



Bybee Lakes HOPE CENTER

at the Jordan Schnitzer Campus



A trauma-informed, data-driven, person-centered approach to overcoming barriers of homelessness and creating a path to be housed in the Portland metro area.

Helping Hands Reentry Outreach Centers

Proudly serving the Homeless with locations in Clatsop, Lincoln, Multnomah, Tillamook, and Yamhill Counties in Oregon

ORGANIZATIONAL HISTORY

11 facilities. 5 counties. Over 340 beds for the homeless with plans to nearly double by year-end 2021.

It all began with one man's story:



From the age of 13 until nearly 40, Alan Evans was chronically homeless and addicted. He had faced a young life full of trauma and abuse, and when home became unsafe, he ran away to find his own way to survive. Moving all over the country, he went to every door asking for help to break the cycles of addiction and homelessness, and nobody could offer him services to help him rebuild a sustainable life.

Alan's path took him through Portland, OR where he nearly froze to death under the Burnside Bridge, and ultimately to Seaside, OR. When he was desperate for survival, getting arrested became getting rescued: in jail, he was given three meals a day and a safe, warm place to sleep. But his last arresting officer asked to hear his story, and helped Alan to find somewhere safe to get sober and get on his feet. Alan founded Helping Hands with the Mission to give our community members experiencing homelessness what he had so desperately needed: a helping hand to a sustainable life.

Helping Hands: Not Your Typical Homeless Shelter

Since 2002, Helping Hands has been developing a best practices model that combines short term emergency shelter and a long-term Reentry Program. This model stands out among peers in many ways:

- **Lived experience.** Over 70% of staff have experienced homelessness, including all Facility Directors.
- **Trauma informed.** Staff and referral partners receive trauma-informed training, at no cost to them.
- **Person centered.** After learning a participant's story, Case Managers build **Individual Reentry Plans** to connect to appropriate local programs, resources, and on-site classes to build missing life skills.
- **Data driven.** Using proprietary software called **Tactical Demographics Systems**, Helping Hands tracks extensive demographics and service utilization stats to inform policies and lead partnerships.
- **Referral only.** Participants must get referrals from registered local referring partners who screen for eligibility and make sure the individual is ready to make a change in sober, structured living.

Individual Reentry Plans vary based on the participant's unique history and needs, but always include:

- **Measurable goals** with guidance accessing resources like food stamps, transportation, health insurance, mental and physical healthcare, employment, and more.
- **Community service hours** weekly, to give back to the community and build support networks.
- **Basic life skills classes** and personal improvement activities including recovery support on-site.
- **Accountability** for follow-through, and with sobriety via random drug and alcohol testing.

There is no set program duration, as we work with each individual to assess when they have gained the life skills necessary to be stable in permanent housing. Typically, that is within about 6-9 months.

This structure for sober, program-based transitional housing with co-located access to case management and key supportive services is a model that works. Nearly 90% of those who enroll in the Helping Hands Reentry Program complete the program, and 3 years later, 80% of women and 75% of men are still maintaining independent housing.

Trauma informed. Data driven. Person centered.

THE BYBEE LAKES HOPE CENTER

The former Wapato Facility has a long history of uncertainty: built in 2004, it never housed a single inmate because operating funding fell through before construction finished. The building was completed and sat vacant while the community debated its best use before Jordan Schnitzer purchased it in 2018. He had a vision for providing emergency shelter, and after meeting Alan Evans in November 2019 and researching the organization, Schnitzer knew Helping Hands had effective programs and a track record of success to succeed at a project of this scale. He offered to lease the property for just \$1.00 per year.

After convening a local **Advisory Board** (see page 7) of experts from a myriad of fields, Helping Hands secured \$1,000,000 contributions from **Joe Weston, John Niemeyer,** and the **Maybelle Clark Macdonald Fund**. These visionary donors demonstrated their belief that there is Hope for the houseless in our community by designating funding to portions of capital and operating needs of the center. Many smaller donations from the community have made it possible to respond quickly as the COVID-19 pandemic compounds what was already a dire homelessness crisis.

Early Community Partnerships

Collaboration is the key to addressing this community problem. Helping Hands has formed many key partnerships to ensure success of the Hope Center and improve access to resources for participants:

TriMet extended bus service to the property and donated a retiring passenger bus to fill schedule gaps.

Portland Public School District altered their bus route to pick up students at the front door, will issue a tablet to each homeless school-age child living with us, and offers on-site tutoring.

We have trained over **320 individuals** to date, representing **56 local Referral Partners** including: Portland Fire & Rescue, Portland Public Schools, Portland Police Bureau, Mental Health & Addictions Assoc., Dual Diagnosis Anonymous, NARA, municipalities, shelters, recovery groups, and many more.

