City of Longview
2016
Community Development Block Grant
Project Design

Applicant:	**Lower Columbia Community Action Council**	**Contact Person: Ilona Kerby**	**Title: Executive Director**
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Non-Profit Status: NO____ YES_X_ IRS Tax Identification Number _91-0814141____

Type of Project: Please check one:

- ☐ **Housing**
- ☐ **Community Facility**
- ☐ **Public Facility/Infrastructure**
- ☐ **Economic Development**
- ☐ **Prevention or Elimination of Slum & Blight**
- ☐ **Match**
- ☐ **Public Service**
- ☑ **Planning**

PROJECT TITLE: Longview Neighborhood Stabilization Action Plan

CDBG Funding Requested: $ 14,218

Problem/Opportunity Description

1. Give a *brief* overall summary of your project (under 101 words.)

Through a collaborative process with the City of Longview Community Development Department, other City departments as needed, and other community stakeholders to be identified as part of the planning process, our project involves an assessment of low-income geographic areas within the City of Longview to identify and prioritize specific distressed and blighted areas which have the potential for neighborhood transformation. The assessment will support the objectives of the 2014-2018 Longview-Kelso

Project Readiness

4. Describe what specific steps need to be completed before the project will be ready to proceed. (Projects must be under construction within 12 months of signing your CDBG Contract or funding will be deobligated.)

Following the approval by the City of Longview and the availability of funds, this project is ready to begin. At the time of our funding request, April 2016, Lower Columbia CAP is recruiting for a replacement for our open Programs Director position. It is anticipated that this position will be filled by August 1, 2016, well before fund availability and the project start date.

5. Please list start and completion date by Month, Day and Year:

Complete the "Project Timeline" (included at the end of this application) detailing project tasks and dates. This will be a part of your contract goals should your project be selected.

Project Start Date (mm-dd-yyyy) November 1, 2016

Project Completion Date (mm-dd-yyyy) October 1, 2017

Problem Impact and Severity

6. What is the effect on the community as a whole or upon individuals? Note current and anticipated consequences if the problem continues. Also list the number of low and moderate households affected.

A blighted neighborhood with unsafe housing is a danger to Longview residents who can only afford this type of domicile. The low-income neighborhoods identified on the 2014-2018 Consolidated Plan have areas which not only lack safe housing, they also lack a built environment conducive to social cohesion and safe streets.

The 2014-2018 Consolidated Plan Needs Assessment shows poor housing conditions are characterized by overcrowded units with more than one person per room, and/or lacking one or more plumbing or kitchen facilities. Poor housing conditions are also geographically concentrated and are correlated with high poverty, low household income, low rates of homeownership, and age of housing. A high percentage of single-family households with the lowest percentage of Area Median Income are burdened the hardest by overcrowding.

According to the 2014-2018 Consolidated Plan for Longview and Kelso, there are 9,320 households which fall below 80% of the Household Area Median Family Income. In 2014, the median household income in Longview is $37,827 in comparison to $60,294 in Washington State. The City of Longview has 15,266 households of which 3,511, or 23%, live at or below the Federal Poverty Level. Families with children are affected the most having poverty rates much higher than state and national averages.

7. How does this problem create a hardship for residents, a neighborhood, or economic development? How have local or state authorities noted the severity of the problem? Note public health and safety issues.

Longview residents with sufficient income are more likely to live in safe housing, in a safe and socially connected neighborhood, and have access to community and public services such as transportation, healthcare, healthy foods, schools and parks. Blighted and unsafe neighborhoods create a hardship for residents who may be living in substandard housing with plumbing, heating, electrical system problems. They may be exposed to molds and other hazards like lead paint and asbestos. Their children walk through unsafe neighborhood streets to get to school. Transportation to get to jobs or employment opportunities may be limited. Living in these conditions, makes it much more difficult to rise above adversity and improve one's life. The economy suffers on micro and macrocosm levels. Individual and family financial health is stymied and companies considering Longview a place to develop or expand a business are turned away by the blight and ruin of its low-income neighborhoods.

There is a documented need for distressed property improvement in low-income Longview neighborhoods. As detailed in the 2014-2018 Consolidated Plan, the City has identified neighborhoods (e.g. Highlands, Broadway, Olympic West) to target housing improvement strategies and activities, there is a focus on the quality of the housing stock and rental affordability, and Community Development priorities are focused on streetscape improvements, including street lighting and sidewalks.

Past Effort

8. What effort has your organization or other organizations made to resolve the problem?

Lower Columbia CAP has a rich history of serving the local community since its formation in 1964 as part of President Johnson's War on Poverty. Basic to the philosophy of community action is that communities identify and work together to solve their most pressing problems. Over the years, in response to needs in our community, Lower Columbia CAP has started a number of programs that grew into important, vital organizations themselves; including the Cowlitz Family Health Center, the Emergency Support Shelter, the Ethnic Support Council, Head Start, and the Saturday Farmer's Market. For more than 50 years, Lower Columbia CAP has worked to realize its mission of "building healthy communities, one family at a time."

Lower Columbia CAP has several affordable housing programs, including:

Self-Help Housing Program which has built 416 homes for affordable homeownership in rural areas of Cowlitz, Wahkiakum, Lewis and Clark Counties over the past 25 years. The program is funded for the period 2016-2018 by the USDA Rural Development at $684,000.

Weatherization program, funded by WA Department of Commerce at approximately $400,000 per year, has made weatherization repairs and upgrades for approximately 50 households per year.

Solution

Project Development

9. Did you attempt to collaborate the development of this project with other agencies? Which agencies were contacted and what was the outcome? What role is each agency playing?

