



Oregon Solutions
NAYA Generations Intergenerational Community and Learning Academy
Declaration of Cooperation

July 7, 2014

Sponsored by:

The Native American Youth and Family Services Center

Portland Public Schools

Oregon Solutions

Oregon Solutions Process:

Oregon Solutions (O/S) is a program of the National Policy Consensus Center at Portland State University. The mission of Oregon Solutions is to develop solutions to community based problems that support sustainable objectives for the economy, the community and the environment and are built through the collaborative efforts of citizens, businesses, government and non-profit organizations. An O/S project begins with an assessment, followed by a designation from the Governor of the State of Oregon. The O/S approach integrates and makes efficient use of public and private investments, elevates the visibility of the project and engages communities in creating solutions. The process provides a neutral forum – a place where various interests and stakeholders can come together as parties in a “Project Team,” in a manner that is more neutral than a meeting sponsored or hosted by one of the parties at the table. The project team had their kick-off meeting on January 13th, 2014. A list of project team members can be found in the appendices.

Purpose of Declaration of Cooperation:

Through the Oregon Solutions process described above, collaboration among parties on the Project Team is anticipated to develop and evolve as the process continues, with the intent to foster or facilitate agreements amongst the parties about which potential actions, or suite of potential actions, may be taken to cumulatively lead to successful project outcomes, including preliminarily identifying which party may be appropriate to take specific potential actions, how and when. This collaborative work product is documented at the end of the O/S process in the “Declaration of Cooperation,” which can be understood as a non-binding *implementation plan*. The Declaration, including the stakeholder commitments, is considered to be a “living” document that shall continue and may evolve with the opportunities for parties to amend by unanimous consent from time to time, to represent changing situations often found during project development, until project completion or until suspended by mutual agreement.

Vision for NAYA Generations:

The NAYA Generations project is an innovative integrated inter-generational housing and learning community. Its residents comprise of some of the Native community's most vulnerable elements: Children in foster care/child welfare; elders; and early learners. NAYA Generations project is culturally –based and will guide the delivery of services to residents, learners, and visitors. From design through construction phases, all aspects of the project have focused on inclusion and demonstrated positive action in addressing social equity goals. This project supports participation by communities who have been historically disenfranchised and failed to benefit from housing resources, educational opportunity and economic stability.

Native spirituality and Native worldview is a powerful positive source of energy that promotes cultural identity, cultural awareness, pride, and builds community. The NAYA Generations project generates and nurtures NAYA's core values which include community, respect, giving, diversity, pride, balance, tradition, kindness, accountability and leadership. These provide the foundation for NAYA to address the challenges that Native and low income children, families, and elders face daily. It is an obligation to serve the most vulnerable, a mission NAYA has undertaken for over 40 years in the community. The Generations project is a community building effort that aims to establish a model for success for children, Native and other communities of color. NAYA Generations is a community resource for indigenous-Communities of Color and low income community members in the Lents neighborhood to promote economic opportunity, housing and financial security, healthy lifestyle, and a positive learning environment.

NAYA Generations Housing:

This site consists of forty (40) units of affordable housing: ten (10) units designated for families who are committed to providing permanent homes for children in foster care, and thirty (30) units for elders willing to volunteer their time to support and mentor the children and families. This promotes a high sense of community and strong supportive relationships amongst the residents. This housing model is based on the Bridge Meadows intergenerational community located in North Portland, Oregon (the 3rd project of its' kind in the nation). The Generations project will focus on exiting Native children who are currently disproportionately represented in the child welfare system, and providing them with permanency within a caring family surrounded by a supportive community.