Columbia Sportswear, Amazon, OIA Global, and other neighboring businesses offer employment opportunities to program participants living at the Hope Center.

Lake Oswego School District has now donated 12 truckloads of excess school furniture, and **Nike** continues to donate office and living furniture to make the Hope Center comfortable.

With the support of our Advisory Board, donors, community partners, and key community leaders, Bybee Lakes Hope Center opened its doors in October 2020!



With social distancing in place, we currently offer:

34 beds in **Emergency Shelter**

38 beds in our long-term **Reentry Program**

*Services for men, women, and families with children.
Capacity will increase to 126 without social distancing,
and after final renovation will increase to 318 beds.*

Alan Evans, Sen. Betsy Johnson, Sen. Elizabeth Steiner Hayward, Mayor Ted Wheeler, Jordan Schnitzer, Sen. Lew Frederick

Included in this packet is project information, budgets, and opportunities for involvement related to:

- **Current Operations:** 126 beds in 6 dorms for men, women, and families with children
- **Capacity Building:** renovation underway to open 192 more beds by end of 2021
- **Additional Programs:** needs for development of vocational training and other programs on-site

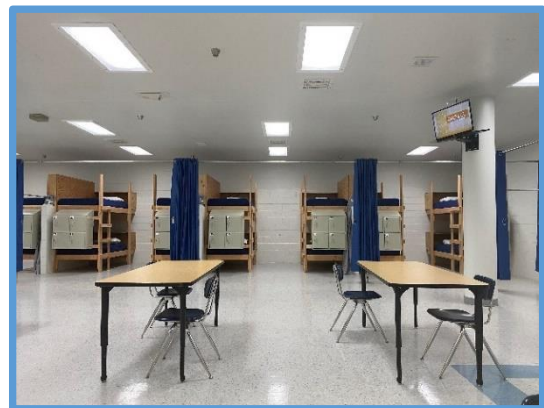
CURRENT OPERATIONS: Emergency Shelter in the Time of COVID-19

Helping Hands had planned to complete the full renovation by the end of 2020, but COVID-19 impacted every aspect of the project. We were not able to continue to gather groups for community awareness and fundraising, operations of existing facilities changed with social distancing and sanitization needs, and some major donors whose businesses were impacted withdrew committed funding.

But the need for homeless services had never been more critical as new tents line nearly every block, so the project team strategized how to open a portion of the building early to start offering services.

The Operating Budget below represents projected 2022 operating income and expenses after the renovation is complete and total participant capacity of the building is 318 beds.

Revenue	Amount
Donations for Operations – Committed	\$1,000,000
Donations Needed – Grants or Individual	\$1,529,929
<i>Donations Subtotal</i>	\$2,529,929
Dues for Services	
Membership Dues from Participants	\$450,000
Dues from Third Parties	\$45,000
<i>Dues for Services Subtotal</i>	\$495,000
Agency Contracts	\$141,750
Total Operating Revenue	\$3,166,679
Operating Expenses	
Direct Program Expenses	
Salaries & Benefits	\$1,468,394
Equipment Rental	\$9,000
Utilities	\$463,500
Food	\$206,956
Supplies	\$97,026
Laundry	\$29,241
Maintenance & Landscaping	\$55,620
Transportation	\$37,888
Security	\$46,786
Education	\$12,360
Contingency Allowance	\$121,338
<i>Direct Program Expenses Subtotal</i>	\$2,548,108
G&A and Development Expenses	\$460,236
Total Operating Expenses	\$3,008,345
Net Operating Income	\$158,334



In-kind donations, like this dorm furniture from Lake Oswego School District, keep expenses low.

Program cost per participant, per day is just **\$24.74!**
assuming an average 93% occupancy rate

The following section describes referenced revenue categories and plans for financial sustainability.

Plans for Long-Term Operational Sustainability

Helping Hands has been operating for nearly 20 years with a diverse funding model for sustainability.

Membership Dues are a critical component of the Reentry Program; we find that participants who contribute financially value services more and engage more with the Reentry Program. It is a critical skill to get in the habit of paying a monthly bill on time again, and Dues are under half of our cost per person at \$250/month. We seek grants from third parties like Foundations, churches, and organizations like Clean Cause – whose mission is to help those in recovery enter sober housing – to help fund 30- and 60-day scholarships for the Reentry Program which are awarded according to financial need.

Agency Contracts are in place in several counties we serve, and include agreements with DHS, the Department of Corrections, and some hospital systems to allow for direct placement in reserved beds.

Beyond these recurring funding streams, our Development Director writes extensive grants for capital and operating support, builds relationships with major donors, and plans fundraiser events and campaigns.