This a planning project and one of the first tasks will be to identify any community groups or organizations that should be invited to participate or those that may be a resource for the group that forms. Our plan is to first meet with the Community Development Department to organize and prepare for the assessment.

10. How do you propose to solve the problem? Please be specific, itemizing the various tasks you will undertake to solve the problem.

Our project will begin with the development of a collaborative team between Lower Columbia CAP and the City Community Development Department. Meetings will be held regularly and they and the project coordinated by the Lower Columbia Project Manager. During the first meetings, the involvement of additional City departments and representatives as well as other community resources will be determined. The project's assessment protocol, measurement criteria and assessment tools will be researched and selected. A street-by street assessment of the low-income neighborhoods identified in the 2014-2018 Consolidated Plan will be conducted. The information and data collected will be consolidated into an electronic form for easy access, comparison and reporting. The group will review the assessment information and prioritize neighborhood areas, which would benefit from further neighborhood transformation planning and project implementation. Additionally, funding sources (federal, state and private foundations) for future project planning and implementation will be identified. An assessment report will be finalized with the group's findings and recommendations, which will be presented to the City Council.

11. List all persons who would be involved during the development of this project and describe their project responsibilities. (Include names, titles, phone and e-mail.) (Responsibilities should include grant administration, project manager, developing partnerships, acquisition, overseeing construction, maintaining records, Davis-Bacon compliance, etc.

Project Manager – Housing Program Director (To be hired) – The Housing Program Director will be responsible for the coordination of project meetings, manage the process of information collection with the City and other identified resource partners, and author the development of the final assessment document.

Grant Administration – Doug Koenig – Doug will provide grant administration services throughout the grant period. He will be responsible for contract administration, billing, and budget reporting.

Project Sponsor – Ilona Kerby, Executive Director – Ilona will participate in assessment meetings and be available to support the project manager and assessment team with partner relationship development and linkage to state and federal grant programs.

Project Operation

12. Are you partnering with other organizations or businesses in this project? Will you have contracts with them? What roles will each organization or business play after the project is completed? Please submit letters from partnering agencies and/or businesses as supporting documentation.

N/A

13. List all persons involved in the operation of this project when completed and describe their responsibilities. (Include names, titles, phone and e-mail.) (Responsibilities should include case management, day-to-day management, partnerships in serving clients, etc., operations manager, and project owner.)

N/A

14. For Community Facilities: Complete and attach the separate 5-year Operations Budget.

N/A

15. Facility Fees for Residents: If you are requesting funding for a community facility or a public facility the service and/or admission fees must not preclude low and moderate income residents from using the facility. Please itemize all fees for services to low and moderate income residents as compared to charges for moderate-income residents.
(This will be part of your contract should funds be awarded. You will need to document low-moderate user incomes and fee schedules for 5 years.)

N/A

16. How will this project improve the quality of life for low- and moderate-income persons in relation to the stated needs or problem? OR How will this project improve the neighborhood or area? Note short-term and long-term outcomes.

Short-term Outcomes: The project will produce a prioritized list of individual projects or ones which may be grouped together to be used for the development of a neighborhood transformation plan. Funding sources will be researched and identified to assist with future planning and implementation phases.

Long-term Outcomes: After the development of a neighborhood transformation plan, an implementation phase would begin. The long-term outcome after implementation is complete is a cohesive neighborhood which allows low-income individuals and families to live in safe, affordable housing.

17. What activities would still need to be undertaken after the project is completed in order for the problem to be fully addressed? Quantify where possible.

Upon project completion, which will produce an assessment identifying and prioritizing specific areas in low-income neighborhoods, the additional activities still needed to be undertaken to fully address the

problem would be to seek grant funds to develop a neighborhood transformation plan(s) using the information and data gathered through this planning grant. Once the neighborhood transformation plan(s) were developed, additional funding would be sought to implement the plan(s).

Households Benefiting

18. Area Benefit: What is the total number of all households that will benefit from this project? (Area-wide benefit must cite low-income 2010 U.S. Census Tract as noted in the HOME/CDBG Consolidated Plan)

According to the 2014-2018 HOME/CDBG Consolidated Plan for Longview and Kelso, there are 9,320 households which fall below 80% of the Household Area Median Family Income.

19. Individual Benefit: What is the number of low-income individuals or households by median income that will directly benefit from this project? Use current HUD Income Limits for family size.

This is a Planning Grant application only. Individual benefit can be assessed during future implementation phases.

Individuals or Households ***(circle one)***
At or below 30% Median Income: _____
At or below 50% Median Income: _____
At or below 80% Median Income: _____
Total number Low-Income Served _____

Budget

20. Explain why CDBG funds are appropriate for your project. If this application is for a program currently receiving CDBG funding, discuss what action you have taken and what other funding sources have been investigated in the last 12 months to reduce your organization's dependence on City of Longview CDBG funds.

CDBG funds are appropriate for our planning grant request because the project will benefit low-to moderate-income individuals and families.

21. What agency funding will you commit to this project? If none, why not?

Lower Columbia CAP will commit $126,308.00 in unrestricted funding.

22. If one or more funding sources listed below is not realized, what impact would this have on your project? Explain what changes would be considered to its scope or design, including the number of families served, structure(s) constructed, delays in construction start date, etc. and whether your project would exist without CDBG funding.

We may not have the resources to set off on our own as we are proposing a collaborative effort with the Community Development Department.

23. Complete and attach the separate CDBG Budget Form.
Complete the budget form showing all sources and uses of funds related to your project.

Please see out attached budget forms in Exhibit B.

