SEATTLE VOCATIONAL INSTITUTE ADAPTIVE REUSE STUDY

FINAL REPORT

Prepared for
SEATTLE COLLEGES

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Project No. 1520.01.03

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ACRONYMS AND ABBREVIATIONS

CPDA	Community Preservation and Development Authorities
HVAC	heating, ventilation, and air conditioning
MFA	Maul Foster & Alongi, Inc.
PDA	public development authorities
PFD	Public Facilities Districts
the Property	Building located at 2120 South Jackson Street
RFI	Request for Letters of Interest Street
SCC	Seattle Central College
SCIDpda	Seattle Chinatown International District preservation and development authority
SOIC	Seattle Opportunity Industrialization Center
SVI	Seattle Vocational Institute

SUMMARY

This summary is not intended as a stand-alone document and must be evaluated in context with the entire document.

The Seattle Vocational Institute (SVI), a division of Seattle Central College, provides short-term job training and workforce development opportunities. The facility is located in the Central District of Seattle at 2120 South Jackson Street. The SVI building is a six-story, approximately 111,700 square feet structure on an approximately one-acre lot (the Property). SVI has focused on serving economically disadvantaged and minority populations and has a legacy of providing opportunities to people of color, particularly African Americans, in the Central District and the broader region.

While SVI remains committed to this mission, it faces significant challenges related to enrollment, finances, and physical building condition. Seattle Colleges initiated this Adaptive Reuse Study to respond to increasing challenges to maintain and operate their programs within the Property. Seattle Colleges has determined that it no longer requires the entire SVI building to provide its educational programs and is seeking to transfer ownership of the Property to allow for adaptive reuse of the facility that better serves community interests.

Seattle Colleges is prepared to have a continuing presence in the future development of the property but believes that under different ownership the property would have a better chance of being a dynamic and culturally relevant hub to support the local African American community.

LEGISLATIVE PROVISO

During the 2018 session, the Washington State Legislature included a proviso in the supplemental Capital Budget to provide funding for Seattle Colleges to explore the adaptive reuse of the Property. This report has been prepared to satisfy the requirements of the proviso.

PLANNING PROCESS

Because of SVI's legacy and prominence in the community, Seattle Colleges developed a planning approach that sought to engage numerous stakeholders through multiple methods. The planning process was guided by an Advisory Group appointed by Seattle Colleges and included input from a set of focus groups, as well as open community meetings.

GUIDING PRINCIPLES

Based on input from the Advisory Group, focus groups, and community forum, the following guiding principles for the future use of the Property were developed:

- Should be culturally relevant to recognize and enliven the African American heritage of SVI

- Provide community benefit and accept community input in the concept design and be welcoming to multiple ethnic groups
- Be vibrant, with a mix of activities to serve diverse groups of people throughout the day
- Be economically energized, providing training and resources to support entrepreneurship, local businesses, and career development
- Include an education component, providing opportunities for short-term job training and ladders to further learning and training
- Be accessible, providing community meeting and gathering spaces

FINANCIAL ANALYSIS

As the history of SVI has shown, operating and maintaining the facility is financially challenging. A financial feasibility analysis was conducted to evaluate the cost implications of adaptive reuse of the property. The analysis included planning level cost estimates for construction and evaluation of revenue opportunities. Costs for renovation of the building were estimated to be $43 million, using public procurement models to provide classroom and office space that meet contemporary standards. In comparison, demolition and construction of a new facility was estimated to be $53 million. A wide range of financing options could be packaged to offset construction costs. The financing options are largely driven by future use programming and the future ownership structure.

OWNERSHIP MODELS

The transfer of ownership of the Property is fundamental to implementation of adaptive reuse. There was broad consensus among stakeholders that the Property should remain in an ownership that will provide public benefit. This could take the form of public agency or non-profit organization with a mission relevant to the guiding principles.

It is important to note that the outcome of the Adaptive Reuse study process is intended to provide a recommendation, not a final decision. Members of the Washington State legislature have stated that any transfer of ownership of the property will be conducted through legislation.

IMPLEMENTATION

While multiple plans, studies, and ideas for the Property have been issued in the past several years, there has not been a clear strategy for implementation. Successful implementation will require an integrated approach that synthesizes programming for future uses, physical improvements to the Property, ownership and management structure, and financing.

The Advisory Group and Seattle Colleges decided to issue a Request for Letters of Interest (RFI) to solicit actionable proposals from organizations that could provide their own integrated approach to adaptive reuse of the Property within the guiding principles established by the planning process.

The decision to issue the RFI was based on several factors, including.

- The guiding principles and conceptual uses identified by the community represent an expansion of activities beyond the scope of Seattle Colleges programs. A different organization would be better suited to implement those uses than Seattle Colleges.
- Previous plans have identified potential reuse options but not an organization and financing plan to implement the concepts.
- There is growing concern about maintaining ownership of property in the Central District in African American organizations or organizations rooted in the community. This Property presents an opportunity to build the locally owned land base.
- The RFI process provides the opportunity for community-based organizations to present their vision and plan for implementation. This empowers and provides opportunity for local organizations to build capacity.

Three responses were received to the RFI from:

- **Africatown Community Land Trust** in partnership with Capitol Hill Housing, Catholic Community Services, Byrd Barr Place, and other potential partners.
- **SeaMar Community Health Centers** in partnership with Bazan and Associates architects and Equity Alliance of Washington.
- The **Urban League of Metropolitan Seattle** in partnership with the Technology Access Fund, Byrd Barr Place, and the Northwest African American Museum, along with Beacon Development Group.

The proposals were reviewed and evaluated by the Advisory Group with support from the consultant team and Seattle Colleges staff. The Advisory Group conducted a consensus ranking of the submittals. It was the unanimous decision of the Advisory Group to score the Urban League's proposal as the highest among the three received. The Urban League's proposal for adaptive reuse included housing, space for innovation and job creation, programming in workforce development, training, pre-apprenticeship, as well as a Seattle Public School that offers early childhood development focused on African American youth and other people of color and an innovative curriculum designed by the Technology Access Fund. This education model could include collaboration with Seattle Colleges as well as public and private industry. Seattle Colleges forwarded the Advisory Group's recommendation to its Board of Trustees on October 18, 2018.

It should be noted that the traditional disposition process for surplus property would require action by the State Board of Community and Technical Colleges' Board of Trustees to dispose of the property at fair market value through a competitive solicitation process. Through an Interagency Agreement, the Washington State Department of Enterprise Services typically facilitates the real property disposition process. However, the adaptive reuse study identified a consensus goal of keeping the Property in service to the public. Stakeholders placed a priority on its continued use as a community asset controlled by a public agency or non-profit organization and programmed to meet

the needs of local underserved populations. To achieve this outcome, the conditioned disposition of the property to the receiving entity will need to be accomplished by Legislative action.

While the disposition decision rests with the Washington State Legislature, there is additional work to be undertaken to define the specifics of the real property transaction, which may include the creation of a traditional municipal Public Development Authority or a legislatively initiated Community Preservation and Development Authority. It is likely that the additional work to support the Property transfer will require State financial support.

1 INTRODUCTION

The Seattle Vocational Institute (SVI), a division of Seattle Central College (SCC), provides short-term job training and workforce development opportunities. The facility is located in the Central District of Seattle at 2120 South Jackson Street. The SVI building is a six-story, approximately 111,700 square feet structure on an approximately one-acre lot (the Property). SVI has focused on serving economically disadvantaged and minority populations and has a legacy of providing opportunities to people of color, particularly African Americans, in the Central District and the broader region.

The mission of SVI was codified as "*to provide occupational, basic skills and literacy education opportunities to economically disadvantaged populations in urban areas of the college district it serves. The mission shall be achieved primarily through open-entry, open-exit, short-term, competency-based basic skill, and job training programs targeted primarily to adults." RCW 28B.50.306*

SVI offers both professional and technical programs that are geared towards transitional studies and youth engagement. The latter are designed for youth not currently engaged in a school or work pathway. SVI currently offers the following programs (location in parentheses):

- Basic & Transitional Studies—Adult Basic Education/High School 21/Graduation Education Diploma/English as a Second Language (SCC)
- Pre-Apprenticeship Construction Training—PACT (Wood Technology Center)
- Dental Assistant (Pacific Medical Tower)
- Medical Assistant (SVI)
- Medical Administrative Assistant (SVI)
- Phlebotomy (SVI)

The programs with highest enrollment are the PACT, medical assistant and dental assistant sequences. SVI previously offered Cosmetology, Medical Administrative Assistant and Computer Support Technician programs, but the Cosmetology program was closed after a program viability process was completed. Computer Support Technician and Medical Administrative Assistant have both been experiencing challenges and are currently on hiatus as the college reviews options for program redesign in the future. The majority of SVI students are funded through federal financial aid and a variety of workforce funding options.

While SVI remains committed to this mission, it faces significant challenges related to enrollment, finances, and physical building condition. Seattle Colleges initiated this Adaptive Reuse Study to respond to increasing challenges to maintain and operate their programs within the SVI building. Seattle Colleges has determined that it no longer requires the entire SVI building to provide its educational programs.

Seattle Colleges is prepared to have a continuing presence in the future development of the property but believes that under different a different ownership structure the Property would have a better chance of being a dynamic and culturally relevant hub to support the local African American community.

1.1 Legislative Proviso

Chapter 298, Laws of 2018 (2018 supplemental capital budget) requires the Department of Commerce to contract for:

> "…an adaptive reuse study for the Seattle vocational institute building and property located at 2120 south Jackson Street. The study must quantify the costs of repair and improvements for the various potential uses and analyze financing under different ownership scenarios. The evaluation must be provided to the office of financial management and fiscal committees of the legislature by December 15, 2018."

Seattle Colleges has conducted the Adaptive Reuse Study and prepared this report to meet the requirements of this proviso. Seattle Colleges contracted with the consulting firms Maul Foster & Alongi, Inc., Heartland LLC, and Schreiber Starling Whitehead Architects to conduct the study.

1.2 History

The origin of SVI begins in 1966 when the Seattle Opportunity Industrialization Center (SOIC) was established. With support from federal funds, SOIC constructed a four-story education building at 2120 South Jackson Street that was completed in 1974. SOIC was part of an initiative aimed at providing short-term employment training for inner city residents, especially those who had not obtained their high school diplomas or had barriers to employment. The building was renovated and expanded with two additional floors in 1982.

SOIC's diversified funding and its accreditation saved the school from the financial collapse experienced at the beginning of the 1980s by many similar institutions, but it could not survive the federal government's rapid and drastic funding cutbacks around 1983 and 1984. Efforts continued for another two years, but on September 25, 1986, SOIC filed for bankruptcy.

A partnership of private and public partners briefly took over management of the facility from 1986 to 1991 and renamed it the Washington Institute of Applied Technology. However, that organization also was not able to financially sustain the facility and its programs.

In 1990, Washington State took over the institution. The State Legislature gave Seattle Colleges control of the building and the job training and basic education programs operating there. At that point, the building and programs were renamed as SVI.

In recent years, the programs operating in this building have seen decreasing enrollment. Budget challenges created a backlog of deferred maintenance. One of the programs with highest enrollment, Dental Assistant, was moved to Pacific Medical Tower and another popular program, PACT was moved to the SCC Wood Technology Center. These changes have contributed to vacancy in the SVI building.

In 2014, SVI updated their strategic plan, which identified several initiatives to revitalize the programs and building. A series of building condition assessment and renovation plans were prepared including:

- SVI Capital Needs Assessment (June 2015)—Provided an architectural assessment of the condition of the building, identified needed improvements, and provided a preliminary cost estimate for renovations.
- Renovations for New and Existing Program Needs (March 2016)—Described programming and space needs along with cost estimates for renovations to improve delivery of existing programs and support new programs.
- Youth Opportunity Center Feasibility Analysis (February 2017)—Provided assessment of building improvement needs and cost estimate for renovation of the building, including conversion of the lower two floors for a career guidance center, "makers" space, classrooms, a computer lab, and administrative office space.

As the challenges to SVI have mounted, Seattle Colleges changed focus to engage local and state stakeholders and partners in thinking about how the building and the property can best serve the community.

1.3 Challenges Facing SVI

SVI faces a number of challenges including:

- Funding for public education and the community college system in Washington State has been declining in general, and SVI has faced severe budget cuts.
- Demographics of the Central District have changed as gentrification has displaced much of the African American population in the Central District that SVI was designed to serve (See Figure 1).
- Other workforce development programs offer education opportunities similar to those of SVI.
- Enrollment has declined significantly in the last ten years (See Figure 2).
- The building itself has not been maintained over the years and has fallen into disrepair. Building systems, including electrical, mechanical, plumbing, and heating, ventilation, and air conditioning (HVAC), have reached the end of their design life and need to be significantly renovated or replaced. Securing capital funding has been difficult.
- Several education programs have been moved to other facilities or are under review and no longer accepting students.

