Las Vegas community design center

Kenneth Thayne Levesque
University of Nevada, Las Vegas

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LAS VEGAS COMMUNITY DESIGN CENTER

by

Kenneth Thayne Levesque

Bachelor of Arts
University of Washington, Seattle
2000

A thesis in partial fulfillment
of the requirements for the

Master of Architecture Degree
School of Architecture
College of Fine Arts

Graduate College
University of Nevada, Las Vegas
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The Thesis prepared by

Kenneth Thayne Levesque

Entitled

Las Vegas Community Design Center

is approved in partial fulfillment of the requirements for the degree of

Master of Architecture

Examination Committee Chair

Dean of the Graduate College

Graduate College Faculty Representative
ABSTRACT

Las Vegas Community Design Center

by

Kenneth Thayne Levesque

Daniel Ortega, M.A., Examination Committee Chair
Assistant Professor of Landscape Architecture and Design
University of Nevada, Las Vegas

The thesis focuses on a certain organization that aids cities and their citizens in the growth of communities, the Community Design Center (CDC). This paper seeks to understand the qualities of a CDC. The first chapter discusses concepts of community and design. A history discussion identifies when CDCs developed in contemporary form and investigates the types of goals CDCs strive to accomplish. The next four chapters consist of three case studies and analysis of selected contemporary CDCs: the Los Angeles Community Design Center; Environmental Works; and Pratt Institute Center for Community and Environmental Development. This paper is intended to provide guidelines for developing a CDC, based on the credible points found in the case studies.
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CHAPTER 1

INTRODUCTION

The thesis focuses on the Community Design Center (CDC). A CDC is non-profit organization that provides design services to communities and their members that are unable to obtain design services otherwise.

This paper seeks to understand the qualities of a CDC. The first chapter discusses concepts of community and design. There will also be a short history that identifies when CDCs developed into their contemporary form and investigates the types of goals CDCs strive to accomplish. The next four chapters consist of three case studies and analysis of selected contemporary CDCs and gives examples of private CDCs and a University funded CDC: the Los Angeles Community Design Center (private); Environmental Works in Seattle (private); and Pratt Institute Center for Community and Environmental Development in New York City (university funded). This paper is intended to provide guidelines for developing a CDC, based on the credible points found in the case studies.
What is Community?

Community has many definitions. The word comes from the Latin *communico*, which means to share. The definitions of community from Webster’s online dictionary are:

- a unified body of individuals
- the people with common interests living in a particular area
- an interacting population of various kinds of individuals (as species) in a common location
- a group of people with a common characteristic or interest living together within a larger society
- a group linked by a common policy
- a body of persons or nations having a common history or common social, economic, and political interests

Some communities are global while others are professional. There are religious communities and virtual ones as well. In essence, community exists when people connect with others through a common bond. Edward Lozano sees communities as "organizations with sustained

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interpersonal relationships because it [sic] not only fulfills the need for affiliation and belonging but offers an opportunity for a wide range of human behavior."^2

Community does not necessarily mean that everyone needs to act or look the same. Diversity makes a community rich. If there is homogeneity in a community, there may not be negative forces that instill growth.

A CDC serves its community in multiple ways, including:

- Project Development Consultation
- Architectural
- Neighborhood Planning
- Graphic Design / Media
- Consultant Referral

Projects that a CDC may use to utilize their services include:

- Ownership Transfer--act as a non-profit real estate agent in buying or selling a home
- Special Needs Housing--develop housing that meets ADA/ANSI standards for people with disabilities

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• Home Improvement Program--assist a client in designing a project for an existing building
• Operation and Maintenance Cost Evaluations--develop a budget or performa for a client’s building overhead
• Commercial Revitalization--work with a developer/municipality in creating a design standard for a commercial area
• Energy Conservation and Environment--provide information or specifications for building in an environmentally sensitive manner

Importance

People want to be accepted, and within a community, people can feel as if they belong. Within communities, people can learn from others and support others. Robert Putnam calls this dynamic “social capital.” Social capital is considered in writing by thinkers such as Jane Jacobs, Pierre Bourdieu, and James C. Coleman. Putnam describes it as follows: “social capital refers to connections among individuals - social networks and the norms of reciprocity
and trustworthiness that arise from them." A community developing social capital is developing the connections within itself. It forms a coalition of people, an organized body, which can function as a tool for the community. Community groups are prime example of social capital in a structured form. Communities and their organizations are the fabric that holds a society together. Some organizations that come to mind are the Shriners, Lion’s Club, and local Chambers of Commerce.

Over the past 20 years, there has been a decrease in social capital within the U.S., according to Putnam. His analysis concludes that in our communities there is a decrease in the amount of help or “reciprocity” a person gives another. Despite the decrease in social capital, it could be said that communities will always exist; certain ones will evolve to meet the needs of the society. In regards to community design, the design center must understand the dynamic of the community in order to be a successful tool for the community in mitigating the decline in social capital.

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4 Putnam, 18.
What is Design?

Design is a touchstone word for architects. It describes how they respond to their client’s desires and to their own need to create. For architects, the built environment or the design of a building is the primary area in which they can be designers, but architects can also be instrumental in the social design of a community. Donald Watson, a planner, explains what design is in respect to communities:

"a process ... an effective way for advancing the cause of social justice. It facilitates a wider range of community concerns and fosters a multidisciplinary approach."^5

Watson then describes the benefits to a community of embracing design solutions:

"Better decisions are achieved by combining a community’s experiential knowledge with academic and professional knowledge. Design solutions are, therefore, more contextual, inclusive and appropriate resulting in better use of resources."^6

What is a Community Design Center?

Generally, CDCs are non-profit organizations that follow all of the requirements of the IRS, which restricts the way non-profits acquire funds and the use of revenue for a non-profit classification. They are also required by the IRS to

^6 Watson. P 4.11-1.
have a body, generally a Board of Directors that maintain fiduciary responsibility for contributions. Staff include, but are not limited to, designers, such as architects and urban designers. They focus on providing design services to low income clients.

CDCs are organizations which are, as described by the Association for Community of Design (ACD), "dedicated to the provision of planning, design and development services." The ACD then compliments the CDC organizations by calling them "a unique vehicle through which a crucial array of services in community development marketplace has been made available." For the purpose of CDCs, communities are defined as being within a defined geographical area.

Types

There are three major types of CDCs: those developed by universities, Independent Nonprofit CDCs, and Volunteer

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7 The Association for Community Design is a national network of individuals, organizations, and institutions committed to increasing the capacity of planning and design professions to better serve communities. Created in 1977, ACD’s mission is to serve practitioners, educators, and organizations engaged in community-based design and planning. ACD is committed to social equity, participatory decision-making, place-based solutions, and design excellence. ACD seeks membership from students, professionals and organizations, and all others who share similar ideals and values.

Organizations. University CDCs are generally formed from a faculty member’s desire to connect learning with the real world. Then they are developed by the department and sometimes by the university. Creating a CDC within a university can serve the university as well as the community. First, the CDC can be a bed of research. Professors can use the CDC as a way to promote the department and university, which potentially will bring more funding and support. Second, the CDC serves as an opportunity to train students to be involved and aware of the dynamics of a community. These students will be able to take their experiences from their research and apply it in their profession, thus increasing the social capital within their neighborhoods. Finally, the CDC can be a center of discussion and action for the surrounding communities.

\[9\] Watson, 4.11-4 - 4.11-7.
One such university CDC is the Detroit Collaborative Design Center (DCDC). Many of the projects that this university does are for teaching not just the students, but the community as well. They open the eyes of their potential "clients" to show them what their citizens want and what they are capable of designing. An example of this would be the Friends School, proposed for the disabled elderly in the Detroit area. Their goal was to develop a

The Detroit Collaborative Design Center is a year-round, fully operating, non-profit center physically located within the University of Detroit Mercy School of Architecture. It is dedicated to the searching for and (re)searching of architectural design and neighborhood development through the interaction of students, professionals, faculty, and community members. It was established in 1995 as a multi-disciplinary center whose vision is to renew the city by building upon the strengths of its neighborhoods. It works exclusively with non-profit community development organizations to promote high-quality design solutions, which respond to locally defined concerns. The Design Center is a teaching center dedicated to educating future leaders in urban revitalization. To reach this end, it engages four constituents as part of its educational directive: the student of architecture; the recent graduate; the urban community; and the professional architect.

The Design Center's intent is:
- To teach and train students and the community in the art of urban architecture.
- To engender a strengthened link between (1.) professionals and (2.) students and recent graduates.
- To foster an alternative method to the integration of practice and academia.

Detroit Collaborative Design Center (University of Detroit Mercy School of Architecture) 11 September 03 <http://www.arch.udmercy.edu/dcdc.htm>.

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"Gymnasium that is specifically designed to celebrate people with a range of abilities."

Similar to other projects proposed by CDCs, the Gymnasium is only a model of what can happen in the community and has not yet been realized as a built project.

The other two types of CDC are similar in function but different in organization. Volunteer Organizations are groups of people that serve as a resource for their community. The volunteers provide information, coordinate activities, and provide pro-bono services. The Minnesota Design Team (MDT) is an example of a Volunteer Organization. They describe themselves as:

"A volunteer group of architects, landscape architects, urban designers, planners and other experts in design and community development that has been helping communities around Minnesota to develop shared visions for improving their physical and environmental designs since 1983."

In February 2003, the MDT developed a plan for the city of Roseau, Minnesota. The plan was for flood mitigation, and gave the city guidelines to follow in respect to the watershed that had damaged their city in the past.

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11 Detroit Collaborative Design Center, 11 Sept. 03
<http://www.arch.udmercy.edu/06Sign1.html>.

12 Minnesota Design Team, Home Page, 13 Sep 03.

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History

CDCs came became a force in the 1960’s. They started as a response to policies and trends that were harmful to socio-economic-environmental communities. Whitney Young, in 1968, described the work that current architects were performing as irrelevant and silent. He felt the attendees of the conference were no longer the “Master Architect,” an architect that took part in every part of a design, from courting the client to designing the structural supports to building the structure. He saw the profession change into something that simply responded to corporate needs, more of a service organization than a organization that shaped communities.

In response to Young and caught up in the trend of civic engagement, many CDCs popped up in the 1970’s. Towards the end of the 1980’s, however, there were only sixteen remaining in the U.S. As societies became more accepting of diversity, CDCs have tended to become either private practices or more focused on community development, not community design. The CDCs that remain are generally associated with local universities, due to the laboratory.
setting and student activists that desire to give architecture to the less affluent.\textsuperscript{13}

Goals

The major goal of the CDC is to develop the social capital within its community through designing its built environment. It must be clear CDCs cannot create community; they are merely tools for reaching the design and planning goals of the community leaders. Sanoff lists the ways to be successful in community building as:

- Involve residents in setting goals and strategies
- Identify a community’s assets as well as its problems
- Work in communities of manageable size
- Reinforce community values while building human and social capital
- Develop creative partnerships with institutions in the city\textsuperscript{14}


Each of the items in the previous list contributes to being successful in community building by identifying issues, then planning and implementing solutions. In order for a CDC to function, it needs participation from its community members. The first two items and the fourth item focus on building relationships within the community. By developing the dynamics within, community members can better understand each other and know how better to serve each other. When they are serving each other, they are building social capital.

Here is an example that illustrates Sanoff's list and the concept of social capital: The Los Angeles Community Design Center involved themselves in a neighborhood that was blighted. The project is still under consideration; therefore, the name of the community is withheld. Without community leaders needing to ask, the LACDC performed studies of the neighborhood and started generating concepts that could help overcome the economic and physical decay. Staff at the CDC started mapping areas that could help rejuvenate the neighborhood with some simple renovations. The CDC identified one commercial block that had the most

Robin Hughes, Executive Director, Los Angeles Community Design Center, Personal Interview, 12 December 2003.
potential impact. Then the LACDC approached the community leaders with their proposal. The leaders were pleased to find that the CDC had performed this research for the betterment of the neighborhood. LACDC staff worked with the leaders to develop a redevelopment standard for the commercial block. With the concept developed, the leaders were able to approach the retailers of the block to propose the new concept, which was approved. With the approval of the community, the leaders were able to approach lenders, city officials, and other non-profits to request for funding for the redevelopment of the commercial facades, which some did provide. In this example, the CDC was able to find the potential of the community’s asset within a small area of a larger community.

The third item dictates that the CDC should focus its efforts on goals that are obtainable in order to be successful. If there is too much human capital, it can stifle the social capital. In other words, when there is a large number of people within a community, there is an opportunity for a community to divide and support its newly generated halves. These two new groups are defined by what they are capable of supporting. In its “manageable” size, the CDC can now help in the development of the economic,
human, and social capital. For example, a CDC could manage a rural county because the human capital is low and the diversity of built environment is low. In another case, a densely populated area such as Las Vegas could be supported by many CDCs. Townships, wards, and suburbs of a city can be the boundary of a CDC; there a CDCs' boundary lies in a predetermined boundary. These smaller areas also lend themselves nicely to the last of Sanoff's points, developing relationships with established institutions.

