

## GRESHAM REDEVELOPMENT COMMISSION AGENDA

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COMMISSIONER JANINE GLADFELTER

COMMISSIONER VINCENT JONES-DIXON  
COMMISSIONER MARIO PALMERO  
COMMISSIONER SUE PIAZZA

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## GRESHAM REDEVELOPMENT COMMISSION November 16, 2021

OPEN SESSION – 2:30 P.M.  
VIA ZOOM MEETING (SEE INSTRUCTIONS BELOW)

EXECUTIVE SESSION – IF NECESSARY – VIA SEPARATE ZOOM MEETING  
15 MINUTES FOLLOWING ADJOURNMENT OF THE OPEN SESSION  
ORS 192.660(2)(e) Real Property Transactions, ORS 192.660(2)(f) – Exempt Public Records,  
and ORS 192.660(2)(h) – Legal Counsel

### COVID-19 MEETING PROCEDURE

Until further notice, the Gresham Redevelopment Commission will continue to hold their Open Session meetings online via Zoom.

### ZOOM ACCESS LINK AND CALL-IN NUMBERS FOR THIS MEETING

Please click the link below to join the webinar:

<https://greshamoregon.zoom.us/j/81509302822?pwd=NnlwMkplbVpseDhDdDZTaWhDOGgvdz09>

Passcode: kS2b6X

Or One Tap Mobile:

US: +14086380968,,81509302822#,,,,\*791251# or +16699006833,,81509302822#,,,,\*791251#

Or Telephone:

Dial: US: +1 253 215 8782

Webinar ID: 815 0930 2822

Passcode: 791251

International numbers available: <https://greshamoregon.zoom.us/j/81509302822?pwd=NnlwMkplbVpseDhDdDZTaWhDOGgvdz09>

### COVID-19 PLEASE NOTE

Instructions for signing up for **written or oral testimony** are provided on this agenda under section A (2): Instructions to Citizens on Signing Up for Public Testimony Regarding Agenda and Non-Agenda Items.

The City's business hours are Monday through Friday from 8:00 a.m. to 5:00 p.m.

Persons who desire to access the meeting and are unable to access the meeting via Zoom are encouraged to contact Cecille Turley, Program Technician, by calling 503-618-2545 or emailing [cecille.turley@greshamoregon.gov](mailto:cecille.turley@greshamoregon.gov) by 5:00 p.m. two (2) business days before the meeting, so that the City can provide alternate arrangements.

Persons who desire translation services for this meeting must notify Cecille Turley, Program Technician, by calling 503-618-2545 or emailing [cecille.turley@greshamoregon.gov](mailto:cecille.turley@greshamoregon.gov) by 5:00 p.m. three (3) business days before the meeting, so that the City can make arrangements for translation services.

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<b>A. CALL TO ORDER BY PRESIDING OFFICER</b>	<b>5</b>
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1. ROLL CALL OF THE GRESHAM REDEVELOPMENT COMMISSION
2. INSTRUCTIONS TO CITIZENS FOR TESTIFYING ON AGENDA AND NON-AGENDA ITEMS

Instructions for providing **Written or Oral testimony** during the COVID-19 Emergency are:

**Written Testimony** must be received by 3:30 p.m. one (1) business day before the meeting via email to Cecille Turley, Program Technician, at [Cecille.Turley@GreshamOregon.gov](mailto:Cecille.Turley@GreshamOregon.gov).

**Oral Testimony**: If you plan to provide Oral public testimony, you must register your name, email address, phone number, and subject matter to Cecille Turley, Program Technician, via email to [Cecille.Turley@GreshamOregon.gov](mailto:Cecille.Turley@GreshamOregon.gov) by 3:30 p.m. one (1) business day before the meeting.

<b>B. CITIZEN AND COMMUNITY GROUP COMMENTS FOR AGENDA (EXCEPT PUBLIC HEARING) AND NON-AGENDA ITEMS</b>	<b>10</b>
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1. CITIZEN AND COMMUNITY GROUP COMMENTS

<b>C. CONSENT AGENDA</b>
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Commission actions are taken in one motion on Consent Agenda items; however, Commission members can remove items from the Consent Agenda to be addressed separately.

None.

<b>D. PUBLIC HEARING</b>
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None.