Figure 1. Central District Demographics

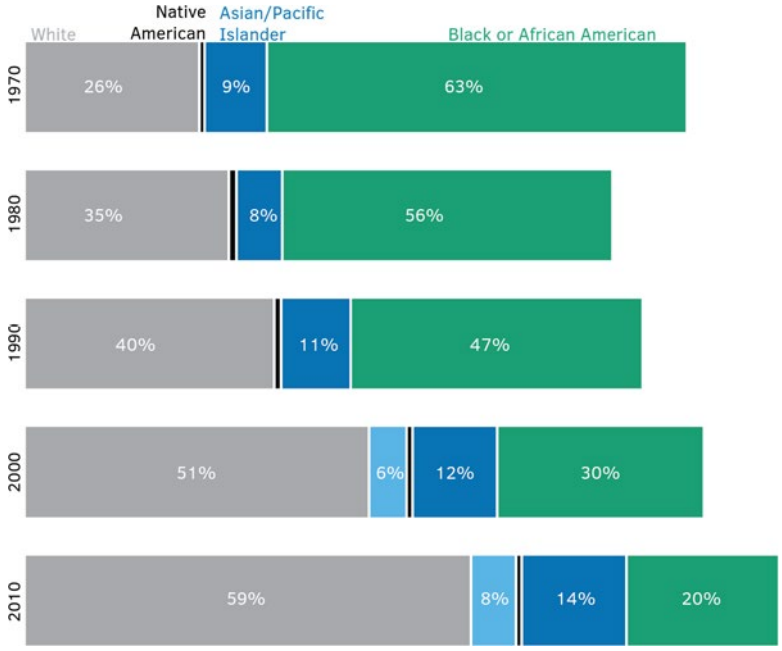
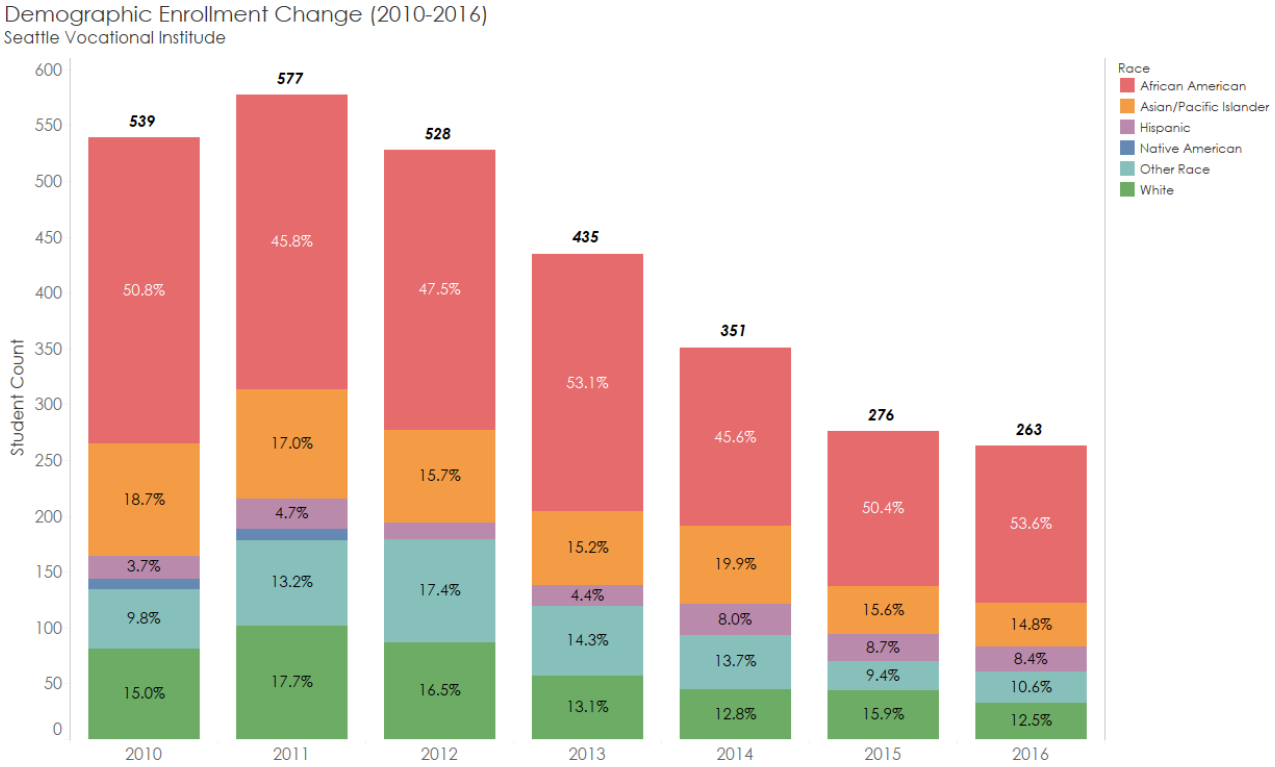


Figure 2. SVI Enrollment



1.4 Planning Approach

Because of SVI's legacy and prominence in the community, Seattle Colleges developed a planning approach that sought to engage numerous stakeholders through multiple methods. The planning process was guided by an Advisory Group (see Table 1) and includes input from a set of focus groups as well as open community meetings. Members of the Advisory Group were selected based on their experience and expertise in areas such as workforce development, training, low-income housing, and involvement with the affected communities. Summary notes from the Advisory Group meetings are provided in Appendix A. The input from stakeholders was synthesized with architectural assessment of the building, financial analysis, and real estate strategy. The Adaptive Reuse Study took into account a number of previous building assessments and plans.

Table 1: Advisory Group

Advisory Group Member	Affiliation
Anita Adams	Deputy Advisor, Labor Equity Program, City of Seattle
Evelyn Allen	Founder and Director, Village Spirit Center, Catholic Community Services
Barbara Dingfield	Foundation for the Seattle Colleges
John Kim	Executive Director, Seattle Jobs Initiative
Andrew Lofton	Executive Director, Seattle Housing Authority
Barbara "BG" Nabors-Glass	Vice President, Goodwill

The planning process included the following steps:

- Evaluate existing conditions and define the problems that need to be addressed
- Define goals and a vision for a successful outcome
- Identify options for the facility
- Request for letters of interest for adaptive reuse of the building and property
- Provide a recommendation to SVI and SCC leadership, that in turn will form the basis for a recommendation to the State Legislature.

The Request for Letters of Interest (RFI) process was not originally anticipated as part of the Adaptive Reuse Study. The input from stakeholders and review of the history of building reuse plans led to Seattle Colleges and the Advisory Group deciding that soliciting proposals from organizations that could take over ownership and management of the building would be more effective than producing a reuse plan without identifying a potential implementing organization.

1.4.1 Focus Groups

A series of focus group meetings were held at SVI in January and February of 2018. Each focus group meeting included a brief presentation on the mission, programs, and current conditions of SVI; a tour of the building; and facilitated discussion of challenges and opportunities. The input from the focus groups is summarized in a report included as Appendix B.

Focus groups were convened based on the following areas of interest:

- Local governments
- Workforce development
- Central Area-based community organizations
- Affordable housing
- Non-profit and service organizations

Additionally, meetings were held in February of 2018 with current students and with SVI staff and faculty. These meetings included a similar but more abbreviated presentation on current conditions at SVI, followed by a facilitated discussion of challenges and opportunities.

1.4.2 Community Forum

Seattle Colleges hosted a Community Forum on April 2, 2018 to provide an update on the status of planning for the future of SVI. The Community Forum was organized in three sections: building tours, presentation, and small group discussions. A total of 32 people signed in at the meeting. A summary of the community meeting is provided in Appendix C.

2 ADAPTIVE REUSE OPTIONS

Previous studies have produced adaptive reuse plans for the SVI building, including renovations to support existing or new programs offered by SVI or to bring in new partners and programs to the facility. The Adaptive Reuse Study took those previous studies into consideration and broadened the perspective to engage stakeholders in discussion of guiding principles for future use and concepts for redevelopment of the both the building and the entire property.

2.1 Guiding Principles

Based on input from the focus groups and community forum, the following guiding principles for the future use of the property were developed:

- Should be culturally relevant to recognize and enliven the African American heritage of SVI
- Provide community benefit and accept community input in the concept design and be welcoming to multiple ethnic groups
- Be vibrant, with a mix of activities to serve diverse groups of people throughout the day
- Be economically energized, providing training and resources to support entrepreneurship, local businesses, and career development
- Include an education component, providing opportunities for short-term job training and ladders to further learning and training
- Be accessible, providing community meeting and gathering spaces

2.2 Future Use Concepts

While a large range of ideas and opinions were generated through the community outreach effort, three primary future use concepts emerged from the input from the focus groups and community forum: vocational training school, facility to support at-risk youth, and a mixed-use development.

2.2.1 Education and Vocational Training

Building on the legacy of SOIC, WIAT, and SVI, many community members suggested that the function of the building continue to primarily focus on education and vocational training. Several successful models from around the region were mentioned, such as Skills Center and the Technology Access Foundation program. This use concept addresses the continuing need to provide vocational education and pathways to career development for people of color and low-income populations. Previous studies of the building have indicated that substantial renovations would be needed to provide classroom and support service spaces to meet contemporary standards.

2.2.2 Support for At-Risk Youth

In light of the efforts to achieve zero juvenile detention in King County, a number of community members stated that the building could provide education, training, and support services for at-risk youth. This concept addresses a local and regional need and could create opportunities for partnerships with King County and other organizations involved in programs to support at-risk youth.

2.2.3 Mixed-Use Concept

Building on the range of interests and aspirations articulated in the guiding principles, many participants in the planning process suggested that the building and entire property could be redeveloped with a mixed-use concept. The types of uses suggested included commercial retail, education, office space with a focus on non-profit organizations, community gathering spaces, and affordable housing. These uses could be integrated into a vertical building or in two or more buildings on the property. The Africatown Plaza and 12th Avenue Arts projects were identified as potential models for how this kind of mixed-use development can be implemented. Discussions of mixed-use development often suggested redevelopment of the existing parking lot on the north side of the property into a new building, and either renovation or demolition and new construction of the existing SVI building.

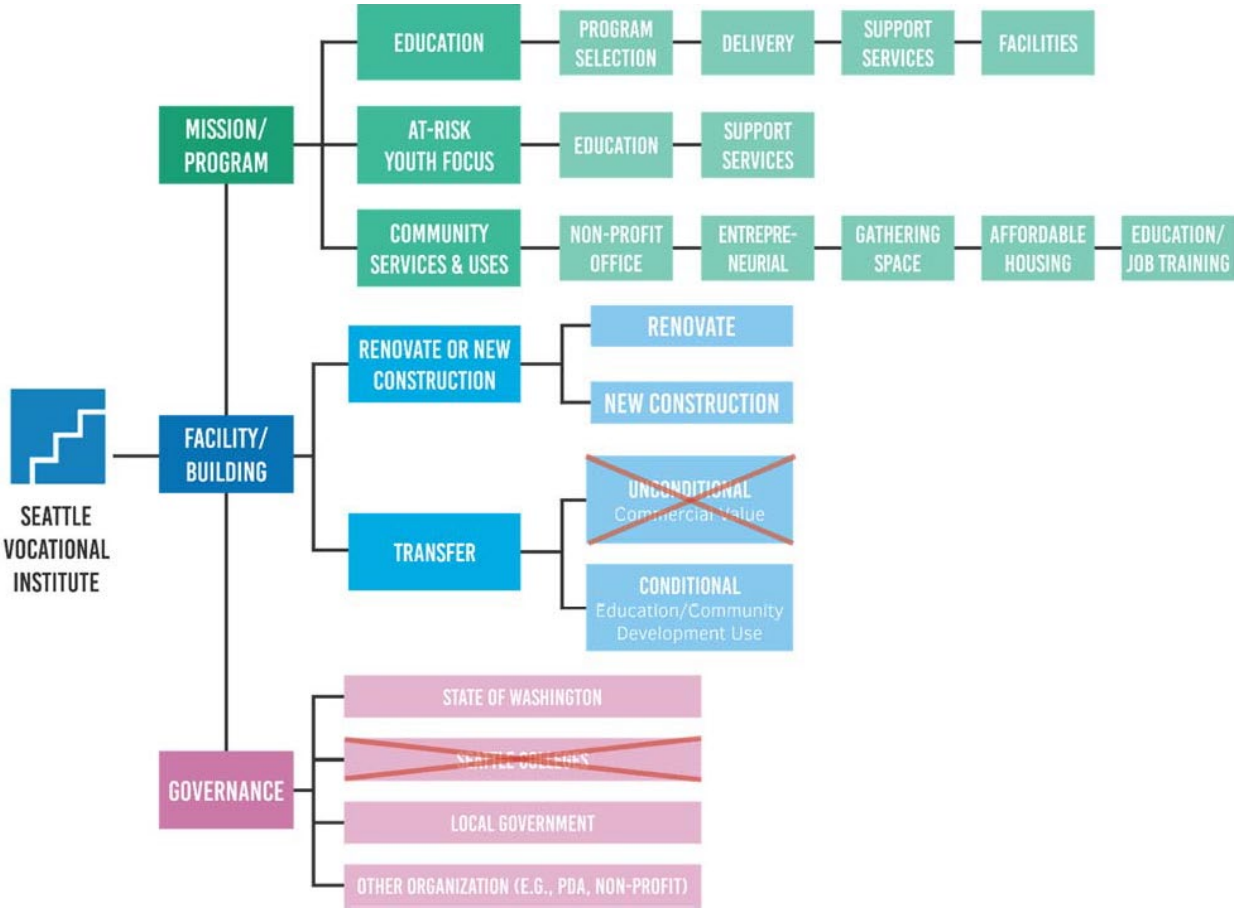
2.3 Integrated Approach to Adaptive Reuse

Implementing any of the future use concepts will require an integrated approach that addresses mission and programming, physical improvements to the building and property, and governance (See Figure 3). These three elements need to come together to inform a financing plan.