CDCs need to develop connections with other institutions. There are pre-established political and regulatory bodies that oversee cities and other communities. Many issues that a CDC will come across can be expedited by working closely with the community's elected and appointed representatives. CDCs should develop strong relationships with them due to their decision-making power. Another type of institution would be other non-profit agencies that share similar goals. It also serves the CDC well to develop a strong relationship with the commercial institutions such as the community's Chamber of Commerce and other groups that have influence in the local economy. By developing these relationships, the CDC develops more social capital that can be passed along to the residents of the community.
Clients

CDCs have the reputation of serving only the low-income housing sector. A CDC's services benefit many groups, however, such as:

- Neighborhood Organizations
- Public Officials
- Low-Income Housing Organizations
- Community Businesses
- Religious Groups
- Youth Groups
- Elderly Groups

In the next few chapters, two independent non-profits are discussed: The Los Angeles Community Design Center, and Environmental Works. Another case study is of the university type, Pratt Institute Center of Community and Environmental Development. The fifth chapter presents an analysis of the qualities of the CDCs that can be used for the development of a CDC in the Las Vegas valley. In the last chapter, the elements from the analysis are developed into the Las Vegas Community Design Center model.
CHAPTER 2

LACDC CASE STUDY

Name of CDC:
Los Angeles Community Design Center (LACDC)

Location:
315 West 9th Street #410, Los Angeles, CA 90014

Date Organized:
1972

Budget:
$ 3,069,600 (June 2002 - 2003)16

Funding

Revenues from property management pay for twenty percent of operations. Architectural fees pay for thirty to forty percent of costs; donations cover ten percent. The balance of the budget is maintained by developer's fees. The typical budget for architectural services is $850,000.

16 Hughes. Personal Interview.
Developer’s costs are $1,200,000, and property management and resident service expenditures are $900,000.\textsuperscript{17}

Even though a Community Design Center collects fees, this type of non-profit organization needs to receive charitable funding. Funding comes from groups that see the value in what the CDC gives to the community. The table below gives a recent list of donors to the LACDC.

\textsuperscript{17} Hughes. Personal Interview.
Table 1. LADC Funding

<table>
<thead>
<tr>
<th>Financial Institutions</th>
<th>Foundations</th>
<th>Private Groups</th>
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<tr>
<td>CA Federal Bank</td>
<td>Ahmanson Foundation</td>
<td>Binney, Chase &amp; Van Horne</td>
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<td>Downey S&amp;L Assoc.</td>
<td>ARCO Foundation</td>
<td>Great Western Fin. Corp.</td>
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<tr>
<td>Edison Capital</td>
<td>Bank of America Foundation</td>
<td>Hear 'n Aid</td>
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<tr>
<td>Fed. Home Loan Bank of San Francisco</td>
<td>California Community Foundation</td>
<td>Holthouse, Carlin &amp; Van Tright</td>
</tr>
<tr>
<td>1st Nationwide Bank</td>
<td>Center for Law in the Public Interest Found.</td>
<td>Home Depot</td>
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<tr>
<td>Home Savings of America</td>
<td>Chase Manhattan Found.</td>
<td>Local Initiatives Support Corp.</td>
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<tr>
<td>Washington Mutual Bank</td>
<td>Citigroup Foundation</td>
<td>Mervyn's</td>
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<td></td>
<td>Comm. Tech. Found. of CA</td>
<td>Riordan &amp; McKinzie</td>
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<td></td>
<td>Crail-Johnson Found.</td>
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<td></td>
<td>The Enterprise Found.</td>
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<td></td>
<td>Fannie Mae Found.</td>
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<td></td>
<td>James Irvine Found.</td>
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<td></td>
<td>Low Income Housing Fund</td>
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<td></td>
<td>Ralph M. Parson's Found.</td>
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<td>S. Mark Taper Found.</td>
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<td></td>
<td>Union Bank Found.</td>
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<td></td>
<td>Weingart Found.</td>
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<td></td>
<td>Wells Fargo Foundation</td>
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Maintaining a relationship with donors is one of LACDC's main goals. One of the ways the CDC keeps in contact with donors is by sending out an annual report. The report gives donors the financial information required; it also gives the donors case studies. Donors also receive notices of
recent projects which give the contributors new information about the organization. Also, the LACDC sends out newsletters about three times a year. The most important reporting that the LACDC does is during one-on-one time with donors. The executive director meets with important donors such as the corporate giving division for Washington Mutual for social visits, not for fund raising. Those are just as important as the times that they do meet with the donor for fund raising; LACDC staff try to meet with each donor at least annually.

It is important to find new donors to keep growing and occasionally just to keep afloat. In 2002, the LACDC did a national foundation campaign. The campaign involved trips to New York and Washington, D.C. where they visited foundations at the national level. They were able to build a few strong relationships. CITI Corp. gave them a sizable grant on one of those trips. Maintaining a strong relationship with donors is important to the continued support of the LACDC.

On a local level, capital campaigns are much more specific to a particular project. At the present time, the

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18 Hughes. Personal Interview.
19 Hughes. Personal Interview.
LACDC is campaigning for childcare centers. They are talking to eight foundations to which they plan to make requests for funding. The LACDC then focuses on a core group of foundations that fund community development.\textsuperscript{20} They also meet with local banking institutions.

In the past year, the board of directors has been more involved than ever in fund raising. In 2002, they made it a goal to identify and build relationships with prospective donors. The board set a goal related to increasing corporate fundraising and small- to medium-size fundraising by the end of 2003. Then the board members identified one process to pursue: to each decide on two potential donors and to contact them twice a year.\textsuperscript{21}

Other staff members that handle the funding include a CFO, accountants, bookkeepers, and controllers. The staff puts out quarterly reports for the board. They also use consultants, who are responsible for corporate accounting, property accounting, and managing the construction fees. Annually, they have an audit by an independent agency.\textsuperscript{22}

\textsuperscript{20} Hughes. Personal Interview.
\textsuperscript{21} Hughes. Personal Interview.
\textsuperscript{22} Hughes. Personal Interview.

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Mission

The mission of the Los Angeles Community Design Center has evolved since 1968. They were an organization that focused on providing access to design services for people who would not normally have access. They also were based in volunteerism. Now, their vision is to become a vehicle for creation of affordable housing and community facility development, which improves the quality of life. Their vision is to see decent, safe, high quality places developed for people to stabilize their lives.\(^\text{23}\) Their goals are to advocate for the investment of private and public capital in underserved communities, encourage public/private partnerships to address the affordable housing crisis in this region, and to leverage public dollars to attract private capital.

Mission and work plan are developed at the staff level. Ultimately, however, the board of directors is accountable.\(^\text{24}\) Annually, board members set their goals and then develop a plan around them. The architectural staff has additional goals related to design. They want design statements incorporated into projects in regard to sustainable issues or creating livable spaces.

\(^{23}\) Hughes. Personal Interview.
\(^{24}\) Hughes. Personal Interview.
Community Design Center roots are founded in architecture. Robin Hughes from the Los Angeles Community Design Center said, "I think in order to be a successful community design center you need architects and planners as part of the staff." She feels that if the architect can communicate with members of a community, the CDC can glean the needs of the neighborhood through the community engagement process, then take that information and develop a viable program. Architects may have a limited involvement in the process, but their impact lasts. Architects are integral to CDCs.

**Staffing**

The Los Angeles Community Design Center looks for people with relevant expertise and a passion that is in line with their mission. They also need a good sense of judgment, ethics and morals. With a staff of 74, not including the board of directors, they need to be team players as well. The staff divides nearly into thirds, administrative, architectural and planning.

Keeping the group in working order is an undertaking. They believe in frequent meetings in order to keep

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26 Hughes. Personal Interview.
communication lines open. Once a month, there is a general staff meeting. Each division has at least two meetings a month. The executive director meets with the management once a month. For each project, there is a team. Those teams meet at least once a month. The board of directors meets quarterly. Within the board, there are committees that meet quarterly as well. The purpose of all these meetings is to keep the lines of communication open in order for the organization as a whole to know where they stand.  

The staff breaks up into committees for special projects. For example, they have formed a committee that focuses on technology service (computer technology). Another committee looks at community building and development. There is a smart growth committee. The different committees strive to identify key policies and programming decisions that affect the organization as a whole. Then they develop a group that has both management and staff, in order to get different perspectives.

Management provides staff members with opportunities to be trained in order for them to be better qualified to

\[27\] Hughes. Personal Interview.
\[28\] Hughes. Personal Interview.
serve the center as well as the center's clients. Usually external professional training is used. Because of limited funding in the past couple of years, internal resources have been used for staff training. For example, the development staff participated in a training session on "due diligence" that their attorney prepared. Another topic of teaching included "how to work with your construction manager." The architects have various suppliers who provide instruction on their latest products. Recently, management had a session with their insurance broker about insurance. Other training included a management-training seminar and other educational opportunities about rent roll and emergency preparedness. They try to identify three or four topics throughout the year to focus on. Even though they have training from outside sources they use in-house expertise when possible. When their training resources are exhausted, they call in a vendor or consultant. Different trade associations or professional associations have annual conferences and training sessions that staff of the Los Angeles Community Design Center attends.²⁹

²⁹ Hughes. Personal Interview.
Key Players

One of the key players for the Los Angeles Community Design Center is the executive director, Robin Hughes. In essence, she is the CEO of the organization, coordinating the day-to-day operations. Some of the other responsibilities of the director are public relations, developing political relationships, and developing board relations. She also answers to the thirteen members of the board of directors. All non-profit agencies are required to have another set of key players, the board of directors. Their main directive is to maintain fiduciary responsibility.

Board of Directors

The board members of the Los Angeles Community Design Center are a diverse group of professionals and community leaders. The board of directors includes a focused group of architects, community and business leaders, and people from other non-profit agencies. The Board comes from different agencies and companies that serve low-income communities in some fashion. Members of the Los Angeles Community Design Center Board of Directors of 2003 are as follows:

- Chair: Jose de Jesus Legaspi--The Legaspi Group

Hughes. Personal Interview.
• Vice Chair: Gil Freitag, Ph.D.--Greater Long Beach Child Guidance Center
• Treasurer: W. Roderick Hamilton--Consultant
• Secretary: Brenda Levin--Levin and Associates
• Phyllis Klein--Fannie Mae
• Sheri Dunn Berry--National Community Building Network
• Stuart Gabriel--USC Lusk Center for Real Estate
  Lori Gonzales--Montebello YMCA
  Michael Manigault--Simpson Housing Solutions, LLC
• Glenda Sanada--California Community Economic Development Association
• Pat Wong--Valley Economic Development Center, Inc.  

The board members take great care in recruiting new board members. In the past few years, the Los Angeles Community Design Center's board was made up of mostly industry professionals. There was a great reliance on the board. The board developed into a resource of technical expertise. As with most non-profits, the implementation falls to the staff. Over the next few years, they have hired more expert

31 Hughes. Personal Interview.
staff, so now there is less reliance on the board to get the day-to-day things done.

For a while, there was a great disconnect between the older members who wanted to be involved with the programming of projects, and the new ones that came because of the reputation they bring and the resources they wield. They have now moved to the "blue ribbon"\textsuperscript{32} style of board. The board now is made up of people who have the ability to campaign for the organization. Their expertise is still used, but the type of board member has changed and their expertise is more focused on fundraising.

In order to get this blue ribbon board, the organization needed to recruit. Other board members would make recommendations of people that they know. There is a committee within the board that focuses on recruiting new members.\textsuperscript{33}

When the board members join, they become acquainted with the articles of incorporation and the bylaws. They receive a board orientation package, along with their job description. Within the job description, they are given their scope of authority and responsibilities. They are

\textsuperscript{32} Hughes. Personal Interview.
\textsuperscript{33} Hughes. Personal Interview.
also assigned to one of the committees. The operational work is done at the committee level. The four committees are the executive committee, finance committee, project review committee, and fundraising committee. There is the occasional ad-hoc committee; one is the current committee that is reviewing the architectural division. This committee is made up of two board members and one former board member. The board also provides training for board members. For example, one topic on their agenda included standard practices for how to underwrite a project and how their agreements with their partners should be completed. One of the threshold requirements for board members is previous experience on other boards. The board wants new members to come with baseline knowledge of financial statements and an understanding of protocol. Most of the training for the board is specific to the organization.\textsuperscript{34}

The board manages themselves. The chair of the board sets the tone for the organization. When there is a meeting, the chair is in control of the agenda. The chair gives direction to the different committees of the board and follows up with other board members to ensure that they are fulfilling their responsibilities. The Los Angeles

\textsuperscript{34} Hughes. Personal Interview.
Community Design Center's board has grown over the years. Starting as a board that was a fiduciary operating body, they are now a strategic and more adaptive board. When these people meet, they focus on how they can bring development and financial opportunities to the communities. They look to other non-profits such as ACORN (Association of Community Organizations for Reform Now) and labor unions for support. These members also work with community leaders at the grassroots level through interviews and speaking engagements, in order to clarify what the needs of the community are.\(^{35}\)

**Impetus of Formation**

CDCs are the coalitions of redevelopment.\(^{36}\) The Los Angeles Community Design Center was formed through the California chapter of the American Institute of Architects and the School of Architecture at the University of Southern California (USC). It was part of the design center movement in the 1960's. They attribute the genesis to the speech by Whitney Young, spoken of in the first chapter.