24. Sources and Uses Fund Statement / Budget Form Narrative

a. Please list all funding source(s), intended uses, and amounts from your budget form. Identify if the source is Federal, State, Local, or Private.

$14,218.00 – CDBG 2016 Planning Grant – Federal HUD/City of Longview Entitlement: Salary, benefits, employee tax for 0.10 FTE Housing Program Director; Indirect – Lower Columbia CAP has a federally approved indirect rate.

$25,257.00 – 2016 Homeless Grants – secured grants including CHG (Consolidated Housing Grant) and HEN (Housing and Essential Needs) from Washington State and a Federal ESG (Emergency Solutions Grant): Salary, benefits, employee tax for 0.18 FTE Housing Program Director; Indirect – Lower Columbia CAP has a federally approved indirect rate.

$101,034.00 – Unrestricted – Private: Salary, benefits, employee tax for 0.72 FTE Housing Program Director; Indirect – Lower Columbia CAP has a federally approved indirect rate.

b. Identify which sources are proposed and which sources are committed and your timeline to secure funding.

The CDBG Planning Grant Request of $14,218 is proposed.
The Homeless Grants are secured.
The Unrestricted – Private funding match is secured.

c. Supporting Documentation: List and attach "Sources of Funds" supporting documentation noted under Question #25.
N/A

d. Supporting Documentation: List and attach "Uses of Funds" supporting documentation noted under Question #25.
N/A

Attachments

25. Required Attachments

- [√] **Exhibit A.** **Project Timeline** *(Note: Funding is available in November following project submittal. Please plan accordingly.)*
- [√] **Exhibit B.** **Project Budget** *(Note: Show all funding sources and note if they are committed or not committed. List date when commitment will be confirmed.)*
- [√]

☐ **Exhibit C.**	**Project Documentation**
☐ **Exhibit D.**	**Operating Proforma (Rental Housing Projects)**
☐ **Exhibit E.**	**Marketing Plan (Housing Projects)**
☐ **Exhibit F.**	**5-Year Operations Budget (Community Facilities Only)**
☑ **Agency Financial Audit by e-mail**	*Send in most recent independent audit by email*
☐ **Detailed Cost Estimates**	*Provide Specific costs for project itemized to show project cost analysis*

Exhibit A

Project Timeline

Detail Tasks for Project	Start Date Month Day Year	Completion Date Month Day Year
Begin neighborhood assessment process	November 1, 2016	October 1, 2016
Meet regularly with City Community Development Department and other City departments, representatives as determined by the parties involved	November 1, 2016	October 1, 2016
Identify other community partner resources to be active in the assessment	November 1, 2016	December 1, 2016
Determine assessment protocol and criteria and assessment tools	December 1, 2016	December 31, 2016
Conduct street by street assessment	Jan 1, 2017	March 31, 2017
Consolidate information and data collected into a spreadsheet for easy access and reporting	April 1, 2017	May 31, 2017
Review and prioritize neighborhood areas	June 1, 2017	July 1, 2017
Identify funding sources for future project planning and implementation	July 1 2017	August 31, 2017
Finalize an assessment report to be presented to the Longview City Council as planned by the Community Development Department	July 1, 2017	August 31, 2017
Present assessment findings and recommendations to the City Council	September 1, 2017	October 1, 2017

SUBMIT THIS FORM WITH THE APPLICATION

CDBG Budget

Project Duration Months:	Source 1	Source 2	Source 3	Source 4	Source 5	Total
	CDBG	**Grants (Homeless)**	**Agency Unrestricted**			
Commitment Dates	2016	2016	2016			
Project Management (Project Manager, Consultant Fees, Subrecipient Fees)						
Architectural Fees						
Engineering Fees						
Acquisition						
Related Costs & Fees						
Demolition						
Relocation						
Architectural Barrier Removal						
Housing Rehabilitation						
Water / Sewer Side Connections						
Sewer Improvements						
Water Improvements						
Street Improvements						
Fire Protection						
Public Facility						
Community Facility						
Commercial/Industrial Facility						
Economic Development						
Micro Enterprise						
Special ED Activity (loan/grant)						
Comm Based Development Org						
Revolving Loan Fund Program						
Historic Preservation						
Prevent/Eliminate Slum & Blight						
Public Services	$14,218	$25,257	$101,034			$140,509
Planning						
Local Match to State/Fed Grant						
Other, List: Permits/Fees						
Other, List						
Other, Sales Tax						
Contingency						
Total: Date Completed:	$14,218	$25,257	$101,034			$140,509

ADDITIONAL BUDGET PAGE FOR PLANNING GRANT CDBG APPLICATION

	CDBG	Grants (Homeless)	Agency Unrestricted	TOTAL
Contracts/Grants	14,218	25,257	0	39,475
Other	0	0	101,034	101,034
Total	14,218	25,257	101,034	140,509
Salaries	8,418	14,956	59,826	83,200
Taxes	810	1,433	5,733	7,976
Benefits	1,624	2,889	11,557	16,070
Supplies	0	0	0	0
Printing	0	0	0	0
Operating supplies	0	0	0	0
Professional service	0	0	0	0
Communications	0	0	0	0
Travel	0	0	0	0
Advertising	0	0	0	0
Rentals	0	0	0	0
Insurance	0	0	0	0
Repairs	0	0	0	0
Training	0	0	0	0
Indirect	3,366	5,979	23,918	33,263
Total	14,218	25,257	101,034	140,509

Salaries - 1 FTE Program Director
Taxes - FICA, Unemployment, Worker's Compensation
Benefits - Vacation, Health and Dental insurance, 401k
Indirect - Agency has a federally approved indirect rate

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HUD No. 15-152
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FOR RELEASE
Monday
November 23, 2015

HUD OFFERS NEXT ROUND OF PLANNING GRANTS TO HELP TRANSFORM COMMUNITIES

Choice Neighborhoods Planning Grants to help communities revitalize distressed areas

WASHINGTON – Today, the U.S. Department of Housing and Urban Development (HUD) announced the availability of new funding to help local communities across the country to redevelop severely distressed public and HUD-assisted housing and transform surrounding neighborhoods. The funding announcement introduces an additional, innovative component to the Choice Neighborhoods Planning Grant, called Planning and Action Grants.