In addition to future use concepts, treatment of the physical building and property were discussed with the Advisory Group, focus groups, and community members. These discussions showed mixed feelings about renovation or demolition and new construction. Some people stated that the building is an important icon in the community and should be renovated. A greater number of people stated that the program is the more important legacy and that with the poor condition and constraints of the building, the community would be better served by building a new facility. Several people cautioned that there would be a sense of loss and skepticism if the building was removed and that a clear plan for new construction would need to be in place and action would need to be quickly taken to give people the assurance that community needs will be met. The costs and financial implications of renovation and new construction are evaluated in Section 3 of this report.

Community members and the Advisory Group expressed strong support for the Property staying dedicated to public use and that it should not be transferred without conditions to a private party. Seattle Colleges leadership has stated that the organization would like to transfer ownership of the property to another organization. This position is based on two primary factors. The future use concepts desired by the community are broader than the education mission of Seattle Colleges, so another organization would be more effective to achieve that vision. The funding system of Washington State Community and Technical Colleges is not well-suited to meet the financial needs of renovation and operation of the Property. An assessment of alternative ownership models for the Property is provided in Section 4 of this report.

Figure 3. Integrated Approach to Adaptive Reuse



3 COST ESTIMATES AND FINANCIAL ANALYSIS

As the history of SVI has shown, operating and maintaining the facility is challenging financially. A financial feasibility analysis was conducted to evaluate the cost implications of adaptive reuse of the property. The analysis included planning level cost estimates for construction and evaluation of revenue opportunities. The cost estimates and financial analysis generally align with the future use concepts described in Section 2.2. The cost estimate and financial analysis scenarios are generalized to provide broadly applicable guidance as the programming of adaptive reuse is refined and designed. The intent of cost estimates and financial analysis is to provide preliminary assessment of the order of magnitude of adaptive reuse costs and tools to evaluate financial feasibility implications.

3.1 Cost Estimates

Estimates for multiple renovation scenarios of the SVI building have been prepared in the past few years. Since the high level of real estate construction activity in the Seattle market is driving increased construction costs, new cost estimates were prepared for this study. It is important to note that costs of construction will vary significantly if redevelopment of the property is conducted by a public sector agency or by the private sector. Typically, the private sector can deliver building construction projects for lower cost than the public sector, but the difference varies on the type of building and requirements.

Three general scenarios were evaluated in the construction cost estimates:

- Renovation of only two floors of the existing building. This would require a number of building system upgrades in addition to improvements on the two floors.
- Renovation of the entire building. This includes building system upgrades as well as renovation of all six floors.
- Demolition of the existing building and new construction. To meet current development regulations, a new building would have a height limit of 65 feet, so new construction assumes a four-story building, with 80,000 gross square feet.

The cost estimates are summarized in Table 2 and more detail is provided in Appendix D.

Table 2. Construction Cost Estimates

	Renovation of 2 Floors	Renovation of Entire Building	Demolition and New Construction
Construction Costs	$19.6M	$29.9M	$36.9M
Soft Costs	$8.8M	$13.2M	$16.2M
Total Project Costs	**$28.4M**	**$43.1M**	**$53.1M**

3.2 Financial Analysis

A financial analysis was conducted to evaluate capital and operating expenses relative to potential revenue sources. At this conceptual level of planning, this analysis should be considered preliminary. Evaluating the financial feasibility of real estate projects is an iterative process that should be refined as a project proceeds through the design process.

3.2.1 Scenarios

For the purposes of the financial analysis, three adaptive re-use scenarios were evaluated based on the future use concepts described in Section 2.2.

- Scenario 1: Full-Building Renovation + Affordable Housing
- Scenario 2: Demolition + New Construction (Focus on Education and Office)
- Scenario 3: Demolition + New Construction (Focus on Affordable Housing)

These scenarios utilize the construction cost estimates and make assumptions about uses of the Property to inform potential revenue forecasts. The uses of the Property in the scenarios incorporate future use concepts suggested by stakeholders and described in Section 2.2.

Scenario 1: Full-Building Renovation + Affordable Housing
Under Scenario 1, the existing SVI building would be fully renovated to provide classroom space and office space for community enterprises and other office tenants; new affordable housing (150 units) would be built on the existing surface parking lot.

Scenario 2: Demolition + New Construction (Focus on Education and Office)
In Scenario 2, the existing SVI building would be demolished and replaced by a new office mixed-use building (80,000 sf), which would provide classroom space and office space for community enterprises and other tenants. Affordable housing (150 units) would be built on the existing surface parkinglot.

Scenario 3: Demolition + New Construction (Focus on Affordable Housing)
Scenario 3 involves demolition of the existing SVI building and new construction on the property. The new development would include two floors of commercial space (63,000 sf) that would provide classroom space and office space for community enterprises, along with 217 units of affordable housing.

3.2.2 Analysis

The static pro forma analysis of the three development scenarios provides a tool to evaluate the grants and lease rates that would need to be achieved to offset capital construction costs (See Table 3).

Parking Lot Land Value
The surface parking lot on the north side of the property presents an opportunity to sell land to raise capital to support redevelopment. The concept of selling the parking lot to an affordable housing developer was tested to evaluate its potential value. Based on market research of recent land acquisitions, commercial-zoned land for affordable housing development in the Central District submarket is valued at approximately $37,000 per residential unit. With the assumed development capacity of 150 housing units in Scenarios 1 & 2, the residual land value of the surface parking lot is approximately $5.5 million. With 217 housing units under Scenario 3, the residual land value is approximately $8 million.

Costs & Financing
The concept of providing low-cost office space for local businesses or non-profit organizations was suggested by a number of community members. The pro forma model evaluates the implications of charging reduced rent to community enterprises in a portion of the development. The office development costs are estimated to be $46 million for Scenario 1, $54 million for Scenario 2, and $24 million for Scenario 3, including development costs, tenant improvements, capital reserve, and parking lot sale proceeds. The financial model assumes that construction costs could be partially offset by a combination of grants and proceeds from sale of the surface parking lot. The model assumes $20 million in grant funding in each scenario. The remaining costs could be financed by a low-cost state loan (i.e. 20-year loan with 4 percent interest rate). This results in an annual debt service of $1.5, $1.9 and $0.2 million, respectively.

Each of the scenarios includes a portion of office space that would be offered at approximately half of market rate to non-profit organizations or local businesses. Scenarios 1 and 3 include 17,8000 square feet and Scenario 2 includes 14,500 square feet of reduced rate office space. Research indicates that typical market rate for comparable office space in the Central District is approximately $36/square foot/year. The model assumes that community enterprises would be charged half of the market rent ($18/sf/yr). The model assumes that repayment of debt services would be supported by rent revenue, so the remainder of the development program would need to absorb the impacts of offering reduced rent space. Scenarios 1 & 2 both include some market rate office space and educational classroom space. In those scenarios, the model suggests an annual rent of $44/sf and $56/sf for classroom space, respectively. Scenario 3 has a lower amount of office space and relies primarily on affordable housing to generate rent. That scenario leads to classroom an annual rent of $15/sf.

Key Findings
Based on this analysis, there are several key takeaways:

- Even with consideration of potential for significant grant funding, public construction requirements lead to high construction costs requiring high debt service payments. High rents are required to repay the loan.
- The inclusion of below market rent office space in Scenarios 1 and 2 would lead to classroom space needing to pay rents well above market to cover debt service.
- A program that emphasizes affordable housing, such as Scenario 3, has the potential to support below market rents for both office and classroom space.

Table 3. Seattle Vocational Institute Real Estate Strategy

SCENARIO	1		2		3
	Full Building Renovation + Affordable Housing		**Demolition + New Construction + Affordable Housing**		**Demolition + Affordable Housing**
INPUTS	1		2		3
Program					
Lot SF	42,900		42,900		42,900
Renovation/New Office Bldg. SF	111,700		80,000		63,414
New Affordable Housing Units	150		150		217
Timing					
Renovation/Construction Start (Year)	2019		2019		2019
Lease-up	2020		2021		2021
Financial					
Market Rent/SF/Yr (Full Service)	$36.00		$38.00		$38.00
Building Expenses	$10.1		$10.6		$10.6
	28%		*28%*		*28%*
Escalation					
Revenue Annual Esc.	3%		3%		3%
Expense Annual Esc.	3%		3%		3%
Office Costs					
Total Development Costs	**($43,124,692)**		**($53,125,026)**		**($26,950,950)**
Costs per SF	($386)		($664)		($425)
Tenant Improvements (TI)	**($8,377,500)**		**($6,000,000)**		**($4,756,050)**
TI Allowance	($75)		($75)		($75)
CapEx Reserve (on-going)	2%		2%		2%
Parking Lot Land Value					
Market Land Value					
Total	$5,550,925		$5,550,925		$8,030,995
PSF	$255		$255		$187
Per Unit	$37,000		$37,000		$37,000
Affordable Housing Land Price					
Total	**$5,550,925**		**$5,550,925**		**$8,030,996**
PSF	$255		$255		$187
Per Unit	$37,000		$37,000		$37,000
Net Office Development Costs	**($45,951,267)**		**($53,574,101)**		**($23,676,004)**
Financing					
Grant Funding	$20,000,000		$20,000,000		$20,000,000
Required Debt-Financing	**($25,951,267)**		**($33,574,101)**		**($3,676,004)**
Low-cost state loan	100%		100%		100%
Term	30 years		30 years		30 years
Rate	4%		4%		4%
Annual Debt Service	($1,486,744)		($1,923,455)		($210,598)
PERFORMANCE	1		2		3
Office Required Revenue					
Required Net Revenue (Base Year)	$1,529,852		$1,970,632		$225,651
Rent/SF/Yr (NNN)	$13.7		$24.6		$3.6
Expenses	$10.1		$10.6		$10.6
Rent/SF/Yr (Full Service)	**$23.78**		**$35.27**		**$14.20**
Gap between Market Rent	*($12.22)*		*($2.73)*		*($23.80)*
Required Rent for potential tenants	SF		SF		SF
6th Fl - market-rate tenant	*18900*	$36.0			
5th Fl - market-rate tenant	*18900*	$36.0	*17000*	$38.0	
4th Fl - SVI Classrooms	*18900*	**$43.78**	*17000*	**$55.89**	
3rd Fl - SVI Classrooms	*18900*	**$43.78**	*17000*	**$55.89**	*37800*	**$14.87**
2nd Fl - Community Enterprises	*17800*	$18.0	*14500*	$19.0	*17800*	$19.0
1st Fl - Community Space	*18300*	$0.0	*14500*	$0.0	*7814*	$0.0
SVI Stabilized Base Year Rent Payment		($1,654,988)		($1,900,332)		($562,176)
Office Building/Condo Stabilized Base Year NOI		$2,090,000		$2,290,000		$730,000
Property NPV		**$25,970,000**		**$23,380,000**		**$12,120,000**
With Discount Rate		**6%**		**6%**		**6%**

4 FUTURE OWNERSHIP & FINANCING OPTIONS

4.1 Ownership Options

The following discussion explores the various ownership options for the Property. Public agency ownership options include general and special purpose municipalities; public facility districts; public development authorities, and the State of Washington. In addition, non-profit organizations are considered. A brief overview of the authorities and powers of these ownership options is provided in Table 4. These categories could be expanded through various forms of partnerships with private and public organizations.

Table 4. Overview of Ownership Options

Ownership Options	General Authority	Taxing Authority	Open Meetings & Records Act	Issue Tax Exempt Financing	Governance	Accept Grants
City or County	RCW 35 or 36	Yes	Yes	Yes	Elected agency board or commission	Yes
Special Purpose District	Varies within statute	Yes, varies	Yes	Yes	Elected agency board or commission	Yes
Public Facilities District	RCW 35.57 or 36.100 (poor alignment)	Yes	Yes	Yes	Appointed by Authorizing Agency	Yes
Public Development Authority	RCW 35.23.730	No	Yes	Yes	Appointed by Authorizing Agency	Yes
Created Community Preservation & Development Authority	RCW 43.167	No	Yes	Yes	Appointed by Authorizing Agency	Yes
State Ownership with Lease Back	Varies within statute	Yes, but not directly	Yes	Yes	N/A (Lessor role)	Yes
Non-Profit Organization	RCW 24	No	No	No	Appointed by Founders or by Charter	Yes

4.1.1 General and special purpose municipalities

Washington State statutes (RCW 35; RCW 36) provide for the creation and operation of general purpose municipal governments such as cities, towns, and counties. The Property is located in the City of Seattle and within the corporate boundaries of King County.

Ownership of the Property could be assumed by either of these two general purpose governments. Governance would be assumed by the councils of the respective governments and resource allocation would compete with the many demands on a local municipality.

A special purpose district is a local unit of government authorized by law to perform a single function or a limited number of functions, in contrast to the broad functions of general-purpose municipal governments. Special purpose districts include, but are not limited to, school districts, housing authorities, port authorities, and metropolitan municipal corporations. In Washington, there are over 80 different types of special purpose municipalities (authorities, districts) existing both within and outside of incorporated general-purpose municipalities. King County has approximately 137 special districts (with three of those being multi county jurisdictions), including a port authority, three housing authorities, a public facility district, and stadium authority. The powers and authorities of these special purpose are codified in their respective Washington state laws. Public Facility Districts, as a subset of special purpose unit of local government, are specifically addressed below.