Through USC, there was a sense that architecture should play a role in the improvement of community, and dealing

\(^{35}\) Hughes. Personal Interview.

\(^{36}\) Hughes. Personal Interview.
with the physical built environment was the way to accomplish this change. The initial community design center came out of the desire to bring professional architects to volunteer their time in a low-income community and to get community-beneficial projects started. There were also a number of community groups that had a vision for how their community should look. They saw the importance of bringing socially beneficial projects into their community. These visions were not however, put onto paper. Locals from Los Angeles and the surrounding areas of downtown felt that the real role of the CDC was to seek out these community groups--community groups that had the desire and vision to help bring those concepts into reality.

The founding board members needed to be the group that had the vision. They were mostly professional architects and planners, people that understood how to build a community infrastructure. One of the founding board members was the first African-American woman architect to be a licensed architect and AIA member in California. She is still a practicing architect today. Some of the early

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37 Hughes. Personal Interview.
38 Hughes. Personal Interview.
projects included developing local parks and teaching homeowners about building and safety issues.

Types of Services

The Los Angeles Community Design Center performs three main types of services: property management, construction management, and architectural design. Tied to property management is their resident services program that includes childcare and homework support. Services for the childcare portion are contracted out. The CDC provides the building. They also operate computer learning centers in their after-school programs where neighborhood students come for help with their homework. Staff encourages residents that are looking to buy a home by providing an individual development account program that helps families save for home ownership. They provide a two-to-one donation matching program. Even though they are a non-profit, they provide full architectural services. They do not have the traditional sub-consultants (structural, mechanical and plumbing engineers) in their office, so they subcontract their needed work.

39 Hughes. Personal Interview.
Types of Projects

The primary works done are affordable housing projects. The LACDC owns and manages twenty-three developments currently. Half of those are in partnership with community-based non-profits. In both small and large projects, the process guidelines involve a significant community outreach process. In a majority of their projects, the LACDC deals with the stigma of doing affordable housing. To head this off, they go into the community and talk to the people about design issues and other issues up front, so that people's concerns and fears are dealt with. At the same time, they listen to the community so that they can understand the needs in the way of programming, such as the need for childcare. In every case, they work within a community outreach approach that focuses on engaging the community to speak about what and where to build.

Currently the LACDC is working on a new 38-unit construction that will serve low-income families. The LACDC is the architect and developer and will provide property management. Their largest project currently in process is a redevelopment of a public housing project. This project, in an area south of downtown Los Angeles, has 410 units.

Hughes. Personal Interview.
Hughes. Personal Interview.
that need replacing. First, over 22 acres will need to be acquired, and then the master plan will be created. They are tearing down an old public housing building built in the 1950's, which was meant to be temporary housing. In the end, they will have rebuilt a community and designed a senior housing development as well as a low-income residential housing development. This project will include two different apartment complexes, one garden style and the other as town-homes. In addition to housing, other buildings are planned which will include community facilities such as a community center, a learning center, and other buildings. They are also working with the school district to bring in a charter school on an adjacent two-acre site.

Another community project the LACDC is working on is the Washington Boulevard project. This is a distressed community where there has been disinvestment. The organization thinks about ways of changing the environment such as, looking for ways to increase foot traffic so retail patrons can spend more money. Here is a focus on
economic development and dealing with the physical built environment to address economic problems.\textsuperscript{42}

Another city project is in the city of Paramount, 20 miles southeast of Los Angeles. The city asked the Los Angeles Community Design Center to look at a certain neighborhood. This area had the bulk of the multi-family housing in Paramount. This neighborhood is on a boulevard that has mixed land uses, from single-family residences to larger, multi-family complexes.

At the outset, the Los Angeles Community Design Center developed a master plan that covered the four-block area. This was no simple task and could not be finished with one or two buildings. They had the opportunity to combine their urban planning design experience with their experience in development and property management. With this understanding, they felt they could come up with a plan to deal with this particular neighborhood as well as with the particular housing stock.\textsuperscript{43} Their view was not only from the physical standpoint; they also were concerned with the economic feasibility. One of their main concerns was

\textsuperscript{42} Hughes. Personal Interview.
\textsuperscript{43} Hughes. Personal Interview.
working with existing property owners to motivate them to improve their properties.

In the Paramount project and with others, they try to engage the city staff, city council, and the local residents to come up with the master plan.\textsuperscript{44} From there, the community and council make recommendations about using the CDC's resources. Paramount, being a smaller city, has limited resources to address what the city perceives as one of the toughest neighborhoods in the community in respect to economics and crime. Master planning is now one of the activities that the LACDC seeks out.

Projects like the one in the City of Paramount are challenging. Some of the areas are dilapidated, some are high crime areas, and others lack the social capital to support redevelopment projects. No developer wants take on the project.\textsuperscript{45} Staff from the LACDC approaches the city with the opportunity of working together. It is important that when interacting with the municipalities the staff bring in a level of technical and professional expertise in order to articulate their vision to the community and the city council. Then they return to develop the vision into a

\textsuperscript{44} Hughes. Personal Interview.
\textsuperscript{45} Hughes. Personal Interview.
document. They see themselves as both facilitators and catalysts for community development.

Weaknesses

The LACDC feels they have some significant weaknesses. They expressed that their main weakness are: a lack of proximity to large corporations, difficulty in maintaining political support, finding financial balance within their services and in performing regular performance assessments.

In Los Angeles, according to Robin Hughes, one of the drawbacks is that no major corporations are headquartered in the area. Not having these major corporations in close proximity, the board must spend money on travel, which money could be better spent on services. Another drawback from not having the corporations close is that the corporations generally do not see the benefits to communities first hand. It falls to the executive director and the staff member who focuses on foundations to communicate with the philanthropic community. The staff member is responsible for the grant writing and monitoring the communication to foundations.

46 Hughes. Personal Interview.
The Los Angeles Community Design Center sometimes struggles with political support. There are good relations with the city of Los Angeles and Los Angeles County, but with the other ten to twelve cities in the county they work with, they struggle because of their limited resources. It is hard to keep those relationships active, even though it is critical for their type of work. At times, they spread their resources too thin. One way they try to overcome this is by visiting the Southern California Association of Governments, which offers some support.

One of the weaknesses in the Los Angeles Community Design Center is maintaining balance between finance and design. When they started out in the late 1960's, they were a community design center. Today they have moved closer to becoming a community development corporation. This is good for the communities they serve, in a financial realm. They have drifted from the physical environment focus that many CDCs hold, to not only providing housing, but providing housing that responds to the user. If they lean too far into the property management realm, they become a housing agency, not a design center. An agency that provides only

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47 Hughes. Personal Interview.
48 Hughes. Personal Interview.
housing may not understand what is needed for affordable housing. That is why it is critical that architects be involved with the process. Communities may want something unique, such as a community park or garden. Los Angeles Community Design Center’s goal is to start at a grassroots level.

Economically, they do not feel they can support a center that focuses completely on design. They see more need in the affordable housing advocacy than in design. They will continue to staff architects, but they will need to overcome funding challenges by determining what type of non-profit services they should perform.

Another goal is performing long term benefit assessments. They are struggling with how to best perform these assessments. They feel it helps establish metrics of success and how to better serve their future projects. The problem is that they are not performing effective and regular assessments. This comes from not going back to the communities and determining whether they have influenced the neighborhood in a positive way.

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49 Hughes. Personal Interview.
Marketing

It was not until 2001 that the LACDC focused on marketing. They created a business development director within the organization. Primarily, it is the responsibility of business development directors to find projects for redevelopment. The associate development director, who splits time between fund raising and marketing, supports the director. The business development director position is divided in three areas of the organization, which are the executive director, architectural director, and housing director.

In the last two years, the LACDC has evolved with marketing and marketing materials. They now have brochures and cut sheets. The business development directors are aggressive in going out and talking with local governments, talking with community groups, and providing services. They spend much of their time going to conferences and speaking around town. Whenever possible, the LACDC will advertise on local and public television. The executive director focuses on the philanthropic community, foundations, and corporations.

Hughes. Personal Interview.
Project Analysis

Project Name: Villa Esperanza

This particular project received some notice after the development was established. It was chosen as an example of a LACDC project because it demonstrates a project for which they maintain ownership and provide community services and is a project that the LACDC considers a success. The project stemmed from a nun that fought for her community and battled against the garment district by creating a community group that partnered with the LACDC.
Site axonometric

Figure 3. Villa Esperanza Site Axonometric

(<http://www.designadvisor.org/images/da_140a.gif>)
Figure 4. Villa Esperanza Section
(<http://www.designadvisor.org/images/da_140a.gif>)

Client: Esperanza Community Housing Corporation & Los Angeles Community Design Center

Location: Los Angeles, CA

Figure 5. Villa Esperanza Typical Unit
(<http://www.designadvisor.org/images/da_141b.jpeg>)
Figure 6. Villa Esperanza Main Entrance

<http://www.designadvisor.org/images/da_41a_th.jpeg>

Figure 7. Villa Esperanza Interior Courtyard

(<http://www.designadvisor.org/images/da_41c.jpeg>)
Program Elements:

- 33 units
- Laundry facility
- Community Center
- Childcare center
- 3,000 square feet of play/courtyard space
- 88 parking stalls

Completed Construction: August 1994

Cost:

Land: $850,000
Construction: $4,000,000
Other: $2,700,000
Total: $6,700,000 - ($131.38/sf)

Funding:

Community Redevelopment Agency of L.A.--loan
World Vision--loan
National Urban and Rural Ministries Project--grant
Local Initiatives Support Corporation--loan
Sisters of St. Joseph of Orange--grant
Wells Fargo Bank--loan
Low Income Housing Tax Credits syndicated by the California Equity Fund--equity
Citibank FSB / loan
State Department of Housing and Community Development / loan

Design Team:

Los Angeles Community Design Center (Architect)
Lost West (Landscape Architect)
Contractor (Edwin G. Brown Company)

Size:

Table 2. Program Tabulation

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<th>Type</th>
<th>Number of Units</th>
<th>Size</th>
<th>Rents, $</th>
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<td>400-525</td>
</tr>
<tr>
<td>Total</td>
<td>33</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Construction Type:

Housing--wood frame with stucco
Garage--concrete

Property Management: Solari Enterprises

Contacts for more information: Robin Hughes, Bill Huang
213-629-2702

Peer review:

Tom Jones wrote a review of Villa Esperanza. He described it as a "successful low-income community effort." He feels that the project "has significantly
improved the quality of life in the community" by providing community services as well as a physical place to house the services. According to Jones, the obtaining funding was one of the larger hurdles; he quotes Melanie Stephens, the assistant director of community group, in her description of the difficulty: "to merge housing with another use, ... people and agencies that fund each of these uses do not necessarily agree with or understand each other."

Jones also describes the success of the architecture, considering the importance of entry and open space in relation to the residences.

Significance of project:

This project serves the very-low and low-income families of this neighborhood.

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52 Jones, Pettus, Pyatok. p. 140
CHAPTER 3

EWORKS CASE STUDY

Name of CDC:
Environmental Works

Location:
402 15th Ave. E, Seattle, Washington 98112

Date Organized:
1970

Budget:
$1,500,000 (2003)\(^{53}\)

Funding

The budget requirements have been growing for Environmental Works over the past few years. Despite the decrease in corporate giving, this is where the majority of funding for EWORKS comes from. One reason for Environmental Works' increase in demands is the type of work they perform. Less money is coming in from the city because of

\(^{53}\) Adleberg. Personal Interview.
the increase of other non-profits asking for funding. To compensate, more money is coming in from foundations and fees for services. Environmental Works focuses most of their efforts on feasibility studies in hopes that the project will go into design services. They are finding that foundations are more willing to pay for feasibility studies of neighborhoods.

What little grant money they receive comes from Community Development Block Grants (CDBG). CDBG’s come from a program from HUD; this program provides annual grants to grantees. Therefore, EWORKS is increasing their fees in order to make up the funding that used to come from CDBG’s. These grants fund sustainable components of a project and feasibility studies. Sustainable architecture is a niche that EWORKS uses to gain funding from sources that would not normally give. EWORKS’ green architecture focus is an added value that helps them to gain the funding for projects. For example, when they get $30,000 for a proposal, they let the donor know that they will focus on a LEED certification,

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54 Adleberg. Personal Interview.
55 Adleberg. Personal Interview.
which will improve the environmental impact of the entire project.\textsuperscript{56}

Construction costs for projects are generally funded by loans. In the past, EWORKS acted as the developer, then sold the whole project. EWORKS does not act as a developer today. Finding affordable property in the area is difficult because there is not a surplus of property.\textsuperscript{57} EWORKS looked at property management as a way to fund projects, but they have found that focusing on obtaining funding for feasibility studies and design service fees is what works best for them.

