

## AWARD USE

~~(Please separate this page from the rest of the application and submit in an unsealed envelope attached to the front of your submission.)~~

If this project were selected for the award, describe how the recipients would use the award money. Propose a rough budget and describe how this will further your goals. Include in your description, if you wish, how the presentation of the award will be incorporated into the event or project that you propose. While this information will not be a criterion in the selection process and will not be shared with the Selection Committee, it will help inform the Foundation about the continuing interest of the project team in promoting urban excellence.

If chosen for the Rudy Bruner Award for Excellence in the Urban Environment, Philadelphia Health Services, formerly Spring Garden Health Association, plans to use the award to augment PHS' Endowment Fund which was approved by the Board of Directors in FY1986 and funded initially through pledges from PHS' employees of over \$25,000. The addition to the fund of a prestigious national award, such as the Rudy Bruner Award, will help to leverage additional monies for the fund from other foundations, as well as businesses and individual donors. The Endowment Fund was established to insure that the work which was started by PHS' President/CEO and founder, Jose' S. Galura, the present staff and Board continues. To that end the fund will be used to:

- Fund scholarships to students who are interested in pursuing careers in Health Administration.
- Fund ambulatory care research and development.
- Fund research and implementation of alternative financing strategies for delivery of health services to the medically underserved and disadvantaged in urban communities.
- Improve the financial stability of PHS'.

The first priority will be the funding of scholarships. We know that no matter how excellent our facilities, services and staff are, if we cannot interest others in perpetuating our ideals, they are of limited value. It is not enough that we are successful now, future generations must be empowered to build on the foundation we have laid so that the urban poor and disadvantaged are not deprived of care.

The income from the endowment fund will be used to fund the first scholarship in FY88. Scholarships will be awarded based on interest in health administration, ability, and need. Students will be assured of receiving funds until graduation provided their performance is satisfactory and their interest in health care persists.

All of the participants who assisted Philadelphia Health Services in this project and in applying for the Rudy Bruner Award have agreed that the award should be made to Philadelphia Health Services. There are no restrictions to this agreement. We have told them how it will be used and they are pleased to be a part of such a worthwhile endeavor.

Project Name

Fairmount Health Center

Location

1412 Fairmount Avenue, Philadelphia, PA 19130

Applicant Name Philadelphia Health Services (formerly Spring Garden Health Association, Inc.)

**PROJECT PROFILE**

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(Please limit answers to the space available on these pages)

Project Name The Fairmount Health Center(FHC)

Location 1412 Fairmount Avenue, Philadelphia, PA 19130

Owner Spring Garden Health Association, Inc. (SGHA)

Project Use(s) A community health center and administrative offices for Spring Garden Health Assoc.

Project Size 16,000 sq. ft. Total Development Cost \$1.5 million

**Application submitted by:**

Name Jose S. Galura

Title President and CEO

Organization Spring Garden Health Association, Inc.

Address 1414 Fairmount Avenue, Philadelphia, PA 19130

Telephone ( 215 ) 235-9600

Signature *Jose S. Galura*

Organization \_\_\_\_\_

Key person\*

Telephone

(Please see attached sheet for list of contributors.)

■ Public agencies \_\_\_\_\_

■ Developer \_\_\_\_\_

■ Professional consultants \_\_\_\_\_

Architect \_\_\_\_\_

Landscape architect \_\_\_\_\_

Urban designer \_\_\_\_\_

Planner \_\_\_\_\_

Lawyer \_\_\_\_\_

Other \_\_\_\_\_

■ Community group(s) \_\_\_\_\_

■ Sponsor \_\_\_\_\_

\*Please attach an additional sheet, if necessary, to identify others who should be credited as having been instrumental in the development of this project.

## PROJECT PROFILE

1. Describe the characteristics of the project: the important aspects of the projects' design, development and public approval process. Indicate why these were exemplary.

This project involved renovating a former auto parts warehouse and turning it into a state-of-the-art community health clinic and administrative offices. The process was dynamic: involving dreams limited by financial constraints; the need for an internal park-like waiting and socialization space juxtaposed with cost considerations and amount of space needed for the health care delivery areas; the desire to keep the flavor and industrial artifacts of the old automobile parts warehouse while renovating the whole into a modern, efficient health care facility. SGHA insisted that just producing a sterile and box-like community health center was not good enough if the building were to become a metaphor for its ideal of respect for the dignity of the individual and its goal of the delivery of first quality care for all regardless of ability to pay. The challenge here was to create an oasis within a decaying cityscape which was behaviorally and culturally attuned to its community and to set an example of what is possible, thus raising neighborhood expectations. Spring Garden Health Association, a non-profit corporation, operates three community health centers which are publicly funded by DHHS through the Urban Health Initiatives Act. Spring Garden Health Association is also entrepreneurially seeking to form private/public partnerships with HMO's, corporations and groups like LISC (Local Initiative Support Corporation). SGHA is dedicated to investing in decaying urban areas where people need quality health services and by example showing potential investors that revitalization in that community is possible.

2. What were the significant dates of the project's development and when was it completed?

The warehouse was purchased in October, 1985. Planning and design took place during October and November, construction started in December and continued through July, 1986.

3. What urban issues did this project address? Were there important associated issues that this project did not address?

The project addresses the most serious issues involving the life and viability of an urban community. Unemployment, poor health, indicators such as high infant mortality rates, substance abuse, unavailability of community health care, community cohesion and common image, abandoned houses and factories, vandalized and graffitied buildings. When SGHA invests in an area it hires from that area. 80% of SGHA's more than 100 employees are multi-racial and come from the community. Quality health care, prevention and community education are SGHA's mandate. SGHA works very closely with community agencies and groups to encourage their use of the facilities for their activities which may include meetings, graduation ceremonies, workshops and seminars. This gives the community a focal point, and thereby, increases community identity and cohesion. SGHA locates its facilities in enterprise zones to encourage the entry of other employers and industries. Sun Company praised SGHA's facilities for being "anchor structures" in which residents take pride which engenders pride in their neighborhoods and motivates them to making them better, more attractive places in which to live and work. (Copy of Sun Letter of 6/25/86 included in Supplementary Material for review.) SGHA clinics have not been vandalized or graffitied, such is the respect and deference that the community has for them. It was essential to SGHA that its new clinic and administration building carry on its program of excellence because of what SGHA seeks to represent and teach to the community.

**4. Describe financing for the project. Was there something particularly unique or innovative about it?**

The total cost of the building including all hard and soft costs was \$1.5 million. With 16,000 sq. ft. that figures out to \$94 per sq. ft. To finance this project: SGHA received a DHHS Modernization grant of \$350,000 with interest accruing from that of \$22,000. SGHA realized a profit of \$612,000 from the sale of its former clinic and offices at 1711 Green Street. Permanent financing amounted to \$200,000 and LISC awarded a low interest loan of \$48,000. Corporate and foundation grants amounted to \$23,500. Employee pledges totaled \$21,000, United Way Donor Option, \$1500. The remainder, \$223,500, was supplied by SGHA corporate funds. SGHA is unique in the way it, as a non-profit, leverages money and puts together innovative combinations of funding sources. It has been able to create opportunity and take advantage of opportunities that have presented themselves. On this project, the debt to asset ratio is very low (13%). Given the funding constraints of a non-profit, SGHA does not have a lot of ability to service debt. SGHA is looking into a pooled hospital financing program in which SGHA would participate in a tax-exempt bond issue. By so doing, SGHA would free up its corporate funds as seed money to start new projects and the cycle can start over again.

**5. What were the goals of this project? How well were they met?**

The goals were to buy and renovate a former auto parts warehouse located at a transportation juncture and in a depressed poverty-stricken area of high unmet medical need and turn it into a cost-effective, innovatively designed health care clinic and administrative offices with interactive socialization and waiting room, meeting room and community education space, while keeping some of the flavor of its prior industrialized state. Yes, these goals were met. The community is uplifted by the building and uses it for formal meetings and informal gatherings. Continental Bank located across from the facility is planning on cleaning up its graffiti and is considering giving SGHA the use of its exterior public bulletin board. The number of patient encounters exceeds that projected for the start-up period of this building.

**6. Why does this project merit The Rudy Bruner Award for Excellence in the Urban Environment?**

This project deserves the Rudy Bruner Award for Excellence in the Urban Environment because it personifies all that is best in a "bottoms-up" creative community interaction involving grassroots organizations, public agencies, urban planners, private financial entities, foundations and responsive architects open to listening to the needs and values that their client wanted expressed in the facility. The building, itself, is interesting and stimulating honoring its past and boldly signifying its future. Of primary importance to SGHA, it symbolizes Spring Garden Health Association's commitment, permanence, leadership and mission. National recognition through the Rudy Bruner Award would help enormously to disseminate the example of SGHA's replicable success.