We have created a Reserve Fund and are actively working with donors to build a 6-month buffer for operating expenses at BLHC.

Financial & Service Utilization Projections

Helping Hands engaged Jerry Walker, CPA, a retired career finance professional and healthcare executive, for a thorough financial review and to compile service utilization projections on a volunteer basis. Walker’s full 16-page report is available to donors upon request but would not fit here in full.

Walker found BLHC will serve 3,328 unique individuals in Emergency Shelter and 1,426 unique individuals in Reentry Program, for a total of up to **4,754 vulnerable people served annually!**

CAPACITY BUILDING: Renovating a Never-used Correctional Facility into a Healing Space

The 155,400sqft building was built for transition, and contains the components of a successful program to serve the unsheltered, including: 9 open-concept dorms built to house 525 inmates, commercial kitchen, medical bay, classrooms, and ample administrative spaces. The challenge is to create a warm, healing space where people will feel at home.

Project managers at **DAY CPM** led an interview process that resulted in hiring **Precision Construction** (a Special Projects Division of Hoffman Construction) as the project’s General Contractor, and **Otak, Inc.** as the Architectural/Design firm.

The team is still working to open enclosed spaces, let in more natural light, and build out necessary areas, such as:

- Preparing the remaining 3 dorms (192 more beds)
- Creating laundry rooms for client and staff use
- Developing a dining hall and enclosed courtyard
- Dog and cat kennels for participants with pets



Building permits are all issued by the City.

When committed funding was withdrawn due to impacts of COVID-19 on donors, construction was paused so that we would not incur construction debt, with about 4 months of construction left to go.

Remaining Construction Budget for Work to Be Completed

Precision Construction Budget	Amount	Notes
Main Construction items	\$972,251	Remainder of demo, build-back
Subcontractor Construction items	\$358,762	Electrical, Fire/Smoke Dampers, Lighting Repairs
<i>Subtotal Precision Budget</i>	\$1,331,013	
Construction – Other		
DAY CPM	\$13,263	Construction Project Management services
Otak, Inc.	\$47,079	Architectural, Engineering, & permit fees
Owner Scope*	\$50,000	Flooring, painting, crossroads completion
Glasco, Inc. – Windows	\$30,000	Incl. substantial donation of materials & install
<i>Subtotal Other Construction Budget</i>	\$140,343	
Total Direct Construction Expenses	\$1,471,356	For remaining work to be completed

* Owner Scope to be completed via in-kind donations and volunteer work parties to reduce expenses
 Full scope of work completed to date, provided by Precision Construction, is available upon request.

Other Renovation Expenses: Furniture, Fixtures, and Equipment

Item	Amount	Notes
Dorm Furnishings	\$120,000	Materials for bunk beds, client storage
Kitchen Equipment	\$100,000	Equipment, dishes, prep tables, cooking utensils
Linens for Additional Dorms	\$20,000	Sheets, pillows, towels
Classroom Upgrades	\$25,000	\$25,000 of \$50,000 received (see page 6)
Total Remaining FFEs	\$265,000	

Line-item budgets for individual categories are available upon request.

In-kind donations and discounts on materials and equipment will be sought at every opportunity.

With the above budgets included, the total needed in capital support to expand capacity at BLHC and achieve the projected service outcomes is **\$1,736,356**.

Additional Programs: Developing Vocational Training & Other Opportunities

In addition to capital needs listed above, there is need for donor support developing other areas of the building and 16 acres of property, especially those that relate to vocational training opportunities. Line-item budgets are available for those interested in making contributions to any of the following projects.

Commercial Kitchen

The 5,050 square foot kitchen has ample room and a lot of the infrastructure necessary for a vocational training program to teach participants how to work in a commercial kitchen. Much of the equipment is in place, but some was removed prior to the building sale or needs to be serviced, updated, or modified.

The project budget is \$100,000 to replace and repair equipment and outfit with prep tables, serving trays, cooking utensils, rolling carts, linens, and other kitchen basics.

Therapeutic Community Victory Garden

Helping Hands partnered with **VetREST**, a non-profit offering therapeutic community gardens as a means to build relationships with veterans to discuss Post Traumatic Stress and connect veterans to

services. The Bybee Victory Garden will feature opportunities to teach participants how to cultivate fresh fruits and veggies, supplying our kitchen and with abundance donated into the community. **Van Well Nursery** donated 120 fruit trees for an orchard, and **Friends of Trees** donated shade trees and hosted a volunteer day to supervise tree planting and after care. Meditative walking paths will connect to the Homeless Memorial, which was dedicated by City Commissioner Dan Ryan (*right*) and will allow families to request their deceased homeless loved ones' names be remembered.