NAYA Generations and Portland Public Schools Educational and Support Services:

The educational and support services program for early learners at Generations is a dynamic partnership between Portland Public Schools and NAYA who have co-developed the facility and programming to serve the Lents community as a model early learning program (hub) focused on urban Native multi-tribal/Indigenous peoples values and traditions. This pedagogy will be

integrated into all aspects of educational services including classroom instruction/curriculum and learning and educational staff development. Generations will include comprehensive support services to the children in attendance as well as their parents through the third grade. Early learning services will be delivered in nine classrooms to toddlers (0-3); pre-kindergarten (3-4 year olds) in the form of Head Start and kindergartners (5 year olds). Additional support services will include: extended day care, tutoring, counseling, employment and career training services for youth and adults, financial education, Microenterprise classes, housing and emergency energy assistance and health services. NAYA will contract with a local provider to implement a health access clinic focusing on children's health (pediatrics and general family medicine) for children who attend school at Generations, and or who live in Generation's housing. Geriatric services for elderly, women's health services, and children's dental are planned as well. It is the partners' intention to provide access to Generations educational and support services by local neighborhood residents to promote child/parent and family well-being and life-long learning.

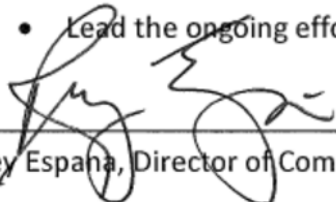
This Declaration of Cooperation, while not a binding legal contract, is evidence to and a statement of the good faith and commitment of the undersigned parties. The undersigned parties to this Declaration of Cooperation have, through a collaborative process, agreed and pledged their cooperation to the following findings and actions:

The Native American Youth and Family Services Center (NAYA)

NAYA offers a wide array of comprehensive services and community-based solutions, including lifelong educational opportunities, cultural identity, leadership development, elders support, homes for families, early childhood programs, and paths to financial security based on traditional tribal values. We are committed to eliminating poverty, hunger, family violence, and homelessness. NAYA is an urban center building strong partnerships and authentic relationships with tribes, organizations, communities of color, and our neighbors throughout the region.

Therefore, NAYA commits to:

- Complete an agreement with Portland Public Schools that will provide the partnership necessary for the operation of a public Regional Early Learning Academy in the Lents neighborhood;
- Continue its leadership role in working with the design and development professionals, government entities, and community supporters, to complete an Intergenerational Housing Community in the Lents Neighborhood;
- Lead the ongoing efforts to achieve the NAYA Generations vision.



Rey Espana, Director of Community Development

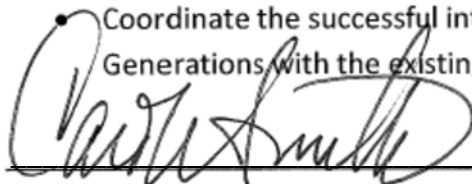
7/7/2014

Date

Portland Public Schools (PPS)

At Portland Public Schools, this is our goal: By the end of elementary, middle and high school, every student by name will meet or exceed academic standards and will be fully prepared to make productive life decisions. Therefore, PPS commits to:

- Complete an agreement with the Native American Youth and Family Center that will provide the partnership necessary for the operation of a public Regional Early Learning Academy in the Lents neighborhood;
- Continue to work collaboratively with NAYA, the design and development professionals, government entities, and community advocates, in support of the Intergenerational Housing Community within the NAYA Generations project;
- Coordinate the successful integration of the Regional Early Learning Academy at NAYA Generations with the existing PPS educational facilities in the area.



 Carole Smith, Superintendent, Portland Public Schools

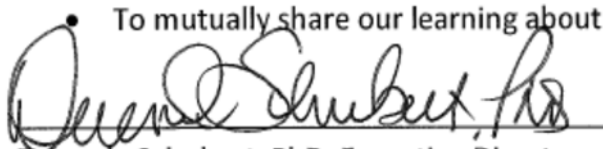
7/7/2014

 Date

Bridge Meadows

The mission of Bridge Meadows is to develop and sustain a supportive intergenerational neighborhood for adoptive families of foster children promoting permanency, community and caring relationships, while offering safety and meaningful purpose to the daily lives of older adults. Bridge Meadows is the first intentional, intergeneration community in the Pacific Northwest region of the United States. Bridge Meadows commits to the Native American Youth and Family Center Generations Project:

- Providing consultation related to the development and operation of an intentional, intergenerational community;
- Partner with NAYA to promote the Intergenerational Movement;
- To mutually share our learning about Intergenerational Communities with one another.