**Spring Garden Health Association Contributors' List**

<b>Organization</b>	<b>Key Person</b>	<b>Telephone</b>
<b>Public Agencies:</b>		
Department of Health and Human Services, Public Health Services, Region III Division of Health Services Delivery	John B. La France Director	215-596-6122
Philadelphia Housing Development Corporation	Barbara J. Craig Facilities Project Manager	215-448-3128
Health Systems Agency of Southeastern PA, Inc.	Gerald R. Gill Executive Director	215-546-1616
<b>Developer:</b>		
Spring Garden Health Association, Inc.	Mary G. Duden	215-235-9600
Continental Bank	Frank M. Porrazza Vice President	215-564-7141
<b>Professional Consultants:</b>		
<b>Architect</b>		
Dagit . Saylor Architects	Charles Dagit, Jr.	215-563-8877
<b>Planner</b>		
Urban Partners	James E. Hartling Partner	215-627-6702
<b>Lawyer</b>		
Schnader, Harrison, Segal & Lewis	Marilyn Z. Kutler Partner	215-751-2684

**Spring Garden Health Association Contributors' List (Continued)**

**Fundraiser**

Fundametrics, Inc. Patricia H. Suplee 215-896-8118  
President

**Systems Consultant**

Robert N. Verdecchio, C.P.A. & Co. Robert N. Verdecchio 215-886-1958  
Principal

**Primary Care State Lobbyist**

Pennsylvania Forum for Primary Health Care Hubert Gordon 717-761-6443  
Executive Director

**Others (Funders):**

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Senior Program Officer

F.K. & Vivian O'Gara Weyerhaeuser Trust Vivian W. Piasecki 215-642-6164  
CIGNA Corporation David Thornburgh 215-557-5528  
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ARA Services, Inc. Donna Irvin 215-238-3271  
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Corporate Contributions

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Sun Company, Inc. John T. Kemp 215-293-6596  
Manager, Phila.  
Contributions

Spring Garden Health Association Contributors' List (Continued)

Community Representation:

Philadelphia Commercial Development Corporation (PCDC)	Dean Rosencranz President	215-238-7676
Jewish Family & Children's Agency/Project PRIDE	Gwendolyn Moore-Porter	215-342-6200
Philadelphia Council, Boy Scouts of America	Juan E Vazquez District Executive Hispanic Program	215-988-9811
Little Neighborhood Center	Jane Kirk Health Coordinator	215-CE6-8008
North, Inc.	Linda Kilby Brooks Administrative Coordinator	215-987-6100
Philadelphia Parent-Child Center	J. Morrisette Ndulula Executive Director	215-229-1800

**INSPECTIVE/PUBLIC AGENCY**

This sheet is to be filled out by the staff of public agencies who were directly involved in the financing, design review, or public approvals that effected this project.

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

Name John B. LaFrance Telephone (215 ) 596-6122

Agency Department of Health & Human Services, Public Health Service, Region III

Title Director, Division of Health Services Delivery

Address P.O. Box 13716  
Philadelphia, Pennsylvania 19101

Signature *John B. LaFrance*

1. What role did your organization play in the development of this project?

The Public Health Service administers the Community Health Center (CHC) Act which has provided an operating subsidy to SGHA since 1979. A decision was mutually agreed upon to renovate the Fairmount Avenue facility after considering renovating SGHA's former location in the area. Our office provided partial funding of the renovation costs ( \$350,000).

2. Describe what requirements your agency made of this project? (Such as zoning, public participation, impact statements, etc )

The CHC Act required SGHA to meet design, life safety, federal wage rate, and other engineering codes as defined by the Public Health Service Office of Engineering Services. Our office monitored SGHA's continuing compliance with the community governing board requirements of the CHC Act as well as other ongoing monitoring that is part of the Regional Office/grantee relationship.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, the intentions changed over the course of the project? What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

The area served by SGHA (North Philadelphia) is medically underserved. There is a lack of organized primary medical care i.e out patient systems providing community oriented care. It has been our intent to support SGHA in enhancing its capability to provide such a system. No changes in intent or compromises were necessary during the project. Since we are satisfied with the end result we see nothing that we would do differently.



4. Describe any data you have that documents the impact that this project has actually had on its surroundings and the people in the project area. Attach supplementary material as appropriate. If no data is available, what is your impression of the project's impact and what have you observed that supports that?

The physical attractiveness, cleanliness, and location of the facility are rare attributes of publicly supported health centers. Since the opening of the facility utilization has increased by 15% compared to the former SGHA site in the area. Indications are that the services are being utilized by a population more at risk for adverse health conditions and that reside in medically underserved areas.

5. What about this project would be instructive to agencies like yours in other cities?

There are 550 CHCs in the nation and many are in need of attractive, efficient facilities such as this. There have been some unfortunate experiences of CHCs in which the end result was either a costly facility or one that patients or staff were not happy with. These CHCs would benefit from the capital project approach employed in this project by SGHA.

6. If five years from now you judge this project to be successful, what characteristics would you be looking at?

First would be continued improvement in the health status of SGHA's user population. Secondly, increased growth - especially of underserved user populations. Third would be the durability of the facility itself.

## PERSPECTIVE/Public Agency

This sheet is to be filled out by the staff of public agencies who were directly involved in the financing, design review, or public approvals that affected this project.

Note: SGHA feels that this project, the Fairmount Health Center, is part of a process of incremental growth which it experienced over the years. Hence, when I discuss "the project", I refer to past activities that were essential precedents to this specific project. If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

Name Barbara J. Craig Telephone ( 215 ) 448-3128

Agency Philadelphia Housing Development Corporation

Title Facilities Project Manager

Address 1234 Market Street, 10th floor, Philadelphia, PA 19107

Signature Barbara Craig

**1. What role did your organization play in the development of this project?**

The City of Philadelphia, through its federal Community Development Program, provided the primary source of operating funds for the Spring Garden Health Center at its original location from 1976-1979, following the demise of the Model Cities Program. When changes in federal regulations prevented our continued support, we shifted our commitment to this organization by providing seed money (\$300,000) for its first construction project, which was built at 5th Street and Allegheny Avenue. Thus, our role was to provide early funding support and, when this became no longer possible, to shift our support to pay for architectural services and construction costs. Other roles included: advocating for the project with other funding sources, participating in public sector discussions concerning site selection (the service population was in the midst of a gentrifying area) and health services planning, and assisting in the administration of architectural and construction contracts.

**2. Describe what requirements your agency made of this project? (Such as zoning, public participation, impact statements, etc.)**

In making our \$300,000 grant commitment, we required the SGHA to be a non-profit organization, able to substantiate broad-based community support, and to show that the population served was adequately represented on their Board of Directors. We also required them to raise the balance of their construction funds, and to demonstrate stable operating income. Most of all, we required the continued delivery of a quality service to this very needy service population. Their ability to do this over the years is probably the most important factor contributing to their success.

**3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, the intentions changed over the course of the project? What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?**

The first construction project, the Maria de los Santos Health Center, emerged from a limited goal, from our perspective. The facility at 1711 Green Street was very deteriorated, was poorly designed for their needs, and had numerous code violations. Our goal was to create a safer environment that could be operated with greater efficiency and economy. The vision of the leadership of the SGHA extended way beyond this early goal, as the quality of its projects, both visually and operationally, indicates. The growth was incremental - that is, each small success attracted new interest, new funding, new enthusiasm for the organizations goals. The original intention was to renovate the building at 1711 Green Street, a location that was in the heart of a gentrifying neighborhood. Community opposition resulted in a change in site. There was a compromise on site but not on service. Sales proceeds from this building were instrumental in financing the Fairmount Center, only six blocks away from the original site.

4. Describe any data you have that documents the impact that this project has actually had on its surroundings and the people in the project area. Attach supplementary material as appropriate. If no data is available, what is your impression of the project's impact and what have you observed that supports that?

The number of patient visits has grown from approximately 30,000 when the first construction project was conceived to over 100,000 currently. The waiting rooms are full. There is no graffiti on the walls in these neighborhoods where graffiti is the norm. The buildings are beautiful.

5. What about this project would be instructive to agencies like yours in other cities?

The most important thing to look for from a funding perspective is good programs. This means strong and stable leadership, committed staff, and an active Board. Programs like this one speak for themselves. From this, buildings get built, then programs get better, in an iterative process of development. One of the things we have seen repeated time and time again in our Community Development projects is the extent to which a new building inspires people to come and participate in programs. The importance of an attractive physical environment on the clients and the organization as a whole should not be minimized. Other lessons include: risk being the first funding source in; learn not to control, but to assist when needed; make sure the group is strong enough to do development like this - it's a tough process.

6. If five years from now you judge this project to be still successful, what characteristics would you be looking at?

I would look for the same elements five years from now as we looked for in the beginning: stable operating income and a plan for the future, maximum numbers of patient visits for the dollar available, lack of graffiti, full waiting rooms, good leadership (although possibly not the same leadership as during the development stages). These things are all evidence of an organization's ability to adapt to change and not only survive, but thrive.

## PERSPECTIVE/Public Agency

This sheet is to be filled out by the staff of public agencies who were directly involved in the financing, design review, or public approvals that affected this project.

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Name Gerald R. Gill Telephone ( 215 ) 546-1616

Agency Health Systems Agency of Southeastern Pennsylvania, Inc.

Title Executive Director

Address 230 South Broad Street; Philadelphia, PA 19102

Signature *Gerald R. Gill*

1. What role did your organization play in the development of this project? The Health Systems Agency of Southeastern Pennsylvania, Inc., collected and analyzed data documenting the health status of the population (the poorest in the Phila. Metro Area) and the numbers and types of health care professionals serving the population. The Corporation submitted its analysis and recommendations for designating areas as Medically Underserved and Health Manpower Shortage Areas to the U.S. Department of Health and Human Services. The Health Systems Agency was also requested to review and comment upon the neighborhood site location.

2. Describe what requirements your agency made of this project? (Such as zoning, public participation, impact statements, etc.)

As the designated health planning agency for the Philadelphia Metropolitan Area, the Health Systems Agency is asked to review and comment upon proposed services and general location. The comments made on the proposals are based upon the area's adopted plan for health services needed to meet the people's needs, the Health Systems Plan. Comments are made to the applicant and to the U.S. Department of Health and Human Services.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, the intentions changed over the course of the project? What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

The project is located in North Philadelphia. The area has passed through four decades of disinvestment and decay. The Fairmount Health Center is one of a few new economic investments made in the last several years. This signals some degree of hope for the citizens living here. It will take time to recycle to a desirable area. The intentions of the Spring Garden Health Association, Inc., to provide for the best possible care in good surroundings regardless of the ability to pay was maintained throughout the planning, construction, and operating cycles. Spring Garden Health Association, Inc., assimilated the Health Systems Agency's recommendations along with those of other knowledgeable parties and produced a creditable, strong project.