<b>E. COMMISSION BUSINESS</b>
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1. **UPDATE ON THE SUNRISE SITE LAND DISPOSITION STRATEGY AND REQUEST FOR PROPOSAL (RFP) FOR DEVELOPER SELECTION** **30**

This item seeks Commission feedback and direction to staff regarding the Request for Proposal (RFP) for a developer solicitation for development of the Commission's Sunrise Site property. The overarching goal of the project is to build on the significant community assets and City investments already made to ensure the City of Gresham is a place that provides economic access and wealth creation opportunities and resiliency for all its current and future citizens.

<b>F. COMMISSION MEASURES AND PROPOSALS</b>
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None.

<b>G. ADJOURNMENT OF MEETING</b>
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**TOTAL ESTIMATED TIME (MINUTES): 45**

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**MEETING BROADCAST AND REPLAY SCHEDULE**

**Live Broadcast**

- Comcast Channel 22 (322 HD) or Frontier Channel 33
- City of Gresham website: [www.GreshamOregon.gov/videos](http://www.GreshamOregon.gov/videos). (Under “Upcoming Events,” click on the Month and Day Redevelopment Commission “Agenda.” An active link to the Zoom meeting is posted on page 1 of the Agenda. Phone numbers are also posted for the option of attending the meeting by phone.)

**Replays**

- 4<sup>th</sup> Monday of the same month at 6:00 p.m. on Comcast Channel 30 (330 HD) or Frontier Channel 38
- 1<sup>st</sup> Friday of the following month at 11:30 p.m. on Comcast Channel 30 (330 HD) or Frontier Channel 38
- Any time after 72 hours following the meeting: [www.GreshamOregon.gov/videos](http://www.GreshamOregon.gov/videos)

# GRESHAM

## REDEVELOPMENT COMMISSION

### AGENDA ITEM TYPE: DIRECTION

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### Update on the Sunrise Site Land Disposition Strategy and Request for Proposal (RFP) for Developer Selection

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**Meeting Date:** November 16, 2021

**Agenda Item Number:** E-1

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#### REQUESTED COMMISSION ACTION

Provide feedback and direction to staff regarding the Request for Proposal (RFP) for developer solicitation for development of the Sunrise Site.

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#### PUBLIC PURPOSE AND COMMUNITY OUTCOME

Staff requests feedback and direction to release an RFP to identify a preferred private development team for the Sunrise Site.

The overarching goal of the project is to build on the significant community assets and City investments already made to ensure the City of Gresham is a place that provides economic access and wealth creation opportunities and resiliency for all its current and future citizens. Anticipated strategies in this multidisciplinary project would include building uses and programs that provide affordable ownership and rental opportunities for prosperity building and individual, business and community wealth generation. Outcomes of the final project should have clear objectives and metrics to indicate success and challenges to implementing the project.

The Gresham Redevelopment Commission (GRDC) intends to enter into an Exclusive Negotiation Agreement with the most qualified developer or development team (Developer). During the exclusive negotiation period, the GRDC intends to negotiate a Development Agreement with the Developer.

Community Outcome: Private development assistance in the construction and operation of the Sunrise Site consistent with the Rockwood-West Gresham Renewal Plan and Urban Renewal Capital Improvement Program (CIP).

Redevelopment of the Sunrise Site furthers the following Rockwood-West Gresham Urban Renewal Plan Goals: Goal 1 (Public Involvement), Goal 2 (Improve Rockwood Town Center), Goal 3 (Increase Availability of Quality Housing), Goal 4 (Help Create and Retain Family Wage Jobs by Improving Industrial and Commercial Areas), Goal 7 (Improve Transportation), and Goal 8 (Promote Quality Development).

## BACKGROUND

### Sunrise Site Land Disposition Strategy

The GRDC approved the purchase of the following two sites on September 6, 2016:

- Asia Kitchen Restaurant: 18801 E. Burnside St.
- Sunrise Center: 18901 E. Burnside St.

The GRDC is the legal owner of these locations. As owner, the GRDC may assess potential uses for the assembled 2.0-acre Sunrise Site to determine the best use for the urban renewal program and more importantly, the Rockwood-West Gresham community.

Currently, the Asia Kitchen Restaurant and Sunrise Center operate on the Sunrise Site. The site is adjacent to the 188th Avenue light rail station and Downtown Rockwood, and has convenient access to Interstate 84, the Portland International Airport, and downtown Gresham.