Grants of up to $2 million will enable communities to create a locally driven plan to transform struggling neighborhoods, as well as implement early improvements, such as reclaiming vacant property and attracting new businesses. Read HUD's funding notice.

"HUD's mission of expanding opportunity extends beyond a family's front door to the neighborhoods where they live," said HUD Secretary Julián Castro. "These grants will let local leaders create homegrown plans to strengthen their neighborhoods and to take those first vital steps to turn their plans into reality."

Choice Neighborhoods is HUD's signature place-based initiative in support of the President's goal to build Ladders of Opportunity to the middle class. Choice Neighborhoods is focused on three core goals:

- **Housing**: Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood.

- **People**: Improve educational outcomes and intergenerational mobility for youth with services and supports delivered directly to youth and their families.

- **Neighborhood**: Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community.

Up to now, Choice Neighborhoods Planning Grant funds could only be used to create a neighborhood Transformation Plan. However, experience with the 63 previously awarded Choice Neighborhoods Planning Grantees has shown that tangible, early actions help sustain community energy, attract new resources, and build momentum to turn that plan into reality.

HUD's FY15/16 Choice Neighborhoods Planning Grant funds build upon these lessons by introducing Planning and Action Grants. Under these grants, communities with severely distressed public or HUD-assisted housing will continue to develop a successful neighborhood transformation plan and build the support necessary for that plan to be successfully implemented. In addition, Planning and Action Grant funds will also enable activities including:

- Reclaiming and recycling vacant property into community gardens, pocket parks, farmers markets, or land banking;
- Beautification, place making, and community arts projects;
- Homeowner and business façade improvement programs;
- Neighborhood broadband/Wi-Fi;
- Fresh food initiatives; and
- Gap financing for economic development projects.

Through the Choice Neighborhoods planning process local governments, housing authorities, residents, nonprofits, tribal authorities, private developers, school districts, police departments, and other civic organizations create a common vision and develop effective strategies to revitalize their neighborhood. The resulting Transformation Plan and locally driven Action Activities lay the foundation for revitalizing the distressed public and/or assisted

housing units, transforming the surrounding neighborhood, and promoting opportunities for families.

Today, Choice Neighborhoods Planning Grantees can be found across the country in cities and towns, such as Kansas City, Missouri, Norwalk, Connecticut, and Sacramento, California. Several Planning Grantees have already launched neighborhood improvements that provided the inspiration for Planning and Action Grants. For example, in Salisbury, North Carolina, partners expanded a Mobile Fresh Farm to residents, spurring a nearby college to open a new culinary school that will provide mentoring to local students and sell surplus produce at discount prices. In Columbus, Ohio, partners created a gateway to the community by redeveloping a highway bridge and creating a mural wall with a history of the neighborhood.

Choice Neighborhoods Planning Grant funds are available for public housing authorities, local governments, nonprofit organizations, and tribal entities. Applicants must submit a completed electronic application through www.grants.gov by February 9, 2016. Read HUD's funding notice.

###

HUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all.
More information about HUD and its programs is available on the Internet
at www.hud.gov and http://espanol.hud.gov.

You can also connect with HUD on social media and follow Secretary Castro on
Twitter and Facebook or sign up for news alerts on HUD's Email List.

Choice Neighborhoods

Overview

The Choice Neighborhoods program supports locally driven strategies to address struggling neighborhoods with distressed public or HUD-assisted housing through a comprehensive approach to neighborhood transformation. Local leaders, residents, and stakeholders, such as public housing authorities, cities, schools, police, business owners, nonprofits, and private developers, come together to create and implement a plan that transforms distressed HUD housing and addresses the challenges in the surrounding neighborhood. The program is designed to catalyze critical improvements in neighborhood assets, including vacant property, housing, services and schools.

Choice Neighborhoods is focused on three core goals:

1. Housing: Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood;

2. People: Improve educational outcomes and intergenerational mobility for youth with services and supports delivered directly to youth and their families; and

3. Neighborhood: Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community.

To achieve these core goals, communities must develop a comprehensive neighborhood revitalization strategy, or Transformation Plan. This Transformation Plan will become the guiding document for the revitalization of the public and/or assisted housing units, while simultaneously directing the transformation of the surrounding neighborhood and positive outcomes for families. To successfully implement the Transformation Plan, applicants

What's New

FY2016 NOFA and Funding Information Page

Featured Links

Choice Neighborhoods Promising Practice Guides
Choice Neighborhoods Grantee Technical Assistance (Choice TA) website
Choice Neighborhoods e-Newsletters

Related Information

FY15 CN Budget Request to Congress
FY 2013 Choice Neighborhoods Budget Request to Congress
Secretary Donovan's speech at The Brookings Institution
Partner.HUD.gov

will need to work with public and private agencies, organizations (including philanthropic organizations), and individuals to gather and leverage resources needed to support the financial sustainability of the plan. These efforts should build community support for and involvement in the development of the plan. Implementation Grants support those communities that have undergone a comprehensive local planning process and are ready to implement their "Transformation Plan" to redevelop the neighborhood.