4. Describe any data you have that documents the impact that this project has actually had on its surroundings and the people in the project area. Attach supplementary material as appropriate. If no data is available, what is your impression of the project's impact and what have you observed that supports that?

During 1986, the Spring Garden Health Association, Inc., provided 110,000 patient encounters to a population living in some of the lowest income areas in the United States. Estimated area demand for primary care services is 970,900 visits annually. Existing resources such as doctors and dentist offices, hospital outpatient clinics, and city district health centers can provide an estimated 375,400 visits, leaving an unsatisfied demand of 595,500 primary care visits in 1987. One-third of the area's residents do not have health insurance and the majority of the remaining people have Medicaid coverage.

5. What about this project would be instructive to agencies like yours in other cities?

The renovation of a former auto-parts warehouse into a state-of-the-art primary care center in the lowest income area in the Philadelphia region can be made a beacon to public and private providers of health care in America's other urban and rural poverty areas. The Fairmount Health Center is evidence that health centers in low income areas can be outstanding in architectural design, provide quality and decent care at the same time instilling a source of community place and pride. I personally view this building as an area redevelopment anchor. I am hopeful the Fairmount Center will spark neighboring property owners to renovate and clean-up properties and that the Fairmount Center will encourage further investment in North Philadelphia. ?

6. If five years from now you judge this project to be still successful, what characteristics would you be looking at?

In five years, I hope to see additional investment having been made in the area and that these investments reflect creative, innovative design in the neighborhood. I would hope that this movement would lift the human spirit of residents and encourage them to strive for better jobs, better homes, better schools, and all-round better neighborhoods.

I also see continued use of the Fairmount Health Centers' meeting rooms, of the health services, the coffee shop by community residents.

I see also in five years from now community residents caring and respecting the Fairmount Center building by helping care for the structure. Examples of this care is keeping the building free from graffiti and destruction, of nurturing the building and the urban street garden. I am hopeful this does come to pass. This is a notable project, one worth bringing to the attention of America's influence-makers.

## PERSPECTIVE/Developer

This sheet is to be filled out by the person who took primary responsibility for project financing.

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

Name Mary G. Duden Telephone ( 215 ) 235-9600

Title Finance Director

Organization Spring Garden Health Association, Inc.

Address 1414 Fairmount Avenue, Philadelphia, PA 19130

Signature *Mary G. Duden*

1. What role did you or your organization play in the development of this project? Describe the scope of involvement.

As Finance Director for SGHA, my responsibility was to oversee all financial aspects of the planning, development, construction and operations of the facility. This included site acquisition, fund-raising, public/private contributions and long-term financing. To assure completion of the project in a timely manner and within budget, construction costs were carefully monitored. Tight contracts were negotiated with the general and subcontractors, and every aspect of work on the project was reviewed on a weekly basis.

SGHA, the project developer, has four fundamental concepts -- the delivery of quality services; access to care for all; availability of services in even the poorest community and respect for all peoples. These were key elements in the development of this project and as such were reflected in the cost of the new center and the quality of design and construction in it. These elements and tight fiscal controls are what makes SGHA unique among non-profit organizations.

2. What, if any, modifications were made to the original proposal as the project was developed? How did they come about?

There were virtually no modifications to the original proposal. We had done our homework -- we knew what we wanted. After 19 years of interaction with the community, we had become aware of what residents wanted, and the kind of health care facility they wanted. We also knew how much money we had on hand from sale of our old building, and could raise in the public/private/foundation sectors to build this new center.

3. What was the most difficult task in the development of this project?

Time constraints and motivating our contractor were our greatest problems. We purchased the warehouse in October, 1985 and allowed two months for planning and design. Construction took from December until July, 1986 and was complicated by a two month taper strike. We had to move as our previous site had been sold, and we were granted a Certificate of Occupancy in July and began operations. From our previous projects we had learned how valuable maintaining a good working relationship with the Architects and Contractor is. I took responsibility for maintaining the relationship and we were willing to use our clout as the owner to keep the work progressing.

4. What impact has this project actually had on its surroundings and the people in the project area? Describe any data you have that supports your judgment.

The impact is both psychological and physical. The neighborhood of Fairmount, for many years an Hispanic community, has been undergoing rapid gentrification. SGHA promised not to abandon this dwindling Hispanic Community. By buying and renovating this delapidated warehouse on the northeast edge of Fairmount, SGHA has kept its promise and made a strong statement of commitment. At the same time, it is a smart marketing move because the new site also borders a predominately Black community, medically underserved, an untapped market for SGHA's services. This commitment and marketing savvy seems to be paying off. The number of new patients and service delivery are running 15% over projections for the first six months of operations. MIS systems document the patient flow and specific data is available on request.

SGHA has a policy of hiring from within the community-- so jobs are provided to area residents, and the facility is open to community groups for meetings and other foundations.

5. What can be learned about successful urban development from this project?

Excellence is worth it. There is no reason to compromise on quality.

We feel that the SGHA staff could write a book for other non-profits on how-to-complete successful construction projects. Topics would include:

- \* The need to pay attention to detail wheter architectural or financial.
- \* Planning is critical.
- \* Community involvement from the inception is important.
- \* The organization and its members need to be committed to the project.
- \* Professional consultation at the right times is a necessity.
- \* The development of a positive corporate image is essential to credibility in the public and private sectors, as well as, internally.
- \* Staff support and involvement is very important.

Finally, there has to be recognition that quality costs money. Too many groups fall into the pitfalls of too little money, poor planning, bad design, wrong location, impossible time fra poor fiscal control and failure to communicate goals and objectives to their communities.

6. If five years from now you were to judge this project to be still successful, what characteristics would be most relevant to you?

Some of the important things would be that the facility is still in good shape, indicating caring maintenance; that the facility is used to capacity; that it acted as a core for community revitalization and pride; that it provided jobs are area residents, and finally economic and emotional stability for employees, professional staff and clients.

**PERSPECTIVE/Developer**

This sheet is to be filled out by the person who took primary responsibility for project financing.


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Name Frank M. Porrazza Telephone ( 215 ) 564-7152

Title Vice President

Organization Continental Bank

Address 700 North Broad Street Phila., PA 19130

Signature 

1. What role did you or your organization play in the development of this project? Describe the scope of involvement.  
*Continental Bank provided Spring Garden Health Association with a construction loan commitment of \$870,000.00 for the purchase and renovation of the properties located at 1412-20 Fairmount Ave, Phila., PA which was converted into a community based health center. Our commitment included a permanent mortgage of \$200,000.00.*

2. What, if any, modifications were made to the original proposal as the project was developed? How did they come about?  
*From the financing perspective there were no modifications to the original proposal and loan request. The plan was well thought-out and the implementation of the plan proceeded as anticipated.*

3. What was the most difficult task in the development of this project?  
*Since Continental Bank had, and continues to have, great confidence in the project, purpose, management and mission of Spring Garden Health Association, we had virtually no difficulty in financially supporting the Fairmount Ave. project. The professional and well-organized manner in which Spring Garden Health Association implemented a former project (Maria DeLos Santos Health Center, 452 W. Allegheny Ave., Phila., PA) built our confidence in this organization and the Fairmount Ave project solidified our confidence in and respect for Spring Garden Health Association.*



4. What impact has this project actually had on its surroundings and the people in the project area? Describe any data you have that supports your judgment.

*Immediate impact is the aesthetic value added to an otherwise rundown and depressed section of this city. I can attest to the aforementioned as the branch of Continental Bank in which I work faces the newly renovated Health Center. The Health Center attracts a diverse group of people, employees and patients, which gives a welcomed vitality to the surrounding area.*

5. What can be learned about successful urban development from this project?

*When any organization includes the best interests of its neighboring community into its plans, the relationship can be mutually fulfilling. Specifically, Spring Garden Health Association's concern for the community is evidenced by its appropriation of funds in order to create a very pleasant and welcoming type of atmosphere. Spring Garden Health's respect for the community is reciprocated, the reciprocation of which is evidenced, in part, by the lack of graffiti and vandalism to their properties.*

6. If five years from now you were to judge this project to be still successful, what characteristics would be most relevant to you?

*The ability of Spring Garden Health Association to continue to broaden and provide quality services thereby generating earned and donated revenues which will continue to keep the organization financially sound. Additionally, the ability and dedication of Spring Garden Health to maintain the aesthetics of the Fairmount Health Center should stimulate additional growth, commitment and new business in this community.*

## PERSPECTIVE/Professional Consultant

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Name Charles E. Dagit, Jr., FATA Telephone ( 215 ) 563-8877

Title Partner, FAIA

Organization Dagit-Saylor Architects

Address 1133 Arch Street - 10th Floor - Philadelphia, PA 19107

Signature 

1. What role did you or your organization play in the development of this project?

As Architects for the new medical center, we acted as the creative and organizational leader for the owner, user, governing authorities and contractors. A health center recently constructed by the same clients served as a model, and allowed us to evaluate the new program. Additionally, detailed research into various types of health centers was conducted. That led to uplifting discussions and the evaluation of a space planning process.

We translated the clients desires into a visual interpretation to make a civic place within a medical clinic.

2. From your perspective, how was this project intended to benefit the urban environment?

Most importantly, the new center was created to be an inviting refuge from the noise of the city street, and to act as a catalyst for community interaction and civic pride. The Fairmount Health Center has provided the Hispanic neighborhood with a new sense of "street" and urban park. This oasis in a fringe area of the city added a dynamic new center to the otherwise empty blocks of housing and urban blight. As a local gathering place the lobby acts as a village plaza with its fountain forming a courtyard to the "cafe". Above the waiting area is a skylight with street windows overlooking the plaza scene. The entire complex becomes a community information center and a reliable friend.

