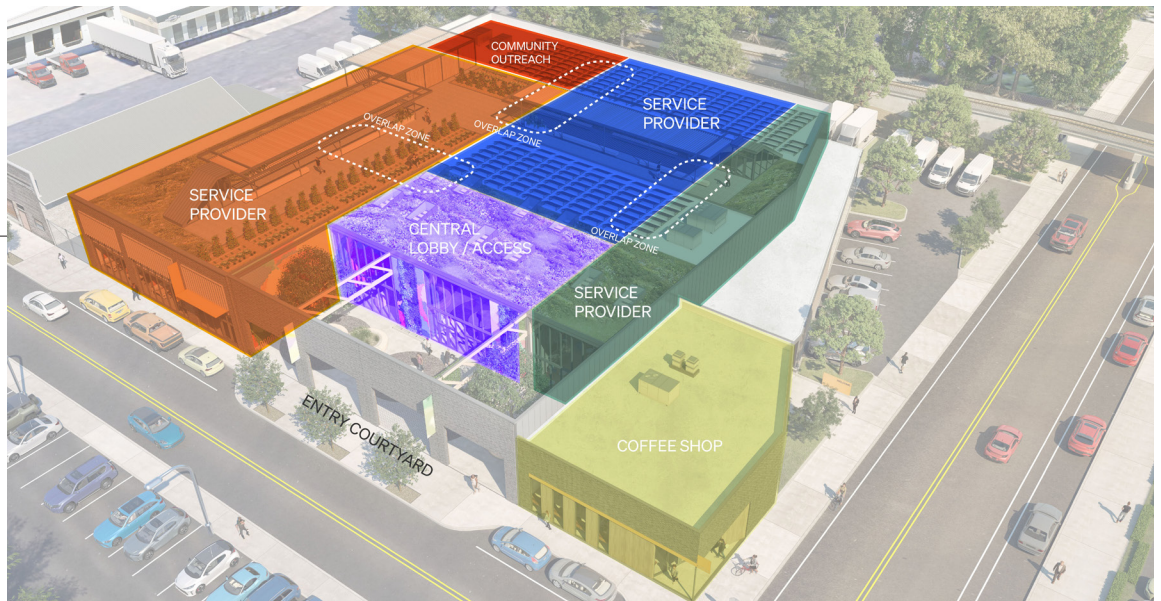
Our Fund Development Consultant has developed a ten-point plan to support ongoing fundraising. This plan includes creating a fundraising campaign steering committee, building a targeted prospect list, developing a solicitation process, exploring the use of in-kind gifts, using a matching grant process, creating a communications process so the community is aware of the opportunity to contribute to this resource center, and hosting fundraising events in the community.

5.3.4

DRAFT TIMELINE

[illegible]

CONCEPTUAL DIAGRAM



5.3.5

PROGRAM DESCRIPTION

Below we provide information about the programs our primary partners will provide in the resource center.

THE FATHER'S HEART

The Father's Heart Street Ministry (TFH) is located at 603 12th Street in Oregon City. TFH is a day center that meets basic needs of people living outside in Clackamas County for 24 years. These services include three meals a day, bathrooms, showers (very limited), clothing, Coordinated Housing Access (CHA) assessments, on-site case management, peer support, and a dry and safe place to rest.

TFH also provides:

On-site doctor, wound and foot care, harm reduction services and referrals to recovery services.

Shelter – TFH operates a seasonal emergency center for warming, cooling and smoke.

Serves as a mailing address for more than 500 people.

Hotel program - TFH operates the county transitional shelter program which currently houses approximately 100 participants in 52 hotel rooms.

At its current 6,000 square foot location, TFH is more than at capacity, yet manages to serve everyone who comes through the doors. For example, in August 2023 TFH served an average of 95 people per day. Each month TFH provides approximately 250-300 showers, 100 CHA assessments, and 20 doctor appointments on site.

Additional space at the proposed resource center will streamline and bolster all functions and provide ADA accessibility.

The Center will foster a better work environment for staff, which now numbers about 45 (LO and TFH staff combined). By locating staff in one location, the Center will enable more effective service delivery for clients of both organizations.

Currently TFH operates in the McLoughlin Neighborhood, a residential neighborhood. While a jointly crafted Good Neighbor Agreement has reduced tensions, moving to the new facility will be much appreciated by neighbors.

TFH operates with an annual budget of approximately \$2.8MM.

LOVE ONE

LoveOne's (LO) mission is *"to love our Clackamas County neighbors by providing human connection in meeting basic needs including laundry, showers, food, housing and opportunities for personal growth."* Founded in 2012, LoveOne has been a 501c3 since 2015 and currently operates with a staff of 21 and a budget of about \$2.8 MM.

LO's programs include laundry, showers, food, hygiene, trash, outreach, peer support and housing.

LoveOne carefully measures its effectiveness. In the first half of 2023, LO's Outreach Program (LOOP) reports the following:

95 touch points for wraparound supports.

30 neighbors placed into stable housing.

100 showers provided.

26 tons of clean laundry.

4,000 family meals provided.

500+ yards of trash removed.

LoveOne is strongly committed to building community and creating supportive relationships with both clients and other service providers. LO creates liaisons with other providers to ensure services best fit client needs. LoveOne formulates and implements programs carefully designed to meet the needs of each city or area it serves in Clackamas County. Currently, LoveOne programs are active in Oregon City, Milwaukie, Molalla, Estacada, and Sandy.

At present, LoveOne staff do not work in the same location. This makes communications, supervision, planning, training, and team building difficult. Because space is so limited, peer support staff members operate from a small, crowded office where meeting confidentially with clients is difficult to arrange.

