

March 3, 2006

Michael Sublett
Senior Property Management Specialist
Facilities and Property Management
Multnomah County Oregon
401 N. Dixon Street
Portland, Oregon 97227-1865

Re: Martha Washington Building

Dear Michel:

Dinner & A Movie (hereinafter, "D&M") is the only faith-based, 501 (c) 3 public benefit non-profit in the Portland, Oregon metropolitan area, providing services to homeless youth, including the **hard-core** of homeless youth (on the streets for more than three years), **without preference** toward those with or without religious convictions.

D&M exists because:

* With an estimated 2,000-2,500 homeless youth¹, Portland has the **highest per capita homeless youth population in the United States**. This is a continually growing population. Two-thirds or more are from the immediate Portland-Vancouver area. An estimated 85% have been victims of long-term abuse, most of them of sexual abuse.² The life expectancy for homeless youth, due to the very nature of their environment is 26 years.

Why? No one seems to have a definitive answer but there have been a plethora of suggestions, all seemingly rooted a culture steeped in free speech, tolerance, and an absence of moral absolutes. Oregon ignominiously ranks high in divorce, incest and child abuse, the sex industry, drug use and abuse (no. 1 in methamphetamine), cheap heroin, an extremely broad interpretation of free speech, and a largely un-churched population. Oregon's foster care system is overloaded and seemingly incapable of monitoring youth under its care who end up unreported on the streets. A broad range of social services and normally mild weather contribute to a growing homeless population, including youth, adults, and families.

¹ Multnomah County, Department of Human Services, 2004

² "Up to 90% of the kids on the street were sexually or physically abused before their 18th birthday." **A Street is Not a Home: Solving America's Homeless Dilemma**, Robert C. Coates, Prometheus Books, Buffalo, NY, 1990.

* According to interviews with Portland vice officers, Portland provides more white slave prostitutes to Las Vegas and Vancouver, BC than any other city in the United States, the majority of whom come from the ranks of homeless youth.

* We are the only organization which addresses the main issue with these youth, and that is what they think about themselves, or their **core belief system**³.

D&M's Distinctive Approach

Whereas, therapists engaged by Portland's social service agencies address the "feelings" of homeless youth, but not their core beliefs about themselves; and

Whereas, state, county, and city homeless youth programs address the "actions" (drug use, violence, crime, attempted suicide, etc.) without effecting core beliefs; and

Whereas, the majority of the hard core homeless youth have been expelled from or graduated from most or all of the local homeless programs (Outside/In, New Avenues for Youth, Janus Youth, P:ear ,etc.)

Yet, the problem of homelessness for youth in Portland still exists, and in fact, continues to grow. The Multnomah county Department of Human Services reported 1,500 homeless youth in 1998, 2000 in 2002, and 2,500 in 2004.

Therefore, D&M believes that its focus on **changing the core beliefs of our constituency** offers the only real hope for change for these young people. Why?

Because, after five years of hearing testimony after testimony after testimony, we know the following about the majority of these kids: They have grown up being told:

We wish you were never born!

You're a burden!

You're a little idiot!

You're a sex object! (implied)

This treatment logically leads these youth to think: *I am bad...I am unworthy of love...If anyone really knew me, they would hate me.*

We operate on the assumption that **core beliefs** are both the responsibility and result of parental teaching and behavior, the most significant influence in a child's early life. If unlovability and helplessness are negative core beliefs of the child's heart, then only the **re-parenting** (mentoring) of those hearts will lead to new behaviors.

³ At the core of any behavior you will find a belief (or series of beliefs) that causes individuals or groups to behave in a specific manner. **Stigma: Beliefs Determine Behavior** David R. Patient and Neil M. Republic of South Africa Communication Initiative, January 7, 2005

So what they hear and what they continually think becomes self-reinforcing (I am bad) with ultimate feelings of anger, hatred, sorrow, hopelessness, and depression, all of which lead to self-destructive behaviors or actions.⁴ These actions include promiscuous sex, drug and alcohol use, crime, and the hard work of surviving on the streets.

We believe that every human being is unique and special, and deserves to be treated so! Many of the children who have not been treated in this way develop beliefs about themselves that will frequently cause them to leave the safety of whatever is “home” to them.

These children need many months and years of positive reinforcement; they need to see and hear, “You are unique, special, and loveable,” Only then will they have a chance of pursuing a “normal” life. There is certainly nothing attractive or healthy about living on the streets.

D&M’s Re-Parenting

Step 1: Every Tuesday night in the basement of Portland’s First Baptist Church, dinner and a movie provide the entry point to the work of D&M. It is during these acts of sharing and caring that initial contacts are made with the kids. Additionally, as staff and volunteers walk the night streets handing out socks, granola bars, and upon occasion, sleeping bags, relational conversations become more meaningful, and the kids grow in their sense of our caring.

Step 2: Once we’ve established contact, we demonstrate our care for the kids through what D&M calls “field trips,” during which we do with these kids, what good parents do with their own children.

This means taking them to breakfast, or lunch, or to a movie or arcade. We show them they are valuable. We show them that they aren’t worthless and unlovable. We show them that someone can care and not expect anything in return (like prostitution, drug peddling, gang involvement, etc.). This approach has often been called mentoring, but we prefer “re-parenting.”

The process of re-parenting a child’s heart is slow and time consuming. Issues of trust over previous abuse and **zero experience with unconditional love** can make the process particularly slow. But, the results have been especially heartening.

⁴ Negative core beliefs can be divided into two categories: those of **helplessness**, and those of **unlovability**. For example, a person may have the automatic thought, “I can’t get along with anyone,” which stems from the unlovable core beliefs. The automatic thought “I can’t control my feelings anymore” is rooted in a helpless core belief structure. By changing core beliefs and the resulting automatic thoughts, we can change overall perceptions, feelings, and actions.

For example, over the past two years D&M has:

In 2004	In 2005
Served more than 13,000 meals	Served more than 14,000 meals
Distributed nearly 200 sleeping bags	Facilitated 10 job placements
Facilitated 5 college admissions	9 housing placements in temporary and/or permanent housing
Enrolled 6 kids in drug rehab	4 baby showers
Served <i>real</i> Thanksgiving & Christmas dinners to 300+ kids each night	
"Led" over 100 field trips (re-parenting kids hearts) They are special and unconditionally loved	
Provided services to over 1,000 homeless youth	

Step 3: Once a kid begins to think, "if this person likes me, perhaps I'm not as worthless as I've thought." When that happens we're ready to begin discussions about "leaving the streets," which has the most greatest expense implications: proof of identity, health issues, drug and alcohol rehab, housing, education, and jobs. This stage we refer to as "**mainstreaming**."

The Need

"Kindness for the sake of kindness is not a waste of time."
Author unknown

Of the reported 2,500 homeless street youth, about 1/3 are in existing programs (see page 2); about 1/3 "squat"⁵ in or near downtown, about 300 in the Hawthorne district, 60+ in Northwest Portland, and the remainder around the city. Homeless youth range in age from 14-27, with the majority we serve 17-21 years of age. **(It should be noted, that D&M is the only group that also provides services to those 21 and above, the "cut-off" age for social service agencies.)**

In addition, there are 20-30 ex-homeless single young mothers, usually on welfare, who wish to break free of government dependency.