3. What is your impression of the project's impact on its surroundings and people in the project area? Do you have data that documents its effect? Attach supplementary material as appropriate.

The public spaces of the building are a hub of activity connected to the medical services; it acts as a neighborhood living room. This interior urban garden provides social and spiritual interaction with the local neighborhood and is felt to belong to the people who use it.

4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently?

The urban garden idea was conceived early in the design phase. The layout of dental and medical areas was to provide maximum waiting room space and lobby. The largest compromise was the reduction of clinical areas which could be provided in the existing first floor space. Because of the necessity of a scheduled opening date the construction was not complete when the center opened. We maintain a wish for "more time next time".

5. How might this project be instructive to others in your profession?

The buildings which house public service organizations should provide an aesthetic impact, life and vitality on the city street. Renovating existing buildings can transform a neighborhood while not destroying the existing urban fabric. The use of planting, fountains, and color in the design invite in the public. The organizations' desire to inspire the providers in their work place may be reflected in the quality of medical services to the patients.

6. If five years from now you judge this project to be still successful, what characteristics would you be looking at?

In five years these questions might well be asked:

- Does the sense of urban garden still work?
- What respect does the building still have on the urban scene?
- What other projects did this project inspire in the neighborhood?
- Does the project have lasting value and lessons?
- Have other designers and owners emulated the project and studied its benefits?

## PERSPECTIVE/Professional Consultant

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Name James E. Hartling Telephone ( 215 ) 627-6702

Title Partner

Organization Urban Partners

Address 302 Arch Street, Philadelphia, PA 19106

Signature *James E. Hartling*

1. What role did you or your organization play in the development of this project?

See Attached

2. From your perspective, how was this project intended to benefit the urban environment?

See Attached

3. What is your impression of the project's impact on its surroundings and people in the project area? Do you have data that documents its effect? Attach supplementary material as appropriate.

See Attached

4. What trade offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently?

See Attached

5. How might this project be instructive to others in your profession?

See Attached

6. If five years from now you judge this project to be still successful, what characteristics would you be looking at?

See Attached

1. What role did you or organization play in the development of this project ?

Urban Partners served as development consultants in the early stages of the Spring Garden Health Association's expansion efforts. The firm assisted SGHA in identifying a site for its 5th and Allegheny health center, worked with SGHA to put together a process for development, assisted them in hiring an architect, put together a financing package and assisted in securing some of the initial financing. Subsequently, Urban Partners assisted SGHA to crystalize its strategy for additional centers within North Philadelphia.

2. From your perspective, how was this project intended to benefit the urban environment?

North Philadelphia is substantially medically underserved. Most primary health care opportunities are limited to the clinics associated with the major hospitals or medicaid mill type operations. SGHA as a community based organization has been in a unique position for the past 18 years in North Philadelphia, participating in its focus on the Hispanic population. Initially it had to develop its organizational identity and a more independent mode of operation from its original hospital affiliation. SGHA had to overcome financial difficulties as it transformed from a specially funded Model Cities organization to a productive, sensitive and fiscally sound primary health care provider. The continued expansion of SGHA in North Philadelphia has increased the quality health care resources available to members of that community at a more efficient cost than hospital based primary care services which existed prior to Spring Garden's expansion.

3. What is your impression of the project's impact on its surroundings and people in the project area? Do you have data that documents its effect? Attach supplementary material as appropriate.

Primary impacts include:

- Dramatic increase in the availability of primary health care services in the North Philadelphia area.
- Provision of health care services sensitive to the needs of the hispanic community; and
- Physical improvements at all three locations in which the organization has constructed facilities.

4. What trade offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently?

SGHA expanded its health care role at a time of great turmoil in the primary health care system. It faced a number of difficulties in

arranging for new or rehabilitated facilities, while trying to meet a great range of health care needs for its community. The most difficult trade-offs which we observed during the development of these facilities was the constant evaluation of the appropriate range of services to provide in each facility. There was always a tug of war between the desire to provide a broad range of crucial services and the practicality of obtaining sufficient financial resources. We believe we would recommend nothing different for Spring Garden. They made programatic decisions to provide those services for which they could achieve funding in a reasonable period of time as they expanded further and establish a longer and broader track record.

5. How might this project be instructive to others in your profession?

Spring Garden's efforts show the power of true entrepreneurship in community based endeavors. Rather than taking the attitude that its organization's role should be limited to providing those services that fill gaps in the health care delivery system, SGHA has instead taken the attitude that it should provide the quality and level of health care services that equals or exceeds that available in more affluent neighborhoods. SGHA has proved that a well managed community-based organization can aspire to quality and be cost effective. The lesson in this is that a community based organization that strives for excellence and incorporates truly serious standards of professional quality and cost effectiveness cannot only succeed in surviving and meeting the community need, it can become an organization that is a leader in its industry.

6. If five years from now you judge this project to be still successful, what characteristics would you be looking at?

I believe that Spring Garden Health Association has the capacity to continue expanding its network of high quality health care services in North Philadelphia by establishing one or two additional centers during the next five years. It now has the systems and procedures in place to provide an extended network of high quality primary health care throughtout the inner city.

## PERSPECTIVE/Professional Consultant

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Name Marilyn Z. Kutler Telephone ( 215 ) 751-2684

Title Partner

Organization Schnader, Harrison, Segal & Lewis

1600 Market Street - Suite 3600

Address Philadelphia, Pennsylvania 19103

Signature *Marilyn Z. Kutler*

1. What role did you or your organization play in the development of this project?  
Schnader, Harrison, Segal & Lewis rendered legal services in connection with the sale of the previous headquarters facility of Spring Garden Health Association, Inc. ("SGHA"), the acquisition of real property and improvements for the new headquarters facility, the financing of the renovations of the new facility, the construction contracting for those renovations, and the solution of related real estate and business problems. Our Firm drafted and reviewed documents, assisted in the negotiation of business and legal terms, and offered general legal counselling services. With SGHA, we reviewed this project in the context of the broader business and legal activities of SGHA.
2. From your perspective, how was this project intended to benefit the urban environment?  
This project was planned to provide an expanded headquarters facility in which quality medical services could be provided to a growing patient population. The renovated facility was intended to allow SGHA to provide health care in a comfortable and convenient setting which would accommodate the professional and technological advances of SGHA. SGHA had determined to computerize its patient information and billing services; physical facilities were designed to accommodate these technological needs. Similarly, SGHA wished to provide additional offices and examining rooms for its physician staff; the new facility design reflected these goals. SGHA intended that this Project be a symbol of progress to the community, inspiring pride in the neighborhood and spurring additional rehabilitation and development activity. SGHA was determined that the new facility enhance SGHA's involvement in the community and therefore planned to provide a meeting room which could be used for community activities as well as for the activities of SGHA.
3. What is your impression of the project's impact on its surroundings and people in the project area? Do you have data that documents its effect? Attach supplementary material as appropriate.  
The renovated headquarters facility has had a positive impact on its surroundings and the people in the community. The patient population of SGHA continues to increase, with individual patients noting their pleasure in the new facility. The community is pleased that health services are provided in warm, modern surroundings with the greater efficiency which is produced by technological advances. The Project constitutes indisputable evidence to the community that development in this area of North Philadelphia can be successful, and the renovated building reinforces and confirms the importance of the primary health service goals of SGHA.



4. What trade offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently? SGHA faced a difficult problem of achieving the substantial renovation of the Project in a timely and economical manner while attaining the highest dollar value in the sale of its existing property and continuing to render important patient services without interruption. Our Firm was keenly aware of these often competing interests as we negotiated the various contracts. The purchaser of the old head quarters facility required the earliest possible settlement date in order to assure the use of certain tax credits, while SGHA needed maximum time to assure that the Project was ready for occupancy. SGHA's budget contained no "fat" for overtime or other payments to enable accelerated completion. Ultimately, SGHA closed the sale of its old facility in accordance with its agreement, maintained services to its patients through a variety of methods, and managed its construction activities in a manner which resulted in completion of the Project on budget. With hindsight while as a general matter I would suggest that SGHA provide in their various agreements for the greatest amount of flexibility in timing, I acknowledge that as a business matter, little flexibility is available given matters such as tax changes which are beyond the control of SGHA.
5. How might this project be instructive to other in your profession? The Project demonstrates the kinds of legal and practical problems faced by non-profit organizations conducting development activities in the Inner City. In addition to the traditional issues of financing and construction contracting, SGHA faced the challenge of leaving a gentrifying neighborhood to spearhead development in a deteriorated commercial area. SGHA's efforts at all times to remain sensitive to the needs of the community which it serves provide an important lesson to attorneys who work with non-profit organizations. While attorneys are often focused on documents and liabilities, this Project illustrates the paramount importance of human values. The care and concern about community needs may at times have slowed business and legal decisions but ultimately it was this care and concern which was instrumental in achieving the success of the Project.
6. If five years from now you judge this project to be still successful, what characteristics would you be looking at? If I were to judge this Project in five years, I would first review the achievements of SGHA in its primary objective: providing high quality health services to the people in its community. I would ascertain the number of patients served at the Project, the expanding or contracting neighborhoods served, and the levels of service provided. I would review the numbers of physicians and other health care professionals providing services, and I would determine the number of employees of the Project who live within the Project community. I would evaluate the continued growth of SGHA in other neighborhoods, analyzing the relationship of this growth to the successful completion of the Project. I would study the impact of the Project renovations on the immediately surrounding area, asking whether this Project had triggered further urban renewal. I would study the community use of the Project facilities, making an effort to understand if by providing new community facilities SGHA had become more closely woven into the fabric of the neighborhood. I would view the physical interior and exterior of the facility to determine whether it had been maintained and whether it reflected indications of community respect or abuse. Finally, I would interview people within the community to elicit their feelings about the role SGHA and the Project have played in their lives.