On May 18, 2021, the GRDC provided feedback and direction to staff on the Sunrise Site Development Strategy. Staff has coordinated a series of community conversations, conducted informational interviews with technical advisors, and assembled consultants to develop and review the RFP.

Through the development of the Sunrise Site, the GRDC seeks to build on the GRDC's recent investments in the adjacent Downtown Rockwood project. Downtown Rockwood serves as an economic engine in the heart of Rockwood that supports local entrepreneurs, creates living-wage jobs, creates better access to healthy food, and delivers mixed-income housing.

The Sunrise Site can build on these successes to deliver more wealth creation and economic opportunities to the community. While the development program is undetermined at this time, development teams should propose a project that leverages past investments and complements the mix of uses and services offered by the Downtown Rockwood project, while contributing to a more walkable, activated, mixed-use town center.

The development program should reflect the needs and desires of the local Rockwood community, the GRDC, and local stakeholders, while managing risk for the Developer. Desired uses in the Sunrise Site project could include any combination of the following: mixed-income housing (including affordable home ownership and/or rental), a business incubator, maker space, community center, community services, job training, healthcare resources, and/or space for local retail stores and restaurants. The GRDC is also open to other uses that promote walkability, density, day and night activation, and positive community impact.

### Development Objectives

The GRDC has a clear understanding of the type of development sought on the Sunrise Site and has identified specific development objectives of importance.

<b>Strategy</b>	Development team(s) should consider anti-displacement strategies to mitigate displacement of communities of color and low-income residents and businesses. These strategies would include building uses and programs that provide affordable ownership and rental opportunities for prosperity building and individual, business and community wealth generation. Outcomes of the final project should have clear objectives and metrics to indicate success and challenges to implementing the project.
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<b>Engagement</b>	Partnerships and on-going engagement with community-based organizations, community leaders and minority owned, women owned, emerging small businesses will be critical to the visioning, planning and implementation. Proposal should indicate how the development team plans to engage a multi-cultural community through culturally competent methods or tools.
<b>Timeframe</b>	Given current real estate market conditions, future development should identify a realistic phased development timeline and approach to achieving these objectives.
<b>Design</b>	Any new development on site should incorporate signature design that celebrates the diversity of the neighborhood, has a strong relationship to light rail, multi-modal access and reinforces pedestrian activity. Buildings should be constructed of high quality, durable materials and have a strong articulation, invigorating presence, and maximize mountain views.
<b>Housing</b>	New, quality affordable ownership and/or rental housing is a key component of the Sunrise Site. Home ownership and/or rental opportunities should be provided for a mix of incomes, from low-income to workforce to market-rate, for existing and future residents.
<b>Commercial/ Office</b>	An exciting mix of affordable and market-rate commercial and office opportunities should be well integrated with housing on the site. New development should provide a variety of neighborhood services and products for the local residents that function both day and night.
<b>Right of Way</b>	Additional sidewalks or internal circulation will be needed to strengthen the existing street grid and improve neighborhood circulation.
<b>Public Amenities</b>	An active outdoor public space should be incorporated into any new development that supports a high level of continual public interaction, has direct interface to commercial uses, and can accommodate both day and night activities.

**The overarching goal of the project is to build on the significant community assets and City investments already made to ensure the City of Gresham is a place that provides economic access and wealth creation opportunities and resiliency for all its current and future citizens.** Proposers should offer a project vision and plan that is consistent with the identified development objectives and this overarching goal.

As identified in the development objectives, staff recommends the best path forward as identifying developers best able to develop the project in a manner consistent with the GRDC’s goals.

*Development Partner*

A private developer or development team will provide private capital and resources in the design, approvals, construction, tenant selection, and operations of the Sunrise Site.

GRDC staff will review the development proposals based on the following evaluation criteria to determine the Developer that best fits the GRDC’s objectives for the Sunrise Site:

- **Development Concept and Approach (20%):** Ability to deliver a development program and recruit tenants that are responsive to the development objectives and overarching development goal of the GRDC. This includes:
  - The ability of the proposed development program to complement the community assets and City investments already made.
  - Its ability to support the City’s anti-displacement strategies for Black and Indigenous People of Color (BIPOC) and low-income residents and businesses.