If we were to attempt to serve the entire population of approximately 800 hard-core homeless youth, we would need nearly 50 full-time mentors along with their associated outreach expenses (i.e., field trips, etc). We believe a more realistic and achievable goal is to have 25 full-time mentors within 5 years.

⁵ The kids themselves define their "residences" as squats, i.e., "my squat is under 5 where the Hawthorne Bridge crosses.

Application: The Martha Washington Building

A brief summary of our objectives to help Portland's Homeless Street Youth:

Meet them: regularly at the weekly dinner and a movie on Tuesday nights, as well as on street walks where they live;

Mentor them: as relationships are established, to re-parent their hearts and change the negative core beliefs they have of themselves; and, as they come to recognize their unique value, so as to

Mainstream them: assist them by providing or sourcing transition services such as "proof of identity," health care, addiction recovery, housing, education and/or employment.

The Martha Washington Building would provide an ideal, holistic solution to multiple needs for kids on and coming off the street

1. **Safety and Shelter:** nearly every girl will be sexually abused within two weeks of arriving on the streets; it's a little longer for boys, but it happens for all.
2. **Temporary Housing:** a portion of the building could be set aside to add to the city's 36 temporary shelter "spaces."
3. **Transitional Housing:** with no money for deposit and first month's rent, a short-term free or subsidized room would expedite transition from the street.
4. **Affordable Housing:** a predetermined portion of the available units could be set aside in conjunction with other city affordable housing providers.
5. **Education Classroom Space:** would be set aside for GED and college entrance exam preparation; peer mentoring through Lincoln High School, NW Academy, and PSU in computer sciences, graphics, and other practical disciplines.
6. **Kitchen and Culinary Training:** meals could be prepared and served in the basement for D&M's Tuesday night feed; a training program in conjunction with some of the more progressive Portland chef's, much like Jaime Oliver's Fifteen Foundation, would prepare some of our kids to enter the restaurant industry.
7. **Small Business Incubator:** often the biggest impediment to starting for a young entrepreneur is work/office space. This building could provide such space for both individual and collaborative business start-ups.
8. **Harm Reduction Center:** we anticipate donated services from medical professionals experienced in drug and alcohol rehabilitation, reducing the burden on city and county agencies.
9. **Medical and Dental:** 50+ kids involved in some way with Dinner and A Movie have died on the streets of Portland since our inception on 9-11-01. Often the cause is a simple "staph infection" untreated due to cost and/or exacerbated by living on the streets. Life on the streets is rife with negative health consequences, not the least of which the calcium leaching qualities of heroin. Portland reportedly has the least expensive black tar heroin in the nation. It and alcohol are the "emotional pain killers" of choice among homeless youth. Nearly every kid coming off the streets faces not only health issues you might expect, they often

have dental issues grossly complicated by teeth from which much of the calcium strength has been leached.

10. **Offices for Dinner and A Movie:** our offices are currently located in north Portland. Interaction with the kids, storage of supplies, and increased services would be greatly enhanced in this location.

The Portland Tribune in an editorial dated today said the city should be concerned about a variety of issues, not the least of which is the "state of city center," noted in this way:

"(to) urgently **revitalize Portland's city center** to retain it as the focal point for area residents to work, play and shop. The city's inner core should gain at least equal attention to that granted the Pearl District and the South Waterfront."

The Oregonian's S. Renee Mitchell in the past has described our Homeless Street Youth as a blight on the city.

You don't eliminate a blight by ignoring it! You must address the issues that cause the blight. Telling a homeless kid to "get up and go get a job" demonstrates an appalling misunderstanding about why "*that kid is there panhandling.*"

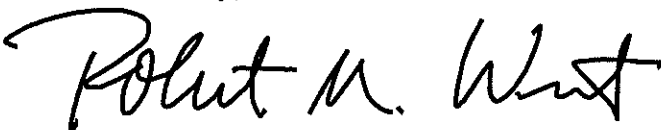
Financing: Martha Washington Building

- A. Building Purchase – structured finance
- B. Building Renovation – structured finance
- C. Operations – a public/private partnership with Dinner and A Movie, Multnomah County, the Portland Business Alliance, good corporate citizens, the Portland Public Schools, NW Academy, and Portland State University.

Of the 2,500+ kids on the street, we believe that one-third or more are from foster care homes, where the foster parents are still receiving monthly support from the state. We believe those situations and monies should be identified by those with the wherewithal within the county, and re-direct them to the work of the **Martha Washington Building Homeless Street Youth Partnership**, a to-be-formed non-profit organization.

Thank you for your consideration of this proposal.

Sincerely,



Robert M. West
Chair

CASCADIA ♦ 2130 SW 5th Avenue, Suite 210 ♦ PO Box 8459
Portland, Oregon 97201 ♦ phone: 503.238.0769 ♦ fax: 503.963.7711

January 30, 2006

Multnomah County Public Affairs Office
501 SE Hawthorne Blvd., Suite 600
Portland, OR 97214

RE: Martha Washington Building
Surplus Property Public Comment

To Whom It May Concern:

Enclosed with this letter is a short staff paper on a possible future for the Martha Washington as permanent supportive housing for offenders and formerly homeless people with special needs.

The Martha Washington is a unique resource in our community. The property's size, configuration, amenities, location, and historical use as offender housing provide a strong justification for continuing to use the property to help our community solve the issues of offender reentry and chronic homelessness. Although the property suffers from deferred maintenance and repair, we believe that the property can be acquired and upgraded at far less cost than comparable new construction while minimizing the neighborhood issues that "new" siting of housing for these populations tends to engender.

County ownership of the Martha Washington is a unique advantage in and of itself. Often, the most difficult hurdle to overcome in the development process is the impatience of sellers while the developer assembles financing. Should the County decide to preserve the property as permanent supportive housing, it can exhibit patience while master leasing the property to service/housing providers, thus relieving itself of the day-to-day responsibility of property management, furthering the goal of housing difficult to house people, and allowing the project to proceed through the development pipeline in an orderly manner.

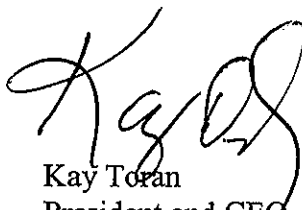
We encourage you to preserve the Martha Washington, and both VOA and Cascadia would be pleased to take on the roles of service and housing providers with respect to this property.

We look forward to your response. Should you have questions regarding our proposal, please contact Neal Beroz (503 963-7775) or Denise Gour (503 595-3477).