Grants

- **Planning Grants**
- **Implementation Grants**
- **Choice Neighborhoods Grantees' Websites**
- **2015 Choice Neighborhoods Grantee Report**

Funding Information

- **FY2010 NOFA and Funding Information Page**
- **FY2011 NOFA and Funding Information Page**
- **FY2012 NOFA and Funding Information Page**
- **FY2013 NOFA and Funding Information Page**
- **FY2014 NOFA and Funding Information Page**
- **FY2015 NOFA and Funding Information Page**
- **(NEW) FY2016 NOFA and Funding Information Page**

Federal Coordination

Choice Neighborhoods is a central part of the **White House Neighborhood Revitalization Initiative (NRI)**, an interagency partnership between HUD and the Departments of Education, Health and Human Services, Justice, and Treasury to support locally driven solutions for transforming distressed neighborhoods.

Choice Neighborhoods Planning Tool
Topics to Consider When Developing Your Transformation Plan

Updated December 13, 2013

Topics to Consider	Questions to Consider
COMMUNITY ENGAGEMENT: Identify diverse organizations/individuals to provide planned leadership and consistent communication resulting in ongoing community support for and involvement in the development of the plan for the targeted site residents and neighborhood.	• How will you identify leadership and involve residents and the community in decision-making? • How will you ensure continued engagement with the residents and the community throughout the planning process to include identification of priorities and final transformation plan? • What efforts are in place to prevent or resolve engagement challenges? • What capacity building will you do with residents and community members to ensure meaningful participation?
COMPREHENSIVE ASSESSMENTS: Conduct comprehensive needs assessments of the target residents and the neighborhood to inform the development of the Transformation Plan. Consider all 3 Choice Neighborhoods Goals: Housing, People, and Neighborhood.	• Have you identified **what** indicators to collect; **how** to collect them; **who** will provide the information; and **when** to collect the information? • How will data be collected from the target residents, neighborhood members, business and civic organizations, and other local community members? • Are there opportunities to include residents and community members in the assessment process? • Will your needs assessment catalogue the neighborhood assets (developmental, commercial, recreational, physical, social), challenges and gaps? • How will data from the resident survey and neighborhood needs assessment inform decision-making and plan development?
SHARED VISION: Develop a shared vision for the neighborhood revitalization, including a common understanding of the neighborhood challenges and reflects the community's hopes and aspirations for the neighborhood's future.	• How will you build consensus among all of your stakeholders, including residents, community members, potential funders, City officials, etc., when they have differing objectives? • How will you integrate local initiatives and plans into the planning process? • How will the guiding principles for the neighborhood transformation be established?
PARTNERSHIP MANAGEMENT AND STRUCTURE: Identify and obtain commitments from anchor institutions, local government, and community leaders to finalize the transformation plan, work long-term to implement the plan, help ensure continued programmatic success of the plan, and develop an integrated working structure supporting consistent communication among workgroups, decision-making and to hold partners accountable for meeting performance goals and milestones.	• What is the governance or decision-making structure for the entire planning process? • Do partnership agreements for the planning and /or implementation process align with priorities? What is your strategy to address revised commitments? • What plan of action is in place to maintain partnership engagement? • What is you strategy for holding partners accountable for meeting goals and milestones? • Who is responsible for partner development, management and strategic alliances?

MESSAGING AND COMMUNICATIONS: Communicate clearly and regularly with the community, other stakeholders, and funders to build support for the shared vision and Transformation Plan. Develop a clear, succinct message about what it means to be a neighborhood of neighborhood, how people can get involved, and what the results will be. Use your communication strategy to document your successes and build support for the Transformation Plan. Ensure you have a common strategy that represents the needs of all people in the neighborhood.	• How does your communications strategy build support for major milestones in your planning process? • Who are your audiences, and what range of communication methods have you selected to match these audiences? • How will you brand your Choice Neighborhoods' vision? • How do you explain how you are building on previous or existing local efforts and how do you distinguish this planning process from previous efforts that have not worked? • How can you use your communications strategy to document your accomplishments in real time and build support?
EARLY AND ONGOING ACCOMPLISMENTS: Carefully determine, design and implement early and ongoing accomplishments (i.e. projects) that will result in fostering resident and community engagement, involvement and interest throughout the planning process.	• What are the immediate challenges, real and/or perceived? • Can you identify five potential activities that can be implemented within the first three months of the 24 month planning process? • What leveraged funds have you identified that can be used to established short-term projects in support of resident and community engagement? • How will you engage and maintain the residents and the community's level of participation and interest, in the planning process and beyond?
COMPREHENSIVE STRATEGIES – Housing, People, and Neighborhood: Use the neighborhood needs assessments to select and prioritize strategies that will have the most impact on the neighborhood by addressing the critical gaps and building on the strengths. Develop a strategy that builds on the synergies between the Housing, People and Neighborhood strategies. Ensure that these three core goals combine and reinforce each other to achieve the expected, measurable results of the Transformation Plan.	• What evidence base and successful examples inform the development of core strategies? • How will you prioritize and make decisions about which strategies become central to the Transformation Plan? • *Neighborhood:* What is the biggest challenge and opportunity in your neighborhood? Some areas to consider: housing/vacant land in the surrounding neighborhood; commercial areas; physical connectivity to jobs and amenities; relationships between HUD-assisted housing residents and other residents of the neighborhood; capacity of neighborhood-based civic organizations; public safety; school performance. • *Housing:* Which strategies will most effectively support the success of mixed-income housing in the neighborhood, including market rate? Which strategies will most effectively improve housing choice and stability for original residents of the HUD-assisted housing?