- The development program’s responsiveness to the multi-cultural needs and desires of the local Rockwood community.
  - Its ability to deliver a design and configuration that showcases quality architecture and urban design.
  - The team’s proposed plan for engaging Gresham’s diverse BIPOC and other stakeholder communities in the development planning process.
- **Commitment to Economic/Racial Justice, Equity and Diversity (20%):** The ability and degree to which the development proposal supports anti-displacement strategies by delivering additional economic access, mobility and wealth creation opportunities and services for local BIPOC and low-income residents and businesses. Demonstrated understanding and commitment to the principles of economic and racial equity and diversity as represented in the team’s proposed Minority-owned, Women-owned, or Emerging Small Business (MWESB) contracting and workforce participation goals for the development and the composition of the proposer’s development team.
  - **Business Deal (20%):** A transaction proposal that demonstrates how the GRDC investment will be leveraged, while minimizing risk to the GRDC and developer.
  - **Financial Capacity (20%):** Demonstrated ability and capacity to finance a project of the anticipated scale and type on the Sunrise Site.
  - **Development Experience (20%):** Demonstrated success in developing and managing high quality, mixed-use projects of comparable scale, complexity, and purpose. Experience delivering community investment programming in projects that had demonstrated positive impacts for low-income residents and businesses, and communities of color.

Request for Proposal

Staff recommends beginning the process to identify a preferred developer for the site through issuing an RFP. This process will include the following steps:

Steps	Timeline
Issue RFP	November 19, 2021
Review proposals and provide recommendation to GRDC	January or February 2022
GRDC review and/or approval to begin negotiations with selected developer	Immediately after GRDC approval or a later date

Staff will assess and score the proposals, rank and interview the top three respondents, and report findings to the GRDC Advisory Committee (GRDCAC). Staff will provide a recommendation with GRDCAC comments at the January or February 2022 GRDC meeting.

Upon receiving proposals, the GRDC may, in its sole discretion, elect to proceed in any of the following or possibly other directions:

- The GRDC and/or staff may retain a consultant(s) to assist in evaluation of the proposals.
- The GRDC may select a “short list” of interested developers for a second-round process. This second round might entail interviews or some other means of selection.
- The GRDC may opt to select a single developer or development team, without going to a second-round process.

- The GRDC reserves the right to negotiate with one or more interested developers during the selection process to refine a concept. The GRDC reserves the right to recommend that two or more interested developers consider forming a partnership, if the GRDC deems such a partnership would be conducive to achieving the goals for the project.
  - The GRDC reserves the right to accept or reject all Expressions of Interest, with or without cause.
  - The GRDC reserves the right to modify the selection process or other aspects of the RFP, including extending the deadline or canceling the RFP without selecting a Developer. The GRDC will take reasonable steps to ensure that interested developers are notified of any modification or clarification to the RFP.
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## **RECOMMENDATION**

Recommendation: Provide feedback and direction to staff to release the RFP.

### **Alternatives:**

The GRDC could direct staff to amend the draft RFP and issue the amended version.

The GRDC could direct staff to delay issuance of the RFP until a later date.

The GRDC could direct staff to decline to issue the RFP.

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## **BUDGET / FINANCIAL IMPACT**

None at this time. Subsequent to the developer decision, the GRDC will begin negotiating a developer agreement.

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## **PUBLIC INVOLVEMENT**

The GRDCAC discussed a draft strategy plan for the Sunrise Site on April 14, 2021, and the RFP was reviewed by the GRDCAC on November 10, 2021. Additionally, community conversations were held in June and July 2021. The attached summary memo of the community conversations was completed by consultants OCCAT, LLC and MultiCultural Collaborative on September 28, 2021.

The RFP can be downloaded from the City of Gresham website Purchasing page at <https://GreshamOregon.gov/Purchasing>. There will be a pre-submittal meeting held via Zoom in November 2021 - date, time and Zoom access information will be identified in the RFP, and advertisements in the Daily Journal of Commerce and the Gresham Outlook.