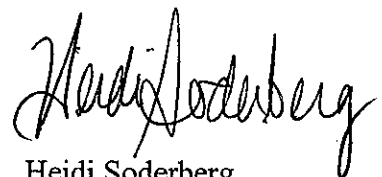
Sincerely,



Leslie Ford
President and CEO
Cascadia Behavioral Healthcare



Kay Toran
President and CEO
Volunteers of America Oregon



Heidi Soderberg
Executive Director
SE Works

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Multnomah County Public Affairs Office
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RE Martha Washington Building
Surplus Property Public Comment



PUBLIC COMMENT

MARTHA WASHINGTON

**PERMANENT SUPPORTIVE HOUSING
FOR
OFFENDERS AND FORMERLY HOMELESS PERSONS
WITH SPECIAL NEEDS**

Acquisition, Renovation, and Enhanced Property Management Program

January 30, 2006

Submitted by
Cascadia Behavioral Healthcare, Inc.
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Volunteers of America Oregon
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Acquisition, Renovation, and Enhanced Property Management Program

The Opportunity

The Martha Washington is a large former hotel well located on public transportation in the Portland city core. The property is owned by Multnomah County and has been declared surplus. The County Department of Community Justice previously operated the property as transitional housing for two corrections programs: the 60-bed River Rock Alcohol and Drug Treatment program and the Sheriff's 60-bed work release program. The property was well suited to this use with the vast majority of its units being adequately sized Single Room Occupancy units with private bathrooms. In addition, there are ample common areas, a commercial kitchen and congregate dining area, and office space. The property is valued at \$4.6 million.

Although the property can be operated without a sizable investment in rehabilitation in the near term, there is deferred maintenance and repair that may be necessary over the long term. Major items include seismic upgrade, roof replacement, plumbing, electrical, heat system, and elevator replacement. The County puts these costs at \$5.3 million, including almost \$1.6 million in soft costs. It is unclear which of these items will be necessary; for example, seismic upgrades, valued by the County at \$2 million, would not be triggered by the continued use of the building "as is".

Perhaps the greatest value asset of the Martha Washington is its value as an affordable housing resource for offenders who are often at high risk for becoming homeless. This property has a history of use as offender housing. It is zoned accordingly and is an approved conditional use. Its residents have been part of the neighborhood fabric – if not accepted, at least tolerated. At a time when offenders are being released to our neighborhoods in increasing numbers and local communities struggle to reduce recidivism through offender-targeted services, affordable housing has been identified as the highest need by almost everyone concerned with offender re-entry. Multnomah County needs offender housing – this was the topic of the January 3, 2006 executive committee meeting of the Public Safety Coordinating Council – but where and how? "Where" is at the Martha Washington, a building well suited to permanent supportive housing where housing this population is allowed by conditional use. "How" involves combining the Martha Washington with current service program efforts to maximize success for released offenders.

Target Population

There are three identified offender target populations that could benefit from permanent supportive housing at the Martha Washington: Community Partners Reinvestment Project (CPR), Community Prisoner Reentry Initiative (CPRI), and Alternative to Incarceration Program (AIP); two mental health populations: Assertive Community Treatment clients (ACT) and Psychiatric Security Review Board (PSRB); and one addictions population: post-residential treatment addicts. These are all populations that have consumed high cost

services in the recent past and for whom continued services are necessary in order to prevent recidivism and/or relapse. The attached chart describes the population characteristics and illustrates the services and provider partnerships already, or soon to be, in place for these populations.

Homelessness is a significant issue for substance abuse offenders and for offenders with mental health issues or co-occurring disorders. Data collected from the Volunteers of America Men's and Women's Residential Centers (substance abuse treatment programs for offenders) during the past 5 ½ years indicates that 65% of male clients report having been homeless. Data from a survey taken at the Women's Residential Center reflected that 46% of women were homeless at admission, 54% had been homeless more than once, 23% reported chronic homelessness, and 11% were homeless with children. Fifty-seven percent (57%) of clients identify that homelessness has been a primary contributor to relapse and recidivism. This translates to an estimated 800 men and women in Multnomah County who reported histories of homelessness due to substance abuse and their offender status.

Currently, the options for offenders leaving residential treatment or transitioning from jail or prison are limited. Oxford houses offer one option; however, many individuals need additional support that is not available in that setting. While VOA programs provide weekly continuing care groups for graduates of the residential programs, there are a number of clients that would greatly benefit from a longer-term housing option that was able to provide additional support and structure onsite. This would be also be true for clients that are transitioning from prison back to the community and are involved in the Community Partners Reinvestment Project serving 18-25 year old males, PSRB clients, and the Community Prisoner Reentry Initiative recently funded by the Department of Labor.

Property Description

The Martha Washington is a four story, "U" shaped structure located at 1115 SW 11th Ave, Portland, OR 97205. The 133 room building sits on a 16,000 square foot lot, and offers almost 62,000 square feet of living space. The property is zoned RXd. A conditional use approval is in place. The proposed use would be likely considered "household living". The benefit of the existing approved conditional use and historical use of the property is that the issues generally associated with siting housing for offenders in less urban neighborhoods can be avoided for the most part.

Most recently, the two programs operating from the property rented out a total of 120 rooms. The remaining rooms (approximately 13) were used as office space. This basic configuration will serve the proposed use until funds are available to "tailor" the property to its target populations.

Proposed Renovation

The County has identified potential deferred maintenance and repair work. The scope of work provided by the County needs to be reviewed, evaluated and prioritized. Certainly the roof and elevator need attention quickly. There will be costs associated with bringing the units up to rental standards. Other work can be deferred until additional funds are available.

Some work may be deleted entirely – the seismic work would not be required for the proposed use of the property.

Depending on the mix of populations targeted for the property, building alterations may be indicated. Access to specific wings and/or floors can be restricted and special amenities provided for select residents. For example, a “concierge” floor could be provided with extra amenities so as to reward residents who are working and motivate other residents to do likewise. Still another part of the building could be customized for AIP women with children - one might provide these households with exclusive, secure use of one wing on a lower floor. That wing could be remodeled to convert several pairs of units that share a bathroom into small one bedroom units with Pullman-style kitchens and private bathrooms. A playroom could be constructed on the wing and a secure play area could be created in the courtyard. The property is well designed for this type of “customization”.

From our experience, we know that in single room occupancy and group living settings, conflict is generated around bathroom, cooking, and housekeeping functions. The vast majority of the Martha Washington’s rooms have private full bathrooms. We will reconfigure the shared bath units into one bedroom apartments, switch them with offices that have bathrooms, or re-program them as common area or administrative space so that every resident will have a private bath. Should the budget allow, we would like to create an enclosed “family style” kitchen with secure storage on each wing so that residents can prepare their own meals and to discourage residents from keeping foodstuffs in their rooms.

Housing Development Budget

It is premature to propose a development budget for this project. While the County deferred maintenance and repair list is estimated at \$5.304 million, it is not clear as to whether all the identified work needs to be completed and whether the pricing represents an accurate picture of the costs that would be incurred. We do know that housing for this population is a very high priority for the County, the City of Portland, and the state of Oregon, and that several national foundations have current initiatives to support efforts to provide appropriate housing and services to offenders. We believe that the funding to support this project is available – the issue is timing. We have made the following assumptions:

- The sales price for the property will be \$4,600,000. This figure is the appraised value. (The value on the tax rolls is \$3,302,040.)
- The desired work can be completed for \$5,304,000. This is the estimate made by County Facilities Management for the deferred maintenance and repairs. The appraisal notes that the seismic upgrade and the soft costs account for \$3.583 million – all the other work can be accomplished for \$1.721 million plus soft costs.
- Given the above, acquisition and rehabilitation can be accomplished, at the outside, for \$9.904 million, or \$82,533 per each of 120 units. At the conclusion of the rehabilitation the appraiser indicates that the result would be a “fully renovated, good to very good condition building” with 60 years of life.
- A more reasonable sales price would be the appraised value less the cost of deferred maintenance and repairs. Assuming that the latter costs \$1.721 million plus soft costs of \$722,200 (prorated at 46% of the total soft costs), the deferred maintenance and

repairs would cost \$2,443,200. The sales price would be \$4.6 million less \$2,443,200 or \$2,156,800. Add a 20% contingency for the rehabilitation (\$486,640), and the entire project would cost approximately \$5,086,640 – just about \$42,388 per unit.