 Derenda Schubert, PhD, Executive Director

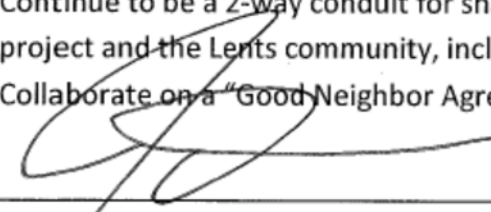
7-7-14

 Date

Lents Neighborhood Association

The Lents Neighborhood Association has been organized to enhance the livability of the neighborhood and Portland by establishing and maintaining an open line of communication and liaison among the neighborhood, government agencies and other neighborhoods. The Lents Neighborhood Associations commits to:

- Continue to be a 2-way conduit for sharing information between the NAYA Generations project and the Lents community, including scheduling meeting time.
- Collaborate on a "Good Neighbor Agreement" with NAYA Generations.



 Jesse Cornett, President

7/7/14

 Date

Oregon Housing and Community Services

Oregon Housing and Community Services (OHCS) is supportive of efforts that engage multiple agencies in innovative approaches to meet defined outcomes. Bringing together housing and supportive services for vulnerable populations will not only leverage resources, but help both children and seniors achieve health and prosperity. The NAYA Generations project competed in the 2013 Notice of Funding Availability (NOFA) process and is in the early stages of receiving a reservation of resources to build the housing associated with this project. OHCS is working with the NAYA Generations sponsors to get a final reservation of funding that will formally begin after official approval by the State Housing Council.



 Margaret Van Vliet, Director
 Oregon Housing and Community Services

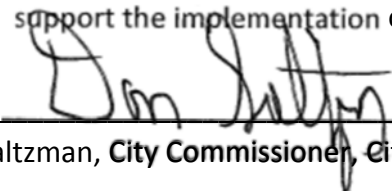
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 Date

City of Portland

The City of Portland has supported the Generations project since early inception and provided an early investment in promoting project development. NAYA Generations is the type of innovative project that the City is pleased to support that promote economic opportunity, housing, and a positive learning environment for the children, parents and residents in the Lents neighborhood. Therefore, City of Portland commits to:

- Continue to work collaboratively with NAYA, design and development professionals, government entities, and community supporters, in support of the Intergenerational Housing Community within the NAYA Generations project.
- Continue to work collaboratively with NAYA, in the successful development of the Regional Early Learning Academy and Long House cultural community center at NAYA Generations.
- Continue to encourage City Bureaus and other local and state public agencies to actively support the implementation of the Generations project as a priority.



 Dan Saltzman, City Commissioner, City of Portland

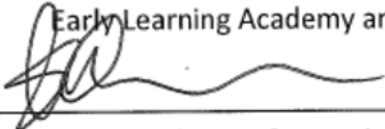
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Oregon Governor’s Office/ Regional Solutions Centers

On behalf of the state of Oregon, the Governor’s Regional Solutions Centers will:

- Assist with state agency coordination as needed for permitting or information sharing in regard to developing the NAYA Generations Intergenerational Community and Regional Early Learning Academy and encouraging local economic development.




Bobby Lee, Coordinator for Portland Metro Area

7/7/14

Date

Oregon Child Development Coalition

Oregon Child Development Coalition (OCDC) is supportive of collaborative efforts to assist children, families, and communities achieve desired goals. OCDC commits to being a resource and assisting where possible in the development and implementation of the Regional Early Learning Academy and early learning community.



Donalda Dodson, Executive Director
Oregon Child Development Coalition
Co-convener

7/7/14

Date

Oregon House Representative Alissa Keny-Guyer

As the State Representative for House District 46, where the NAYA Generations Project is located, my highest priorities include investing in youth, promoting healthy families and communities, and closing disparities so that *all Oregonians* thrive. I agreed to serve as one of Governor Kitzhaber's two co-convener for the NAYA Generations project as it aligns with my priorities by providing affordable housing, early childhood education, health care, and human services in a culturally rich environment. In addition to supporting children in foster care/child welfare, early learners, and elders in my district, the Early Learning Academy and the Intergenerational Community will serve as a ground-breaking, multi-dimensional, comprehensive model for our entire state.