	• *People:* Which strategies will most effectively improve the coordination, quality and impact of existing supportive services for families? How do these strategies work together to improve education, employment, health outcomes among child and adult residents of the HUD-assisted housing?
DATA SHARING AND MANAGEMENT: Use data to inform decision-making and managing partners. Plan, build, adapt, or expand a comprehensive data management system, while abiding by Federal, State, and other privacy laws and requirements, for all individual, household, and neighborhood indicators.	• How will you use data to inform your decision-making and plan development and make mid-course corrections? • What are your preliminary plans for planning, building, adapting, or expanding a data system to track the indicators in your needs assessment and to monitor progress in planning and implementation? • How are you managing privacy requirements, e.g., HIPPA, in the collection of indicators for your needs assessment?
SUSTAINABILITY: Ensure the strategies identified in the Transformation Plan are sustainable beyond the grant term. Develop a strong core of partners that will remain engaged after the term of the grant to ensure that activities implemented. Work with public and private agencies, organizations (including philanthropic organizations), and individuals to gather and leverage resources needed to support the financial sustainability of your Plan.	• What sources and amount of funds do you believe will be necessary to implement the strategies in the plan? What are the potential sources of these funds? • How to will you braid a sustainable funding stream of public and private resources? • Have you sought out other existing resources, including public, private and philanthropic, to sustain your efforts? • What kind of leadership structure will be put in place on the front end that will ensure lasting momentum throughout planning and implementation? • How will you market and promote the plan to the public and potential funders?
CAPACITY BUILDING AND TECHNICAL ASSISTANCE: Identify capacity-building strategies that will benefit your organization and partner organizations in preparing to develop and implement the plan. Create a capacity-building plan and budget that includes, but is not limited to, HUD-sponsored training and technical assistance. Participate in a peer network to exchange information, tools and lessons that improve your work.	• What is your process for assessing your group's capacity-building needs on an ongoing basis? • Who are the main audiences for capacity-building efforts – your own organization, neighborhood organizations, and resident groups? • What types of technical assistance would be most beneficial – consultation with an expert practitioner with national experience, site visit to peer organizations in your region or another part of the country, conferences/trainings? • What other communities are you or your partners connected to that are doing work of particular relevance to you?

http://tdn.com/news/local/kelso-gets-to-work-cleaning-up-abandoned-foreclosed-properties/article_6b1a67ba-29c6-11df-a89e-001cc4c002e0.html

Kelso gets to work cleaning up abandoned, foreclosed properties

By Amy M.E. Fischer / The Daily News Mar 6, 2010

Bill Wagner / The Daily News

Some of the messes at Terry's Salvage are behind the aging fences; some just sit in the open in the former driveway.

One property at a time, the city of Kelso is working to create stable, more attractive neighborhoods.

Using $430,000 in federal funds to revitalize neighborhoods hurt by the subprime mortgage crisis, the city has developed a new Neighborhood Stabilization Program to buy and renovate foreclosed homes and sell them to low-to-mid-income families. The money the city received last year also will be used to demolish abandoned, blighted properties, starting with a derelict wrecking yard on North Pacific Avenue.

"We're not wasting any time," Community Development Director Mike Kerins said last week. "We're getting pretty aggressive to find homes, do demolition on the blight and try to raise up North Kelso."

The city bought its first foreclosed house last week in the 1400 block of North First Avenue for $89,000. Kelso has contracted with Lower Columbia CAP to find a qualified buyer, make critical repairs and teach the new owners to do the finish work and basic maintenance, said Sheila Girt, CAP's energy and housing director.

"We're excited to see how it's going to come out — taking properties that are just abandoned, basically, and turning them into somebody's home," Girt said Wednesday. "There might be some good out of bad. At least they won't go to waste."

Under Kelso's new program, CAP will find a family that qualifies for a home loan, can afford a mortgage and earns 80 percent or less of the $57,800 county median income for a family of four.

The state distributed $28 million statewide last year from the U.S. Department of Housing and Urban Development to cities hit hardest by foreclosures. Kelso was the only Cowlitz County city to receive the funds based on factors that included the number of subprime loans, vacancy rates, number of foreclosures and delinquencies.

Kelso's blight demolitions likely will begin with Terry's Salvage Yard at 1124 N. Pacific Ave., Kerins said. The half-acre property at the corner of North Pacific and Donation Street was abandoned at least five years ago. Most of the hulk vehicles have been removed from the large yard surrounded by a sagging fence, but the boarded-up building and overgrown yard are littered with rusting oil drums, tires, broken glass, car body parts, a truck and two campers.

The city has been trying to contact the property owner, who is believed to live in Maryland, Kerins said.

Under HUD rules, when a city determines a property constitutes blight, the owner has 30 days to submit plans to clean up the property or demolish it. If the owner doesn't comply, the city can demolish the building and bill the owner. If the owner doesn't pay, the city may put a lien on the property and foreclose it, Kerins said.

Once the city has possession of Terry's Salvage, it will test the soil for hazardous waste and begin cleaning up, Kerins said. In 2004, the state Department of Ecology put the closed wrecking yard on its Hazardous Sites List and ranked it 2 out of 5 for pollution, with a 1 being the worst. The site remains on the state's list.

The city's plans to demolish Terry's Salvage are welcome news to Gary and Janice Fugleberg, who have lived directly behind the scrap yard since 1973.

"Get rid of it. It wouldn't hurt my feelings a bit," Gary Fugleberg, 62, said Wednesday.