There is strong competition between the non-profits in the area. This makes it difficult to obtain the necessary funding for projects that EWORKS could perform. EWORKS occasionally acts as a sub-consultant for another non-profit organization. In this situation, they get funding for their design services, and the organization they work for competes for the funding. Adleberg stressed that there is "a general lack of funds" to go around for all the non-

\textsuperscript{56} LEED (Leadership in Energy and Environmental Design) is a voluntary rating system that grades a building based upon the level of mitigation of environmental impacts.

\textsuperscript{57} Adleberg. Personal Interview.
profits.\textsuperscript{58} Funding difficulties coincided with 9/11. For example, before 9/11 EWORKS' budget was $300,000; this year it is $150,000, and the projection for next year is $120,000. Another concern is that the CDBGs have gone from ninety-five percent of EWORKS' budget to only ten percent.

It is difficult for EWORKS to gain funding needed for different portions of projects. What funding they do receive generally comes from major corporations and foundations. Some of their donors include the Kresge Foundation and the Bullet Foundation. Private sector funding comes from industry companies such as Home Depot.\textsuperscript{59}

EWORKS has one person responsible for finding new donors. Other donors are referred by other non-profits. They also subscribe to and receive funding from the Association of Non-Profit Housing, which rarely gives to architectural projects. Despite their campaigning in the private sector, most of their funding for feasibility studies comes from different levels of government. The private sector funds EWORKS' overhead and design fees.

City of Seattle officials keep a tight rein on the funding that goes out to non-profits. They ask EWORKS for a

\textsuperscript{58} Adleberg. Personal Interview.  
\textsuperscript{59} Adleberg. Personal Interview.
report "every month as to what we are spending."EWORKS keeps a meticulous time sheet for the city's report. It describes the action taken each hour, which project it is for, and what the funds are spent on. For the purpose of consistency, they do same thing for other donors.

Mission

Environmental Works, describes their mission to be "advocates (for) the improvement of the physical, economic and social environment by providing sustainable architectural and planning services to low-income community groups throughout the Pacific Northwest." Adleberg put it simply: "We're all architects because we are doing architecture." He feels that architecture in the community is part of the development of communities. Some of what they do is community planning, but they focus on the built environment.

Staffing

Environmental Works is staffed with fifteen people. All have architectural training, except the bookkeeper who is an MBA student at the University of Washington. The

60 Adleberg. Personal Interview.
62 Adleberg. Personal Interview.
architecturally trained staff perform the design services. They do not have enough people to have internal committees. They try to involve the entire staff on community projects. They seek people to "work here because they want to be here and they believe in what we are doing." 63

EWORKS handles their bookkeeping internally. There is a CPA on the board. The bookkeeper will do the tax returns and produce financial statements. An independent consultant does auditing.

Consultants also play a part in the design process of their projects. EWORKS uses structural, mechanical, and electrical consultants as part of their basic services for a normal project. Civil, landscape, cost estimator, and interior design services are contracted for as well. Most interior design work is done in-house. 64

Key Players

Environmental Works’ key people are their Principal Architects that hold the three top positions: Jan Gleason as Executive Director, Roger Tucker as Director of Architecture, and Allen Adleberg as Operations Manager. Roger oversees the design documentation. Allen acts as the

63 Adleberg. Personal Interview.
64 Adleberg. Personal Interview.
executive director to the board, where he implements the dictates of the board.

Adleberg feels that the people that get the work done are the members of the communities that they work with. Citizen and non-profit organization participation is high, according to Allen Adleberg.\(^{65}\) Capitol Hill Housing Improvement Program, a non-profit that works with Environmental Works, has roughly fifty people on staff. CHHIP lobbies the city council and works closely with the Mayor’s office. Combined, these two groups seek to:

"assist homeowners, property owners, tenants and residents of Capitol Hill in preserving, improving, and restoring affordable homes and to provide affordable residential options for all residents of the city, from singles to families."\(^{66}\)

These two groups are also in competition for the same dollars for funding. Bases on Adleberg’s best guess, they compete with approximately twenty-seven other non-profits.\(^{67}\)

The University of Washington School of Architecture is another organization that works closely with Environmental Works. Combined, they seek to "maintain and revitalize low

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\(^{65}\) Adleberg. Personal Interview.  
\(^{66}\) Adleberg. Personal Interview.  
\(^{67}\) Adleberg. Personal Interview.
income housing" in Capitol Hill. EWORKS works closely with the University and finds that students are a good resource. The University also keeps them grounded in what is happening in theory and new movements in architecture and planning by providing practical projects for partnership with the students and EWORKS.

Board of Directors

The board of directors for Environmental Works is made up of architects, planners, attorneys, a banker, and three City of Seattle employees. The historic EWORKS building is shown in Figure 8. Board members are responsible for fund raising. They also hire the Executive Director and approve the Executive Director's salary. They also hold fiduciary responsibility.

The members of the board are:

President  Larry Goetz, Architect with NBBJ
Vice President  Patrick DiStefano, Architect with Callison
Secretary  Tracey Rowland, Water Conservationist-City of Seattle
Treasurer  Ryan Kidd, CPA
Board Members  Brad Collins, Planner, City of Seattle

68 Adleberg. Personal Interview.
Bob Fish is a previous employee. Other board members have a long working relationship with Environmental Works. Since the board has a long-standing relationship with the CDC and fully understands the mission of EWORKS, they keep it on track. Larry Goetz meets with the board once a month. In those meetings, they review projects and make sure the executive director is meeting their goals. If not, they consult on ways of improving the organization. In addition to monthly meetings, the only other activity they have is fundraising.

Impetus of Formation

In 1970, a group of activist University of Washington students wanted to help people in need of architectural and

69 Adleberg. Personal Interview.
70 Adleberg. Personal Interview.
related services. The building EWORKS uses was vacated by the city and some students decided to "squat." It was an old abandoned firehouse. Students took it over and "they actually crawled in the windows and occupied it."\textsuperscript{71}

They were not kicked out or put in jail, and the city ended up making a deal with Environmental Works and two other non-profit agencies: the previously mentioned Capital Hill Housing Improvement program, and a medical community clinic.\textsuperscript{72} The deal was to maintain the building and provide space for community meetings and activities. Capitol Hill Housing Improvement moved out of the building for a larger space for their growing staff. Capitol Hill is a suburb of Seattle. The vacancy was filled by an independent video rental store.

The three groups were together in the building for years. Environmental Works had about seven people. The clinic outgrew its space and moved elsewhere. Capitol Hill Housing has fifty-five people working and focuses on non-profit co-op housing projects.\textsuperscript{73} EWORKS is still in the formerly vacated firehouse.

\textsuperscript{71} Adleberg. Personal Interview.
\textsuperscript{72} Adleberg. Personal Interview.
\textsuperscript{73} Adleberg. Personal Interview.
Types of Services

Environmental Works' services focus on architectural, planning and sustainable planning services. They have a library of material that focuses on sustainable materials, which is open to the public. Inside their building is a meeting room for the public to use. Feasibility studies for low-income clients take up most of their resources. Feasibility studies show lending institutions and municipalities that qualified professionals are working to support the project. Also, the feasibility studies performed by EWORKS evaluate the cost of the construction and the architectural look of the building, identify who the tenants/owners will be, and try to project the long-term financial viability. "Environmental Works is a full service architecture office," proclaims Adleberg. They provide complete architectural services; they also provide construction contract administration.

In their feasibility studies, they decide how many units can be put on the site and what the cost will be. Also, they determine the site modifications that are required. Then EWORKS provides the client with a proposal for the aesthetic character of the design. They then use their

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74 Adleberg. Personal Interview.
75 Adleberg. Personal Interview.
estimator to estimate construction costs, which also helps them to determine their fees.\textsuperscript{76}

Besides feasibility studies, Environmental Works is also involved in community design charettes.\textsuperscript{77} With the conference room downstairs that is open to the public, they can invite the community in for information-gathering sessions. EWORKS also provides sustainability training sessions for the community members with which they work.

Feasibility studies take a major portion of the Community Development Block Grant funds for EWORKS. EWORKS tries to find small ways of using the balance of the money. For example, if there were a new storefront or a low-income business project, "we could maybe do the design work,"\textsuperscript{78} and they could pay for the paint or new lights. Generally the CDBG money comes to $75,000.00 per project; two studies would quickly deplete the available money.

Types of Projects

EWORKS focuses on low-income housing in the Northwest. They are now working in the Seattle area and are available to work in other parts of Washington State, Oregon, Idaho,

\textsuperscript{76} Adleberg. Personal Interview.
\textsuperscript{77} A charette is a multi-day design marathon, which includes architects, community members, and their leaders
\textsuperscript{78} Adleberg. Personal Interview.
and British Columbia. Other types of projects focus on the economic stability of an area, through development of commercial projects and residential buildings.

EWORKS' core projects are deep in design and sustainability. They are not in it for the money. If money were their goal, they could find other opportunities in the marketplace.

Weaknesses

Adleberg feels they cannot meet all of EWORKS' goals due to their inability to pay their staff an impressive wage. Their salaries are comparable to for-profit firms in the area, but do not draw the high caliber of professionals for which they are looking. Recruiting focuses on recent graduates that are in the top of their class. They also feel they cannot pay more because they are limited in the number of projects they work on.

Another issue that holds Environmental Works back is its passive behavior when it comes to fundraising. For example, their typical project starts with a feasibility study that they submit for funding. The funding is awarded for the project only. They do not ask for administrative costs; the funding is project-specific, and any overhead costs for

79 Adleberg. Personal Interview.
that particular project are covered by that funding.\textsuperscript{80}

Fundraising is the responsibility of the board. The board is passive in going after funds; board members will say, “Do you need more money?” instead of actively going after donations for current and new projects as well as for overhead.

With the advent of a leadership change on the board, funding has increased.\textsuperscript{81} More projects and money are coming because they are starting to treat the organization as a business. Coalitions with other non-profits could provide more funding, but Adleberg feels that it would be too constricting to the types of projects they could perform. Instead of shunning coalitions, they could find non-profits with similar ideals to help obtain more of the funding pie.

Board members are not focused on serving the organization. They find funding only if there is a significant need. They do not try and find enough funding that could facilitate growth within the CDC. Another issue is that the board gives advice but does not stand behind it. There are other differing ideas on how much time should

\textsuperscript{80} Adleberg. Personal Interview.  
\textsuperscript{81} Adleberg. Personal Interview.
be spent on board members' activities. If they had more delineated goals for board members, they would be able to focus on recruiting members that are willing to be more actively engaged in supporting the organization.

Marketing

Environmental Works uses the staff to produce flyers, postcards, and a semiannual newsletter. They send these materials out to donors, other architecture firms, non-profits, politicians, and other groups in the field. Other than that, they are limited due to their tight budget and limited staff.

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82 Adleberg. Personal Interview.
Project Analysis

Lake Park Townhomes is a solid example of affordable housing. It was chosen as an example of a EWORKS project because it demonstrates a project that provides an affordable architectural response and is a project that EWORKS considers a success. The project was developed by King County, which wanted a low to moderate-income development in a suburban setting.

King County subsidized the funding for this development by assuming a "silent second" mortgage. Vince Tom, project manager for the county, noted two important lessons from the development process: "structure the mortgage so that any appreciation is shared with the county" and in dealing with low-income residents: "you may have to educate potential buyers to help market the homes." 83

Project name: Lake Park Townhomes

83 Jones, Pettus, and Pyatok 140.
Client: Environmental Works
Location: Issaquah, Washington
Program Elements: 28 Units
Completed Construction: 1987
Cost:
Land: $378,571

Construction: $1,365,800

Other: $537,650

Total: $2,282,000 - ($81,500/unit)

Funding:

King County Planning and Community Development--loan

Continental Mortgage Corporation--loan

Washington State Housing Finance Committee--loan

Design Team: Environment Works Community Design Center

Contractor: Edwin G. Brown Company

Size:

Table 3. Program Tabulation

<table>
<thead>
<tr>
<th>Type</th>
<th>Number of Units</th>
<th>Size</th>
<th>Sales Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Bedroom/Bath</td>
<td>20</td>
<td>1,290</td>
<td>$81,400</td>
</tr>
<tr>
<td>3 Bedroom/Bath</td>
<td>8</td>
<td>1,400</td>
<td>$83,400</td>
</tr>
<tr>
<td>Total</td>
<td>28</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Construction Type: Wood framing, horizontal siding, composition shingle roofing

Property Management: None

Contacts for more information: Mary McCrea - 206-329-8300

Peer Review:
Lake Park Townhomes is located in the Klahanie new town master plan. EWORKS designed the fourteen duplex buildings with the scale of the nearby amenities. The development is on a cul-de-sac, which is a safe play area for children. In respect to design, traditional gabled roofs, siding, and open front porch give the homes a comfortable feel.