- I will continue to serve as a resource in support of the NAYA Generations Intergenerational Community and Early Learning Academy, seeking public and private funding, facilitating communication between constituents and NAYA Generations partners, and promoting its "lessons learned" with other deserving communities.



Representative Alissa Keny-Guyer, Co-convener

7/7/14

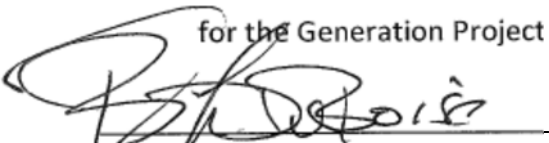
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The Oregon Department of Human Services

The Department of Human Services, Child Welfare Vision is: The safety, health and independence for all Oregonians. Our Mission: To help Oregonians in their own communities achieve wellbeing and independence through opportunities that protect, empower, respect choice and preserve dignity.

DHS will be supportive and collaborative in working with NAYA Generation Project by bringing together housing and supportive services for children and families to develop and sustain intergenerational cultural community for guardian and adoptive families of foster children that promotes permanency, community and caring relationships.

- Complete an agreement with NAYA to develop and sustain supportive intergenerational neighborhood for adoptive/guardian families of foster children that promotes permanency, community, and caring relationships
- Coordinate the successful integration of services and supports for children and families for the Generation Project Community.



Cheryl Baldomaro-Lucas

Program Manager, East Branch Child Welfare

7/7/14
Date

Capital Pacific Bank

Capital Pacific Bank is a Certified B Corporation and champion for business excellence and success. As a community bank, we provide comprehensive banking expertise and solutions to help businesses, professionals and nonprofit organizations meet their financial goals. By serving as a banking partner to NAYA, we commit to:

- Sponsor NAYA’s grant application to the Seattle Federal Home Loan Bank Affordable Housing Program
- Provide NAYA management with feedback and our risk analysis on both financial projections and capital structure scenarios as the project evolves
- Work with the many financial and foundation resources to assist NAYA in ensuring that it has a robust and resilient financial foundation upon which to build the Generations Project



Mark Stevenson, CEO

Kathy Swift, Senior Vice President & Client Service Officer

7-7-14
Date

Multnomah County

Multnomah County’s commitment to serve, support and improve outcomes for foster youth, elders and communities of color aligns with the mission, vision and goals of NAYA generation.

Multnomah County is excited to explore ways to support NAYA Generations and the inter-generational community.

The county will work collaboratively with NAYA to seek resources and help facilitate communication between constituents and NAYA Generations partners.



Deborah Kafoury, Multnomah County Chair

7/11/14

Date



Judy Shiprack, Multnomah County Commissioner

7/11/14

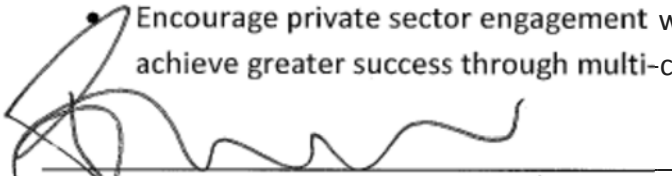
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Guardian Real Estate Services

In addition to ownership and management of a robust portfolio of market rate multi-family rental assets, Guardian Real Estate Services specializes in multi-family, affordable housing development, with a particular focus on non-profit partners and projects that achieve a high public purpose. In this capacity we provide our clients and partners with extensive expert project management experience through all phases of financing, development, construction, lease-up and operations. Guardian’s development team navigates the often complex financing structures and public processes that are inherent with affordable housing and community development projects. By serving as the Development Consultant to NAYA, we have committed to the following actions:

- Continue to provide leadership and project management for the project, encouraging all parties to work in a collaborative effort toward promoting the common goals for completion of the NAYA Generations Intergenerational Housing Community and Regional Early Learning Academy;
- Participate in public events and presentations to help promote the project to public entities and to funders;
- Continue to track and manage the private and public fundraising efforts for the project, including Low Income Housing Tax Credits and New Market Tax Credits;
- Assist NAYA in setting up appropriate ownership entities for both tracts, and set up project financing for long-term success in operations;

- Encourage private sector engagement with NAYA as it empowers Native Americans to achieve greater success through multi-cultural collaborations.