## PERSPECTIVE/Professional Consultant

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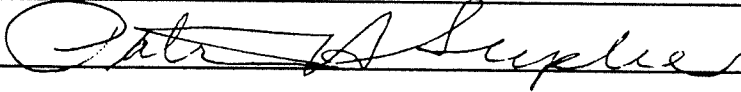
Name Patricia H. Suplee Telephone ( 215 ) 896-8118

Title President

Organization Fundametrics, Inc.

Address 127 St. Georges Road, Ardmore, PA 19003

Signature



1. What role did you or your organization play in the development of this project?

(Please see attached for answers to the questions.)

2. From your perspective, how was this project intended to benefit the urban environment?

3. What is your impression of the project's impact on its surroundings and people in the project area? Do you have data that documents its effect? Attach supplementary material as appropriate.

## PROSPECTIVE/PROFESSIONAL CONSULTANT

### 1. What role did you or your organization play in the development of this project?

Spring Garden Health Association hired my corporation, Fundametrics Inc., to raise funds for SGHA from foundations and corporations. One of the things I was successful in doing was to help them obtain a \$200,000 Kresge Foundation Challenge Grant to help finish construction of SGHA's first major capital project, Maria de los Santos Health Center in the predominantly Hispanic section of North Philadelphia. (Pictures of this building are included in the Supplementary Material.) The presence of this national award helped SGHA attract corporate and other foundation funds and, therefore, set the stage for the Broad and Fairmount purchase and renovation. Because of the Kresge Grant, a Philadelphia consortium of foundations and corporations, The Donors' Forum, agreed to hear SGHA's presentation. I composed a slide show on SGHA in which I showed slides of the Broad and Fairmount site as a auto parts warehouse, boarded-up and graffitied, just after SGHA had purchased it. I announced that this was SGHA's next capital project. As a result of that presentation, several attendees requested submission of proposals and subsequently funded SGHA's capital campaign.

### 2. From your perspective, how was this project intended to benefit the urban environment?

SGHA has provided first quality health care to its patients for 19 years now. Please see "Background" in the Supplementary Materials Section. When its first location became an area of intense gentrification, SGHA promised not to abandon its clientele but rather built Maria de los Santos Health Center in the heart of the Hispanic section. The other half of that promise was fulfilled with the opening of the Broad and Fairmount Health Center in an impoverished, Black section of North Central Philadelphia which has the largest number of housing projects in the city.

### 3. What is your impression of the project's impact on its surroundings and people in the project area? Do you have data that documents its effect? Attach supplementary material as appropriate.

SGHA's presence in this community, with all flags flying, indicates investment, commitment, employment and quality, easily available health care for all regardless of ability to pay. SGHA becomes a magnet and beacon for improvement and hope for that urban environment. Please also see included in the Supplementary Materials a letter written last year by Mr. John T. Kemp, Manager of Philadelphia Contributions for Sun Company, in which after a site visit, he called SGHA's facilities "anchor structures" within the respective geographic areas they serve.

### 4. Trade-offs and compromises during the development of the project? With hindsight, do differently?

n/a as to my particular involvement.

**5. How might this project be instructive to others in your profession?**

The way SGHA goes about the financing is particularly instructive to my profession. Sometimes fundraisers want to feel like saviors and do it all. Foundations and corporations are more impressed when a non-profit can show them a creative mix in the funding structure, ranging all the way from individuals in the community giving the few dollars they can, through LISC loan and loan/grant involvement and non-standard "below-market" loans, as well as, the sale of the non-profit's now "up-scale" location and the rollover of that profit into new capital projects. They, then, are more ready to come forward to fill in their part of the funding spectrum. SGHA's innovative approach to financing are replicable traits and attitudes that many non-profits could benefit from learning.

**6. If five years from now you judge the project to be still successful, what characteristics would you be looking at?**

The facility at Broad and Fairmount is already successfully handling more patients than was projected for its start-up period. In five years I would like to see it being even more successful, attracting even more community groups to use its facilities and employing even more community people. The important thing five years from now will be to see if SGHA, the developer and entrepreneur, has succeeded in establishing: a Geriatric Health Center in the building next door to Broad and Fairmount; if, as DHHS wants it to, SGHA has expanded to three other locations; if it has established an elderly day care center in the area; and if, should SGHA win the Rudy Bruner Award, it has leveraged this money into an endowed scholarship fund for minorities in the health professions.

PERSPECTIVE/Professional Consultant

Name: Robert N. Verdecchio, C.P.A.

Telephone: (215) 886-1958

Title: Principal

Organization: Robert N. Verdecchio, C.P.A. & Co.

Address: 122 Webster Ave. Wyncote, PA, 19095

Signature: *Robert N. Verdecchio*

1. What role did you or your organization play in the development of this project?

In my capacity as a Systems Consultant for Spring Garden Health Associates, Inc. ("SGHA"), my efforts have focused upon the design, development and implementation of enhanced and easily replicable, operational and administrative, procedures and systems. Mainly, my contributions include the implementation of automated accounting and financial reporting systems. Such systems have been designed to provide SGHA with clearly presented, relevant financial information in a timely manner. Through the comprehensive application of computer resources, the amount of time and effort required to capture, accumulate and present information has been substantially reduced, which has resulted in a more thorough analysis of more current information. Accordingly, SGHA can readily identify trends and take anticipatory action which will provide maximum: cost effectiveness and readiness to meet the forecast needs of the communities it serves.

2. From your perspective, how was this project intended to benefit the urban environment?

The objectives of SGHA's Fairmount Health Center ("FHC") are: (i) to make quality health care services readily available to everyone in the urban community that it serves; (ii) to provide an attractive, and stimulating setting for community groups to meet and provide human services and (iii) to demonstrate through physical appearance, professionalism and human compassion, the community's genuine ability to succeed in undertaking such vital projects

3. What is your impression of the project's impact on its surroundings and people in the project area? Do you have data that documents its effect?

Although I don't have readily available data to support my position, I believe you will agree that highly visible, successful, real-life examples of what can be achieved through diligence and positive thinking have always been the fuel that propels people to achieve. As someone who grew up in a depressed area of West Philadelphia, I know that the uninterrupted decay of inner city neighborhoods fosters a self fulfilling, negativity on the part of the residents. SGHA's FHC project has and will continue to effectively combat the aforementioned scenario in its community.

4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently?

The FHC faces a common tradeoff in the use of their resources between the quality of its health services vs the quantity of health services, as measured by the number of patients cared for. One aspect of the quality of the service is the amount of time and effort required to obtain the service. Patients confronted with a voluminous, confusing array of forms and lengthy administrative interviews may take such process into consideration when making a decision to visit the center. On the other hand, the forms, documentation and interviews have a direct effect on the revenue of the center and therefore its patient capacity. A significant part of my role in the project has been to review, enhance and clearly document, primarily through the use of flowcharts, the procedures to be followed from the patient entry to exit. Accordingly, the patient flow and charge capture systems were designed to minimize the amount of time and effort required from the patient while maximizing the amount of information, charges and patient payments captured. In terms of what has been done in this area thus far, I feel that the effort has been optimized. However, this is a dynamic process which will continue to be monitored and enhanced as the organization grows and its resources expand.

4. How might this project be instructive to others in your profession?

During the course of my work, I have learned alot about the information requirements of a community health center. Much of my efforts have been devoted to finding methods to meet those information needs reliably, repeatedly, quickly, accurately and easily. Accordingly, I believe that the work I have done at the FHC can serve as a model for other community health center projects.

5. If five years from now you judge this project to be still successful, what characteristics would you be looking at?

The types of indicators that I would look at include: (i) number of patients being served; (ii) number and type of health services being provided; (iii) number of community members employed by the project; (iv) number and nature of community service programs being provided at the site; (v) facility expansions and (vi) other revitalization projects in the community.

Name Hubert Gordon

Telephone ( 717 ) 761-6443

Executive Director

Address 3425 Simpson Ferr Rd.

Camp Hill, Pennsylvania 17011

Signature



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1. What role did you play in the development of this project?

I had no direct involvement in the development of this project. As the Executive Director of an Association of thirty-five (35) community based Health Care organizations with more than seventy-five (75) sites, I am continuously engaged in similar construction or major renovation projects by groups like Spring Garden Health Association (SGHA)

2. From your perspective, how was this project intended to benefit the urban environment?

It was intended to show a consonance between the excellence of care provided and the physical environment in which it is available. Further, it attempts to challenge the "defeatism" of some low income patients and to benefit the human environment of the neighborhood. Finally, it communicates a sense of permanence, belonging, and even leadership to the community around it.

3. Describe your impression of the impact that this project has actually had on its surroundings and the people in the project area. Describe any data that supports your conclusions.

As evidenced by patient visits, it has already been accepted by the community and is cited, by them, with a sense of pride and "ownership". Physically, it has improved and stabilized the neighborhood. This particular site is only a part of an overall community approach which SGHA has consistently employed and which is among the most successful in the country.

4. What trade offs and compromises were required during the development of the project? Did you participate in making them? With hindsight, what would you now do differently?

The trade off with health centers is always the same. It is whether to "skimp" on design, material and workmanship, making it easier to finance the project, but reinforcing the "second class" mind set of many potential patients; or to develop a site which not only houses health services, but also communicates a healthy, winning message to patients who use it, staff who work there, and the neighborhood, at large. Non-profit corporations must stretch resources without letting it show. With only a short period of hindsight, there is no major feature or decision which I would change or challenge.