Based on this admittedly rough development cost scenario, we think the project is reasonable. A \$5 million project providing 120 units is appropriate for a LIHTC project and can probably service a small loan. The per unit cost is reasonable. The total cost is in line with LIHTC projects developed by Cascadia. The Portland Bureau of Housing and Community Development has expressed interest in preserving this property. Housing for the offender population is an OHCS priority and should receive favorable consideration in applications for CFC resources and tax credit allocations. The opportunities to secure financing are there. What is needed is a patient seller – like Multnomah County – to hold the property while financing is being secured. Luckily, the Martha Washington is in useable condition – it need not lay idle, but can be operated under lease to a service provider while financing is being assembled. Cascadia and VOA are willing to operate the Martha Washington as housing for offenders, reprogramming existing resources to the property to the extent possible.

Housing Operating Budget

While an operating budget specific to this property has not been developed, Cascadia is confident that the property can be operated for a rent of \$350 - \$400 per unit per month, based on operating costs of other Cascadia properties. We would expect this rent to cover both unit and common area utilities, general repair and maintenance, turnover expense, basic janitorial (common areas) and enhanced property management. Enhanced property management does not include the cost of, or funding for, services. We have made the following assumptions:

- There will be 116 revenue-producing units and 4 manager's units (one per floor). Rent will be inclusive of utilities at \$350 to \$400 per month.
- Rent assistance through the CPR and CPRI programs will assist qualified residents during the early months of residency. Employment or entitlement payments will enable residents to pay their own rent within 6 months of move-in. (Residents in the AIP component of CPRI are required to become employed within 30 days of their early release or are returned to incarceration).
- Rent assistance will be available for specialized populations such as PSRB and ACT until entitlement payments are available. A number of Shelter Plus Care slots will be sought through the Continuum of Care process to support formerly homeless residents – some currently allocated SPC slots may be applied to Martha Washington residents (through the CCC ICH/ACT/DOL grants, for example).
- On-site management will include four part time resident managers. Each will work 12 hours per week in exchange for free rent. On site managers will be required to coordinate their schedules such that there is over night coverage every night. They will provide support to residents during evening and overnight hours, or as needed. In addition, managers will provide greeter services and some janitorial on weekends. Think of this position as a college dormitory resident assistant. In addition, a greeter position will be staffed at a minimum during the evening and overnight hours. Some

consideration will be given to employing residents in resident manager and greeter positions.

- Janitorial includes a minimum of 0.5 FTE janitor assigned to the building approximately 4 hours per day, augmented by the on-site managers and residents on the weekends. May be Cascadia staff or contracted out. Would be good paid employment for enterprising resident.

Linked Support Services

Offender reentry is being addressed by several current or soon-to-start service programs as indicated on the attached "Martha Washington Populations" spreadsheet. In addition, there is great state Office of Mental Health and Addiction Services interest in supporting the PSRB population in community placements in order to reduce state hospital forensics overcrowding, and Multnomah County DHS interest in supporting the ACT population in low barrier permanent supportive housing in order to reduce demands on expensive emergency room, hospital, and jail bed utilization. Both PSRB and ACT have been known to wrap services around qualifying clients, including services that are provided at one's residence and which are directed toward housing retention. The proposed project will leverage the hundreds of thousands of dollars currently spent in Multnomah County to serve these populations. In addition, VOA has indicated that they might be interested in occupying space in the Martha Washington to provide post-treatment services to graduates of their residential programs. Their location on-site would increase the availability of services to residents, influence in a positive way the culture of the building, and potentially provide some income to the property. We hope other partners would follow suit in providing an on-site presence.

Next Steps

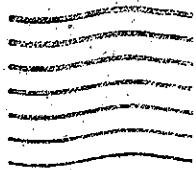
Presuming that the County agrees that the Martha Washington has potential as permanent supportive housing, Cascadia and VOA would be willing to assemble a partnership to operate the property while financing was being assembled. In addition, Cascadia would be willing to take the lead in developing the project as an acquisition / rehabilitation. Finally, VOA, Cascadia, and others would redouble their efforts to secure additional funds to provide services to the identified populations, using the Martha Washington as a primary focus of our efforts. In that the availability of low barrier housing for offenders is a recognized barrier to successful reintegration, the availability of the Martha Washington property would be a compelling advantage in securing foundation support for fundraising toward this goal.

PROGRAM	CPR	AIP - women w children	CPR AIP	CPR	ACT	PSRB	POST - TREATMENT
POPULATION CHARACTERISTICS							
age	18 - 25	adults	adults	adults	adults	adults	adults
gender	male	female	male or female	male or female	male or female	male or female	male or female
criminality	all	all	all	all	some	all - guilty but for insanity	most
addictions	all	all	all	all	most	some	all
mental health issues	most	some	some	some	chronic homelessness	PSRB jurisdiction	some
special issues	transitioning youth	family reunification	must get job w/ 30 days				chronic homelessness
	high re-offense risk	must get job w/ 30 days					high re-offense risk
# FUNDED SLOTS	30	(30 - inc in CPR)	(95 - inc in CPR)	200	?	?	?
EXCLUSIONS							
	severe & persistent mental illness; sex offenders	sex offenders; violent offenders	sex offenders; violent offenders	sex offenders; violent offenders	exclusions based on individual risk assessment	exclusions based on individual risk assessment	exclusions based on individual risk assessment
DIRECTLY FUNDED SERVICES							
rent assistance	VOA ~\$18,000/yr			VOA ~\$100,000 CCC, WICS, YWCA SE Works, CCC, WICS, YWCA	Shelter plus Care	SSI - can pay low rent	VOA
mentoring							VOA
employment assistance	SE Works, VOA						
MH ind/group treatment	Cascadia						
outpatient addictions tx	VOA						
cognitive programs (MRT)	Better People						
family counseling/tx	VOA						
family coaching	MFS						
dedicated public safety supervision	Multnomah Co			Multnomah Co (requested)		Cascadia/PSRB	



Community Development Network

2627 NE ML King Blvd., Rm. 202
Portland, OR 97212-3759



Multnomah County Public Affairs Office
501 SE Hawthorne Ste 600
Portland, OR 97214

97214+35AA





RECEIVED
JAN 30 2005

January 26, 2006

Multnomah County Chair Diane Linn
Multnomah County Commissioner Serena Cruz
Multnomah County Commissioner Lisa Naito
Multnomah County Commissioner Lonnie Roberts
Multnomah County Commissioner Maria Rojo de Steffey
Multnomah County Public Affairs Office
501 SE Hawthorne, Suite 600
Portland, OR 97214

RE: The Future of the Martha Washington Building

Dear Multnomah County Commissioners:

The voice for housing
in our community

No one should have to choose between housing, and food or medicine. Yet many citizens of Multnomah County do everyday. Multnomah County Commission set aggressive goals to end homelessness through "Permanent Supportive Housing" (PSH) that would connect services and housing—a substantial initial investment of resources would pay off over the long term through reductions in emergency and other services.