A reasonable fit for the transfer of the Property to a special purpose unit of government would be to a housing authority for housing purposes, port district for economic development uses, or the creation of a dedicated Public Development Authority as described below.

4.1.2 Public Facilities Districts

Public Facilities Districts (PFD) are creations of cities or counties (RCW 35.57 for cities; RCW36.100 for counties) formed by resolution for the specific purpose of developing and operating regional facilities with a focus on such uses as convention or special events centers. The projects have a minimum threshold of $10,000,000 of capital investment. Their governing boards are appointed and vary in size by statute.

PFDs have certain powers and authorities:

- Can impose parking and admission taxes
- Traditional municipal requirements such as the open meetings act apply
- Issue tax exempt debt
- Apply for and accept grants and gifts
- Charge fees
- Lease and own property
- Enter into contracts
- Buy or lease property

The utility of a PFD as an ownership model for the Property has little, if any, value unless there was a strong regional conferencing use proposed.

4.1.3 Public Development Authorities

Public Development Authorities (PDAs) are authorized as quasi-municipal corporations (RCW 35.21.730) to improve governmental efficiencies and services, accept and manage federal grants, and improve the general living conditions of urban areas. They are created by ordinance or resolution by cities and counties.

Historically, the PDAs that have been created in Washington are designed to undertake special purposes that the founding authority (city, county, State legislature) have not wanted to provide directly. Perhaps the most well-known PDA in Washington State is the Pike Place Market Preservation and Development Authority, which owns and manages Pike Place Market. Other PDAs operating in the Central District include Capitol Hill Housing Authority and Seattle Chinatown International District Preservation and Development Authority (SCIDpda).

Powers and authorities of PDAs include:

- Own and sell real property
- Enter into contracts with individuals, associations, government entities
- Borrow funds for eligible purposes and issue tax exempt financing
- Operate facilities and programs

The activities and governance of PDAs are independent of the organizing entity. The size and make up of appointed board members are determined in the formulating process. The adopting resolution (or ordinance) will include a charter to define the scope and charge of the PDA. PDAs are subject to general municipal constraints, including the open meetings statutes; public records requirements; ethics, laws, and competitive bidding statutes. PDAs do not have taxing or condemnation authority.

4.1.4 Community Preservation and Development Authority

In addition to PDAs charted by local governments there are Community Preservation and Development Authorities (CPDAs) created by the State legislature, as provided for in RCW 43.167.

CPDAs are established to serve a designated geographic area and have similar function to PDAs with the following authorities:

- Accept gifts and grants
- Employ agents as may be necessary
- Invest and re-invest funds
- May not use funds to support or oppose candidates or initiatives
- Enter into contracts and partnerships
- Buy, own and sell real property
- Incur debt
- No taxing authority

CPDAs are formed upon receipt of a proposal from a specifically defined community and after consideration by both the House and Senate. Proposals must have a nexus with multiple publicly funded facilities that have adversely impacted the identified community and be accompanied by a strategic plan. There must be a legislative finding that the CPDA will serve an impacted community and that the proposers are members of that community. Proposals with an accompanying strategic plan must include identified projects, funding sources, affirmation of public engagement, and coordination with local governments.

The statutes have very specific requirements for appointments to the CPDA board with limited terms and rotation.

There has only been one CPDA created so far in Washington State, the Historic South Downtown Community Preservation and Development Authority (established in RCW 43.17.060 as Pioneer Square-International District CPDA). Historic South Downtown was established in 2007 in response to impacts from construction of major public facilities, public works, and capital projects in or adjacent to both Pioneer Square and the International District. It is governed by a 13-member board of directors with designated positions representing residents, business, non-profit organizations, arts, history, and local government. Historic South Downtown provides funding to organizations and projects that serve Pioneer Square and the Chinatown-International District.

The sequencing for creation of a CPDA requires specific findings of need and proposed financing prior to formation. Proposals to form a CPDA must be presented by members of an impacted community. The proposal must identify "one or more stable revenue sources that (a) have a nexus with the multiple publicly funded facilities that have adversely impacted the community, and (b) can be used to support future operating or capital projects" (RCW43.167.010(1)). The CPDA statute contains specific requirements for structure and membership of board of directors for the organization (RCW 43.167.010(3).

The benefit of a CPDA for the Property would be that is maintains a strong State role while engaging a group of local stakeholders to provide direction for management of the facility. It is important to note that the formation of a CPDA requires a financial and strategic business plan prior to State legislative action.

4.1.5 State Ownership

Transferring ownership to another agency within the State of Washington is technically feasible however the challenge would be to address the operational needs of the facility. The State would have to identify an operating department to assume control and oversight of the asset. That presents challenges as the guiding principles and future use concepts identified by the community are not in direct operational alignment with current State agencies.

Transfer of the ownership and operation of the facility to a State Department offers a diminished opportunity for success largely due to the disconnect from grassroots support as well as difficulty in aligning mission and purpose. The State could own title to the asset and lease it back to a local operating entity, but this creates operational challenges. Moreover, it greatly diminishes the ability to leverage the real property asset as a credit back stop and impacts the operational entity (lessor) sense of ownership and purpose.

4.1.6 Non-Profit Organizations

A non-profit organization is a form of corporation that is created to accomplish a public benefit under RCW 24.03. It does not have owners or shareholders and cannot be organized to generate an income or profit to the organizers. Some nonprofit organizations apply for tax-exempt status from the Internal Revenue Service so that donations can be tax-deductible to the donor and the organization will qualify for grants from private foundations and governments while avoiding federal corporate income tax. Assets are held in trust for charitable or other purposes that benefit the community. There are a number of non-profit organizations which are active in the Central District with missions and programs that are relevant to the guiding principles and future use concepts identified for the Property.

4.1.7 Evaluation of Ownership Models

There are advantages and disadvantages to each of these ownership options. Table 5 summarizes key considerations for each option. The table is color coded, with advantages colored green, disadvantages in red, and concerns in yellow.

Table 5. Evaluation of Ownership Options

Ownership	Remains in Public Ownership	Real Estate Experience	Organizational Capacity	Alignment with Community and Mission
City or County	Public	Yes	Extensive capacity, but competing demands for resources	Would engage but not be representative of the community
Special Purpose District	Public	Some, such as housing authorities, have significant experience	Some, such as housing authorities, have capacity	Elected board may not be representative
Public Facilities District	Public	Would need to include real estate professionals on governing board and staff	Issue-specific focus	PFD mission focused on convention and events centers.
Local PDA	Public	If existing, may have experience. If new, would need strategic board and staff positions	If existing, may have capacity. If new, would need significant support	Community focused organization.
State Created CPDA	Public	As a new organization, would need to include real estate professionals on governing board and staff	As a new organization, would need significant support	Community focused organization.
State Ownership with Lease Back	Public	Yes	Extensive capacity, but competing demands for resources	No existing State department has mission aligned with guiding principles for the Property
Non-Profit Organization	Not public	Experience varies by organization	Capacity varies, but typically limited personnel and financial capacity relative to public agencies	May align depending on organization

It should be noted that there are distinct advantages to a transfer of the real property to a public agency versus a non-profit organization. Those advantages include:

- More flexibility and capacity for public funding through grants and legislative action
- Recognition of the long-term fiduciary value of keeping a publicly owned asset in public ownership
- Ease of future transfer and management of the asset to another public entity
- Increased transparency afforded through a public ownership/governance structure

4.2 Financing Opportunities

There are a large number of potential financing opportunities to offset capital and operating costs of adaptive reuse of the Property. The ownership model will have implications for financing, since grant, loan, and tax credit programs have different eligibility requirements. An overview of the implications of ownership model and a number of likely funding opportunities is provided in Table 6. The table is color coded to indicate whether an organization types is eligible (green), not eligible (red), or whether they may be some challenges to utilizing that funding source (yellow).

Financing for adaptive reuse of the Property will be strongly related to the specific program of planned activities. There are a range of funding sources for education, economic development, community centers, and affordable housing. In general, financing opportunities can be placed in four categories:

- Grants: There are a number of potential grants available from federal, state, and local governments and private philanthropy that could be applicable to the Property depending on the programmed activities. While each grant program will have specific eligibility requirements, all of the ownership models evaluated are likely to be eligible for most programs.
- Loans: Real estate development projects typically rely largely on commercial loans to finance construction. Adaptive reuse of the Property may also be eligible for low-interest loans from federal Housing and Urban Development programs or state programs.
- Tax credit/exemption programs: Affordable housing projects frequently take advantage of low-income housing tax credit programs. The new Opportunity Zone program may attract investment from private parties that seek to take advantage of deferment or exemption of taxes in designated areas, including the Central District. Federal rules for the Opportunity Zone are due to be released in the fall of 2018 and will guide implementation of that program. The Property is located in low-income census tract which would qualify under the New Market Tax Credit program for a qualified investment tax credit sale.
- Lease revenues: The ability to generate lease revenue from tenants is fundamental to sustainable financial self-sufficiency. As discussed in Section 3.2, models for adaptive reuse for affordable housing, office, and education can all provide opportunities for long-term generation of lease revenues.

Table 6. Ownership Models and Financing Opportunities

Ownership	**Federal Grants/Loans**	**State Grants/Loans**	**Direct Municipal Funding**	**Tax Exempt Bonds**	**Property Taxes**	**Federal Tax Credits**	**Commercial Loan**	**Capitalized Rent**	**Fundraising/ 3rd party**	**Opportunity Zones**	**Asset Lease Revenues**
Description	Multiple opportunities based on program	Multiple opportunities based on program	King County Seattle Office of Housing Seattle Mayors Office	Revenue Bonds	Local property Taxes	Low Income Housing Tax Credit New Market Tax Credit	Standard Commercial Rates	Borrowing against the anticipated rent stream Capitalizing the rent SC would pay through a State grant	Traditional fund raising and contributions from private parties	Federal program with tax benefits for investments in designated areas	Cash flow from annual lease revenues, can be used to backstop loans
City or County	X	X	X	X	X	Would need for-profit partner	X	X	Less likely to attract private donations		X
Special Purpose District	X	X	X	X	X	Would need for-profit partner	X	X	Less likely to attract private donations		X
Public Facilities District	X	X	X	X	X	Would need for-profit partner	X	X	X	X	X
Public Development Authority	X	X	X	X	No taxing authority	Would need for-profit partner	X	X	X	X	X
Community Preservation & Development Authority	X	X	X	X	No taxing authority	Would need for-profit partner	X	X	X	X	X
State Ownership with Lease Back	X		Local municipal funding not likely to flow to state	X		Would need for-profit partner	X	X	Less likely to attract private donations		X
Non-Profit Organization	X	X	X	Bonding not tax exempt	No taxing authority	Would need for-profit partner	X	X	X	X	X

5 IMPLEMENTATION

While multiple plans, studies, and ideas for the Property have been issued in the past several years, there has not been a clear strategy for implementation. As mentioned previously, successful implementation will require an integrated approach that synthesizes programming for future uses, physical improvements to the Property, ownership and management structure, and financing.

The transfer of ownership of the Property is fundamental to implementation of Adaptive Reuse. It is important to note that the outcome of the Adaptive Reuse study process is intended to provide a recommendation, not a final decision. Members of the Washington State Legislature have stated that any transfer of ownership of the property will be conducted through legislation. This approach is not typical for other Seattle Colleges properties but reflects the unique status and intended role of the Property in the community.

5.1 Options for Transfer of Ownership

Seattle Colleges considered two possible paths forward to identify a successor organization to assume the long-term ownership and operation of the Property. These two were deemed the only routes for redevelopment in accordance with the guiding principles defined through the outreach effort: Limited competitive process and negotiating with a specific partner.

5.1.1 Limited Competitive Process

The intent of the limited competitive process is to solicit actionable proposals from organizations that could bring forward their own integrated approach to adaptive reuse of the Property within the guiding principles established by the community planning process. The standard process for disposition of state-owned real estate has been defined by the Washington State Department of Enterprise Services (See Appendix E). That process involves a series of steps including:

- Sending out notice of availability of the property to public agencies
- If no public agencies are interested in acquiring the property, publishing a request for proposals from the private sector.
- Selecting a preferred proposal
- Entering into negotiations for transfer of the property.

The limited competitive process is based on the standard process but would be modified to only allow public agencies or non-profit organizations to be eligible to take ownership of the Property. This requirement is based on the strong public support for keeping the Property in public hands and accessible to the community. To make it easier for non-profit organizations to submit a proposal, the solicitation would be designed as a Request for Letters of Interest, rather than the more formal Request for Proposals. This allows respondents to provide their vision for the Property and to describe their approach to meeting the redevelopment goals, rather than undertake the time and expense required for a detailed architectural and financial plan of a typical real estate development proposal.

The advantages of the limited competitive process are that it:

- Provides a real opportunity for community organizations to propose their own plan and implementation strategy as they are most knowledgeable about community needs
- Creates an open and transparent process to evaluate proposals
- Defines constraints on potential owners and types of use to align with guiding principles defined through community outreach
- Can be designed to use a letter of interest format versus a detailed competitive bid to allow for a greater number of entities to submit without undue proposal preparation costs
- Results in a recommendation to the State Legislature

The disadvantages of the limited competitive process are that it:

- Potentially puts local organizations in competition with each other
- Requires respondents to submit proposals without conducting detailed analysis and design for adaptive reuse
- Requires evaluation and selection of proposals without the benefit of detailed analysis and design for adaptive reuse

5.1.2 Partner & Negotiate

The partner and negotiate pathway would require Seattle Colleges to identify either a consortium of organizations or find a single partner to assume the oversight of the long-term use of the Property. That would be followed by the development of contractual instruments to transfer the Property.