5. What can others learn from this project?

With more than 600 Health Centers like this in the nation, there is a critical need for similar approaches. SGHA staff have already conducted training for centers in the Mid-Atlantic region on the importance of having a physical environment consistent with a high quality community service provided. Specific to this project (and applicable across the country), there is utility of space and attractiveness; ease and convenience of patient flow for both patients and staff, and a professional environment which encourages trust. On the outside, the lesson is that organizations which serve and depend on communities can add to and uplift those communities without patronizing them. Their message is: "We belong here with you".

6. If five years from now you judge this project to be successful, what characteristics would you be looking at?

In general, the project will be successful if it is used by the community and there continues to develop a sense of pride and, even, "ownership" by the community. Given SGHA's other community projects, I would predict that this pride will be demonstrated by a lack of graffiti and vandalism and by a certain "protectiveness" of the site by the neighborhood. The community will come to see it as an investment it has made in itself.



**PERSPECTIVE/Other**

Name Mrs. Brent W. Roehrs Telephone (215-875-3260)

Title Senior Program Officer

Address The Pew Charitable Trusts, 229 South 18th Street, Philadelphia, PA 19103

Signature *Brent W. Roehrs*

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

**1. What role did you play in the development of this project?**

As Senior Program Officer, in the area of the health sciences, for The Pew Charitable Trusts, I was responsible for the 1981 grant awarded to Spring Garden Health Association for replacement of the Family Health Center at 17th and Green Streets, Philadelphia. The grant was in the amount of \$900,000 (\$600,000 outright and \$300,000 on a \$1 for \$1 matching basis from other private sources). These funds attracted additional support enabling the Health Association to construct its first satellite, the Maria de los Santos Health Center. The Center is an attractive, functional facility in the heart of a low income, largely Hispanic community. Subsequent sale of the original 17th and Green facilities provided funds for the renovation of a warehouse in another depressed section of North Philadelphia. This site at 1414 Fairmount Avenue houses the administration for all the Health Association's satellites and the central comprehensive primary health care program.

**2. From your perspective, how was this project intended to benefit the urban environment?**

To provide comprehensive primary health care to residents of a medically underserved, economically depressed and blighted area. To construct an attractive facility - a bright spot midst the desolation - a facility of which the community would be proud and where the caring environment would encourage families to seek services for their health needs.

**3. Describe your impression of the impact that this project has actually had on its surroundings and the people in the project area. Describe any data that supports your conclusions.**

As in the other areas in which the Health Association has built a new facility or renovated an abandoned structure, the Fairmount site with its modern, ~~welcoming facade and its bright multi-National flags, is indeed an oasis in an otherwise unattractive area with forbidding, fortified buildings.~~

Despite the newness of the Fairmount site as a provider of primary health care, the organization's good reputation has evidenced itself both by its rapid establishment of a local clientel and its attraction of patients from outside the Center's immediate service area.

4. **What trade-offs and compromises were required during the development of the project? Did you participate in making them? With hindsight, what would you now do differently?**

On behalf of The Pew Charitable Trusts, I was delighted that the Spring Garden Health Association had been able to leverage the Trusts' 1981 award to the extent that there was no need to request additional private funds for the renovation of the Fairmount facility and the continued expansion of comprehensive primary health services in North Philadelphia.

5. **What can others learn from this project?**

Where a community health care organization is known for being well managed and providing quality services, requests for charitable funds to expand in areas of service need are most likely to be well received by foundations. Quality management is all important; without it, quality health care is not likely to be present.

6. **If five years from now you judge this project to be successful, what characteristics would you be looking at?**

A large primary health care provider with multiple delivery sites both owned and/or managed by the Health Association, under contract to other health providers. An organization that offers multiple internships on all aspects of primary care including medical social work and management. An organization that continues to retain a reputation for providing quality care, regardless of the individual's ability to pay, and an organization that has been largely responsible for removing the label "medically underserved" from a wide area of North Philadelphia.

PERSPECTIVE/Other

Name VIVIAN W. PIASECKI Telephone (215) 642-6164

Title

Address TUNBRIDGE ROAD, HAYERFORD, PA 19041

Signature *Vivian W. Piasecki*

1. What role did you play in the development of this project?

Contributions from the F.K. & Vivian O'Gara Weyerhaeuser Trust over the last five years have helped leverage local foundation support. Recently a contribution was effective in acquiring a Kresge Foundation Challenge Grant.

2. From your perspective, how was this project intended to benefit the urban environment?

The urban environment of the area in North Philadelphia served by the Spring Garden Health Association, visually and actually is among the most blighted in the country. The concept of the architectural design of the new Fairmount facility was basic to the philosophy of care. In addition to providing a space for health care, the encouragement of health habits and family support the purposeful beauty of the building was to increase the self image and respect of the clients. Beyond that it was to lift the spirits and hopes of the area inhabitants and to reassure potential investors in the community.

3. Describe your impression of the impact that this project has actually had on its surroundings and the people in the project area. Describe any data that supports your conclusions.

The building is beautiful, welcoming, appropriate to the neighborhood and apparently functional. A renovated warehouse, car showroom and garage - it does not deny its past by its brick walls, sliding doors and pulleys. A clever, yet simple arrangement of windows provides unexpected views into other rooms and a dramatic outside roof view from the rear. The spaces flow into each other giving intimacy and openness. The colors are quiet yet warm. Clients and employees from the neighborhood seem at ease and at home. In my opinion, this building creates that intangible but vital dimension of human health care that relates to the spirit.

4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently?

Not Applicable

5. How might this project be instructive to others in your profession?

There are many aspects of the Fairmount Health Center that I think would be instructive to other people in my situation. I am responsible for making philanthropic decisions for the income of a family trust. In this case, knowing the competence and dedication of several of the key personnel over many years is extremely helpful. Furthermore, the fact that Dr. Vincent Pearson, Head of Medical Services, grew up in a large family in that neighborhood corroborates my impression of the realistic and sensitive approach to community health practiced there. Finally, the value of the physical environment to the welfare of the whole person is very meaningful to me.

6. If five years from now you judge this project to be still successful, what characteristics would you be looking for?

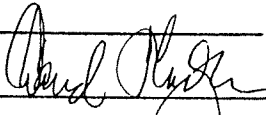
I would hope to see increasing numbers of clients being served and improving service. Are the programs answering the real needs of the people? Is education, personal responsibility and preventive medicine being stressed? Are all groups defined and being served? How do the clients feel about the center? Are mistakes admitted and corrected in a timely fashion? Has the Center made a constructive impact on the community? Is the building in good repair? Do staff standards continue to be high? Are staff and facility being utilized as much as possible. These are only a few of the many characteristics I would look for.

PERSPECTIVE/Other

Name David Thornburgh Telephone ( 215 ) 557-5428

Director - Civic Affairs

Address CIGNA Corporation One Logan Square Philadelphia, PA 19103

Signature 

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

1. What role did you play in the development of this project?

(For answers to all questions see attached.)

2. From your perspective, how was this project intended to benefit the urban environment?

3. Describe your impression of the impact that this project has actually had on its surroundings and the people in the project area. Describe any data that supports your conclusions.

Spring Garden Health Association  
Rudy Bruner Award  
CIGNA Corporation

1. What role did you play in the development of this project?

In 1985 CIGNA made a \$350,000 below-market loan to Spring Garden Health Association (SGHA) to help finance the construction of the Maria de los Santos Health Center. In making this loan, we "gave up" \$120,000 in interest we could have earned by investing our money at market rate. CIGNA made the loan through its Community Investment Program, which was established in 1982 to target low-interest investments to creative community economic development and housing projects in our key cities of Hartford and Philadelphia. (CIGNA is an insurance and financial services corporation headquartered in Philadelphia.)

2. From your perspective, how was this project intended to benefit the urban environment?

The construction of SGHA's new facility helped insure that they could continue to serve the low-income Hispanic client population in the service area. SGHA has demonstrated over its seventeen year history that it can provide high quality health care to a low-income population at a low cost. In addition, the construction of the facility helped contribute to economic revitalization efforts in the area.

3. Describe your impression of the impact that this project has actually had on its surroundings and the people in the project area. Describe any data that supports your conclusions.

SGHA has had a tremendous impact on the people whom it has served and the community in which it is located. SGHA has served over 110,000 people at its three facilities, providing them with high-quality, low-cost care which would not have been available otherwise. Their facilities have also brought jobs and economic opportunity to the neighborhood. It will continue to serve as the focal point for the economic revitalization of this depressed area.

4. What trade-offs and compromises were required during the development of the project? Did you participate in making them? With hindsight, what would you now do differently?

As a lender, CIGNA's was not intimately involved in the details of the development itself. As such, we are not familiar with any such tradeoffs that were made.

5. What can others learn from this project?

In its work, SGHA has succeeded in bringing together the public and private sectors to build a model of urban health care. CIGNA's early involvement in the Maria de los Santos Center illustrates how that partnership can succeed in bringing together partners to accomplish a much-needed social goal. The \$1.6 million raised to build the center came from the City of Philadelphia, the Pew Memorial Trusts, CIGNA, and the community, as well as a broad cross section of individuals and corporations. Surely, others can benefit from SGHA's experience of assembling this creative mix of funding. In our view, the project was a prime example of the kind of public/private partnerships that are possible for enterprising non-profit organizations.

5. If five years from now you judge this project to be successful, what characteristics would you be looking at?

From the outset of our involvement with SGHA, we have viewed it as a model of low-cost urban health care. SGHA has proven that quality, low-cost health care can be provided to a low-income population. More important, SGHA has brought more than health care to a depressed community. It has also brought a spirit of community involvement, achievement, and high standards of excellence to a community in need of such encouragement. Spring Garden Health Center stands as a living monument to dedication, excellence, and community spirit.

