

(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.		
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Signature	<i>Jose S. Galura</i>		
Organization		Key person*	Telephone

PROJECT PROFILE

1. Describe the characteristics of the project: the important aspects of the project's 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.

AWARD USE

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.)