The advantages of the partner and negotiate pathway are that it:

- Lower administrative and transaction time and cost to reaching an outcome compared to the limited competitive process
- Provides Seattle Colleges with greater control on selection of the future owner
- Likely to result in a more detailed recommendation to the State Legislature than the limited competitive process

The disadvantages of the partner and negotiate process are that it:

- May not allow for new and innovative ideas to emerge from the community through local organizations
- Would likely be perceived as a closed and biased process
- May limit the ability to leverage non-traditional public resources not readily identified

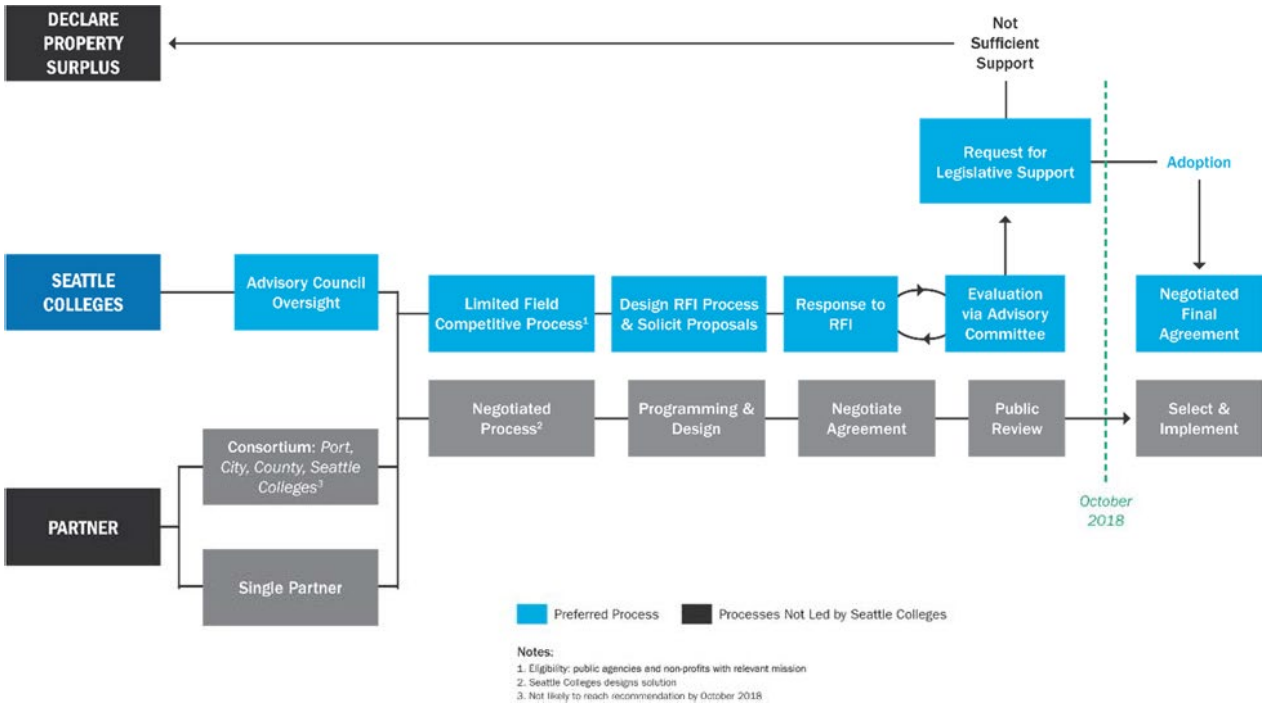
The Advisory Group and Seattle Colleges decided to pursue the limited competitive process. The decision to pursue the limited competitive process was based on several factors, including.

- The guiding principles and conceptual uses identified by the community represent an expansion of activities beyond the scope of Seattle Colleges programs. A different organization would be better suited to implement those uses than Seattle Colleges.

- Previous plans have identified potential reuse options, but not been able to identify an organization and financing plan to implement the concepts.
- There is growing concern about maintaining ownership of property in the Central District in African American organizations or organizations rooted in the community. This Property presents an opportunity build the locally owned land base.
- The RFI process provides the opportunity for community-based organizations to present their vision and plan for implementation. This empowers and provides opportunity for local organizations to build capacity.

As reflected in Figure 4 below, if that process did not result in an acceptable proposal or sufficient support from the State Legislature to move forward, the fallback position would be disposing of the Property through the Washington State Department of Enterprise Services standard surplus property protocols.

Figure 4. Options for Transfer of Ownership



5.2 Property Transfer Solicitation

An RFI was released by Seattle Colleges on June 21, 2018 with a due date of August 15, 2018, which was extended to August 24, 2018. The RFI included background information; project goals; submission requirements, and a description of the selection process to be employed (See Appendix F). The RFI included an ownership requirement that "… proposals must include either a public agency

or a not- for- profit that will assume ownership of the property." The "real property" would be transferred to an eligible entity through legislative action. The RFI further made allowances that "responses can be from a single entity or from entities proposing a project-specific partnership or consortium."

> The term "real property" is defined in RCW 84.04.090; this definition should be consulted as a matter of course in all cases where the meaning of "real property" is in doubt. As there defined, "real property" includes but is not limited to the following:
>
> 1) All land, whether platted or unplatted.
> 2) All buildings, structures or permanent improvements built upon or attached to privately owned land.
> 3) Any fixture permanently affixed to and intended to be annexed to land or permanently affixed to and intended to be a component of a building, structure, or improvement on land, including machinery and equipment which become fixtures.

The *real property* is currently owned by Seattle Community College District 6, which acquired title as Washington Institute of Applied Technology, a Washington non-profit corporation. (Based on a Title Policy issued March 30, 2018 by First American Title Insurance Company; File No.: NCS-899880.)

The RFI was distributed to a contact list of all stakeholders engaged in the planning process, posted on the SVI web site, and sent to local newspapers. Two workshops were held with potential respondents on July 11 and August 7, 2018. Responses to questions from potential respondents were prepared and distributed to workshop attendees and posted on the SVI web site.

5.2.1 Proposals Received

Three responses were received to the RFI:

- **Africatown Community Land Trust** in partnership with Capitol Hill Housing, Catholic Community Services, Byrd Barr Place and other potential partners.
- **SeaMar Community Health Centers** in partnership with Bazan and Associates architects, and Equity Alliance of Washington.
- The **Urban League of Metropolitan Seattle** in partnership with the Technology Access Fund, Byrd Barr Place, and the Northwest African American Museum, along with Beacon Development Group.

The proposals were reviewed and evaluated by the Advisory Group with support from the consultant team and Seattle Colleges staff. A summary of the major elements of financing approach for the proposal is provided in Tables 7 and 8. The complete proposals are provided in Appendix G.

Table 7. Summary of Proposals

	Africatown Community Land Trust (ACLT)	SeaMar	Urban League
Project Summary	Will address the cultural displacement of the African American community. ACLT's Community Opportunity Center will continue providing Seattle College classes and offer a wide range of culturally responsive workforce development programs including but not limited to basic education and life skills that will lead to living wage jobs as well as construction trades and technology job training that will lead to high paying livable wage jobs. ACLT M/WBE program will bring together minority and women businesses together under one roof to network for partnership opportunities through teaming, and/or joint-venture among members to bid projects owned by or encouraged by Africatown.	Phase I will renovate the existing building for mixed use including education, affordable housing, affordable commercial/retail, and community gathering space. Phase 2 of the project will build a new 5-over-1 tower for affordable housing, an outdoor community plaza, and an at-grade parking garage.	Proposal envisions offering housing, space for innovation and job creation, programming in workforce development, training, pre-apprenticeship, as well as a Seattle Public School that offers an innovative curriculum designed by the renowned TAF and early childhood development focused on African American youth and other people of color. This education model will welcome collaborations with Seattle Central College, as well as, public and private industry.
Community Input	Experience with African American citizen engagement using culturally appropriate techniques	Create an advisory committee as primary form of community engagement	Will use Department of Neighborhoods process. Create advisory group.
Development Concept	Open space for public Retail space Classroom space Use existing computer lab for technology transfer and technical training (partner with UW's Global Innovation Exchange Technical assistance for city/state/federal contract opportunities and certification processes for MWBE Affordable workforce housing	Education affordable housing affordable commercial/retail community gathering space. New 5-over-1 tower for affordable housing Outdoor community plaza At-grade parking garage	Youth & Young Adult Education & Technical Training Vocational Training Career Services/Job Placement Assistance Small Business & Contractor Assistance Services
Team	Individual architects, engineers, construction manager, community liaison	SeaMar, Bazan & Associates, Equity Alliance of Washington	Beacon Development & El Centro de la Raza. Letters of Support from TAF, Byrd Barr Place, NW African American Museum, National Development Council, Lora-Ellen McKinney
Transaction Terms	SVI sell for $1. ACLT will own.	SeaMar will own the facility	Would eventually transfer to new CPDA.

Table 8. Summary of Financing Approaches

Sources of Fund	Africatown	SeaMar	Urban League
Public Sources			
Grant: US Dept. of Labor	$5,000,000	N/A	N/A
Grant: US Housing & Urban Development	$10,000,000	N/A	N/A
Grant: State of Washington Dept. of Commerce	$25,000,000	$9,000,000	$9,000,000
Grant: King County	N/A	N/A	Amount TBD
Grant: City of Seattle Office of Housing	$25,000,000	N/A	N/A
Grant: City of Seattle Office of Mayor	N/A	N/A	Amount TBD
Grant/Loan: State Housing Trust Fund	N/A	$6,000,000	N/A
Loan: King County	N/A	$2,300,000	N/A
Loan: City of Seattle	N/A	$4,225,000	N/A
Tax Credit: Federal Low Income Housing Tax Credit	$25,000,000	$32,458,400	N/A
Private Sources			
Bond Issue	N/A	$18,800,000	N/A
Commercial Loan	N/A	$5,355,312	N/A
Internal SeaMar Loan	N/A	$2,760,000	N/A
Rent from Seattle Colleges	$6,000,000	N/A	Amount TBD
Rent from Tenants	$1,800,000	N/A	Amount TBD
Third-Party Funding	$5,000,000	N/A	Interest from National Development Council; Amount TBD
Fundraising	$5,000,000		Amount TBD
Total	**$107,800,000**	**$80,898,712**	**TBD; $9M is initial funding**

Uses of Fund	Africatown	SeaMar	Urban League
Pre-development Feasibility & market analysis	TBD	N/A	$500,000
Survey & Geotechnical reports	TBD	N/A	$500,000
Total Development Costs	TBD	$78,898,712	TBD
Total	**TBD**	**$78,898,712**	**TBD**

5.2.2 Proposal Evaluation

Advisory Group Recommendation to Seattle Colleges

The Advisory Group met on August 29, 2018 to review the responses to the RFI. As specified in the RFI the proposals were evaluated on eight criteria ranked and weighted as follows:

- Cultural Relevance (20 points)
- Community Benefit (15 points)
- Development Concept (15 points)
- Financial Viability (15 points)
- Educational Component (10 points)
- Support for Local Businesses (10 points)
- Team Capability & Experience (10 points)
- Transaction Terms (5 points)

The Advisory Group conducted a consensus ranking of the submittals. It was the unanimous decision of the Advisory Group to score the Urban League's proposal as the highest among the three received. The scoring of the proposals is provided in Table 9.

There were several specific suggestions by the Advisory Group:

- Seattle Colleges should engage with the Urban League to further refine their approach and confirm Urban League's partnership with a development entity that has a proven track record in developing real estate assets of this complexity and size. The role of Beacon Development was not entirely clear in the proposal. Strong consideration should be given to such a partnership with SeaMar, an organization that also submitted a proposal and that has demonstrated development experience.
- The Urban League should explore a potential role for Africatown Community Land Trust to occupy a portion of or otherwise provide programming within the building that serves the local community and/or consider a governing position on the proposed CPDA.

Table 9. Proposal Scoring

Criteria	Total Potential Points	Africatown	SeaMar	Urban League
Cultural Relevance	20	18.8	12.5	20
Community Benefit	15	11.3	10.3	14.1
Development Concept	15	8.4	14.1	11.3
Financial Viability	15	7.5	13.1	11.3
Educational	10	6.3	8.1	8.8
Support for Local Business	10	8.1	5.6	8.8
Team Experience & Capacity	10	6.3	8.1	7.5
Transaction Terms	5	2.8	4.4	4.1
TOTAL	**100**	**69.4**	**76.3**	**85.6**

5.3 Path Forward

Seattle Colleges forwarded the Advisory Groups findings to its Board of Trustees on October 18, 2018, and this Adaptive Reuse Study was prepared to document the planning process and meet the requirements of the State budget proviso.

It should be noted that the traditional disposition process for surplus property would require action by the State's Community College Board of Trustees after soliciting open purchase bids. However, the preferred future of the Property was determined to prioritize its use as a community asset controlled by a public agency or non-profit organization and programmed to meet the needs of local underserved populations. To achieve this outcome the conditioned disposition of the property to the receiving entity will need to be accomplished by Legislative action.

While the disposition decision rests with the Washington State Legislature, there is additional work to be undertaken to define the specifics of the real property transaction which may include the creation of a traditional municipal Public Development Authority or a legislatively initiated Community Preservation and Development Authority. It is likely that the additional work to support the Property transfer will require State financial support.