Now, the disposition of the Martha Washington is an opportunity for the county to meet its challenge—an opportunity that should not be lost.

At a minimum, the county should package the property with a service commitment and grant the property to an appropriate nonprofit organization to leverage additional resources, renovate and manage the property.

Following are some factors to consider as you evaluate options on this property.

1. The property should maintain its historic levels of affordable SRO units and contribute to the city's goals for "No Net Loss" of affordable housing. While in fact more affordable housing is needed in the central city area, the county should at least ensure that "no harm" is done in the loss of affordable housing when selling its own properties.
2. The location is ideal for the county's most vulnerable, service dependent citizens who need easy access to central city services like health care, transportation, and case management.

3. Developing and maintaining PSH will require not part but all of the following: debt free housing; reliable services that are connected to the housing; operations funds; and adequate reserves for ongoing maintenance needs. Non-profits are effective owners of PSH housing, leveraging additional resources, and assuring that the resources dedicated to this housing will provide affordable housing for at least sixty years.

4. If indeed the property currently has an approved conditional use as a facility, it is an important designation that will allow for services to PSH populations. The approved conditional use is a resource that should not be lost.

Again, please take advantage of this unique opportunity to meet the County's commitment to its most vulnerable populations.

Sincerely,



Sam Chase
Executive Director
Community Development Network

Cc: Portland City Commissioner Erik Sten
Portland Mayor Tom Potter
Housing and Community Development Commission
Will White, BHCD
Andy Wilch, PDC

AIA Portland

A Chapter of The American Institute of Architects



February 3, 2006

Multnomah County
Facilities and Property Management
401 N Dixon Street
Portland, Oregon 97227
Attention: Michael Sublett

Re: The Martha Washington Building, formerly the Campbell Court Hotel

Dear Michael:

The AIA Historic Resources Committee (HRC) commends the effort by Multnomah County to solicit public comment on the feasibility to redevelop the subject property located on the west side of downtown Portland. The public open house held on January 12, 2006 was a welcome opportunity to allow interested parties to tour the property.

The Martha Washington Building, whose historic name is the Campbell Court Hotel, is one of the last buildings of its kind located in the west side downtown neighborhood. Many of these early 20th century apartment buildings have been razed for new mixed-use development, primarily housing. Because of its original use, the building appears to be a good candidate for adaptive re-use as either affordable or market rate housing; however, use should be dependent upon what the neighborhood can support. Infrastructure, such as the Safeway grocery store, is already in place to serve an area that is already contains a wide variety of market rate housing.

Restoring the exterior of the building and adaptively re-using the interior as some form of housing will result in an attractive development that retains a valuable historic resource.

The HRC encourages Multnomah County to continue to be a good steward of its historic properties.

Sincerely,

A handwritten signature in dark ink, appearing to read "Philip L. Stewart".

Philip L. Stewart, Chair
AIA Historic Resources Committee

CUNNINGHAM Shawn D

From: Bobby Weinstock [bobby@nwplotproject.org]
Sent: Monday, January 30, 2006 2:57 PM
To: Public Affairs Office
Cc: Susan Emmons
Subject: Martha Washington Building Comments



Martha
ashington.doc (25 K)

Dear Multnomah County Public Affairs Office:

See attached letter on Martha Washington building. Attachments to letter are not in emailable format and have been sent to you through regular mail.

Sincerely,

Bobby Weinstock
Northwest Pilot Project
478-6872

January 30, 2006

Re: Martha Washington building

Dear Multnomah County Public Affairs:

I urge you to preserve the 130-unit Martha Washington as ~~affordable housing~~. It could be quickly utilized to ease the affordable housing shortage in downtown Portland.

Multnomah County recently co-sponsored Project Connect to ease the misery of the 900+ homeless individuals who attended. Though services to temporarily ease the daily struggles of the poor are beneficial, what most homeless people truly want is a home. The Martha Washington has the potential to permanently end the suffering of 130 homeless individuals by becoming their home.

Attached is a bar graph and list of lost affordable apartment buildings from the 2004 Downtown Portland Affordable Housing Inventory published by Northwest Pilot Project. The bar graph shows the decline in the number of housing units over time which is affordable (monthly rent less than \$425) to a full-time, minimum wage worker. The continual erosion of the affordable housing supply each year is the primary reason for increasing homelessness.

On behalf of the homeless and low income seniors we serve, please preserve the Martha Washington as housing affordable to the poorest of the poor.

Thank you for all your efforts to increase affordable housing and decrease homelessness.

Sincerely,

Susan Emmons
Executive Director
Northwest Pilot Project

Attachments

**NORTHWEST PILOT PROJECT, INC.****1430 SW Broadway ■ Suite 200 ■ Portland, OR 97201 ■ (503) 227-5605 ■ FAX 274-8559**

January 30, 2006

Re: Martha Washington building

Dear Multnomah County Public Affairs:

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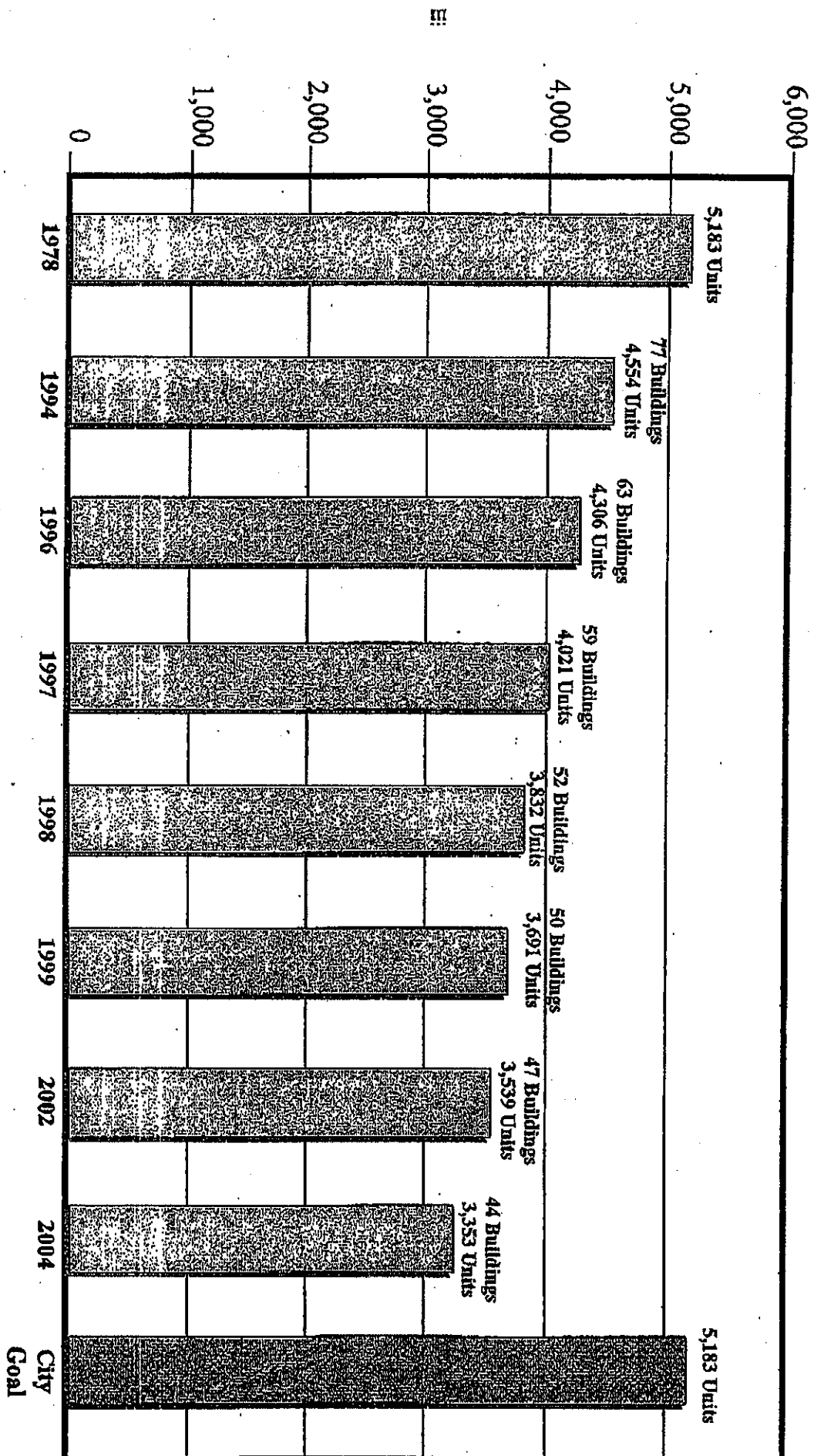
Thank you for all your efforts to increase affordable housing and decrease homelessness.