In 1987, we believe SGHA is a success because it has been the focal point for these kinds of positive developments. Five years from now, if SGHA has maintained this spirit we would judge it an unqualified success.

**PERSPECTIVE/Other**

Name	Donna Irvin	Telephone (	215	)	238-3271
	Executive Director, Corporate Contributions				
Address	ARA Services, Inc.	The ARA Tower			
	1101 Market Street	Philadelphia, PA 19107			
Signature	<i>Donna Irvin</i>				

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

1. What role did you play in the development of this project?

ARA Services was one of the corporate funders.

2. From your perspective, how was this project intended to benefit the urban environment?

Our corporation expected that the project would: a) provide a place for high-quality primary medical care to a severely under-served population; b) provide employment in the health care field to members of the community; and c) create a presence in the community with an attractive enough building to become catalytic in encouraging further renovation and rebuilding on surrounding blocks.

The premise of our corporation's multi-year capital contribution was that, while the Spring Garden Health Association is a health care provider, we were contributing through its site development to the economic revitalization of North Philadelphia.

3. Describe your impression of the impact that this project has actually had on its surroundings and the people in the project area. Describe any data that supports your conclusions.



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4. What trade-offs and compromises were required during the development of the project? Did you participate in making them? With hindsight, what would you now do differently?

5. What can others learn from this project?

6. If five years from now you judge this project to be successful, what characteristics would you be looking at?

We would be watching to see how much redevelopment has in fact taken place in the surrounding community, and how many new jobs, both at the health care facility, and in surrounding new projects, could be attributed to the Association's development of this site.

We expect the improvement will be significant.

Name Kevin McGruder

Telephone ( 212 ) 949-7660

Title Program Officer

Address Local Initiatives Support Corporation

666 Third Avenue, New York, New York 10017

Signature

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1. What role did you play in the development of this project?

LISC provided the Spring Garden Health Association (SGHA) with a \$48,000 loan which was used to assist with development expenses.

2. From your perspective, how was this project intended to benefit the urban environment?

A primary factor motivating SGHA's move to the Fairmount location was a desire to increase the visibility of the center to its low and moderate income client population while acting as a stabilizing force at a key intersection.

3. Describe your impression of the impact that this project has actually had on its surroundings and the people in the project area. Describe any data that supports your conclusions.

The attractive design of the SGHA building has had a dramatic, positive impact on perceptions of the surrounding community. These perceptions will make it easier for SGHA to attract new clients. The building provides area institutions and businesses with a clear signal that SGHA is confident about the future of the community.

4. What trade-offs and compromises were required during the development of the project? Did you participate in making them? With hindsight, what would you now do differently?

I did not participate in discussions regarding changes to the project during the development phase.

5. What can others learn from this project?

All too often, residential developments and community institutions serving low and moderate income people can be clearly recognized by drab, inexpensive looking exterior and interior designs. The most important lesson that can be learned from SGHA's Fairmount building is that attractive buildings serving low and moderate income people can be developed at reasonable costs. It should also be noted that the Fairmount building demonstrates that an aesthetically pleasing building in the long run is a crucial organizational investment since it can lead to feelings of pride and ownership by those who use it and the surrounding community.

6. If five years from now you judge this project to be successful, what characteristics would you be looking at?

- An increase in the client population served, and the ability of the Fairmount building to adapt to increased use.
- Investment by existing businesses and institutions in their buildings.
- Attraction of new businesses and institutions to the Fairmount/Broad area.

Name JOHN T. KEMP Telephone ( 215 ) 293-6596

Manager, Philadelphia Contributions

Address Sun Company, Inc.

100 Matsonford Rd., Radnor PA 19087

Signature

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

1. What role did you play in the development of this project? Securing a 1986 Sun grant for equipment purchase for the acute care area of the Fairmount Health Center at Broad & Fairmount St. in Philadelphia. Previously, Sun contributed to the: (1) construction of the Maria de los Santos Health Center at 5th & Allegheny St. (1983); and (2) purchase of medical equipment for the same facility (1984). Sun's 1986 grant was based on its perception of the strengths of work of the Spring Garden Health Center in its various support areas, the strong likelihood that such a strong performance/track-record would undoubtedly continue at the Fairmount Health Center, history of previous Sun support, and the major role Spring Garden's Health Centers play in their respective neighborhoods.

2. From your perspective, how was this project intended to benefit the urban environment? In a variety of ways: (1) the Fairmount Health Center (as well as Spring Garden's other facilities) is located where its constituent population group is centered; (2) it provides much-needed medical services to Philadelphia's Hispanic population in a highly cost-effective manner; (3) offers a full range of related medical/community health services; (4) provides follow-up patient care and tracking; (5) serves as an anchor structure for the neighborhood in which it's located; (6) provides employment for area residents in a variety of support areas; (7) provides readily visible symbol of and for community pride; (8) its high potential to be replicated in other areas of the city for other population groups.

3. Describe your impression of the impact that this project has actually had on its surroundings and the people in the project area. Describe any data that supports your conclusions.

This is easily answered on the basis of the site visits I conducted. The facilities are always crowded with patients and those participating in various health/community programs. It's easy to see (literally!) the excellent services that are provided to Philadelphia's Hispanic population. My point here is that if I, as an outsider, can readily pick up on the personal care, attention, and consideration extended to each patient, you can imagine how the patients themselves -- who are receiving such support -- must feel. Physically, the facility serves as an effective anchor structure for the community itself. The residents take pride in their (and I emphasize this word purposefully) facility, which extends into their neighborhood. This in turn gives them a sense of pride in their neighborhood and makes them want to make that total neighborhood a better place to live and work. Spring Garden's policy of hiring area residents to fill support positions where possible also helps create the feeling that the Health Center is indeed the neighborhood's.

4. What trade-offs and compromises were required during the development of the project? Did you participate in making them? With hindsight, what would you now do differently?

I do not believe this particular question is applicable to me.

5. What can others learn from this project? That it is possible to provide cost-effective medical and related health care within an inner city setting to those who, otherwise, would not be able to obtain/make use of such services by themselves. In addition, which I think is a very big "plus," Spring Garden's management/administration runs a very "tight ship." Because of this, sources that would ordinarily be used to support an over-all administrative budget are able to be channeled into programs and services for the constituent population. In other words, programs/services are not sacrificed for burgeoning administrative costs. In today's economic environment, I think this is a very positive indication of dedication of rendering much-needed services.

6. If five years from now you judge this project to be successful, what characteristics would you be looking at?

It's replicability. In my mind, there's no question that the "Spring Garden Concept" is a successful one for the Hispanic population. Sun Company has every confidence that the Spring Garden health centers will continue to serve the Hispanic population of Philadelphia in a highly professional, caring, cost-effective manner. This I consider a "given." However, the Hispanic population is not the only low-income, under-served group in Philadelphia. There are obviously others that could benefit from similar centers serving them. I feel the Spring Garden model is a sound one and one that, with normal modifications, could be used again and again. Five years down the road, I'll be looking for replications of this social service throughout Philadelphia.

## PERSPECTIVE/Community Representative

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

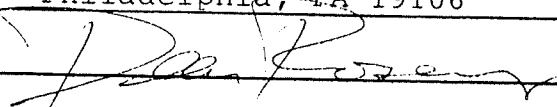
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Name Dean Rosencranz, President Telephone ( 215 ) 238-7676

Organization and Title (if applicable) Philadelphia Commercial Development Corporation (PCDC)

Address The Sovereign Building, 714 Market Street, Suite 433

Philadelphia, PA 19106

Signature 

1. How did you, or the organization you represent, become involved in this project?

Philadelphia Commercial Development Corporation (PCDC) operates a neighborhood commercial revitalization program in low-income communities of Philadelphia, including several served by SGHA.

2. What were the major issues from the community's point of view?

Low-income communities must maintain or resuscitate their commercial centers as community centers. These centers provide essential goods and services to the community and provide jobs for the residents. Developing a site and a program that will benefit these communities and the development presents special challenges.

3. What other community organizations or institutions, if any, were involved? What relationship did they have to the project?

N/A

4. If there was a public review process, did you or your organization participate in it? Describe your involvement.

N/A

5. From your perspective, how has this project made the community a better place to live? Please be as specific as possible.

The presence of SGHA has made a significant contribution to the revitalization of the neighborhoods. SGHA provides essential and affordable medical services to area residents. Their new clinics have also created much needed jobs in the community. SGHA's new buildings anchor a key block near commercial districts. This kind of investment and construction, as well as the availability of needed services, attracts new businesses and encourages existing businesses to remain and expand.

6. If a community group interested in doing a similar project came to you, what advice would you give them?

To provide a needed service that can create jobs for neighborhood residents. To thoroughly research the project and the community. ~~To~~ Insist on a high standard of design and construction.

7. Why do you think the project should win this award?

SGHA had the organizational skills and the vision to bring medical services to a low-income neighborhood, packaged in a building of exceptional quality. Very few developers are both willing and able to complete such a project.

## PERSPECTIVE/Community Representative

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Name Gwendolyn Moore-Porter Telephone ( 215 ) 342-6200

Organization and Title (if applicable) Jewish Family & Children's Agency/Project PRIDE

Address 8253 Bustleton Avenue

Philadelphia, PA 19152

Signature Gwendolyn Moore - Porter

1. How did you, or the organization you represent, become involved in this project?

We came to Spring Garden Health Association, Inc. through Pat Zimmerman's invitation. Project PRIDE works at two of their locations.