APPENDIX A

ADVISORY GROUP MEETING NOTES

SVI Strategic Asset Management Plan Advisory Group Meeting No. 1 Summary Notes

Meeting Topic and Number:	Seattle Vocational Institute (SVI) Strategic Asset Management Plan Advisory Group; Meeting No. 1
Meeting Date & Time:	January 9, 2018; 4:00 PM - 6:00 PM
Meeting Location:	Seattle Vocational Institute, 2120 S Jackson St., Seattle, WA 98144
Recorded By:	Jim Darling, Michael Stringer, and Rabia Ahmed – Maul Foster and Alongi
Attendees:	• Dr. Sheila Edwards Lange, President, Seattle Central College • Maureen Shadair, Interim Executive Dean, Seattle Vocational Institute • Lincoln Ferris, Consultant to the President, Seattle Central College • Bruce Riveland, Seattle Vocational Institute • Evelyn Allen, Catholic Community Services & Black Community Impact Alliance • John Kim, Seattle Jobs Initiative, Executive Director • Barbara Dingfield, Foundation for the Seattle Colleges • Matt Anderson, Heartland • Lanzi Li, Heartland • Jim Darling, Maul Foster and Alongi • Michael Stringer, Maul Foster and Alongi • Rabia Ahmed, Maul Foster and Alongi

Introduction

Dr. Lange welcomed the Advisory Group members and described the purpose of the Strategic Asset Management Plan, to engage with stakeholders and partners in making decisions on the future of the Seattle Vocational Institute (SVI) building and education programs. She encouraged the Group to think broadly and creatively about SVI.

Mission and History of SVI

The group reviewed the mission statements of Seattle Colleges and SVI.

> *The mission of [SVI] is to provide occupational, basic skills and literacy education opportunities to economically disadvantaged populations in urban areas of the college district it serves. The mission shall be achieved primarily through open-entry, open-exit, short-term, competency-based basic skill, and job training programs targeted primarily to adults. RCW 28B.50.306*

The group discussed the potential distinction between SVI's programs and the building itself. A key strategy could be to separate the programming decisions from asset decisions – is it the building or is it the mission?

The group reviewed the history of SVI including the following:

- The facility was constructed in the 1970s as the Seattle Opportunity and Industrialization Center (SOIC) with federal funds
- After significant reductions in federal funding, SOIC filed for bankruptcy, and in 1990 Washington State took control of the facility, transferred it to Seattle Colleges, and renamed it SVI
- Beginning in approximately 2007, enrollment in SVI has begun a steady decline

Current Conditions at SVI

John Kim and Seattle Colleges staff noted that SVI plays an important role in vocational training in the region. The program provides short-term training to prepare students for employment.

Evelynn Allen and staff noted that it is significant that SVI provides a culturally relevant environment where people of color feel welcomed and supported. It was stated that there are many people on the Central Area community who believe that SVI is an important local institution with generational connections to families. There is a heritage at SVI of trust from the African American community that SVI institutionally acknowledges and has adapted to the learning styles and cultural norms of African Americans and welcomes them. This is in contrast to the community's perception that higher education in general does not welcome and does not accommodate African American and economically disadvantaged students. The design of the learning environment is what makes SVI different – it is not just the educational programs, but "how the learning happens."

SVI faces a number of challenges in fulfilling its mission including: declining enrollment, the dispersal of minority and economically disadvantaged communities it was intended to serve, and the declining condition of the building. Many of the fundamental systems of the building are failing, out of date and /or not in compliance with contemporary building codes. Several feasibility studies for renovation of the SVI building have been conducted in the last five years. Each of these studies found that because of the design and condition of the building, renovation costs will likely exceed the costs of new construction.

Planning Process

The group reviewed the planning process that includes the following steps

- Evaluate existing conditions and define the problems that need to be addressed
- Define clear goals and a vision for a successful outcome
- Identify options for the facility

- Evaluate options through a decision support framework that is transparent and objective
- Provide a recommendation for SVI and Seattle Central College leadership.

The planning process will be guided by the Advisory Group and include input from a set of Focus Groups as well as open community meetings. The Advisory Group was invited to review and add more names of individuals and organizations that should be included in the Focus Groups.

Advisory Group members and Seattle Central College staff emphasized that it will be very important to acknowledge and reflect back to people what SVI has heard from community members when they have been engaged in the past.

The group also discussed that it will be important to inform the public about the decision-making structure and funding process for Seattle Colleges.

Building Tour

Members of the Advisory Group toured the SVI building following the meeting.

It was suggested after the meeting that all Advisory Group and focus group participants should start with a tour of the building before any discussion of options. It would help community members make more informed recommendations about preserving the building if they saw the actual condition and knew the opportunity cost of repair versus replacement.

Action Items

Item No.	Description	Person/Entity Responsible	Date Due
1	Prepare and share meeting summary notes	Maul Foster & Alongi	Jan 16, 2018
2	Prepare diagram of Seattle Central College organizational structure	Maul Foster & Alongi with input from Seattle Central College personnel	Prior to first focus group
3	Funding process research	Maul Foster & Alongi with input from Bruce Riveland	Prior to first focus group
4	Notes from previous community meetings	Sheila Lange to provide Maul Foster & Alongi	Prior to first focus group
5	Prepare fact sheet on physical real estate property	Maul Foster & Alongi with input from Seattle Central College personnel	Prior to first focus group
6	Prepare property value estimate	Heartland	Prior to first focus group
7	Prepare history of course offering	Seattle Central College	Prior to first focus group
8	Conduct focus groups	Maul Foster & Alongi with Seattle Central College personnel	Weeks of January 22 and February 12, 2018

Schedule

Friday, January 26, 2018	Focus Group meeting with local public agencies
Week of February 12, 2018	Focus Group meetings
March 13, 2018	SVI Strategic Asset Management Plan Advisory Group Meeting No. 2

SVI Strategic Asset Management Plan Advisory Group Meeting No. 2 Summary Notes

Meeting Topic and Number:	Seattle Vocational Institute (SVI) Strategic Asset Management Plan Advisory Group; Meeting No. 2
Meeting Date & Time:	March 13, 2018; 4:00 PM - 5:30 PM
Meeting Location:	Seattle Vocational Institute, 2120 S Jackson St., Seattle, WA 98144
Recorded By:	Jim Darling, Michael Stringer, and Rabia Ahmed – Maul Foster and Alongi
Attendees:	**Seattle Colleges Team:** • Dr. Sheila Edwards Lange, President, Seattle Central College • Maureen Shadair, Interim Executive Dean, Seattle Vocational Institute • Lincoln Ferris, Consultant to the President, Seattle Central College **Advisory Group Members:** • Andrew Lofton, Executive Director, Seattle Housing Authority • Evelyn Allen, Catholic Community Services & Black Community Impact Alliance • John Kim, Seattle Jobs Initiative, Executive Director • Barbara Dingfield, Foundation for the Seattle Colleges • Barbara Nabors-Glass, Vice President, Goodwill **Consulting Team:** • Stephen Starling, SSW Architects • Matt Anderson, Heartland • Lanzi Li, Heartland • Jim Darling, Maul Foster and Alongi • Michael Stringer, Maul Foster and Alongi • Rabia Ahmed, Maul Foster and Alongi

Introduction

Dr. Lange welcomed the Advisory Group members and described what has been done so far. She noted that a series of focus group meetings were held in January and February of 2018. All focus groups were conducted at SVI. Each focus group meeting included a brief presentation on the mission, programs, and current conditions of SVI, a tour of the building, and facilitated discussion of challenges and opportunities. Focus groups were convened based on the following areas of interest:

- Local governments
- Workforce development

- Central Area-based community organizations
- Affordable housing
- Non-profit and service organizations

Additionally, meetings were held in February 2018 with current students and with SVI staff and faculty. These meetings included a similar, but more abbreviated presentation on current conditions at SVI, followed by a facilitated discussion of challenges and opportunities.

A report summarizing the process and outcome of each focus group has been prepared and available if anyone wants to review it. The Advisory Group, especially Evelyn, was thanked for their suggestions regarding who to involve in the focus groups.

In addition, several meetings have been conducted with other relevant entities, including local community leaders, organizations working with unique models for community development, etc. Efforts are underway to schedule a focus group or individual meetings with K-12 leadership in the area, although that group has not shown much interest in the initiative.

Common Themes

The Advisory Group was provided a summary of the common themes that emerged from the focus groups.

- SVI is a place where people of color are supported and succeed
- SVI is a legacy in the Central District
- SVI has been in decline for years
- Education programs at SVI need to respond better to changing needs
- Mix of feelings about the building itself

The guiding principles were outlined for the Group:

- Future use needs to provide community benefit and accept community input
- Vibrant, mix of activities and groups
- Culturally relevant
- Economically energized—training, local business, entrepreneurship
- Open and accessible to the community

It was explained that during the focus groups, three general areas emerged:

    - Vocational Training: especially a Skills Center in partnership with the Seattle School District. The skill center in Kent was mentioned as a model.

- Support for At-Risk Youth: related to implementing the zero juvenile detention policy in King County, the property could provide education, training, and support services for at-risk youth

- Mixed Use Concept: A multi-story building with

  - First and Second Floor: commercial retail, education classrooms, office space with a focus on non-profit organizations, and community gathering and meeting spaces

  - Upper Floors: affordable housing

  - Africatown Plaza and 12th Avenue Arts projects were identified as potential models for how this kind of mixed use development can be implemented

Discussion of Community Feedback

The Advisory Group appreciated the team for involving so many people. They indicated that the feedback from community was that they were very excited and energized about the opportunity. The group discussed the following topics related to the community feedback

Building vs. Program.

There is an important distinction between the physical building and the programs that SVI provides. For some member of the community, it sees that the building is symbolic of what could be lost – if it goes away, there is no assurance of whether the mission would stay. It is important to appreciate SVI's position as a hub for the community – this place is a symbol for the African American community.

What is the Community?

The definition of community is different in different situations and for different groups. The geographic definition can be limiting but if it becomes too broad, then we lose that ownership.

Models of Building Ownership and Management

Based on the Seattle Colleges staff experience with state funding, it appears that there is very low likelihood that Seattle Colleges would be allocated enough he money to renovate building. Engaging other parties could be a good option to leverage other funding sources beyond state funds for technical colleges.

There may be an opportunity to flip the model – rather than the college driving renovation, let the community drive it. The idea of Seattle Colleges being an "anchor tenant" with another entity owning and managing the building was brought up multiple times in the focus groups. The idea got a lot of interest from the community. SVI could change its role from owner/operator to a tenant.

Job Training Programs

In the focus groups and other venues, community members consistently asked job training at SVI. That purpose remains relevant and important. The Seattle Colleges policies direct them to train for jobs that offer a living wage. Some programs, such as cosmetology have been dropped because they don't lead to living wage jobs. The drive for living wage jobs is consistent with the original intent of SOIC. Other organizations also offer job training programs. Goodwill offers basic job skills training at no cost to the student. There is a need for the next level of skill development – health, construction, and tech are the main areas where the jobs are. How can SVI provide that next level of training in these so these people can get better jobs. There is a need to make more clear the pathways from SVI to other SCC programs and other educational opportunities.

Decision Tree

Mike Stringer and Jim Darling presented a decision tree framework to help organize thinking about SVIs programs, the building, ownership. See attached

It was suggested to add a fourth element/bucket – Finance.

Funding Options

The ability to fund renovation of the building or new construction will drive decision making. The group discussed the potential and likelihood of several options

- Federal, state, and local funding – there are programs, but competition is high and resources are generally limited
- Private philanthropy – potential if there is a compelling story
- Corporate sponsorship – there is a compelling case for companies to invest in diverse workforce, but obtaining that commitment is challenging
- Leveraging the value of the property – challenging if we assume that future use conditions would require that it continue to focus on public benefit

Whether you do renovation or new construction, there needs to be a revenue stream to support capital costs and operations. Some other entity can renovate the building at a much lower cost than the Seattle Colleges. New construction under state and academic policies can be exceedingly expensive. Heartland thought that renovation would be cheaper than new construction. There were some arguments against that.

The parking lot could be a private sale for housing, that could subsidize the non-profit work here. The proceeds from that could be substantial. Heartland did a back-of the-envelop estimation of the value of parking lot; $3.5 Million for that piece and $2.5 Million when discounted. That could be

leveraged to build low income housing. The group discussed that may not be an acceptable option based on experience on other projects.

RFP Process

The consulting team suggested the idea of going back to the community to ask them for actionable proposals. The concept would be a modified request for proposal (RFP) that is limited to public agencies or non-profit organizations. The RFP would solicit not just concepts for redevelopment, but a organizational structure to take over the property, and a financial plan.

The advisory group discussed the advantages and disadvantages of this approach.