Sincerely,

Susan Emmons
Executive Director
Northwest Pilot Project

Attachments

THE TREND IN PORTLAND: LOSS OF UNITS

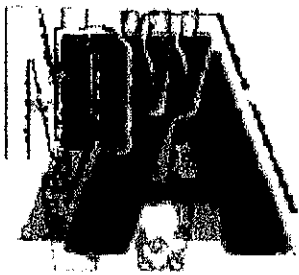


Total Units of Affordable Housing in Downtown Portland by Year

AFFORDABLE HOUSING LOST SINCE FIRST INVENTORY, 1994

Lost buildings	Last year affordable	Address	Notes
Alder Street	1996	1225 Alder	Rent increase
Altamont	1996	506 SW College	Rent increase
Beverly Alder	1994	1117 SW Alder	Rent increase
Brown	1998	807 SW 14 th	Rent Increase
Cambrian	2002	1129 SW Columbia	Rent increase
Carmaleta	1994	1232 SW Jefferson	Rent increase
Chandler	2002	1104 SW Columbia	Rent increase
Clay Street	1994	1110 SW Clay	Rent increase
Columbia Manor	1994	1331 SW 12 th	Rent increase
Cumberland	1997	1405 SW Park	Rent increase
Downtown Value Inn	1994	415 SW Montgomery	Rent increase
Eaton	1994	622 SW 9 th	Rent increase
Empire	1996	1217 SW 11 th	Rent increase
Etheridge	1994	1402 SW 12 th	Rent increase
Fairmont	1999	1318 SW 11 th	Demolished
Fountain Place	1997	929 SW Salmon	Rent increase
Gentry	1997	909 SW 12 th	Rent increase
Harrison Court	1997	1834 SW 5 th	Rent increase
Hidwell	1994	1415 SW 14 th	Rent increase
Jack London	1996	415 SW Alder	Rent increase
Jeanne Manor	1994	1431 SW Park	Rent increase
Joyce	1996	322 SW 11 th	Rent increase
Kent	1996	308 SW 12 th	Rent increase
Loni Lynn	1994	2020 SW Broadway	Rent increase
Maurice Dear	1997	411 SW 12 th	Rent increase
Morrison Park	2002	623 SW Park	Rent increase
New Ritz	1994	1110 SW Washington	Fire 1/96
Nineteen Eighty-Four	1997	1984 SW Broadway	Demolished
Ongford	1994	1417 SW 10 th	Rent increase
*Pearl Court	2002	920 NW Kearney	Rent increase
Pine Cone	1999	1025 SW 11 th	Rent increase
Regency	1997	1410 SW Broadway	Rent increase
Roosevelt Plaza	1996	1005 SW Park	Gentrification
Rose Friend	1994	1307 SW Broadway	Rent increase
Tiffany	2002	1515 SW 11 th	Rent increase
University Place	1996	1510 SW 13 th	Rent increase
Victorian	1994	1124 SW Columbia	Rent increase
Washington Plaza	1997	1129 SW Washington	Rent increase
Western	1999	17 SW 2 nd	Rent increase
*Westshore	1998	222 SW Pine	Rent increase

*Opened 1997 as low-income housing



THE NORTHWEST ACADEMY

Where creativity and academic rigor meet.

RECEIVED
JAN 30 2005

January 27, 2006

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Waggener Edstrom Worldwide

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Morgan Stanley

John Thomas
Stoel Rives LLP

Multnomah County Public Affairs Office
501 SE Hawthorne, Suite 600
Portland, OR. 97214

And

Multnomah County Board of Commissioners,
Ms. Diane Linn, Chair
Ms. Maria Rojo de Steffey
Ms. Serena Cruz Walsh
Ms Lisa Naito
Mr. Lonnie Roberts

RE: Surplus Property Notice
Martha Washington Building
1115 SW 11th Ave
Portland, OR.97205

To Whom It May Concern, and Ms. Diane Linn, Ms. Maria Rojo de Steffey, Ms. Serena Cruz Walsh, Ms. Lisa Naito and Mr. Lonnie Roberts,

The Northwest Academy (NWA) and the Northwest Film Center (NWFC), members of The West Park Cultural Collaborative, are seeking permanent larger facilities in the South Park Blocks Urban Renewal Area and are interested in the Martha Washington Building.

The Northwest Academy (NWA) is an independent school, grades 6-12, committed to education through the integration of the arts, academics, and contemporary technology. It presently operates in multiple downtown locations consisting of a total of 20,000 square feet with its primarily facility at SW 11th and Main. The school has been operating for 10 years and presently serves approximately 100+ students both in full and part time programs. Its goal is to secure between 30,000 and 40,000 square feet at one location to serve a student population and educational programs for between 210 students.

The Northwest Film Center (founded in 1971) is a regional media arts resource and service organization founded to encourage the study, appreciation and utilization of the moving image arts, foster their artistic and professional excellence and help create a climate in which they flourish. The Center is part of the larger, institutional Portland Art Museum, which is where the

1130 SW Main
Portland, OR 97205
503.223.3367
fax 503.402.1043
email: nwa@nwacademy.org
<http://www.nwacademy.org>

Center's administrative headquarters are located. The Film Center needs approximately 12,000 feet to accommodate its School of Film and Young Filmmaker's Program (temporarily housed at 1139 SW 11th), and for a multi-purpose theater/auditorium to host the Center's public exhibition programs, including such events as the Portland International Film Festival and Northwest Film & Video Festival.