Klahanie is an upscale development, yet Lake Park Townhomes is a welcome addition. The amenities provided in Klahanie that the tenants of Lake Park can enjoy include "300 acres of open space with a lake, several parks, tennis and other sports courts, a swimming pool, and fishing pier available to all residents,"84 which provides many amenities that may not have been available in a urban low-income project. These elements determine a success in following their mission to provide a livable environment for low-income residents based upon EWORKS' criteria.

84 Jones, Pettus, and Pyatok 140.
CHAPTER 4

PICCED CASE STUDY

Name of CDC:
Pratt Institute Center for Community and Environmental Development (PICCED)

Location:
379 DeKalb Avenue, Brooklyn, New York 11205

Date Organized:
1963

Budget:
$1.2 Million to $1.4 Million. PICCED has had the same budget for the last ten years.⁸⁵

Funding
Funding is handled through the Board of Regents for Pratt College. Pratt Institute Center for Community and Environmental Development is the research arm of the

⁸⁵ Curry. Personal Interview.

67
Department of Architecture. Rex Curry, director of planning at PICCED, was aware that some of the funding came from the City of New York but was not aware of where the funding for the institute came from. Curry is not terribly concerned with funding; that is the concern of the Board of Regents. PICCED has the freedom to focus on planning and architecture, leaving the funding issues to Pratt regents who campaign for funding of PICCED.

Due to their long-standing relationship with the city, they know what the city will allow in the way of budgeting. PICCED informs the city that the fee for the schematic phase will be based on time and material. Construction document fees will be based on a lump sum. For construction administration, the contract is billed for time and materials. Table 4 shows the donors from whom Pratt Institute received the funding specifically for PICCED.

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86 Curry. Personal Interview.
87 Curry. Personal Interview.
Table 4. PICCED Funding Sources

<table>
<thead>
<tr>
<th>Foundations</th>
<th>Private Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Altman Foundation</td>
<td>Bankers Trust Company</td>
</tr>
<tr>
<td>Vincent Astor Foundation</td>
<td>Battery Park City Authority</td>
</tr>
<tr>
<td>Ford Foundation</td>
<td>Chase Manhattan Bank</td>
</tr>
<tr>
<td>Fund for the City of New York</td>
<td>Chemical Bank</td>
</tr>
<tr>
<td>Levitt Foundation</td>
<td>Citibank</td>
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<tr>
<td>Charles Stuart Mott Foundation</td>
<td>IBJ Schroder Bank and Trust Company</td>
</tr>
<tr>
<td>New York Community Trust</td>
<td>Manufacturers Hanover Trust</td>
</tr>
<tr>
<td>New York Foundation</td>
<td>Morgan Guaranty Trust</td>
</tr>
<tr>
<td>James C. Penney Foundation</td>
<td>Philip Morris Companies</td>
</tr>
<tr>
<td>Charles H Revson Foundation</td>
<td></td>
</tr>
<tr>
<td>Rockefeller Brothers Fund</td>
<td></td>
</tr>
<tr>
<td>Scherman Foundation</td>
<td></td>
</tr>
<tr>
<td>Taconic Foundation</td>
<td></td>
</tr>
<tr>
<td>Uris Brothers Foundation</td>
<td></td>
</tr>
</tbody>
</table>

Mission

The Mission of PICCED is "to serve the unserved with the tools and resources of architects and planners." PICCED has been around for four decades, focusing on issues of affordable housing. With this longevity, PICCED has developed continuity and recognition with New York City and its non-government organizations. As a strong participant...
in the community, PICCED is heading in the direction of becoming a community-based entity.

In an interview, Rex Curry expressed his understanding of the role of an architect within a CDC. He felt an architect could analyze a community and help shape solutions through the design process. Architects should have "sensitivity to the demands of nature and . . . [be] much more accommodating and adaptive to structures." Curry felt that it is difficult to persuade architects to perform this type of work due to the lack of appreciation or understanding of an architect's role. The combination of skills in planning, new technologies, finding clients, and designing are what architects have. Architects by training become group planners who can organize a team and coordinate the time and activities of a CDC.

Architecture deals with time management. Perry Winston explained, "You work in an architect's office and you know that it is hard to control time." Community projects are twice as hard as other projects because the clients are not as sophisticated as, for example, a well-seasoned developer. The architect functions as a client advocate,

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88 Curry. Personal Interview.
89 Curry. Personal Interview.

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but only to the point at which the clients stop listening and decide to make their own decisions.

Staffing

Pratt Institute Center for Community and Environmental Design has a staff of twenty-five people who are professional planners, architects, project managers, and community development specialists. Most of the senior staff has been with the organization for a decade or two. An administrative staff of five supports PICCED. At one time, they had five architects on staff; now they have two. When the need has arisen, they have hired a contractor.

Other staff members are students at Pratt Institute studying planning and architecture. Students that work in the office generally will work there the whole time they are in school. Each year they hire twelve or more students.

Planning and Architecture each have their own division. Within the design center, each division has a director and a few assistant directors. Each division meets separately twice a month. PICCED’s office is organized much like that of a traditional design firm.  

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90 Winston. Personal Interview.
91 Curry. Personal Interview.
92 Curry. Personal Interview.
93 Curry. Personal Interview.
officer manages the budget and organizes the information collected from the staff.

When a project comes to them, they put together a team that will meet the needs of the program. By maintaining this flexibility, the directors can reassign staff where needed. Recently, they needed to focus their energies on an influx of new planning and CAD software that came into the office.

The CDC performs training for the staff. In the past, a project involved one hundred graduate students. Curry explains the project as a "nine month camp." The purpose was to get the students to understand how a non-profit project works. This "camp" also trained the students to become supervisors. They were taught how to balance and read an income statement, how to talk to an accountant, and other practical items in the field.

Key Players

As Director of Pratt Institute Center for Community and Environmental Development, Brad Lander is responsible for approving projects, hiring, and organizing the divisions. Rex Curry is the director in charge of the Planning

94 Curry. Personal Interview.
division, and E. Perry Winston is the director responsible for the Architecture division.

Board of Trustees

The Board of Trustees includes Robert Siegel as Chairman, Pamela Auchincloss and Mike Pratt as members, along with other people in the community. These board trustees act as an advisory board for the college. Board members approve the budgets for all of the departments. The directors of Pratt Institute Center for Community and Environmental Development inform the trustees in a proposal what the forecast is for the coming year. Where the money is spent is left to the discretion of PICCED management.

Impetus of Formation

The Center formed in 1963 at Pratt with a grant from the Rockefeller Brothers Fund for the use of developing a CDC. In 1965, Pratt Institute Center for Community and Environmental Development began an educational program to train local residents. This was under a federal Higher Education Act grant. In 1975, it opened the Pratt Planning and Architectural Collaborative, which is a separate division of PICCED. In 1984, the Center started the Pratt

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95 Curry. Personal Interview.
Community Economic Development Internship, a program to help with housing and community development.

Types of Services

Pratt Institute Center for Community and Environmental Development focuses on four types of service: planning, architecture, financial packaging, and organizational development. Communities they serve are ones that are looking for affordable housing and community development. These communities may also need help in designing plans involved with parks and playgrounds. They strive to include all parts of the program that the client requires. PICCED wants clients to get the best return for their investment within the community. When PICCED takes on an architectural project, the organization's function is similar to that of a private practice. Projects will go through a schematic phase and, after approval, move into construction document production.

Because PICCED is a part of a university, they are expected to train those with whom they work. Training includes teaching them how to understanding policies and coordination.

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96 Curry. Personal Interview.
97 Curry. Personal Interview.
university because some of the projects were in the school's neighborhood. The university decided to put these concerns aside because they felt PICCED was the best equipped to handle these types of projects. To help disassociate themselves from their local community, they branched out to work on projects outside of their neighborhood, such as the restoration of the cities' riverfronts, which then led to other relationships.

Types of Projects

Pratt Institute Center for Community and Environmental Development takes on a variety of projects. Community member referrals are PICCED's main source of projects. During their inception, the Center focused on housing and now has branched out to include daycare facilities, schools, and comprehensive planning services. The focus is largely housing rehabilitation. Winston prefers smaller housing projects, due to logistics. Winston feels that community centers or other public projects are bogged down with bureaucracy.

As with private firms, a majority of their work comes from repeat "clients." New York City is their biggest

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98 Curry. Personal Interview.
99 Curry. Personal Interview.
client, so it is not difficult to find projects. The city will ask for a lump sum fee proposal for design services, then PICCED will “roll the dice” \(^{101}\) hoping the city will take their bid.

Currently, PICCED is working on many “education projects.” \(^{102}\) These projects are not for the school district; rather, PICCED is teaching people how to be self-reliant when it comes to housing and the economic trials that come along with owning or renting property. In the City of New York, squatting is legal and can lead to ownership of an abandoned property. PICCED can formalize the process with the city and squatters by informing the city and helping the squatters understand their rights of ownership. PICCED then works with the community members to develop a plan to redevelop the property. Through this process, PICCED has seen much success because community members are helping themselves.

The Center learns from their projects. The Project Analysis within this case study is the Mutual Housing Association project. “Nobody in their right mind would get

\(^{100}\) Winston. Personal Interview.  
\(^{101}\) Winston. Personal Interview.  
\(^{102}\) Curry. Personal Interview.
involved," says Winston. "It was great, after we got it ironed out." Once they figured out how to rehab a building, they developed a smooth production system. They were closing on multiple buildings a year, which finally totaled one hundred twenty buildings.

The closing of these buildings came from the evolution of "a squat." After a political move in 1985 by a group called ACORN, economic value was reassessed. City politicians saw the values of allowing the community to build from within. ACORN organized people that "squatted" in twenty-eight buildings; PICCED's role was to determine which buildings were of value to restore. The difficult part to sell to the city was that the squatters would do their own work. Major structural issues were handled by a licensed contractor. All other work was done by future residents, similar to the practice of Habitat for Humanity, where residents perform labor on their own residences. The future residents were willing to put in the hours to clear debris, paint, and hammer some nails. PICCED believes that the work

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103 Winston. Personal Interview.
104 ACORN, the Association of Community Organizations for Reform Now, is the nation's largest community organization of low- and moderate-income families, with over 150,000 member families organized into 750 neighborhood chapters in more than 60 cities across the country.
done by a future resident will be better maintained due to the effort put in by that resident.

The Manhattan Housing Authority is another project in the Lower East Side. This project is important because it shows the pattern PICCED follows when working on a large-scale project. In the beginning, there was complete disarray in bringing together the project. The coordination was not happening. Different people were performing different parts of the project, but nobody was directing the process. Homeowners had the incentive but not the ability. PICCED combined the ability and the incentive and had the general contractor handle coordination. Eventually, PICCED was able to determine the solutions to the problem and to produce rehabilitated buildings. Every six months, the community was putting groups of ten buildings up for closings. "That is what you are there for . . . you’re to show the community, the agency and society that rehabs can be done instead of tearing down and building all new high-rises."105 Both of these projects work on building the tenants’ assets, so they can later sell their property and enjoy the benefits of the equity they accumulated.

105 Winston. Personal Interview.
Some projects PICCED takes on come from developers who are looking to help impoverished areas; others are for schools. One project PICCED is currently working on is a six-story building for housing the homeless. It will have fifty-four units of permanent housing. Winston explains, "we don’t want to build a shelter system, we want to build housing."\(^{106}\)

Marketing

PICCED does not focus on self-promotion. Community projects and community members are what drive PICCED. Pamphlets and newsletters are distributed on a regular basis, but they focus on the efforts of others, such as the MHANY project that is discussed in the subsequent project analysis. PICCED considers itself a tool to help facilitate community development.\(^{107}\)

Weaknesses

There are three weakness of PICCED. The first weakness is staff turnover. Students form a majority of their staff members. By the time students become accustomed to their responsibilities, they graduate. Students have limited hours in which to be employed, so what would take a full-

\(^{106}\) Winston. Personal Interview.
time employee only six months to a year to learn takes a student a couple of years to become proficient in. Curry explains that the other two weaknesses are failing to understand new technologies and failing to report completed projects to the community and within academic journals.®®® PICCED does not have the means to support a computer software specialist or a professional that can best utilize the types of software common to the design industry. Neither do they have the motivation or time to publish their accomplishments and research.

107 Winston. Personal Interview.
108 Curry. Personal Interview.
Project Analysis

Local residents of Brooklyn acting with ACORN occupied twenty-five vacant, city-owned buildings, creating uproar. PICCED negotiated a deal between the residents and the local government. The “squatters” agreed not to take over any more buildings and to become "homesteaders" by creating the Mutual Housing Association New York (MHANY, The City granted them title to their apartments and allocated $2.7 million of a revolving loan fund to finance redevelopment and design services. Other buildings in the MHANY program are located in three other Brooklyn neighborhoods.

In the ten years since the original protest, the program has evolved. Originally contractors mainly performed the rehabilitation tasks. Now, the tasks are divided between the homesteaders and the contractors.