Tom Brenneke
President, Guardian Real Estate Services

7/7/14
Date

Carleton Hart Architecture

Carleton Hart Architecture is committed to providing a holistic and collaborative approach to creating affordable housing in our community. Our projects are community-based and people-oriented and include a vast portfolio of mixed-use and multi-family developments and community centers. Through architecture and planning, we are dedicated to providing guidance and support to all members of the NAYA Generations development team. CHA commits to:

- Provide leadership in fully exploring and understanding the dynamic needs of both the NAYA Generations Intergenerational Housing Community and Regional Early Learning Center
- Work collaboratively with all team members involved in the NAYA Generations project
- Partner wholeheartedly with NAYA to provide old and young with the opportunity to live and congregate in a positive and interactive environment that provides access to supportive services
- Respect the natural environment and surrounding community



Brian Carleton
Principal, Carleton Hart Architecture

7/7/14
Date

LMC Construction

We believe that we share many of the same core values as NAYA. We approach all of our relationships with respect and kindness, strive to strengthen our community through action, hold ourselves to a high level of accountability and embrace the diversity of background, heritage and thought that we encounter every day.

We understand how significant NAYA Generations is to NAYA and the surrounding community, and that the impact of this project can extend far beyond the nuts and bolts of a simple construction project. This project provides NAYA an opportunity to engage their residents and community, and have a lasting impact towards real change in our industry. LMC will be a committed partner in achieving NAYA's goals, and ensuring that NAYA Generations is a well-built property that will stand the test of time and serve the community for decades to come.



Chris Duffins
President, LMC Construction

7/7/14
Date

Legacy Health

Legacy Health is deeply committed to cultural competence. It has been and continues to be a financial supporter of NAYA, and in particular of the Generations project. Legacy commits to working with NAYA as the Generations project unfolds, to collaborate on finding ways to provide culturally relevant health services for its residents.

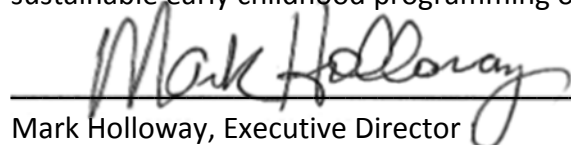


Wayne Clark, VP Community Relations & Marketing

7/7/14
Date

Social Venture Partners (SVP)

Through the practice of venture philanthropy, Social Venture Partners (SVP) has been working closely with NAYA to support their goal of developing services for young Native American Children (birth to five-years-of-age) and their families through SVP's Ready for Kindergarten Initiative. The Generations Project and the Regional Early Learning Academy will foster continued development of a coordinated approach to early childhood education for the Native American population in Portland. SVP will support NAYA in growing its operating infrastructure to ensure a strong, thriving organization positioned to provide quality and sustainable early childhood programming on an even larger scale in our community."



Mark Holloway, Executive Director
Social Venture Partners Portland

7/7/14
Date

Appendix A

Regional Early Learning Academy at NAYA Generations

Operating Agreement - Outline

This agreement is entered into by the Native American Youth and Family Center (NAYA) and Portland Public Schools, (PPS - School District No. 1J Multnomah County, Oregon on the ____ day of _____, 2014.

The parties to this agreement are mutually interested in providing programs and services that benefit the children in the Lents neighborhood, their families and the wider community and they recognize that through collaboration they can enhance the quality and quantity of the programs and services they can collectively offer at the Regional Early Learning Academy at NAYA Generations, located at the current Foster School site.