The Bybee Victory Garden project has received a commitment of \$98,000 from the **ODVA**. There are additional needs for construction and outfitting of a greenhouse, raised garden beds, and more.

Dog & Cat Kenneling

There is a great need in our community for shelter services allowing pets, and on-site kenneling will enable participants to safely house their animal while pursuing work. Existing fencing and an out-building will be repurposed, with covered kenneling and wash stations installed beginning in Summer 2021. A volunteer program will be set up for daily needs and basic veterinary check-ups on-site.

This project has received a contribution of \$100,000 from former State Senator Chip Shields and needs additional support in the amount of \$50,000. Pet food and toys have already been donated in-kind.

Playgrounds



The donation of this incredible playground was coordinated by Dave Jubitz of **The Kids Backyard Store**, with equipment donated by **Playcraft Systems** who also donated installation labor, in addition to **Allplay Systems**. Jubitz arranged free ADA upgrades, discounts on materials, and donated labor himself. Cash needs for the train set playground have been met by a few dedicated donors. Other areas could use child and adult learning and play activities, including a hardscape play area outside of the future dining hall.

The Rainbow Dorm

The completed renovation will allow us to advance our commitment to serving vulnerable people by creating a Rainbow Dorm as optional placement for those who identify as part of the LGBTQIA+ community, and would offer more support and flexibility for those who are non-binary or transitioning. We partnered with **Basic Rights of Oregon** to ensure policies are inclusive and protective of our participants, and we are actively seeking more community and referral partners serving this community. Funding is needed for privacy upgrades throughout our facility as well as additional DEI training for staff.

Updated Classrooms

The classroom areas of the property were originally outfitted in 2004, with limited existing technology now significantly out-of-date. With telehealth opportunities, zoom classes, individual and group therapy sessions, and recovery classes all now available online, a series of updated classrooms would benefit the eventual 318 participants greatly. This project has received a \$25,000 grant from the **James R. Kuse Family Foundation** and could use additional support in the amount of \$25,000.

Bybee Lakes Hope Center Advisory Board:

Cheryl Hunter, Chair	Nike Executive, project management expertise
Dr. Jay Barber	Mayor of Seaside, Murdock Senior Fellow; HH Board President
Sen. Betsy Johnson	Oregon State Senator
Sen. Elizabeth Steiner Hayward, MD	Oregon State Senator, Family Physician & Instructor at OHSU
Sen. Lew Frederick	Oregon State Senator
Dr. Anita Randolph	OHSU Neuroscientist in Addiction Research
Dr. Bob Davis	Retired Physician
Scott McKeown, MBA, JD	Attorney & Landlord
Peter Northrup	President, Northrup Corporation; Risk management & insurance
Homer Williams	Developer, Founder of Harbor of Hope
Christina Blaser	Director of Marketing, Harsch Investment Properties
James Autry	Executive Director, Serving Our Neighbors; faith community
Wayne Evans	Senior Principal Services Engineer, Dell; TDS team

Helping Hands Reentry Outreach Centers Board of Directors:

Dr. Jay A. Barber, <i>President</i>	Mayor, City of Seaside; Senior Fellow, MJ Murdock Charitable Trust
Mike Somers, <i>Treasurer</i>	Certified Financial Advisor
Kevin Engelen, <i>Secretary</i>	Retired, George Fox University Field Supervisor
Nick Troxel, <i>Executive Committee</i>	Detective, Homeless Liaison, City of Tillamook
Jason Schermerhorn	Chief of Police, City of Cannon Beach
John C. Helm	VP, Samuel S. Johnson Foundation
James Jordan	Police Officer, City of Cannon Beach
Bruce Holt	Police Lieutenant, City of Seaside
Arline LaMear	Immediate Past Mayor, City of Astoria; Retired Librarian
Geoff Spalding	Chief of Police, City of Astoria
Dr. Karmin Williams	Faubion School Principal, Portland, OR
Brett Hurliman	Financial Advisor

Helping Hands Reentry Outreach Centers is a 501(c)(3) Non-Profit, Federal Tax ID # 27-1158468

Facility Address: 14355 N. Bybee Lakes Court, Portland, OR 97203

Regional Mailing Address: PO Box 413, Seaside, OR 97138

Visit us online at www.helpinghandsreentry.org or www.bybeelakeshopecenter.com

For more information, to schedule a private tour, or to inquire about public speaking, please contact:

Alan Evans, CEO/Executive Director

a.evans@helpinghandsreentry.org
mobile: 503-440-9357 (preferred)

Raven Russell, Director of Data & Major Projects

r.russell@helpinghandsreentry.org (preferred)
mobile: 503-298-9104

Mike Davis, Development Director

m.davis@helpinghandsreentry.org (preferred)
mobile: 503-265-9046