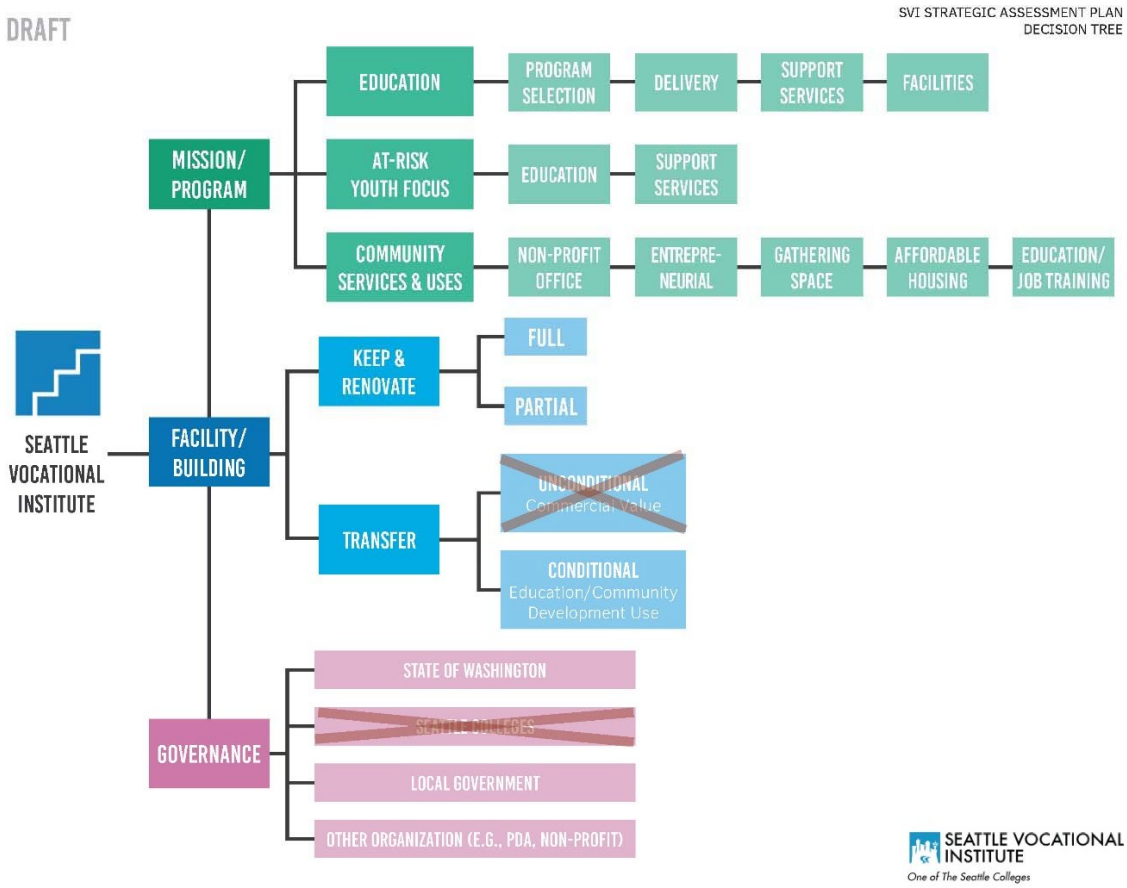
- Financing will be a challenge.
- The Seattle Colleges will need to be very clear about its expectations and what it is willing to do.
- Suggestion to structure a very clear document on what can and cannot be done with the asset. There should be a framework provided to the community to make this work. It should be a facilitated process and would best be facilitated by a person of color
- Consider how you will manage proposals that are fundamentally not feasible

Building Tour

It was suggested after the first Advisory Group meeting that all Advisory Group and focus group participants should start with a tour of the building before any discussion of options. It would help community members make more informed recommendations about preserving the building if they saw the actual condition and knew the opportunity cost of repair versus replacement.

Attachment

Decision Tree Diagram



MEETING NOTES

Meeting Topic and Number:	Seattle Vocational Institute (SVI) Strategic Asset Management Plan Advisory Group; Meeting No. 3
Meeting Date & Time:	June 18, 2018; 3:30 PM - 5:00 PM
Meeting Location:	Seattle Vocational Institute, 2120 S Jackson St., Seattle, WA 98144
Recorded By:	Lauren Wirtis – Maul Foster and Alongi
Attendees:	• Dr. Sheila Edwards Lange, President, Seattle Central College • Maureen Shadair, Executive Dean, Interim Instruction and Community Affairs, Seattle Vocational Institute • Lincoln Ferris, Consultant to the President, Seattle Central College • Evelyn Allen, Catholic Community Services & Black Community Impact Alliance • John Kim, Seattle Jobs Initiative, Executive Director • Barbara "BG" Nabors-Glass, Vice President at Goodwill • Matt Anderson, Heartland • Lanzi Li, Heartland • Jim Darling, Maul Foster and Alongi • Lauren Wirtis, Maul Foster and Alongi

Meeting Agenda

- Welcome
- Review Draft Request for Letters of Interest & Timeline
- Discussion of the Role of the Advisory Committee
- Review the Evaluation Criteria
- Next Meeting

Summary of Meeting Notes:

Dr. Lange welcomed everyone to the meeting and thanked them for their time and contribution. Dr. Lange provided an update on the status of the project and the proposed approach going forward.

<u>Review of the Draft Request for Letters of Interest</u>

Attendees then went through the Request for Letters of Interest (RFI) and provided comments. Requested alterations to the draft RFI included:

- The addition of a Respondent's Workshop where potential respondents could attend a meeting at SVI to have their questions about the RFI answered by the staff and consultant team.
- Provide a clear context for the neighborhood regarding gentrification.

- Provide a clear context for the creation of SVI as a facility for the African American community.
- Guiding principles should lead with the statement about cultural relevance and African American heritage.
- Add language that clarifies SVI's terms for being an occupant of a future space in terms of the amount of space they would occupy, rent that would be paid, and/or funding efforts that SVI would support from the legislature.
- Establish an overall page limit rather than a page limit by section.

Discuss the Role of the Advisory Group

President Lange and SVI staff reviewed the purpose of the next two Advisory Group meetings in which they will confirm their approach to evaluating proposals and then score of the proposals. President Lange suggested that they may need to expand the number of people in the Advisory Group and asked that current members provide any suggestions they may have.

Review the Evaluation Criteria

The Advisory Group reviewed the evaluation criteria provided in the RFI. They recommended that Cultural Relevance be worth 20 points and Community Benefit be worth 15 points. To make the criteria easier to read, the Advisory Group asked that the evaluation criteria be listed in order of point value from highest to lowest.

MEETING NOTES

Meeting Topic and Number:	Seattle Vocational Institute (SVI) Strategic Asset Management Plan Advisory Group; Meeting No. 4
Meeting Date & Time:	August 7, 2018; 4:30 PM - 6:00 PM
Meeting Location:	Seattle Vocational Institute, 2120 S Jackson St., Seattle, WA 98144
Recorded By:	Lauren Wirtis – Maul Foster and Alongi
Attendees:	• Dr. Sheila Edwards Lange, President, Seattle Central College • Maureen Shadair, Executive Dean, Interim Instruction and Community Affairs, Seattle Vocational Institute • Lincoln Ferris, Consultant to the President, Seattle Central College • Anita Adams, Community Member • John Kim, Seattle Jobs Initiative, Executive Director • Andrew Lofton, Seattle Housing Authority • Matt Anderson, Heartland • Lanzi Li, Heartland • Jim Darling, Maul Foster and Alongi (via phone) • Lauren Wirtis, Maul Foster and Alongi

Meeting Agenda

- Welcome
- Update on Status of Request for Letters of Interest
- Review the Evaluation Criteria
- Next Steps

Summary of Meeting Notes:

Dr. Lange welcomed everyone to the meeting and thanked them for their time and contribution. Dr. Lange provided an update on the status of the project.

Status of the Request for Letters of Interest

An informational meeting was held on July 11, 2018. A frequently asked questions sheet was prepared and made available following that meeting. A second information session on the Request for Letters of Interest (RFI) was held on August 7, 2018. In response to requests from participants, the due date for proposals was extended to August 24, 2018.

The group reviewed the attendees from the information sessions and discussed who was likely to submit a proposal. It is likely that groups will propose as coalitions. The group discussed the advantages and disadvantages of coalitions. There is strength in collaboration and ability to leverage

resources, but coalitions can become strained over time. The group should carefully consider the strength of the convener of the coalition.

Review the Evaluation Criteria

To prepare for review of the proposals the Advisory Group discussed the evaluation criteria.

- Financing – it is likely that proposals will all include some level of state and local grant funding. The group should consider the reasonableness of the expectation. Also consider past performance and credibility.
- Team experience and capacity – the group discussed the importance of using an equity lens in considering experience and capacity of organizations. Not all organizations have had the same opportunities and not all experience looks the same.

The group discussed taking a consensus approach to scoring the proposals. After the proposals are submitted, Seattle Colleges will distribute them to the group. Each member will be expected to review and consider the strengths and weaknesses of each proposal relative to the evaluation criteria. The Advisory Group will meet and score the proposals together so there is one consensus ranking from the group.

Next Meeting
Scheduled for August 29, 2018 and 4:30 PM

APPENDIX B

FOCUS GROUP SUMMARY

SEATTLE VOCATIONAL INSTITUTE STRATEGIC ASSET MANAGEMENT PLAN

FOCUS GROUPS - SUMMARY NOTES

Prepared for
SEATTLE COLLEGES
March 7, 2018
Project No. 1520.01.01

Prepared by
Maul Foster & Alongi, Inc.
2815 2nd Avenue, Suite 540, Seattle, WA 98121

MAUL FOSTER ALONGI

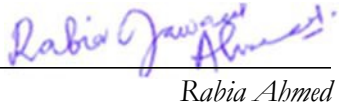
SVI STRATEGIC ASSET MANAGEMENT PLAN

FOCUS GROUPS - SUMMARY NOTES

The material and data in this report were prepared under the supervision and direction of the undersigned.

MAUL FOSTER & ALONGI, INC.

Michael Stringer
Principal Planner



Rabia Ahmed
Senior Analyst

CONTENTS

CONTENTS (CONTINUED)

ACRONYMS AND ABBREVIATIONS

CAD	Computer Assisted Drafting
CNC	Computer numerical control
Edmonds CC	Edmonds Community College
EWU	Eastern Washington University
HUD	Housing and Urban Development
HVAC	Heating, Ventilation, and Air conditioning
IT	Information Technology
NSCC	North Seattle Community College
PACT	Pre-Apprenticeship Construction Training
PDA	Public Development Authority
POC	People of Color
RN	Registered Nursing
RTC	Renton Technical College
SCC	Seattle Central College
Seattle U	Seattle University
SEOC	Southeast Economic Opportunity Center
SHA	Seattle Housing Authority
SOIC	Seattle Opportunity and Industrialization Center
SVI	Seattle Vocational Institute
TAF	Technology Access Foundation
UW	University of Washington
WIAT	Washington Institute of Applied Technology

1 INTRODUCTION

The Seattle Vocational Institute (SVI), a division of Seattle Central College, provides short-term training and workforce development opportunities. The facility is located in the Central District of Seattle at 2120 South Jackson Street. SVI has focused on serving economically disadvantaged and minority populations and developed a reputation and legacy of providing opportunities to people of color (POC) in the Central District and the broader region.

However, SVI faces significant challenges related to enrollment, finances, and physical building. Some key challenges are:

- Funding for public education has been declining in general, and SVI has faced severe budget cuts.
- Demographics of the Central District have changed as gentrification has displaced much of the African American population in the Central District that SVI was designed to serve.
- Other workforce development programs offer education opportunities similar to those of SVI.
- Enrollment has declined significantly in the last ten years.
- The building itself has not been maintained over the years and has fallen into disrepair. Building systems, including electrical, mechanical, plumbing, and heating, ventilation, and air conditioning (HVAC), have reached the end of their design life and need to be significantly renovated or replaced.
- Several education programs have been moved to other facilities or are under review and no longer accepting students.

1.1 Purpose and Need

Seattle Colleges is conducting a planning study to engage with stakeholders and partners to make decisions regarding the future of the SVI building and education programs. The current planning process builds on and expand the community engagement effort conducted in 2015 (see Appendix B1 for a summary). This study will define the outcome that will best serve the SVI mission and the Central Area. Through this process, Seattle Colleges is exploring and hope to make decisions regarding:

- How can SVI stay true to its mission while adapting to the changing world?
- What is SVI's identity? What should it be? What do the students need?
- What would be the best options for the facility and programs in order to best assist the community it was created to serve?

1.2 Planning Process

The project is following a focused and deliberative process to reaching resolution on the complex issues facing SVI. The planning effort includes research on existing conditions, analysis of alternatives, implementation strategy, and engagement with stakeholders and partners. The planning process is being guided by an Advisory Group (see Table 1) and includes input from a set of focus groups, as well as open community meetings in individual meetings. Members of the Advisory Group were selected based on their experience and expertise in areas such as workforce development, training, low-income housing, and involvement with the affected communities.