The parties recognize that a framework of operating agreements is critical to successful collaborations of this kind and each party is empowered by the laws that pertain to it to enter into such an agreement.



Vision The Regional Early Learning Academy, as part of the Intergenerational Housing Community, will recreate a center of community by combining the missions, programs and resources of public and private institutions. In so doing, this combined partnership will support the whole child, the whole neighborhood and the whole community.

Guiding Principles The public and private institutions committed as partners in the development of the Regional Early Learning Academy at NAYA Generations will agree to the following guiding principles:

- *CREATE a whole campus that is greater than the sum of its parts.*
- *SHARE equally in the vision.*
- *SUPPORT strong and meaningful relationships among partners and users.*
- *IDENTIFY and implement joint use of space and increase operational efficiencies, demonstrating to citizens the responsible use of limited resources.*
- *COMPROMISE by envisioning what could be rather than what is.*

Purpose of Agreements The purpose of these operating agreements is to enable the partners to make effective and efficient use of the facilities at NAYA Generations Project to benefit their diverse constituencies. A Site Map is included.

- (a) The facilities currently covered by these agreements include the Regional Early Learning Academy and the Longhouse for wrap-around services.
- (b) The Longhouse is located on site and shared with residents – elders, parents and students from the Intergenerational Housing. The Longhouse uses may be expanded in the future through the mutual agreement of the original partners with the possible addition of new partners and their resources.

Timing It is the intent of the parties to complete this agreement by early 2015.

Site Plan - Regional Early Learning Academy at NAYA Generations Foster School Site



Project Participants List

<u>ORGANIZATION</u>	<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>Team</u>
Representative Alissa Keny-Guyer	Kenny-Guyer	Alissa	Co-Convener
Oregon Child Development Coalition (OCDC)	Dodson	Donalda	Co-Convener
Native American Youth and Family Center (NAYA)	Espana	Rey	Leadership
Native American Youth and Family Center (NAYA)	Ward	Lynn	Leadership
Native American Youth and Family Center (NAYA)	Arana	Oscar	Leadership
Portland Public Schools (PPS)	Adair	Harriet	Leadership
Portland Public Schools (PPS)	Alexander	Bob	Leadership
Portland Public Schools (PPS)	King	Sara	Leadership
Portland Public Schools (PPS)	Wynde	David	Leadership
Portland Public Schools Board	Adkins	Ruth	Leadership
Guardian Real Estate Services (GRES)	Cornelius	Ross	Leadership
Guardian Real Estate Services (GRES)	Steffey	Dan	Leadership
Guardian Real Estate Services (GRES)	Olson	Jessy	Leadership
Carleton Hart Architects	Carleton	Brian	Leadership
Carleton Hart Architects	Hoffman	Jennifer	Leadership
Carleton Hart Architects	Kruger	Carolyn	Leadership
Lents Neighborhood Association, President	Cornett	Jesse	Leadership
Bridge Meadows	Schubert	Derenda	Leadership
Bridge Meadows	Moseley	Renee	Leadership
Oregon Solutions (OS)	Mills	Michael	Leadership
Representative Alissa Kenny-Guyer (Legislative Aid)	Gutierrez	Roberto	Leadership
Portland State University, Oregon Solutions (OS)	Al-Yousufi Brown	Maha	Leadership
Lents Neighborhood Association, Past-President	Christensen	Nick	Project Team
City of Portland	Callahan	Shannon	Project Team
LMC Construction	Duffin	Chris	Project Team
LMC Construction	Anderson	Kyle	Project Team
LMC Construction	Zahn	Clyde	Project Team
State Housing and Community Services	Travis	Kim	Project Team
Multnomah County Commissioner	Shiprack	Judy	Project Team
Multnomah County Commissioner Judy Shiprack's Office	Plambeck	Michelle	Project Team
Rose CDC	Sauvie	Nick	Project Team
Community Services & Development, Providence Health	Lewis	Priscilla	Project Team
Social Venture Partners Portland	Rhiner	Renee	Project Team
Save the Children, Early Childhood Programs	O'Neil	Natalie	Project Team
Oregon Opportunity Network	Miller	John	Project Team
Children First for Oregon (foster youth communities)	Butler	Pamela	Project Team
Portland Development Commission (PDC)	Cronin	Kevin	Project Team
Portland Housing Bureau (City of Portland)	Ledezma	Daniel	Project Team