Project name: MHANY (Mutual Housing Association New York)
Client: Mutual Housing Association of New York
Location: Brooklyn, New York
Program Elements:

- 322 Units
- Laundry facility
- 2 parks
- 1 storefront
Completed Construction: Ongoing

Cost:

Land: $1
Construction: $24,021,227
Other: $5,765,094
Total: $29,786,321 ($92,504/unit)

Funding:

The Meyer Parodneck Foundation--Servicing agent
ACORN--Administration/budget
New York City Dept. of Housing., Preservation & Development. (HPD)--Loan/Land
New York Landmarks Conservancy--Loan
HUD--HOME grant
Chemical Bank--Recoverable loans
East New York Savings Bank--Recoverable loans
Bank of New York--Recoverable loans

Design Team: Pratt Planning and Architectural Collaborative
### Table 5. Program Tabulation

<table>
<thead>
<tr>
<th>Type</th>
<th>Number of Units</th>
<th>Size, square feet</th>
<th>Rents, $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studio</td>
<td>16</td>
<td>350-400</td>
<td>325</td>
</tr>
<tr>
<td>1 BR</td>
<td>9</td>
<td>510-650</td>
<td>375</td>
</tr>
<tr>
<td>2 BR</td>
<td>31</td>
<td>640-750</td>
<td>425</td>
</tr>
<tr>
<td>3 BR</td>
<td>105</td>
<td>760-900</td>
<td>475</td>
</tr>
<tr>
<td>4 BR</td>
<td>108</td>
<td>930-1,100</td>
<td>525</td>
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<tr>
<td>5 BR</td>
<td>54</td>
<td>1,100-1,600</td>
<td>575</td>
</tr>
<tr>
<td>6 BR</td>
<td>10</td>
<td>1,800</td>
<td>$575</td>
</tr>
<tr>
<td>Total</td>
<td>322</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Construction type: Two-, three-, and four-story brick exterior walls, wood & steel framing.

Property Management: None

Contacts for more information: Perry Winston--718-636-3486

Peer Review:

MHANY is similar to a homeowner's association; they have some real estate rights. When families move out, “MHANY has the first option to buy the unit for resale to a member on the waiting list and can restrict the sale price.”

MHANY can then keep the cost affordable. Membership to MHANY is open to New York City residents whose

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109 Jones, Pettus, and Pyatok, 222.
family income is less than eighty per cent of the area median income.

One of the largest benefits of MHANY is the use of the older building stock, which permits a density that could not be maintained in new buildings for the lack of vacant properties.

Michael Pyatok, an architect and advocate for affordable housing put it best:

"In cities like New York, which have a great number of vacant buildings and an even greater number of people waiting for public housing . . . It is a grass-roots effort to repair the physical and social fabric of a damaged neighborhood using existing housing stock, sweat-equity, and a local workforce."\(^{110}\)

\(^{110}\) Jones, Pettus, and Pyatok, 222.
Figure 8. MNAHY Redevelopment Project

(<www.designadvisor.org/images/da_186a.jpeg>)
Figure 9. MNAHY Redevelopment Project
(<http://www.designadvisor.org/images/da_186b.jpeg>)
Figure 10: MHANY Redevelopment Project
(<http://www.designadvisor.org/images/da_186a.jpeg>)
Figure 11. MHANY Redevelopment Project

(<http://www.designadvisor.org/images/da_a87b.jpeg>)
CHAPTER 5

CASE STUDY ANALYSIS

In the next pages, there is an analysis of the similarities in and differences between these case studies; each section of the previous case studies is considered. The purpose of the analysis is to understand the strengths and weaknesses of each of the CDCs. Understanding the strengths, considering the weaknesses of these CDCs, along with an understanding of the affordable design needs, are major factors that contribute to the development of a model for a new CDC in the Las Vegas valley.

Los Angeles, New York, and Seattle developed CDCs from within; other entities did not come to the cities to provide their services. These CDCs all were some way connected to university students who wanted to respond to the lack of well-designed housing for the less fortunate. Architects and students from the University of Southern California formed the Los Angeles Community Design Center in order to improve the quality of life of the unfortunate in Los Angeles through community development and affordable
housing, although Robin Hughes feels they have steered somewhat away from that mission by focusing on economic development.\textsuperscript{111} EWORKS started similarly. Architecture students squatted in an abandoned firehouse and provided services that advocated for low-income community groups in order to improve physical, economic, and social environments for the groups. PICCED started as a university-based training program that taught local residents about community development. The students involved wanted to provide an opportunity for those that did not have access to design services. It seems to take the energy, fresh outlook, and the desire and free-time of students who want to put their skills to use to serve the less fortunate to provide the momentum to start a CDC.

Each of the three case study CDC's is located in a large city. LACDC serves an area of 9,637,494 people; this includes all of Los Angeles County.\textsuperscript{112} EWORK serves an area of 1,741,785 people; this includes all of King County.\textsuperscript{113} PICCED serves an area of 7,568,880 people; this includes

\textsuperscript{111} Hughes.
all of Bronx, Kings, Queens, and New York Counties. Each of these CDCs is located in a central portion of the urban areas. All three of the areas in which these CDCs work have a need for affordable housing and other types of design assistance for the less affluent. Budgets for each organization seem to rise with the size of the area served.

Some commonalities of funding are that each of these CDCs receives contributions from municipalities, private companies, and foundations. Generally, the board of directors solicits funds from these three groups of contributors. Being a nonprofit does not exclude these organizations from making money. Each of them charges for design services. Since the bombings of the World Trade Center, each of these organizations has seen an increase in budgetary needs. This increase stems from more communities requesting assistance from CDCs.

EWORKS' management feels that there is less city and foundation money to go around. EWORKS is experiencing a hostile relationship between themselves and other nonprofits that are competing for the same funding. In some

cases, EWORKS becomes the sub-consultant to another nonprofit. Consulting for another nonprofit can benefit a client by making available specialized services from more than one organization. It is quite the opposite case with LACDC and PICCED. Both have strong relationships with other community nonprofits, e.g. ACORN.

LACDC obtains a significant amount of funding from the communities they serve through their property management division. This funding option helps to overcome the decrease in funding from local governments. By bringing in rents on a regular basis, the LACDC has established a regular income stream that can be accounted for. Other means of funding are not so reliable.

Both the LACDC and EWORKS are actively engaged in campaigns for funds. EWORKS struggles with their board of directors' lack of motivation in finding new donors and soliciting past donors. Conversely, LACDC's board of directors sets goals to solicit funds from past and potential donors. The board also maintains a close relationship with current donors. One of the ways EWORKS and LACDC keep in contact with donors is through the annual report, which is mailed to large donors.
PICCED is in a different situation; they are able to rely on the Board of Trustees of the school. PICCED's funding comes from the budget that is allocated by the board. This in turn allows PICCED the luxury of spending their energies on design issues. Another characteristic that is different from the other two CDCs is that PICCED has enough funding because of the amount of money that goes to fund New York City in the aftermath of September 11, 2001.

EWORKS and LACDC do not have the same luxury. Each of them handles the accounting in-house. Even though these two CDCs are similar in size, the size of their accounting staffs varies. LACDC has an entire accounting department, which includes accountants and a CFO. EWORKS, on the other hand, deals with their money through a bookkeeper. Both organizations do their taxes in-house. An independent contractor performs financial audits for all three of the CDCs.

EWORKS specializes in a few areas that set it apart from the rest. EWORKS receives funding earmarked for projects that include "green" components. This specialization puts EWORKS in a niche that is attractive to some philanthropists and municipalities. Another positive attribute that EWORKS has is that the donations they
receive go only to feasibility studies. All other funding comes from design work revenues. This allows them the ability to focus funding on nothing but design and financial feasibility for a project.

Affordable housing and planning projects attract a certain kind of designer. This designer’s priorities may be more aligned with service than with obtaining financial or professional recognition. For each of the CDCs in the case studies, properly staffing the CDC is important. Each CDC in these case studies has staff members that are aligned with the mission of the organization. Professional architects and planners are a key part of the staff. LACDC employs a large administrative staff that supports seventy-four people. With such a large staff, LACDC can divide their staff into committees that focus on issues that concern their profession. One of the committees focuses on in-house education. Within the organization, LACDC divides the staff into three divisions: architectural, planning, and administration. These three divisions meet frequently to discuss work of the CDC. Each division also meets separately to focus on specific issues that concern their division. These meetings give the CDC an opportunity to see
what the other divisions are working on and allow them to
develop from within each division.

EWORKS's staff is smaller, consisting of fifteen people,
all but one of whom is architecturally trained. The other
staff member is an MBA student at the University of
Washington. This may work as a detriment to them. It is
understood that a CDC is a design organization, but without
a diverse group of professions, there is a tendency to
focus on one issue or another to a fault. It might serve
EWORKS better to employ someone outside the field of
design, such as a sociologist or public administrator, in
order to have a broader look at a design problem. That is
not to discount their designs; they meet frequently
together and look for criticism to help them in design. On
the design side, staff is organized in a manner similar to
that of a private practice.

Of the twenty-five people at PICCED, most are students.
Professional faculty members serve as management. PICCED's
staff focuses mainly on planning and architecture, except
for the few administrative people. Like LACDC, PICCED is
organized similarly to a private practice, with a
professional at the head of the architecture and planning
divisions. Students make up the rest of the staff that supports the division heads.

People that work for and with the CDCs frame what they are, in essence. When people who work for the CDC are motivated, it gives the appearance of a motivated company; when the staff are disillusioned with some aspect of the CDC, the CDC appears unfocused. For the LACDC, the most outspoken person is their executive director Robin Hughes. She is the one that drives the staff from point A to point B. The board of directors gives her guidance on where to go and the authority to lead the CDC in the desired direction. The architectural staff, in contrast, drives EWORKS. PICCED is part of a university where it is the faculty that drives the CDC.

The key players may differ in each case study, but they all have one thing in common: they all are some way tied to a university. This tie keeps each of the organizations in the forefront of what is important in design and planning. They are in frequent contact with professors and students that either work for them or work with them. This contact gives the up-and-coming designers a chance to see what a non-profit is doing and to see an area of design outside of the common private practice.
Another commonality is that the CDC examined in each case study has the need for a board of directors. A nonprofit is required to maintain a board, which has the fiduciary responsibility of the organization. Each CDC's board is involved in fund raising, even PICCED's board, which works behind the scenes; board members are the people who focus their energies on finding funding. Outside of the financial responsibility, there are no legal requirements. What each of the CDCs in the case studies has in common in their boards is that the boards help in determining the direction the CDC is going. They also maintain the responsibility of hiring, firing, and determining the salary for the executive director.

Even though their board members for each of the CDC's are not paid, LACDC seemed the most demanding in what is expected of them. All of the board members serve in other nonprofit organizations or work in a community-support-related field. LACDC's first demand is that a person cannot be a board member without having experience on another board. Recruiting of potential members is common practice. Each current board member is asked to find other members by looking at previous boards on which they have served. After a recruit is nominated and accepted, they are given
training in what is expected of them. Board members are also assigned to a committee to serve. The board members are required to be active in campaigning for donations. When the board meets with staff, they review projects and serve as consultants on issues in which they specialize. Having such an involved board allows the organization to maintain an open channel of communication, which can build momentum and a sense of direction that the staff can follow.

EWORKS' board of directors also reviews projects, but lacks momentum in fund raising. Staff members see the board's complacency, which in turn saps staff's motivation. Another issue that hinders EWORKS is that the board is less inclined to consult with staff on issues in which the board members specialize. This complacency may stem from their entrenchment in political and design issues. A majority of EWORKS board members are former city officials and architects who worked for the CDC in the past. Adleberg commented that the board only acts when there is an emergency.\footnote{Adleberg. Personal Interview.}

PICCED is even more removed from their board of directors. When asked where the funding comes from, Rex
Curry admitted, "I don't know." This is a clear example of the lack of connection between the organization and the board. It would be a strain to say the board members were directly and intimately connected to the CDC. It may serve as a benefit to PICCED to have their autonomy from their board, but it leaves them in a position where they must justify their budgetary needs to perform services more than LACDC would due to the constant involvement of LACDC's board members.

LACDC's board members made a wise decision in diversifying their services. LACDC benefits from not only serving as an architect, but also acting much like a developer. They develop communities with housing, parks, daycare, community centers, and learning centers. By not simply working on housing projects, LACDC can develop a community in a more holistic fashion. Also, they reap the reward of focusing profits back into the community. PICCED works on similar types of projects, but instead of community amenities, they focus on educational projects such as schools. EWORKS' other focus besides housing is commercial redevelopment. Each of these CDCs realizes that it is important to provide more than shelter.

Curry. Personal Interview.
The common services found in all three case studies are architecture and planning. That is where the similarities end. LACDC, as said before, is much like a developer. Architectural services are just the beginning of the impact. Construction management, property management, and childcare provide the community with a non-profit they can work with through each phase of the projects. What seems to be their strongest “non-architectural” service is the home ownership development program. LACDC is truly providing service for affordable housing by matching, dollar for dollar, the investment in buying a home. This helps the less fortunate to obtain the reassuring sense of self-empowerment.