2. What were the major issues from the community's point of view?

Having an appropriate space to meet my clientel where the environment was pleasant and accepting. Our agency can provide support services, but we have no space.

3. What other community organizations or institutions, if any, were involved? What relationship did they have to the project?

There are a number of consultants that work with the WEE CARE program and they find find the environment very conducive. The teens we service are pregnant and parenting. Therefore, they need to "see" that someone cares.



4. If there was a public review process, did you or your organization participate in it? Describe your involvement.

N.A.

5. From your perspective, how has this project made the community a better place to live? Please be as specific as possible.

There is a sense of pride regarding the facilities. Much care is given to keep the premises neat and clean. The rest rooms are sanitary. The building is bright and well lighted. Many times we meet in the evening and there are security available. The large class windows enable you to see clearly where you are going or if anyone else is in the building.

6. If a community group interested in doing a similar project came to you, what advice would you give them?

Do the exact same process. I would like for them to tour the building, speak with the staff and clientel, get the management to help them to develop a plan of action for their community.

7. Why do you think the project should win this award?

When you go into North Philadelphia and see the abandon houses, proverty and deprivation, and then find a small oasis where Health Care, family support and acceptance looms, there is no doubt in my mind that Spring Garden should win. They have not empowered themselves, They are empowering and educating the people that once again there can be beauty even in low income areas.

## PERSPECTIVE/Community Representative

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Name Juan E. Vazquez Telephone ( 215 ) 988-9811

Organization and Title (if applicable) Philadelphia Council, Boy Scouts of America/District

Executive Hispanic Program

Address 428 Pine Street, Camden, New Jersey 08103  
22nd and Winter Streets, Phila., PA 19103

Signature

*Juan E. Vazquez*

1. How did you, or the organization you represent, become involved in this project?

Through the Exploring Division of the Boy Scouts. The Spring Garden Health Association sponsors a health related Post at one of their sites. Besides these regular meetings they also hold a program for Explorer Scouts as an "Introduction to the Health Professions."

2. What were the major issues from the community's point of view?

Lack of quality health programs and programs to involve youth participation.

3. What other community organizations or institutions, if any, were involved? What relationship did they have to the project?

n/a

4. If there was a public review process, did you or your organization participate in it? Describe your involvement.

My involvement was to find a place where young men and women could participate in different health careers and explore if any of these careers were meant for them. The Spring Garden Health Association gave these low-income youth the opportunity to learn about health related fields through the Exploring Program / Philadelphia Council, BSA.

5. From your perspective, how has this project made the community a better place to live? Please be as specific as possible.

Yes, residents of the community now have a place where their health needs are met. They respect it and make it a part of their own home. SGHA has given the community better health care, reduced diseases among community residents and given them pride that they have something which is their own and it is making it worthwhile by offering all types of health services such as medical, dental, laboratory, etc.

6. If a community group interested in doing a similar project came to you, what advice would you give them?

Think about the community, what services are you going to offer. Are you meeting their needs? Will they be able to put input in the project? Will they have a representative on the board? Will they offer training to those who qualify to be employed, etc.

7. Why do you think the project should win this award?

It is a unique place. It does meet the needs of the community. It has a meeting place open to the community's use, an area for children to play, food service. It is a place where there is a good atmosphere. It offers excellent service to the community.

## PERSPECTIVE/Community Representative

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Name Jane Kirk Telephone ( 215 ) 236-8008

Organization and Title (if applicable) Little Neighborhood Centers Head Start - Health Coordinator

Address 1609 Poplar Street

Philadelphia, Pennsylvania 19130

Signature *Jane C. Kirk R.N.*

1. How did you, or the organization you represent, become involved in this project?

Little Neighborhood Centers and Spring Garden Health Association serve the same population. Many of the families in our program use the services of Spring Garden Health Association, and in particular, Fairmount Health Center, to meet their health needs. As an organization we have worked closely with the personnel of the Fairmount Health Center to provide necessary screening and immunizations for the children in the program. When the new Health Center was in its planning stages, we were asked for input as to desired design to meet the needs of the families in our program and the population in general.

2. What were the major issues from the community's point of view?

The former Spring Garden Health Center was fashioned out of a number of rowhouses. It was not aesthetically pleasing and had a non-functional design. The intake area was not visible from the front door; Waiting Area space was limited. By contrast, Fairmount Health Center is a building bright with natural light and aesthetically pleasing. The above mentioned problems have been corrected. The design is one in which no space is wasted and yet there is adequate room.

3. What other community organizations or institutions, if any, were involved? What relationship did they have to the project?

Unknown

4. If there was a public review process, did you or your organization participate in it? Describe your involvement.

As mentioned previously, we were asked for suggestions as to proposed design for the new building. We were asked what design would best meet the needs of the families which we mutually serve.

5. From your perspective, how has this project made the community a better place to live? Please be as specific as possible.

The Health Center is a "Brand New" building which is beautiful on the outside and the inside in an economically depressed neighborhood. It portrays the image of the community that the Health Center cares about and respects its residents. There are large windows without bars on the front of the building. This very design makes the statement to the community that it is indeed their Health Center. There are large live green plants in the Health Center which adds to the beauty in an otherwise drab area.

6. If a community group interested in doing a similar project came to you, what advice would you give them?

I would recommend the Spring Garden Health Association as a resource.

7. Why do you think the project should win this award?

The Health Center requested the input of residents and service organizations in the design of the new building. It is a building which meets the needs of the residents of the community and makes a positive statement to them.

## PERSPECTIVE/Community Representative

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Name Linda Kilby Brooks, M.S., R.D. Telephone ( 215 ) 978-6100

Organization and Title (if applicable) Executive Director, NORTH, Inc.

Address 1415 N. Broad Street Suite 116

Philadelphia, PA 19122

Signature \_\_\_\_\_

1. How did you, or the organization you represent, become involved in this project?

Spring Garden Health Assoc. have contracted with NORTH, Inc. to provide the Special Supplemental Food Program for Women, Infants and Children (WIC), for clients who receive health care at both locations - Fairmount Health Center and Maria De Los Santos Health Center.

2. What were the major issues from the community's point of view?

Both organizations are involved in the provision of health care services, health and nutrition education and food to families with young children.

3. What other community organizations or institutions, if any, were involved? What relationship did they have to the project?

NORTH, Inc. contracts with the major teaching hospitals and several neighborhood health centers within the city of Philadelphia to provide WIC services. These include Hahnemann Hospital, Temple Hospital, Pennsylvania Hospital, Children's Hospital, Hospital of Philadelphia and St. Christopher's Hospital for Children, Peoples Neighborhood Health Center, 2501 Health Care Center, Haddington Health Center and Greater Philadelphia Health Action.

4. If there was a public review process, did you or your organization participate in it? Describe your involvement.

5. From your perspective, how has this project made the community a better place to live? Please be as specific as possible.

Spring Garden Health Associates provide much needed health services to people living in the inner city of Philadelphia. This multi ethnic population has learned to depend on these services and have developed a rapport with the staff in these centers.

6. If a community group interested in doing a similar project came to you, what advice would you give them?

In order to succeed any organization would have to have a true interest in working with the population in need. Spring Garden Associates not only provides services but gives individual help to the members of this community according to their need.

7. Why do you think the project should win this award?

As health providers Spring Garden Health Association provides multi faceted services to a multi ethnic population in their neighborhoods. The community appreciated the high quality service and individual care provided by a caring interested staff. The health care facilities are also open for use by members of the community when needed.

## PERSPECTIVE/Community Representative

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Name J. Morrissette-Ndulula Telephone ( 215 ) 229-1800

Organization and Title (if applicable) Philadelphia Parent Child Center, Executive Director

Address 2515 Germantown Avenue

Philadelphia, Pennsylvania 19150

Signature J. Morrissette-Ndulula

1. How did you, or the organization you represent, become involved in this project?

The Philadelphia Parent Child Center operates two programs that are funded by Head Start, a federally funded program for pre-school children and their families. A major requirement of Head Start is that each child receive quality health examinations and care. The Spring Garden Health Association provides that service for our Center and it meets the highest standards of health care. As a representative of a community agency that is served by Spring Garden, I serve on its Board of Directors and was involved in the planning for Fairmount Center as well as the other facilities.

2. What were the major issues from the community's point of view?

The people of the community appreciate a well equipped and competent health facility. They respond most favorably to a service which is attractive and inviting physically and where they are very well received and treated with respect. Our clients who use the Spring Garden facilities respond most favorably to them and use them willingly.

3. What other community organizations or institutions, if any, were involved? What relationship did they have to the project?

Spring Garden has a community board comprised of interested individuals, persons who are patients of the health center and representatives of organizations and institutions. In addition to the Philadelphia Parent Child Center, other organizations and institutions represented were Episcopal Hospital, Continental Bank, Pa. Department of Public Welfare, and the Lutheran Church.



4. If there was a public review process, did you or your organization participate in it? Describe your involvement.

N/A

5. From your perspective, how has this project made the community a better place to live? Please be as specific as possible.

The Fairmount Center is a very attractive facility. Clients of our Center are aware of its presence and appreciate what it has done for the area in which it is located. It is easy to reach by subway, bus and automobile. Parking in the area is possible-either free or inexpensive.

6. If a community group interested in doing a similar project came to you, what advice would you give them?

I would suggest that the group contact the Spring Garden Health Association for guidance. The agency is very generous in sharing information about how to establish or improve a service. People at Spring Garden have willingly helped to put our Center in touch with specialists who have helped us.

7. Why do you think the project should win this award?

I think that the Fairmount Center should win the award because it provides an attractive setting for people living in an impoverished area which says to every one entering its doors that that person is important. It makes a positive impact on the community in which it is located - improves the area. It provides very high quality health care.