Eastport Plaza	Gill	Dianne	Project Team
Foster Area Business Assoc	O'Neill	Kristin	Project Team
Lents Neighborhood Association, Past-President	Christensen	Nick	Project Team
City of Portland Planning and Sustainability	Glascock	Bob	Project Team
Capital Pacific Bank	Swift	Kathy	Project Team
PBOT	Raisman	Greg	Project Team
State of Oregon, Department of Human Services (DHS)	DuBoise	Rene	Project Team
State of Oregon, (DHS) Child welfare	Baldomaro, Lucas	Cheryl	Project Team
State of Oregon, Department of Human Services (DHS)	Barber	Kellie	Project Team
Portland Public Schools (PPS)	Magliano	Tony	Project Team
Native American Youth and Family Center (NAYA)	Fleek	Shawn	Project Team
Native American Youth and Family Center (NAYA)	Watters	Cary	Project Team
Native American Youth and Family Center (NAYA)	Sanchez	Alise	Project Team
Native American Youth and Family Center (NAYA)	Fry	Donita	Project Team
OHSU	Espana	Karina	Project Team
Living Cully	DeFalco	Tony	Interested P
NPCC	Willis	Wendy	Interested P
Governor's Metro Regional Solutions Center	Lee	Bobby	Interested P
Oregon Solutions (OS)	Beeney	Lauren	Interested P
United Fund Advisers	Rowan	Collin	Interested P
Portland bureau of planning and sustainability	Scarzello	Chris	Interested P
Family Care Inc	Nolan	Mary	Interested P
Portland Development Commission (PDC)	McNamara	Ed	Interested P
Social Venture Partners / Schroeder Family Fund	Schroeder	Rebecca	Interested P
Portland Housing Bureau (City of Portland)	Mena	Javie	Interested P
East Portland Action/ East Portland Neighborhood	Wintergreen	Lore	Interested P
Eastport Plaza	Gill	Dianne	Interested P
Morrison Family Services	Ford	Monica	Interested P
Oregon Community Foundation	McClintock	Mary Louise	Interested P
Meyer Memorial Trust	Thomas	Kim	Interested P
Ride Connection, Inc	Potter	Cora Lee	Interested P
Hacienda	Merced	Victor	Interested P
Hacienda	Holden	Hope	Interested P
Miller Nash LLP	Goodling	Jonathan	Interested P
NWHF	Wu	Phil	Interested P
Oregon Community Foundation	McClintock	Mary Louise	Interested P
Representative Lew Frederick	Frederick	Lew	Interested P
COS for Commissioner Shiprack	Lashua	Matthew	Interested P
Commissioner Steve Novick's Office	Valderrama	Andrea	Interested P
Earl Boyles (PPS)	Guynes	Ericka	Interested P
Children's Institute	Adarkar	Swati	Interested P
Ride Connection, Inc	Potter	Cora Lee	Interested P

Hacienda	Merced	Victor	Interested P
Hacienda	Holden	Hope	Interested P
Northwest Area Foundation			Interested P
Foster Green Eco-District	Littlejohn	Jalene	Interested P
Multnomah County D4	Zimmerman	Eric	Interested P
Metropolitan Family Service	Strand	Judy	Interested P
Vida Design LLC	Sowieja	Rachel	Interested P
Vida Design LLC	Morton	Courtaney	Interested P
Foster United	Mulvey	John	Interested P
Native American Youth and Family Center (NAYA)	Peterson	Dan	Interested P
Electrical Construction Company	Rabiroff	Robin	Interested P
Social Venture Partners Portland	Holloway	Mark	Interested P
Native Wellness Common	Settler	Rayven	Interested P
Native Wellness Common	Peterson	Dan	Interested P