NWA and NWFC have been collaborating to find a shared building to replace and expand their existing facilities and allow for program growth. Both are committed to being downtown in the Cultural District, close to other educational institutions, museums, libraries, and theaters and well connected to public transit. The potential to combine financial resources and fundraising, share space components and develop mutual educational program synergies is appealing to both organizations.

Among potential facilities of interest in the Martha Washington, which is immediately adjacent to both organizations current facilities. In addition to its location, its size has the potential to affordably house additional arts and education groups, creating a vital community cultural hub in the neighborhood and extending the Cultural District westward from the Park Blocks.

Having viewed the property during the recent open house, both NWA and NWFC feel strongly that the building presents a unique opportunity and merits a serious investigation. We recognize that the public notice was to seek comment on the property's use for affordable housing. We would like, however, to make you aware of our interest and the potential of an alternative use that would also make the property an asset to the neighborhood as the home of two thriving cultural organizations.

In the process of the County's review of the best use of the property, we would appreciate an opportunity to explore the possibility of ownership by the NWA, NWFC and potentially other arts organizations. We appreciate your consideration and look forward to hearing how the discussion might proceed.

Sincerely,

West Park Cultural Collaborative



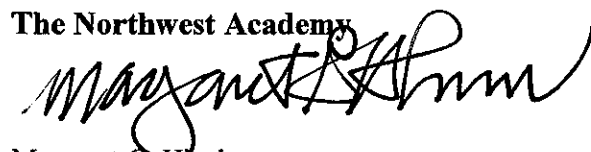
Bill Failing, Ad Hoc Director

Northwest Film Center

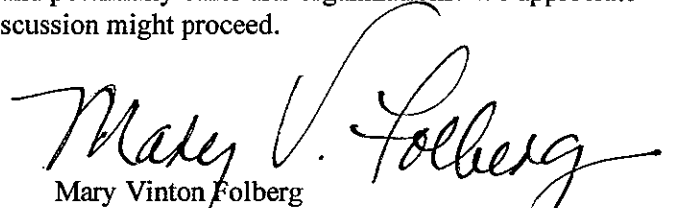


Bill Foster
Executive Director


The Northwest Academy



Margaret G. Hinshaw
Board Chair
The Northwest Academy Board of Trustees



Mary Vinton Folberg
The Northwest Academy Head of School and Trustee



David Poulshock
Trustee and Building task Force Co-Chair
The Northwest Academy Board of Trustees

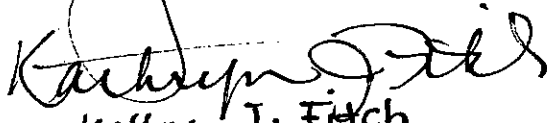
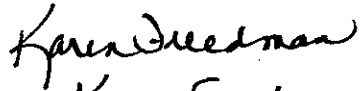


Donald Drake
Trustee and Building Task Force Co-Chair
The Northwest Academy Board of trustees

Lindley Morton
Trustee and Building Task Force Member
The Northwest Academy Board of Trustees



Mike Cowan
Trustee and Building Task Force Member
The Northwest Academy Board of Trustees

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The Gray Company

REALTY, INC.

Est. 1976

January 30, 2006

Multnomah County Public Affairs Office
501 SE Hawthorne, Suite 600
Portland, OR 97214

Re: Martha Washington Building, Public Comment is due Monday, January 30, 2006, 4:00 p.m.

To Whom It May Concern:

Be advised that I represent a client with significant means who has an interest in the Martha Washington Building located at 1115 SW 11th Ave., Portland. If the property is priced fairly, my client, after a ten (10) day due diligence period, can close the transaction without a financing contingency for cash. Please keep me involved in the process.

Thank you very much.

THE GRAY COMPANY REALTY, INC.

Mike Gray

Mike Gray

SUBLETT Michael A

From: James H. Winkler [jhw@winklercompanies.com]
Sent: Thursday, January 19, 2006 4:11 PM
To: Public Affairs Office
Subject: Martha Washington

We are interested in the Martha Washington disposition. Please keep us advised as the process moves forward.
Jim Winkler

--

James H Winkler
210 SW Morrison, Suite 600
Portland, OR 97204
jhw@winklercompanies.com
tel: 503.225.0701
fax: 503.273.8591

2/9/2006

SUBLETT Michael A

From: James Winkler [jhw@winklercompanies.com]
Sent: Tuesday, January 24, 2006 8:15 AM
To: Public Affairs Office
Subject: Martha Washington

Our firm, Winkler Development Corporation, is interested in considering seriously the acquisition and rehabilitation of the Martha Washington building which we toured late last week. As I reflect on the building and potential reuse scenarios, I incline toward a conversion of the property into an affordable housing project aimed at enhancing the independence of senior citizens. The use would address a core county mission and is located in close proximity to services for seniors.

Please keep us apprised of developments affecting the property.

Jim Winkler

—
James H Winkler
210 SW Morrison, Suite 600
Portland, OR 97204
jhw@winklercompanies.com
tel: 503.225.0701
fax: 503.273.8591



February 15, 2006

Mr. Michael A. Sublett
Senior Property Management Specialist
Multnomah County Facilities and Property Management
401 North Dixon Street
Portland, OR 97227-1865

Dear Mr. Sublett,

I am with Focus Healthcare a privately held limited liability company and a nationally recognized provider for state of the art, quality mental health and chemical dependency care. Our offices are located in Chattanooga, Tennessee.

We are very interested in possibly purchasing the Martha Washington Building, which we understand is owned by the Multnomah County Government. This property is located at 1115 SW 11th Avenue, Portland, Oregon, 97205.

Our interest in the property is that we would like to explore the feasibility of providing either or both mental health services or chemical dependency services in the Portland market. We think, with some building improvements, the Martha Washington Building may have the potential to be the service delivery site. We also wish to explore a possible relationship with the Multnomah County's Department of Community Justice to determine if we could provide either or both mental health and chemical dependency care for their clients. The Martha Washington Building may be feasible to provide drug free housing for recovering clients.

Please let me know what the next step is regarding our interest in the building. I can be reached at 7429 Shallowford Road, Chattanooga, Tennessee, 37421. My direct dial line is (423) 308-1898 and my email address is charlesd@focushc.com. Thank you for your time and attention on our behalf.

Respectfully submitted,

Charles Dickens
Marketing Consultant

CD/mtw

GORHAM Elisa D

From: SUBLETT Michael A
Sent: Friday, February 10, 2006 1:50 PM
To: GORHAM Elisa D
Subject: FW: Martha Washington Building

-----Original Message-----

From: Ben McInnis [mailto:ben@pacific-re.com]
Sent: Monday, January 09, 2006 11:44 AM
To: SUBLETT Michael A
Subject: Martha Washington Building

Michael-

As I mentioned on the phone I have a client that is interested in the Martha Washington Building probably for some sort of residential redevelopment. I look forward to hearing from you on the Counties decision with the property.