Although there's a doorway cut into the fence with a wood ramp into Terry's Salvage yard, the Fuglebergs haven't noticed any vagrants or kids hanging out. However, the site is swarming with rats and possums, and its tangle of blackberry brambles have encroached on the Fugleberg's backyard. Also, Janice Fugleberg is afraid the sludge of old chemicals on the site will catch fire and blow up the whole block.

"If that thing goes up, it sits right against three houses," said Fugleberg, 60. "That's always been worrying me. Every time I smell smoke, I panic."

How the money will be put to work

Kelso has contracted with Lower Columbia CAP to do the remodeling work on the city's housing rehabilitation project.

The social service agency has been doing housing rehabilitation through various programs since 1989. Over the years, CAP has rehabilitated 110 houses and put nearly 400 families into new homes, according to Sheila Girt, CAP's energy and housing director.

Under Kelso's new property renovation program, CAP will charge the city a 15 percent technical assistance fee above the cost for renovation materials

After receiving federal funding for cleaning up blighted neighborhoods, Kelso worked with the Kelso Housing Authority and the Cowlitz-Wahkiakum Council of Governments to come up with a plan for spending the money, the original amount of which must be obligated by September.

Because the sale proceeds on the foreclosed homes to new buyers will go back into the Neighborhood Stabilization fund, the money will be recycled until it's all spent. It's estimated the fund will allow for the purchase and renovation of eight homes. (Gap financing will consume some of the money, Girt said.)

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CAP's 5oth

Lower Columbia CAP celebrating a half century of helping those in need

Shira Moskowitz Oct 28, 2014

Roger Werth / The Daily News

Cynthia Herndandez of Longview built her home 20 years ago with the help of Lower Columbia CAP.

It began in 1964 in response to President Lyndon Johnson's War on Poverty with a budget of $54,000, a 50-member board of directors and dreams of making life better for those in need.

Today, the Lower Columbia Community Action Program has a annual budget of $8 million, a staff of 50 and programs that touch the lives of thousands of Cowlitz County residents each year. It helps feed and house people; it helps keep them warm; it trains them for jobs; it helps shut-in seniors; it helps them build their own homes; and it helped give birth to programs that help domestic violence victims and the poor obtain medical care.

As the organization celebrates its golden anniversary this month, its officials say the goal is the same — to improve the lives of those willing to help themselves —even though shrinking revenues are making it tougher to do so.

"One reason why I love being at CAP is because we help people transform lives," said CAP Executive Director Ilona Kerby.

One of those lives is that of Cynthia Kirby-Hernandez of Longview.

In 1992 she was single parent with four kids. She was working 30 hours a week and going to school. Nevertheless, she was able to get into her own home in the Bakers Corner area of West Longview because of CAP's self-help housing project.

She said building her home was draining but well worth the effort. She still lives in it today.

Kirby-Hernandez now is a financial services specialist with the state Department of Social and Health Services. CAP, she said, gave her an opportunity to turn her life around with job training and an education for her children through the Head Start, the federally supported education program for parents and preschoolers.

"I've been there. I know how hard it is to just survive. But I also know that you can do it because I did it. I am living proof that it's possible," she said,

The self-help housing program continues, but CAP's priorities have changed over the years.

In the 1960s and 70s, CAP put an priority on domestic violence and employment. While those are still important, CAP has put an extra emphasis in recent years on helping seniors, housing the homeless and getting transportation for those who have little or no mobility.

Last year CAP served 16,251 meals to senior citizens at lunch sites in Castle Rock, Cathlamet, Kalama, Kelso, Longview, Rosburg, Ryderwood and Woodland through its Community Senior lunches programs and 26,645 meals through its Meals on Wheels program for seniors.

CAP, which is based in the old Sears Building at the north end of downtown Longview, runs one of the area's biggest food banks. Help Warehouse, which runs out of the basement of CAP building on Commerce Avenue, gave away 1.9 million pounds of food last year.

CAP help launch the Emergency Support Shelter for battered women and also was involved in the creation of the Family Health Center, which provides care for the low income people in several clinics around the area.

CAP's biggest challenge is overcoming cuts in government support. Boosts in state funding have helped make up some of the loss in federal support, but CAP's total revenue has declined by 23 percent since 2010.

The organization has had to curtail or eliminate programs such as its financial literacy program — which taught people about banking and managing a home budget — and its home-care services program. It also laid off three program directors about several years ago, Kerby said.

"There's less federal money, but the need is increasing. We are having to do more with less," she said.

An attempt to raise an $1 million endowment through a matching campaign fizzled in its second year after achieving half its goal, and the CAP Foundation Board disbanded shortly afterward early in 2013.

CAP is trying new ways to raise revenues through retail ventures such as CAPtured Treasures, a store launched in 2009 at 1262 Commerce Ave., sells discount clothing and trains people receiving CAP assistance. In 2012, it opened Grounds for Opportunity, a café in Kelso that trains people for the restaurant business. Both programs raise money for CAP

Dian Cooper, a CAP board member and CEO of the Family Health Center, said CAP's success is due to its willingness to create programs that arise from community suggestions. But, like 50 years ago, there's still more work and help to dish out than CAP can afford.

"The need in the community has not decreased so the challenge to CAP is how to do the most with the money it has."

Shira Moskowitz covers Kelso city government, local social services and Columbia County (Ore.) for The Daily News. Reach her at 360-577-2542 or smoskowitz@tdn.com.

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FEATURED

CAP's sweat equity program has helped house three families

Sarah Grothjan sgrothjan@tdn.com Mar 18, 2016

Three families have moved into newly refurbished homes thanks to Lower Columbia Community Action Program (CAP)'s "sweat equity" home ownership program.