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## **NEXT STEPS**

- November 19, 2021: Issue RFP
  - January or February 2022: Review staff recommendation on preferred developer; seek direction for Executive Director to begin negotiation (Decision)
  - February 2022: Update on negotiations (if needed) (Discussion)
  - March 2022: Update on negotiations (if needed) (Discussion)
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## **ATTACHMENTS**

- A. Summary Memo for Rockwood/Sunrise Center Focus Groups
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**FROM**

Emily Bower, GRDC Executive Director

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**REVIEWED THROUGH**

Eric Schmidt, Assistant City Manager  
Kevin McConnell, City Attorney  
Sharron Monohon, Budget & Finance Director  
David Berniker, Urban Design & Planning Director

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**FOR MORE INFORMATION**

Staff Contact: Emily Bower  
Telephone: (503) 618-2416  
Staff E-Mail: [Emily.Bower@GreshamOregon.gov](mailto:Emily.Bower@GreshamOregon.gov)  
Website: [GreshamOregon.gov/UrbanRenewal](http://GreshamOregon.gov/UrbanRenewal)

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## MEMO

TO: Emily Bower, Executive Director  
FROM: Dr. James Mason, Anita Yap, Yugen Rashad  
DATE: September 28, 2021  
RE: Summary Memo for Rockwood/Sunrise Center Focus Groups

The City of Gresham hired OCCAT, LLC and MultiCultural Collaborative to hold a series of interviews, focus groups, and listening to identify considerations about best use of the Rockwood property. Commentary and input were sought as it regards:

1. Potential social, educational, economic, and cultural opportunities that could be provided at Sunrise Center that would best meet perceived needs.
2. Relevant community-based organizations “trusted voices”, and credible leaders’ views and strategies for ensuring the Sunrise Center gets community support, participation, and buy-in to assure optimal community benefit and impact in the Gresham area.
3. Appropriate organizations that could serve as potential “anchor tenants” for future development of the Gresham site based on experience and interest in housing and community development, service delivery and coordination, and other supports to benefit Gresham area residents.
4. Pertinent recommendations and processes to ensure an effective community development process and resultant RFP/RFQ for disposition of the property in 2022.

### A. Short-term Recommendations for Better Utilization of the Sunrise Center

1. Provide lower cost rates for community-based organizations to utilize the space and parking lot for current activities.
2. Provide minor modifications to the building to allow for secure storage of supplies and other materials/equipment.
3. Provide areas for additional office space.
4. Expand hours for use at the building for community meetings and gathering.

### B. RFP/RFQ Concepts and Components to Include

1. Ownership housing models
2. Workforce development services/center for BIPOC
3. Community and social services (mental/physical health, food and nutrition, aging and disability)
4. Economic empowerment (business opportunity and training, career development, entrepreneurship)
5. Community mutual aid and assistance, such as providing support for getting driver’s licenses, ID, work with court system, etc.

6. Housing and financial literacy for homeownership and small business startup.
7. Educational opportunities for English language learners, technology literacy.
8. Offer childcare and youth development after school opportunities
9. Culturally specific business services, such as hair care, clothing, pet grooming and care, groceries

## C. Background

### **Desired Outcomes**

Inform RFQ/RFP

1. Development of property/facility (Rockwood)
2. Identify Stakeholders
3. Confirm capacity of awardees; experience with using an equity lens
4. State of readiness for anchor tenants
5. BIPOC vendors, entrepreneur(s); suggestion to identify anchor tenant with proven track record and scale in business acumen. Some orgs were discussed from Latina Community.
6. \*Sustainable award made to entity and long-term benefit to emerging Black community
7. \*Build coalition
8. \*Vetting process and messaging to (education and institutional memory) role of government entity that ensure sensitivities and understanding of history of area and emerging community.
10. Develop outline for a report back to COG Council
11. Identify range of support services re: health services, healthy food awareness and access, office space, community engagement areas
12. Business incubator services, e.g., MESO, Brooks and Associates, AMERICORPs programs.

## D. Anchor Tenant Interviewees

- Urban League
- Unite Oregon
- Latino Network
- El Programa Hispano
- Coalition of Communities of Color
- Hacienda CDC
- Rockwood CDC

### *Anchor Tenant Summary*

The initial set of prospective anchor tenants proved to be a good group. They all responded positively to our questions. Most had begun to address the issue of supported and affordable housing, systems of care to address the comprehensive needs of their constituents, and had relationships with both

culturally specific and multicultural service providers. So those above are all worthy of inviting to a bidder's conference, or to receive any COG RFQ's and RFP's.

Although we deemed our initial set of anchor tenants viable, our list may not be exhaustive. Other prospective anchor tenants mentioned, included:

- NAYA
- Rockwood/CareOregon Boys and Girls Club

We do suggest there may be others. Additional interviews may reveal agencies and organizations that should also be considered.