Thanks,

Ben McInnis
Pacific Real Estate Partners, Inc.
One SW Columbia, Suite 450
Portland, OR 97258
Cell: 503-819-3374
Direct: 503-972-8093
Fax: 503-972-8001
ben@pacific-re.com

2/10/2006

E & F PROPERTIES LLC

January 29, 2006

Mr. Doug Butler
Mr. Mike Sublett
Multnomah County
Facilities and Property Management
Blanchard Building
Portland, OR

Gentlemen:

Per your request, I am writing to offer comment on the County's disposition of the Martha Washington building on SW 11th and Main. It is my understanding that you are seeking input from stakeholders as to the issues, other than sales price, that the County should consider in evaluating disposition strategies.

Economics aside, as an interest citizen and committed investor in the WestPark section of the West End, I strongly suggest that, in evaluating proposals to purchase the Martha Washington, the County Commissioners consider the following:

1. **Does the purchaser intend to use the existing building?** While it is unlikely that the sale price will justify demolition, the costs associated with refurbishment may argue towards tearing the building down and starting over. Although the building is eighty years old this year, the existing structure adds grace and scale to a quickly changing neighborhood.
2. **Does the purchaser intend to use the facility to provide housing?** Although its use for the last 20 years would not be described as traditional housing (first a non-traditional hotel and then group living for convicted felons) the Portland zoning code, the Downtown Plan as well as the West End Plan all call for a residential use of the property. The introduction of other, non-residential uses to this property does nothing positive for the neighborhood and will probably be resisted by neighborhood stakeholders.
3. **Does the purchaser propose to provide housing that can be considered affordable to the Downtown work force?** One of the keys to Downtown's long-term success is housing types that appeal and are within the reach of a wide spectrum of the population, not just the independently wealthy or the already-arrived. Housing that can be made available to those at or below the MFI is a key part of this strategy.
4. **Does the purchaser propose to provide some parking for the residents of the property?** Neighborhood organizations have cited lack of parking as one of the WestPark's most pressing problems, a problem worsening with the development of existing parking facilities into parking demand generators. (Examples include Museum Place, Eliot Tower, Benson Tower, the Mosaic, the Cornerstone, the Jeffrey and Madison Place Office Condominiums). Although the Martha

Washington's most recent residents availed themselves almost exclusively of public transportation, 100+ new residents will most likely have a need for resident and visitor parking. In addition, the social services provided in the West End by the institutions along Church Row, have all struggled because of the scarcity of parking.

5. **Does the purchaser have the reputation and track record for keeping its promises and living up to its obligations?** You have told me that while the County would like to extract commitments from the eventual purchaser, the County does not want to have to spend a great deal of energy and money enforcing the purchaser's promises. When the County puts this important asset in the hands of a new owner and relies on that party to deliver, not just cash at closing, but follow-through on its other commitments, does the County have reason to believe that this party will keep its word? I urge you to ask for and consider evidence of past performance, complaints if any to governing jurisdictions including the CCB, and reputation.
6. **Finally, is the purchaser paying a fair price?** While I have made no secret of my interest in purchasing the property, I was a taxpayer in Multnomah County long before I was an investor in the WestPark area. Given the very real financial problems facing Multnomah County now and in the future, it would be irresponsible to sell for less than its true market value. We are all well aware of parties looking for a deep discount or outright gift of the property. I urge you to consider the County's current finances as well as the potential for property tax revenues stretching far into the future.

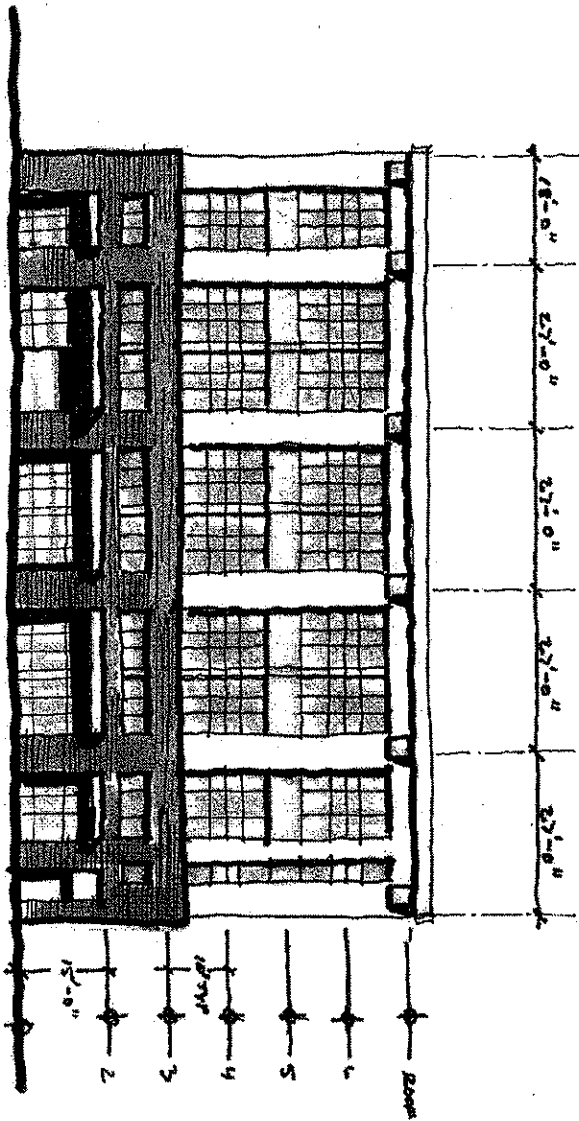
The Martha Washington has had a checkered past. It was built as an apartment for young women moving to the City, whose parents could be comfortable that their daughters were in a safe and respectable environment. Since that seemingly simpler time, much has changed, some for the better and some for the worse. I urge you as stewards of the public trust, to consider not just the financial aspects of this disposition, although important, but also whether your choice of the future of this asset will help restore this neighborhood to the safety and respectability it enjoyed eighty years ago.

Thank you for your consideration.

Very truly yours,

Mark D. Fraser

11TH AVE ELEVATION

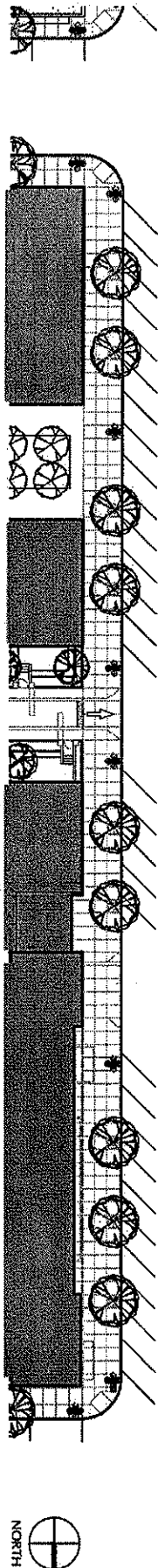


the JEFFREY
 1139 SW 11TH AVE.
 for EHLEN & FRASER

1" = 40'

SITE PLAN

the JEFFREY
 1139 SW 11TH AVE.
 for EHLEN & FRASER



STREETCAR

SW 11TH AVENUE

SW JEFFERSON

SW 12TH AVENUE

SW MAIN