LoveOne's breadth of services and effectiveness will be enhanced exponentially when located in the proposed resource center.

SYNERGIES

LoveOne and The Father's Heart currently collaborate on many programs to meet culturally specific needs of the community. Operating in a larger space, designed with inter-organizational collaboration in mind will facilitate collective efforts to serve neighbors in need.

Below are just a few examples of the collaboration between TFH and LO:

At monthly meetings, staff reviews all reporting data and looks for gaps where services can improve. This review is designed to continuously improve services.

LO and TFH partner with culturally specific organizations such as Up and Over and Immigrant and Refugee Community Organization (IRCO).

LO and TFH teams are trained in the HMIS/CHA systems. They share and cultivate a person-centered, trauma informed approach, supported by a culture of respect.

SYNERGIES *continued*

Both organizations are wholly committed to providing solutions tailored to individual needs – each person experiencing homelessness has their own challenges – only an individually tailored plan of action can produce transformational results.

TFH and LO request, when needed, support from partner agencies when working with non-English speaking clients.

TFH and LO staff participate in ongoing training in Housing First Aid, Equity and Inclusion, Landlord and Tenant Rights, CPR, first aid and more.

LO and TFH seek to develop housing programs and practices that maximize success in providing housing. Success must address meeting the needs of clients as well as neighbors, building/apartment owners and managers, local law enforcement, government staff and other service providers.

Housing disparity is addressed daily. One recent example involved a client falsely accused of having violent tendencies. Researching the facts revealed that a background check included results for someone with the same name but different date of birth.

EXPANDED SERVICES

Just as there is no single cause of homelessness, there is no single solution. Solutions can only come from integrating efforts on multiple fronts. The Homelessness “problem” needs an integrated approach. Siloed problem solving can lead to “one size fits all” approaches that only address individual issues. But by bringing together service providers, government, educators, veterans specialists, domestic abuse resources, mental health experts, addiction recovery therapists, doctors, vocational counselors ... these and many more ... we can craft comprehensive solutions that address each person experiencing homelessness in a personalized way. These same specialties can also contribute addressing the systemic causes that impact the overall population of people impacted by homelessness.

We are excited to be able to treat the root causes of homelessness and provide expanded services for our houseless citizens. The chart below shows many of the areas of need that we intend to build into the resource center design and operation.

<i>Expanded behavioral, mental health and recovery services.</i>	<i>Medical/dental treatment rooms</i>
<i>Programs for pets and service animals</i>	<i>Commercial kitchen with food storage</i>
<i>Life skills training</i>	<i>Job training</i>
<i>Expanded laundry</i>	<i>Employment opportunities (possible Ant Farm bakery/ coffee shop on site)</i>
<i>Expanded shower access</i>	<i>Help signing up for DHS and OHP</i>
<i>Social Service registration</i>	<i>ID and Expungement Clinics</i>
<i>Job fairs</i>	<i>Lockers</i>
<i>Mail Service</i>	

5.3.6

COMMUNITY ENGAGEMENT

Community engagement is at the heart of everything we do. The HSCCC is currently developing a selection process for hiring two staff positions. Our Community Advisory Group Manager will facilitate a county-wide process to get input about new programs, identify gaps and make recommendations for improvement to the County's approach to resolving homelessness. It will also provide advice about the design and operation of the Center. A Lived Experience Council will be staffed and run by the HSCCC – this Council will bring the voice of the homeless population into (1) the design and operation of the Center, and (2) providing advisory services to developers of homelessness programs. These are examples of the way we use engagement and collaboration in the design and implementation of various solutions.

We intend to develop a strong partnership with the County's Continuum of Care so that services are well coordinated and in sync.

The HSCCC created an information campaign to alert the community about the possibility of creating a Resource Center. In April we held five meetings and received lots of support for our plans. We also presented at civic group meetings (Oregon City Business Alliance, Rotary, etc.).

In this process we learned about the concerns of the McLoughlin Neighborhood Association, and we met directly with them to learn more. This led to helping The Father's Heart create a proposal for security services. This is an example of how we find gaps that need to be closed, and we work to turn concerns into opportunities for actions to tackle obstacles.

We will create a safety and security committee, involving the OCPD, neighborhood associations, Chamber of Commerce, and local neighbors. This will help ensure that all who work at or are served by the center will be safe.

Conclusion

The Resource Center we are proposing will have a positive impact on our community. The Homelessness problem is complex and difficult to address.

We believe that this is a time for bold, aggressive actions that will challenge the status quo and create a breakthrough for Clackamas County. Thus, we are asking for \$10MM to \$15MM for this project. We can't "nickel and dime" our way to success.

If this grant request meets your approval, we request that we sit down with County staff to determine the best way to partner in creating this possibility, and in how funds can be used to maximize our partnership and joint effectiveness.

REFERENCES

DEVELOPMENT AND CONSTRUCTION:

Oregon Christian Church	Loren Larson, <i>Pastor</i> loren@occchurch.org 503 656-5585
Sisul Engineering	Tom Sisul, <i>President, PE</i> tomsisul@sisulengineering.com 503-657-0188
Other	Jeff Abbott <i>Attorney (retired)</i> jeff@abbotlaw.net 503-490-9556

REFERENCES

SERVICES:

Love One	Brandi Johnson, <i>Executive Director</i> Brandi@loveonecommunity.org 503 314-8649
Father's Heart	Marty Gant, <i>President</i> mgant@tfhsm.org 503 209-5356
Oregon City Police	Jim Band, <i>Police Chief (retired)</i> info@bandinvestagations.com 503 341-7255
City of Oregon City	Tony Konkol, <i>City Manager</i> tkonkol@orcify.org 503 496-1504