Although it's been just a year since CAP introduced the "Self Help Housing Acquisition Rehab Program," Marie Robbins, administrative manager community services/energy and housing, said it's already been a success.

"They were very happy, very pleased with what they got," she said of the three families.

Under the program, eligible families fix up foreclosed homes. Their labor substitutes for a down payment, although they still have a 33-year mortgage (but at a rate that is affordable).

The program is available to low-income families in rural areas of Clark, Cowlitz, Lewis and Wahkiakum counties and requires them to put at least 50 hours of work into the foreclosed homes.

The program is a variation of CAP's Self Help Housing Program, which helps families build their own homes in a year's time. Robbins said rehabbing a foreclosed home is a better option than building a house from the ground up because land is expensive. A rehabbed home is often more cost effective.

"There's so many homes that need rehabbing, and there's not a lot of land out there that's affordable. An added benefit is that the dilapidated homes are fixed up, which results in a nicer looking community.

Robbins said the program is important for the county because it creates security for residents.

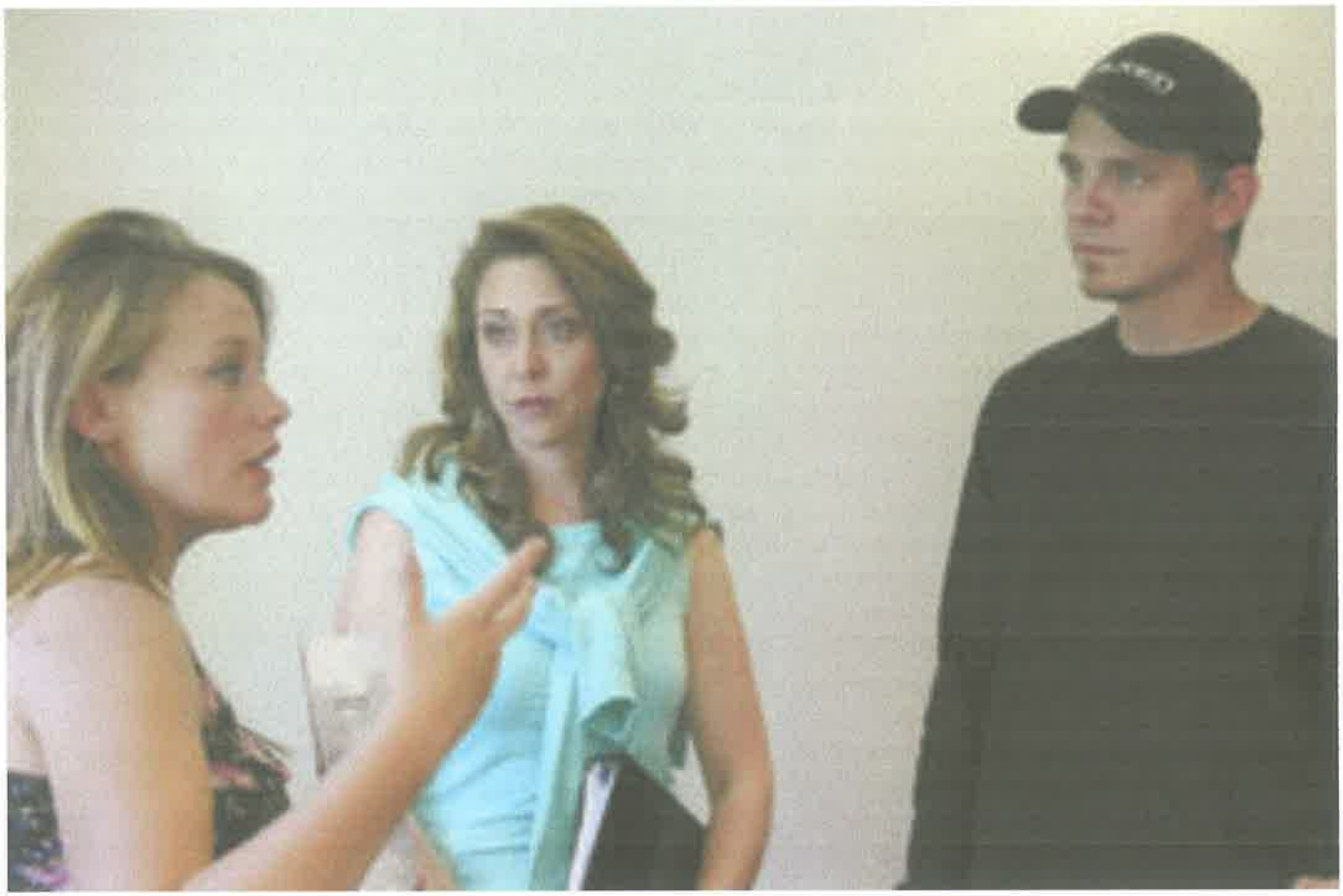
"You have the stability of a home you can go to every night," she said. "It is important to me, and I feel that a lot of our clients have said 'If it wasn't for this program, I don't where I'd be right now. I'd maybe be on the street.' "

She said it also helps residents clean up their credit and work toward a better financial future.

"We help uplift them and teach them that they can do this," Robbins said. "They are actually the ones that end up doing everything. We are just a tool to help them get there."

Contact Daily News reporter Sarah Grothjan at 360-577-2541; on Twitter at @SarahGrothjan.

CAP seeking low-income families to participate in home ownership program



U.S. Rep. Herrera Beutler joins in recognition of CAP's housing program

Self-Help Housing participants take a hands-on approach to home ownership

Sarah Grothjan