PICCED follows suit by investing their efforts in the community members themselves, teaching them how to earn their housing through “sweat equity.” Sweat equity is a common term in affordable housing organizations such as Habitat for Humanity. Future homeowners are required to spend time building their house. Another service that PICCED provides is financial packaging. Like EWORKS’ feasibility studies, financial packaging helps clients understand the costs of the project and allows them to approach lending institutions in order to obtain the
funding needed to complete the project. Once the project is funded, PICCED will also serve as the project manager, organizing the design, construction, and financial disbursements.

EWORKS services are focused in design and construction. Sustainable design is their focus, which includes obtaining LEED certification. Each of these CDCs intent sets it in a position to serve a specialized market.

Marketing is not an issue that retailers alone need to consider. For a nonprofit, funding comes from donations and services. Potential clients and donors cannot participate without knowledge of the organization and what services, product, and skills are provided. The CDC in each case study distributes newsletters and other mailers about completed projects. Both LACDC and PICCED have marketed through public television. PICCED produced a documentary of community design activism and explained the part of nonprofits in the movement. LACDC advertises on public television and public radio. All three of the CDCs advertise at conferences that are related to nonprofit design and planning. LACDC hired staff to develop marketing. LACDC has, however, no web presence. This limits them in attracting donors. If there were a web site, a
potential donor who did not know the contact information for LACDC could pull up the web site to get that information, making another donation to LACDC more likely.

Each of the CDCs maintains ideals of design and of what a CDC should be. A unifying belief is that a CDC is that an architect is essential to a CDC because of an architects’ ability to glean pertinent information from clients. Architects have this ability because they are trained to understand how a building design affects a person. Along with the community they serve, CDCs will grow with their community in understanding what is needed to provide architecture and planning for the less fortunate.

It is clear from the case studies that architects are a part of a community design center. These CDCs were started in large cities by student activists who wanted to provide affordable housing to low-income communities by providing architecture and planning services. In order to do so, money from fees and donations needed to come in on a regular basis; a nonprofit may not be after profit, but it needs to make money in order to be viable. To attract donors, each of these CDCs offers unique services. Marketing these services to donors, lenders, politicians, and communities are the duties a board of directors should
take on. With all of these components put together, a CDC could be developed in the Las Vegas valley to help meet the need for affordable housing. In the concluding chapter, some of the successful elements of each of the CDCs are incorporated within the proposed model of the Las Vegas Community Design Center.
CHAPTER 6

NEW MODEL: LAS VEGAS COMMUNITY DESIGN CENTER

This chapter offers one solution to the need of the Las Vegas area for thoughtful and affordable design. The proposed model for Las Vegas will consider the creation and future of a Las Vegas Community Design Center. Many factors must be considered to make a CDC viable; only the most pressing issues in development of a nonprofit Community Design Center are considered here. For further detail, the reader is referred to the numerous books, articles, and organizations that are dedicated to the ideas and methods of Community Design and Community Design Centers listed in the Works Cited section of this thesis.

Mission

The mission of the Las Vegas Community Design Center, a non-profit corporation, would be to provide design services to low-income neighborhoods in order to promote community and economic development through thoughtful architectural design. To do so, the center will provide design services for new residential and commercial developments as well as
improvement projects, involve community leaders in the
design process, and develop coalitions with other
organizations with like-minded goals.

Impetus of Formation

Despite today's booming housing market in the Las Vegas
area, there is a shortage of affordable housing.\footnote{Montandon. Personal Interview.} It is
not only a shortage of housing which ails portions of the
valley; it is the lack of economic opportunities in areas
with depressed retail, commercial, and industrial sites.
The city of Las Vegas shares the same plight, a lack of
affordable housing and blighted areas of commercial and
industrial areas. The LVCDC can help mitigate these issues
by decreasing the cost of design services and by being
aware of funding sources for urban renewal and affordable
housing projects. At one point, there was a CDC in the Las
Vegas area. Unfortunately, shortly after it opened, the
leader passed away; there was no one involved to take over.

There is not a lack of community leaders and members that
would need design services to boost the potential of the
projects they envision in their neighborhoods. In the city
of Las Vegas, near the freeway, and not more than a mile
from the proposed site of the LVCDC, there is a
redevelopment project that serves as a good example of the need for a CDC. The redevelopment project is a retail center in a depressed area of North Las Vegas. North Las Vegas has CDBG money to spend on redevelopment projects. This retail center is slated for façade renovation. The Mayor Montandon felt that the project would be best served if an architect would provide the designs for the retail façades. Façade renovation design for a depressed area is a project a CDC would perform.

Potentially, there is support for a CDC in the Las Vegas area. At local city council and county commission meetings, there are people who stand up and protest or applaud the municipal bodies for helping blighted areas with new projects and redevelopment initiatives. Mayor Montandon of North Las Vegas wants to see a CDC developed in North Las Vegas to help the less fortunate with their architectural needs. Some of the members of these communities are engaged for the good of their communities. The City of Las Vegas, with not enough affordable housing in blighted areas, shares this interest; as evidence, they have discussed this issue in their city council meetings. With municipal support and guidance, the Las Vegas Community Design Center will have the city’s statistical reports and leadership
council that can best support their city for future projects.

The Moulin Rouge Casino was a place in central Las Vegas that catered to the African-American entertainers and their fans. Recently, the building was destroyed in a fire. The fire was seen as a tragedy and the destruction of a city landmark; it seemed to add another blow to the already depressed community. A few community leaders in the area of the Moulin Rouge got together to see if they could rebuild the casino. After purchasing the land, the community leaders sought a design team to help them to design the project. Prior to the construction documents that would be produced, the leaders needed a concept and design that would appeal to investors and lending institutions. The needed construction documents and investment presentations are an example of what a Community Design Center can produce for groups interested in the redevelopment of depressed areas.

Location

In the case studies, each of the CDCs was located on the periphery of a downtown area. Being close to but not in a downtown area meets the need of being close to municipal leaders, near areas that need the services of the CDC, and
in places where the rents are lower than in the center of downtown. Both LACDC and PICCED are located in proximity to, and are thus able to serve, more than one city. Also, being in the vicinity of several cities provides a wider base of projects, which in turn makes the CDC more viable.

In consideration of the previous factors, the provided location for the LVCDC will be on the edge of two cities, Las Vegas and North Las Vegas, on the corner of North Las Vegas Blvd. and East Lake Mead Blvd. This location is in the midst of the most stressed areas in the Las Vegas valley. The area of the City of Las Vegas that is in proximity to the proposed location is in a no-growth to negative-growth area and is within a mile of the city’s redevelopment area, according to the city’s semiannual demographic research.\(^{118}\)

Another city surrounds the proposed location for the LVCDC, which is the City of North Las Vegas. The site is in North Las Vegas’s redevelopment area and is in a stressed area. In an interview, the Mayor of the city agreed that this site would be appropriate.\(^{119}\) The property is formally...

\(^{118}\) Las Vegas In Focus, City of Las Vegas, http://www.lasvegasnevada.gov/Files/InFocus.pdf. February 2004. pg 17.

\(^{119}\) Michael Montandon, Mayor of North Las Vegas, Nevada, Personal Interview, 26 March 2004.
located in North Las Vegas, but can serve both cities equally. The location contributes to the viability of the CDC by giving proximity to local residents in need of its services.

One item that stands out in the LACDC and PICCED case studies is their services to a large area, one that is well beyond the base city of the CDC. This may be appropriate for a well-established CDC, but for a new organization it is not viable for several reasons. Resources for performing services are limited for a new CDC; staff, materials and time will be in short supply until there is a steady flow of projects and funding. Initially, services will be provided to the cities of Las Vegas, North Las Vegas, and Henderson. These geographical constraints are due to the costs of travel and to the costs of maintaining a knowledge base that can best serve the community. In future years, when the knowledge base and staff have grown, there would be consideration of providing services to cities farther away, such as Boulder City, Mesquite, and Pahrump.

**Staffing**

The key factor in hiring staff is the same as with the CDCs in the case studies, which is to find people that align with the mission of the CDC. In order to fulfill the
part of the mission statement that deals with design, architects and urban planners are necessary. In the beginning stages of the CDC, the only professional designer will be an architect, due to the limited budget. With only one designer, planning services would be treated as a consultant service on an as-needed basis. The administrative staff will include positions similar to those at EWORKS: executive director and bookkeeper/administrative assistant. Students will serve as technical help for the architects and planners. The students will be paid a wage and will accrue time towards their intern program.

After the budget grows, so will the staff. The architects will focus on the built environment of the projects. Planners will focus on the context of the buildings within the community. Reflecting PICCED, one lead architect and one lead planner is desirable. Any other licensed architects and planners would be a benefit but not entirely necessary. Other positions that may arise are information technology, marketing analyst, and land use planner.

Lastly, the organization will accept volunteer, pro-bono service, and reduced rate services from the community and professionals. The LVCDC would look to the municipalities for tax benefits for urban renewal and infill projects.
Project services from design consultants such as structural engineers or landscape architects would serve both the community and the professional standing of these companies. Reduced fees from contractors and sub-contractors would also add economic benefits to the community and to their companies.

Board of Directors

The LVCDC will look to the professional community, community service organizations and community leaders for their board of directors. In order for the board members to be able to understand the context of the types of projects and services the CDC will perform, the board will be made up of locals. Groups that will be drawn from for members of the board will include:

- Professional design and construction organizations
- Prominent members of the real estate profession
- Leaders of minority and ethnic groups
- Board members from like-minded non-profits

The Board will have approximately ten members, in order to maintain a diverse group that can bring different points of view to the board meetings. The board will have, much like the LACDC, an outline and job description of board members' responsibilities. The primary responsibility is
the fulfillment of the mission of the CDC. Second will be fiduciary responsibility and accountability. In line with their fiduciary position, the board will need to be actively engaged in fund raising. When they are out seeking donations, they are marketing for the CDC. Another point of marketing is that the board members will represent their professions and other organizations, standing as leaders and examples for the communities to rally around. By being leaders, they can recruit others within their circle of influence.

Once the board is established, they will be broken up into committees. The following committees would need to be formed:

- Executive committee--to provide guidance to the CDC
- Finance committee--to perform financial oversight
- Nomination committee--to recruit new board members
- Audit committee--to oversee financial audits; separate from finance committee
- Public relations committee--to be the face of the CDC to the press and communities
- Government relations committee--to act as liaison to municipalities
- Ethics committee--to ensure that the actions of the CDC are ethical
- Projects committee--to approve budgets for proposed projects

One staff member should be the communication between the staff and the board of directors. That person will be the Executive Director (ED). This person will be the one that orientates the new board members to their responsibilities. The ED will be the eyes and ears for the staff in order for the staff to understand the direction the organization is going.

Key Players

It takes more than staff members and the board of directors for a CDC to be viable. Coalitions with many groups of people are needed. It will take community leaders with the knowledge and understanding to see the benefits of hiring planners and architects. During the first few years, it will take the acceptance of community members to give validity to the designs that are produced. In order to win that acceptance, the LVCDC will need to include members of the community in the design process. The inclusion of community members empowers them and gives them the opportunity to have input in the direction their
community's design is going. They then are made aware of the process of designing and building a project. Having the community members involved in the design of projects will give them a sense of pride and accomplishment. Another way to get the community members involved is to give them opportunities to develop "sweat equity."

Students are always linked to the formation and work done with CDCs; all three of the previous case studies attest to that fact. The students bring the energy of activism and of a need to share their newly learned abilities with the less fortunate. Along with the students, the support and research from the design and construction departments of UNLV will be needed. These university departments can serve as a reservoir of knowledge, understanding from which a new CDC can draw to enhance the projects' purpose and design. Academic support is needed for the LVCDC to be viable. It will need the ideas, theories and methods that professors, students, and a university provide. At the University of Nevada, Las Vegas (UNLV), a handful of students at in the Department of Architecture and from departments across the campus are already engaged in community projects such as Habitat for Humanity. There is not a lack of community projects to be analyzed, designed, and built.
Looking outside the university to the professions is another point where coalitions are needed. Perry Winston from PICCED described in his interview the need for capable general contractors, sub-contractors, and sub-consultants. Projects will need to be built and partially designed by professionals outside the CDC. The LVCDC will need to find consultants and contractors who are willing to work with the CDC and community members and to be a part of projects that support communities.

Budget

The overhead budget for the LVCDC will be $352,420 for the first few years. The overhead budget does not include funding for projects. The budget does include salaries for fulltime employees and monthly expenses and startup items such as computers, software, and plotter. The tables in Appendix A provide a preliminary budget developed from a base budget sheet provided by a professional designer. Salaries are slightly lower than average for the positions described. Staff will need to be paid a living wage for the work they perform, which is the reason for maintaining a close to market-rate salary. The billings for the types of

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120 Winston. Personal interview.
121 Todd McBrayer. Personal Interview.
projects a non-profit performs are not large; billings are based on construction cost. Construction costs for these types of projects are not large. The number of projects needed to fund the CDC fully would be too overwhelming for such a small staff. Therefore, there is a need for funding from donations.