## F. Community Focus Group Interviews Summary

### **Social/Unmet Needs**

The following themes emerged from the surveys, and appear in no order of importance. They are described in more detail at the end of this document. They may be ideas or items in community surveys to get a better idea of their ordering or perceived importance, they included:

- Food and Nutrition
- Employment and Job Training
- Transportation
- Health Awareness and Access
- Child Care and Youth Development
- Language Services
- Financial Literacy
- Educational Opportunity and Awareness

### ***Other Suggested Services Included:***

- Places of worship and diverse faith house(s)
- Business clubs
- Adult education
- GED and other high school drop-out services
- Law enforcement to reduce crime
- Advocacy and political groups
- Recreational and social services

## G. Trusted Voices (i.e., for resources, information, and advocacy):

- POIC

- Urban League
- Latino Network
- IRCO
- Slavic Community Center
- Back Parent Initiative
- Wallis Medical Center
- Central City Concern
- Rockwood CDC
- Beyond Black
- El Programa Hispano
- Unite Oregon
- East Portland Partnership

## H. Recommendations

### 1. Consider Additional Key Informant Interviews (12 to 15 TBD)

- GRDC Interviews (TBD)
- GRDC Chair and Commission
- Executive Team Leadership (ELT)
  - Relevant Departments (TBD)
  - Planning Commission
- City Manager's Office
  - City Manager
  - Assistant City Manager
    - DEI Manager
- Community Advisory Committees
- Gresham Chamber of Commerce/Business Leaders

### 2. Establish/Identify RFP Committee

### 3. Develop and Disseminate RFP Process

## I. Description of Social and Unmet Needs

### *Food and Nutrition*

The idea of a facility that helped families with emergency food, food prep, and healthy food choices was offered up by several groups. This included:

- Food box pick up or delivery
- Information and guidance regarding:
  - Healthy and high-quality food
  - Venue for culturally specific and relevant food options
  - Healthy meal prep classes
  - Culturally diverse food carts
  - Hub for delivering and picking up food

(“40% Rockwood community purchases food from gas station and convenience stores,”) **unsourced comment.**

### ***Employment and Job Training***

There was a view that the facility might house or arrange:

- Career awareness and education
- Preemployment Training
- Resumes
- Job Coaching
- Apprentice and trade information
- Job postings
- Green and sustainable jobs
- STEM and emerging careers

### ***Transportation***

Several groups mentioned transportation was an unmet need. Across town folks without driver’s license. No access to vehicle to learn, unpaid parking tickets, back child support guidance to prevent revoking or losing driver’s licenses was also mentioned.

### ***Health Awareness and Access***

Related to food security and nutrition, several groups noted the possibility of a facility that house public health messages and health promotional literature. This would have to be in diverse languages, and when possible written in common language and vetted for diverse groups. This could even include safe exercise environment for diverse age groups. Other resources included:

- Wellness services,
- Naturopathic medicine (healers, massage/reiki)
- Acupuncture

### ***Child Care and Youth Development***

Many diverse families have young children or babies who could benefit from childcare, perhaps a co-op format that might offer some job experience. Or even help parents become operators of such services as a business opportunity. Similarly, other adolescent youth might benefit from anti-gang and anti-drug classes, support groups. This could include parent education, especially for parents new to the area and unaware of risks.

### ***Language Services***

The COG has considerable linguistic diversity amongst residents and community members, which might even extend to visitors. To ensure access to and

awareness of business, shopping, housing, employment, legal/civic and other opportunities the COG might contemplate a facility that could support or broker signage, interpretation, and translation services. The facility might be able to offer English language classes.

### ***Financial Literacy***

The idea of a community resource that could help residents manage money and generate intergenerational wealth or economic stability would be important, and was resonant among several communities. This includes tax preparation, insurance, home buying, public documents (business and driver's licenses, tax prep and filing, etc.).

### ***Educational Opportunity and Awareness***

Many newer residents aren't aware of educational resources (e.g., trade schools, professional schools, community college system). Having the facility convene adult education classes, GED completion classes, and resources and information regarding educational opportunities might prove valuable. This includes providing online access for individuals and families who don't have connectivity or computers at home.

### ***Other Suggested Services Included:***

- Places of worship and diverse faith house(s)
- Business clubs
- Adult education
- GED and other high school drop-out services
- Law enforcement to reduce crime
- Advocacy and political groups
- Recreational and social services

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