Funding

With a standard business, funding comes from its revenue i.e., payments for its services or products. The revenue pays for overhead costs. Considering the sample budget, it is not likely that a non-profit can maintain itself on the small projects it would take on. Funding from an outside source is necessary.

Nonprofits, like other businesses, need steady revenue to remain viable. According to The Complete Guide to Nonprofit Management, nonprofits need to perform four actions in order to be successful in funding:

1. Create a case for support for the organization
2. Identify sources of support
3. Choose from among the best fund-raising approaches
4. Develop an action plan for positive results

In regard to funding a CDC, the first question that needs asking is what is the reason a donor would want to contribute. Initially, a donor would need to be aligned with the mission of the LVCDC. In most cases, a formal case for support needs to be written that describes the intent of the organization and includes current needs for financial support. The two potential areas of donation would be to support the CDC's operations and to support particular projects.

After the mission and types of projects are established, fund raising needs to look to those that already have relationships with LVCDC for donations. One of the closest relationships would be with current board members. The LVCDC board members already have shown they support the cause of the CDC by being a part of its leadership. When members of the board donate money, it sets a precedent for potential givers.

Other donations come from fund-raising campaigns. Individuals are the best area on which to focus campaign

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efforts, according to the American Association of Fundraising Counsel. Next are foundations, bequests, and corporations. The following table compares the rate of funding for all non-profits from these sources.

Table 6. Comparison of Funding Sources for Non-Profits in the U.S.\textsuperscript{123}

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount, $ billions</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals</td>
<td>183.73</td>
<td>76.3%</td>
</tr>
<tr>
<td>Foundations</td>
<td>26.90</td>
<td>11.2%</td>
</tr>
<tr>
<td>Bequests</td>
<td>18.10</td>
<td>7.5%</td>
</tr>
<tr>
<td>Corporations</td>
<td>12.19</td>
<td>5.1%</td>
</tr>
<tr>
<td>Total</td>
<td>240.92</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

As a design organization, the LVCDC can obtain compensation for design services. Both EWORKS and LACDC obtained the major portion of their budget from design fees. The LVCDC will do the same. Projects will need funding for the design fee and construction costs. As with most mainstream projects, a major portion, if not all of the construction costs and land costs, will be paid by loans. The design fee is considerably less than the

http://nvs.sagepub.com/cgi/reprint/32/4/548
construction cost. Therefore, it would be simpler to obtain a donation for the design services. In addition, when a low-income group approaches a lender with a formal design package created by a design team, they are more likely to secure the loan.

Loans are not the only way to fund a project. It takes an almost constant pursuit of donations to keep a CDC and its projects funded. Campaigns are the main way of obtaining donations. Particularly for project funding, special appeals for donations can rally people around a common cause. Acquisition mailings, which request donations, and special events are some other ways to receive money. One-on-one solicitation with corporations is a way to get funding in which many CDCs are engaged; board members are generally the ones that visit the corporations.

The larger companies in Las Vegas are in the gaming and construction industries. These would be the first line of corporate donation that the LVCDC would pursue. On the date of the publishing of this document there are two residential developers that have committed to partially fund the CDC and some portion of its projects. Also, vendors that support these industries are a source of donations. There are many sources to pursue; the following list is derived from the previous case studies and covers
the type of donors and the order in which to pursue funding:

1. Board Members  7. Former Board Members  
5. Volunteers  11. General Public  
6. Minor Donors

Marketing

Initially, the marketing and advertising of the LVCDC will be minimal. Most of the marketing will be performed in meetings with city and community leaders. In addition, campaigning is a prime opportunity for letting individuals, corporate leaders, and foundations know the mission of the LVCDC. After the initial project is completed, a precedent will have been set, which can be used as an example for campaigning. The project will be used as a cover image for a postcard that will be mailed to companies and surrounding residents. These postcards are for the purpose of soliciting donations as well as promoting the community by showing the newly completed project. LACDC’s example of each board member visiting a potential donor twice in a year and visiting previous donors seems to be the most
effective. In the future, other marketing material will include newsletters and financial statements.

**Types of Projects**

At the start of the LVCDC, the types of projects to be pursued will be housing-preservation, rehabilitation, and new construction. The LVCDC will need to take on small projects in order to build up to larger community projects. By starting small, the CDC can develop in regard to the way it handles the design process, the involvement with community members, and the selection process for general contractors. In addition, by working small, there will be more opportunities for small donations to be applied to community enhancement. Many smaller projects will stand as precedents for the willingness of the LVCDC to work with communities and its ability to function as a design center. After a few years, when the LVCDC is more established, it may seek to take on larger projects. Some of the larger projects it could consider would be the following:

- **Community Facilities (Education)**—Community facility that provides education opportunities for local community members; a community center. Co-op education services that teach anything from physical education to foreign language skills.
• Healthcare--Community facility for affordable medical care; a clinic.

• Social Services--Facility for the education and facilitation of programs strategies for people that need resources they cannot obtain themselves.

• Commercial Revitalization Projects--Make architectural improvements to an existing structure in order to improve the design of a community.

• Interior Design/Office planning Projects--Provide design services to businesses in depressed areas; give businesses the opportunity to invest in their marketing and esteem.

• Town Center Upgrade--Work with community leaders to develop a master plan for the town center.

• Industrial Developments--Work with industrial companies in developing a master plan and/or design guidelines that are agreeable to the surrounding communities.

• Derelict Site Reuse--Determine sites within a community that need to be redeveloped; work with community leaders to determine a use for the sites.
• Historic Preservation Projects--Provide design services that are sensitive to styles and details for historic sites.

• Open Space, Park and Playgrounds--Develop open space for communities.

• Disaster Management--Be prepared to offer inspection/design services to the community for structures after a disaster.

• Energy Conservation and Environmental Projects--Provide "green" information that will direct community members to companies that provide "green" materials. Incorporate energy conservation and environmental products into a design.

• Neighborhood Planning Projects--Develop a master plan for a community.

• Regenerate Infrastructure--Work with a municipality's Public Works department in order to upgrade and make better use of the utilities.

• Special Needs Housing Projects--Provide specialized consultation in designing residences that meet federal regulations and other guidelines that are offered by special needs organizations.
• Homesteading Assistance Projects--Provide pro-bono designs for single-family houses or condominiums for low-income families that are looking to buy their first home.

• Alternate Management Program Projects--Help a client work through the myriad ways of accomplishing the development or redevelopment of a structure.

Types of Services

The LVCDC in its initial stages cannot perform the same amount of service that the other, more established, CDCs are performing. The CDC being primarily a design organization, it will start with performing architectural services. After setting some groundwork and developing a larger staff, the LVCDC would perform other services that fell within the mission of the CDC. Some of the future services could be:

• Project Development Consultation--Work with a client that is looking to develop a project. Provide a lender's package that will help in obtaining funding for the project and enabling the entitlement process.

• Neighborhood Planning--Consult with the community and its leaders in preparing a master plan for the
neighborhood. Provide a timeline for the phasing of the master plan, and provide an analysis of the elements necessary to fulfill the plan.

- Graphic Design-Media--Provide marketing material for a community development that will communicate what the developer has in mind, in order to provoke both a response and community participation.

- Consultation Referral--Maintain a listing of consultants and contractors that are able to provide services to a low-income neighborhood.

- Operation Evaluation--Develop a cost analysis of the maintenance and overhead of a commercial project for putting together a proforma for a client’s lending package.

- Community Design Studies--Prepare an analysis of the existing conditions of a community.

- Organizational Development--Help organize a community to provide leadership in the development process.

- Community Center--Develop and provide assistance in operating a community facility by being a member of the governing board.
• Planning Study--Develop an analysis of a community's social, physical, and economic make-up.

• Urban Conservation--Develop design standards that are sensitive to the "language" of an existing urban landscape.

Conclusion

There is a need in the Las Vegas valley for affordable design services for those who could not otherwise obtain such services. Mayor Montandon of North Las Vegas expressed the need for these services for the less fortunate in his community. With further analysis, the areas that need these services can be better specified. Residents and local businesses would benefit from thoughtful design of new and redevelopment projects. In order to meet the need for affordable design, there needs to be a nonprofit design center, better known as a community design center. The proposed Las Vegas Community Design Center seeks to meet those design needs. The CDC concept has been proposed to community leaders, municipal leaders, professionals, and students. All of these groups have shown interest in and a willingness to support a CDC in Las Vegas. There are corporations willing to fund the proposed CDC and that look forward to having an opportunity to give back to the
community that has helped them prosper. The main goal of the LVCDC will be to provide opportunities for people from all walks of life to be involved in the development of their own community. The LVCDC can provide the services to meet their goals. This paper proposes the future CDC in the Las Vegas area.
APPENDIX A

NEW MODEL BUDGET

Tables in this appendix provide the sample budget for the
Las Vegas Community Design Center described in Chapter 6.
These tables are derived from a spreadsheet analysis
performed by Todd McBrayer, a professional designer, and
provided in a personal interview on 21 April 2004.
Table A-1. Employee Costs, Annual

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<th>Emp.</th>
<th>Pay, $</th>
<th>Withhold $</th>
<th>Insur. $</th>
<th>Total Yr Gross, $</th>
<th>Total Yr Billable, $</th>
<th>Utilization, %</th>
<th>Utilization Percent, Hours</th>
<th>Total Cost / Hour, $</th>
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<td>Exec Pres</td>
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<td>5,600</td>
<td>4,440</td>
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<td>1,750</td>
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<td>Non-Billable Hours</td>
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<td>------------</td>
<td>-------------</td>
<td>-------------</td>
<td>------------</td>
<td>----------------</td>
<td>---------------</td>
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<td>----------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Exec Pres</td>
<td>33.65</td>
<td>100.00</td>
<td>40</td>
<td>40</td>
<td>56</td>
<td>1944</td>
<td>1652.4</td>
<td>291.6</td>
</tr>
<tr>
<td>Arch/ Planner</td>
<td>28.85</td>
<td>85.00</td>
<td>40</td>
<td>40</td>
<td>56</td>
<td>1944</td>
<td>1749.6</td>
<td>194.4</td>
</tr>
<tr>
<td>Intern</td>
<td>14.42</td>
<td>65.00</td>
<td>40</td>
<td>40</td>
<td>56</td>
<td>1944</td>
<td>1846.8</td>
<td>97.2</td>
</tr>
<tr>
<td>Intern</td>
<td>14.42</td>
<td>65.00</td>
<td>40</td>
<td>40</td>
<td>56</td>
<td>1944</td>
<td>1846.8</td>
<td>97.2</td>
</tr>
<tr>
<td>Bookkeeper</td>
<td>16.83</td>
<td>75.00</td>
<td>40</td>
<td>40</td>
<td>56</td>
<td>1944</td>
<td>0</td>
<td>1944</td>
</tr>
<tr>
<td>Admin Asst</td>
<td>12.02</td>
<td>40.00</td>
<td>40</td>
<td>40</td>
<td>56</td>
<td>1944</td>
<td>972</td>
<td>972</td>
</tr>
<tr>
<td>Totals</td>
<td>120.19</td>
<td>430.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Table A-3. Other Costs

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount, $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rent*</td>
<td>24,000</td>
</tr>
<tr>
<td>Supplies</td>
<td>2,400</td>
</tr>
<tr>
<td>Cell</td>
<td>2,800</td>
</tr>
<tr>
<td>Printer</td>
<td>18,000</td>
</tr>
<tr>
<td>Computers</td>
<td>4,000</td>
</tr>
<tr>
<td>Other Costs (Advertising, etc.)</td>
<td>3,000</td>
</tr>
<tr>
<td>Software (including AutoCAD)</td>
<td>1,500</td>
</tr>
<tr>
<td>Bonuses</td>
<td>--</td>
</tr>
<tr>
<td>Total</td>
<td>55,780</td>
</tr>
</tbody>
</table>

* Based on 2000 square feet of space at $1 per square foot per month.
Table A-4. Summary

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount, $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total yearly other costs</td>
<td>55,780</td>
</tr>
<tr>
<td>Total yearly employee costs</td>
<td>296,640</td>
</tr>
<tr>
<td>Total yearly LVCDC Costs</td>
<td>352,420</td>
</tr>
</tbody>
</table>

LVCDC Analysis

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs</td>
<td>352,420</td>
</tr>
<tr>
<td>Profit</td>
<td>0</td>
</tr>
<tr>
<td>Architect Billings</td>
<td>352,420</td>
</tr>
<tr>
<td>Total Billings</td>
<td>1,057,260</td>
</tr>
<tr>
<td>Average Project Fee</td>
<td>75,000</td>
</tr>
<tr>
<td>Monthly Billings (14 projects needed)</td>
<td>88,105</td>
</tr>
</tbody>
</table>
WORKS CITED


Curry, Rex. Planning Director, Pratt Institute Center for Community and Environmental Development. Personal Interview, 9 January 2004.


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Hughes, Robin. Executive Director, Los Angeles Community Design Center. Personal Interview, 12 December 2003.


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VITA

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