Table 1: Advisory Group

Advisory Group Member	Affiliation
Anita Adams	Deputy Advisor, Labor Equity Program, City of Seattle
Evelyn Allen	Founder and Director, Village Spirit Center, Catholic Community Services
Barbara Dingfield	Foundation for the Seattle Colleges
John Kim	Executive Director, Seattle Jobs Initiative
Andrew Lofton	Executive Director, Seattle Housing Authority
Barbara "BG" Nabors-Glass	Vice President, Goodwill

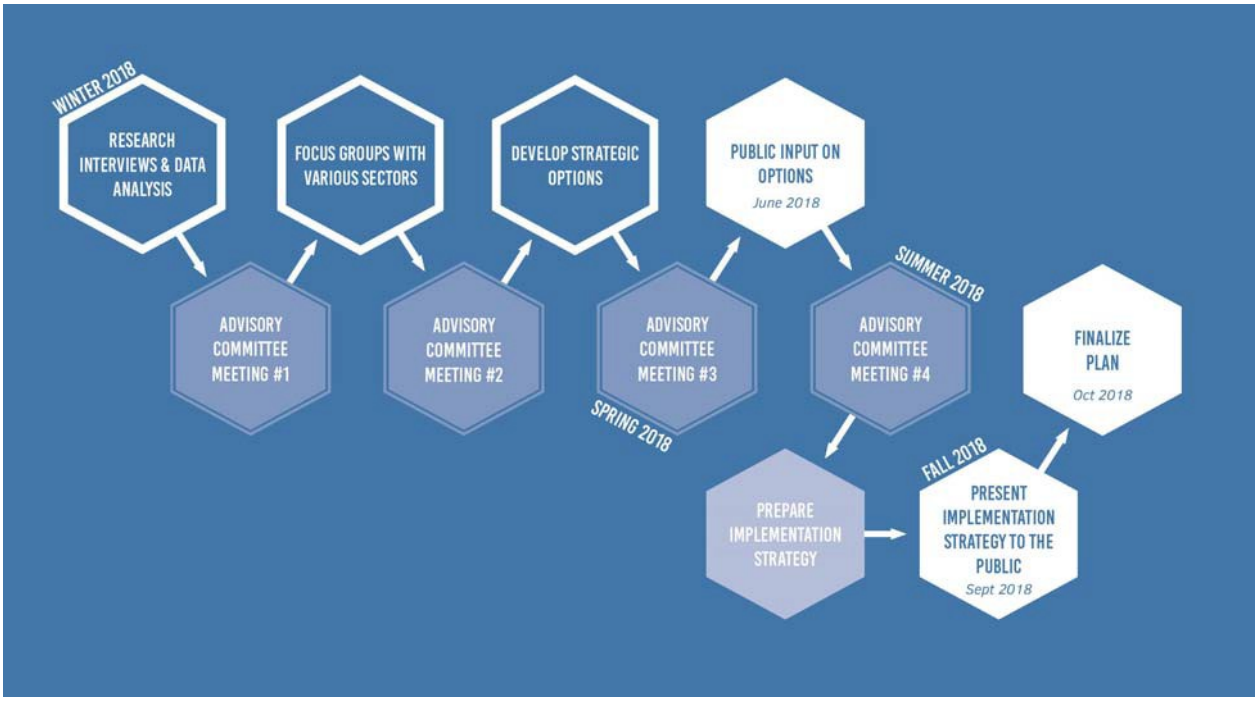
The planning process includes the following steps:

- Evaluate existing conditions and define the problems that need to be addressed
- Define clear goals and a vision for a successful outcome
- Identify options for the facility
- Evaluate options through a decision support framework that is transparent and objective
- Provide a recommendation for SVI and Seattle Central College (SCC) leadership.

The following figure illustrates the process, which commenced with research and data analysis, and group meetings with community and stakeholders. A set of future options for SVI will be developed based on this research and stakeholder input. The options will be evaluated based on a set of criteria that will be developed collaboratively to identify a preferred path forward. An implementation strategy will be developed that includes recommendations for funding, governance and management of the

asset, and phasing. The planning process incorporates input from and reporting back to the community and Advisory Group.

Figure 1. Planning Process



1.3 Focus Groups

This report documents the input from a series of focus group meetings held in January and February 2018. All focus groups were conducted at SVI. Each focus group meeting included a brief presentation on the mission, programs, and current conditions of SVI, a tour of the building, and facilitated discussion of challenges and opportunities. The list of participants in each focus group is provided in the respective sections of this report (see Appendix B2 for a combined list of focus group participants).

Focus groups were convened based on the following areas of interest:

- Local governments
- Workforce development
- Central Area-based community organizations
- Affordable housing
- Non-profit and service organizations

Additionally, meetings were held in February 2018 with current students and with SVI staff and faculty. These meetings included a similar, but more abbreviated presentation on current conditions at SVI, followed by a facilitated discussion of challenges and opportunities.

1.4 Structure of the Report

This report is divided into 11 sections (including this introductory section).

- Section 2 summarizes the common themes that emerged from the focus group meetings
- Section 3 provides the information that was shared with the participants of these meetings prior to the open discussions
- Sections 4 through 10 summarize the discussions in each of the meetings.
- Section 11 outlines the next steps as presented to the participants.

The document also has seven appendices, which contain pertinent information, such as outcomes of similar efforts in the past, list of participants, presentation materials, and the survey questionnaire for the students and results of that survey.

2 COMMON THEMES

Participants in the group discussions provided a range of perspectives and ideas. The following list represents themes that were commonly repeated among the different groups.

- SVI provides a unique education and training environment where people of color and economically disadvantaged people feel welcome, are supported, and succeed.
- SVI has played an important role in the Central Area community and is considered to be a legacy institution by many.
- SVI has been in decline for years. This is reflected in declining enrollment, deteriorating building condition, loss of community interaction, and decreased programs.
- Education programs at SVI need to become more responsive to the changing needs of students and the economy. This includes providing more flexibility in class schedules, offering on-line learning options, and emphasizing pathways to career development, not just placement into an entry level job.
- There are mixed feelings about future of the building itself. Some people consider it a legacy and also see that there are fundamental design problems and that the condition of the building has declined to the point where it is likely more cost effective to replace it rather than renovate it.
- There are many opportunities and potential support and enthusiasm for establishing a vibrant new use on the property. There are many ideas about what that future use could be. Commonly stated principles stated around that future use include:
    - Any future use needs to provide community benefit and accept community input
    - Vibrant, with a mix of activities to serve different groups of people throughout the day
    - Culturally relevant, that recognizes and enlivens the African American heritage of SVI and the Central Area and is welcoming to multiple ethnic groups
    - Economically energized, providing training and resources to support entrepreneurship, local businesses, and career development
    - Educational, providing opportunities for short-term job training and ladders to further learning and training
    - Accessible, providing community meeting and gathering spaces

- Several concepts for future use of the property were identified, including the following
    - Vocational Training: especially a Skills Center in partnership with the Seattle School District. The skill center in Kent was mentioned as a model.
    - Support for At-Risk Youth: related to implementing the zero juvenile detention policy in King County, the property could provide education, training, and support services for at-risk youth
    - Mixed Use Concept: A multi-story building with
        - First and Second Floor: commercial retail, education classrooms, office space with a focus on non-profit organizations, and community gathering and meeting spaces
        - Upper Floors: affordable housing
        - Africatown Plaza and 12th Avenue Arts projects were identified as potential models for how this kind of mixed use development can be implemented
- Extensive community engagement is needed to expand on these and more ideas for future use and develop support for a new vision.
    - There is skepticism, based on a long history of unfair treatment, of plans and promises from public agencies to the Central Area community.
    - Local community organizations and leaders are willing to advise and support a collaborative planning process
- Transition of ownership and governance of the property from Seattle Colleges to another public organization may be needed to allow these broader range of uses to be implemented.

3 INFORMATION PRESENTED TO PARTICIPANTS

This section presents the information that was shared with the participants at each meeting prior to the open discussion. Please note that order and details provided at each meeting varied, and some of this information may not have been shared with a particular group.

3.1 Agenda

- Welcome and Introductions
- Building Tour
- Discuss Existing Conditions
- Discuss Opportunities and Challenges

3.2 Welcome and Introductions

Maureen Shadair, Interim Executive Director of SVI, welcomed the Focus Group participants on behalf of Dr. Sheila Edwards-Lange. She described the purpose of the Strategic Asset Management Plan, to engage with stakeholders and partners in making decisions on the future of the SVI building and education programs. She outlined the external and internal challenges SVI has faced over the last five to ten years:

- Funding for public education has been declining in general, and SVI has faced severe budget cuts.
- Enrollment has declined.
- Building systems, including electrical, mechanical, plumbing, and heating, ventilation, and air conditioning (HVAC), have reached the end of their design life and need to be significantly renovated or replaced.
- Demographics of the Central Area has changed (but the percentage of African-American students enrolled in SVI has remained stable over the years).

Ms. Shadair emphasized that through this process, we need to explore and make decisions regarding:

- How can SVI stay true to our mission while adapting to the changing world?
- What is SVI's identity? What should it be? What do the students need?
- What would be the best options for the facility and programs in order to best assist the community it was created to serve?

Ms. Shadair also pointed out that SVI has valuable resources in its dedicated staff and students. It is a legacy institution with generational connections to families. Students state that people of color feel welcomed and supported at SVI.

"I have spent a lot of time in this building – it is a family thing for us.

In the old days, this is where the African American people came so they felt comfortable."

Following this, all the participants introduced themselves and, if relevant, highlighted any association they have or have had with SVI. Some participants noted that they had attended and/or worked at SVI (instructor), and also had family members who attended it. One noted that, "I have spent a lot of time in this building – it is a family thing for us. In the old days, this is where the African American people came so they felt comfortable." Others said that they had previously looked into partnership and collaboration opportunities with the Institute. Most of the participants had appreciation for SVI and its history and mission. Some noted that they had worked with the African American community in the area, and helped students coming out of SVI both personally and professionally.

3.3 Planning Process

The group was given an overview of the planning process. The planning process will be guided by an Advisory Group and include input from a set of focus groups as well as open community meetings. The planning process includes the following steps:

- Evaluate existing conditions and define the problems that need to be addressed
- Define clear goals and a vision for a successful outcome
- Identify options for the facility
- Evaluate options through a decision support framework that is transparent and objective
- Provide a recommendation for SVI and Seattle Central College (SCC) leadership.

3.4 Mission and History of SVI

The mission statements of Seattle Colleges and SVI were presented to the group:

> *As an open-access learning institution, Seattle Colleges prepares each student for success in life and work, fostering a diverse, engaged, and dynamic community.*
>
> ……
>
> *The mission of [SVI] is to provide occupational, basic skills and literacy education opportunities to economically disadvantaged populations in urban areas of the college district it serves. The mission shall be achieved primarily*

through open-entry, open-exit, short-term, competency-based basic skill, and job training programs targeted primarily to adults. RCW 28B.50.306

This was followed by a presentation of the history of SVI including the following:

- The facility was constructed in the 1970s as the Seattle Opportunity and Industrialization Center (SOIC) with federal funds.
- After significant reductions in federal funding, SOIC filed for bankruptcy. It was privately run as the Washington Institute of Applied Technology (WIAT) for a few years and in 1990 Washington State took control of the facility, transferred it to Seattle Colleges, and renamed it SVI.
- Beginning in approximately 2007, enrollment in SVI has begun a steady decline.

The participants were asked to add any significant historic events to the timeline chart presented that were missing.

3.5 Programs Offered at SVI

Ms. Shadair gave a brief overview of the types of programs offered at SVI. The institute offers both professional/technical programs and programs that are geared towards transitional studies and youth engagement. The latter are for youth not currently engaged in a school or work pathway. Programs focused on construction and allied health are popular. The Cosmetology and Computer Support Technicians programs were experiencing challenges and are currently in hiatus. She emphasized that SVI plays an important role in vocational training in the region. The program provides short-term training to prepare students for employment.

Programs SVI Currently Offers (location in parentheses):

- Basic & Transitional Studies – Adult Basic Education/High School 21/Graduation Education Diploma (GED)/English as a Second Language (SCC)
- Pre-Apprenticeship Construction Training – PACT (currently SVI –moving to the Wood Technology Center in 2018)
- Dental Assistant (Pacific Medical Tower)
- Medical Assistant (SVI)
- Medical Administrative Assistant (SVI)
- Phlebotomy (SVI)

Programs at SVI Not Currently Enrolling:

- Cosmetology

- Computer Support Technician

SVI is unique among technical colleges in the region in that students enrolled in short-term training programs are eligible to receive short term financial aid not available at other institutions.

3.6 Summary of Previous Efforts

Ms. Shadair summarized the outcome of community forums held in the fall of 2015. During the 2015 community forums, attendees were asked about which education programs they thought SVI should provide. The priorities for education programs identified by the community are reflected in the current class offerings listed above: pre-apprentice construction trades, healthcare, and technology. There was also interest expressed in manufacturing training options. The current planning process will build on and expand the community engagement effort conducted in 2015 (see Appendix B1).

3.7 Building Tour

A tour of the building was given to each of the focus groups so they had the opportunity to see its condition first hand. The tour was led by Ms. Shadair and Mr. Ferris. Students, faculty and staff were not taken on a tour, since it was assumed they are already familiar with the condition of the building.

3.8 Existing Conditions Assessment

Following the tour, the participants were presented with data and information related to the building condition and potential renovation costs, demographic of SVI students, demographics in the Seattle area, information on similar vocational/technical schools in the area, and workforce demand forecasts. These were presented using visual tools such as graphs and maps (see Appendices C and D). These visuals were also provided to all participants as handouts at the beginning of the focus group.

SVI faces a number of challenges including: declining enrollment, the dispersal of minority and economically disadvantaged communities it was intended to serve, and the declining condition of the building. Many of the fundamental systems of the building are failing, out of date and /or not in compliance with contemporary building codes. Several feasibility studies for renovation of the SVI building have been conducted in the last five years. The cost for renovation of the entire building was estimated at close to $27 million in 2015, while that for a partial renovation was estimated at over $11 million[1].

The group also discussed the governance structure of Seattle Colleges and SVI and the state funding system for education. SVI operates as facility under Seattle Central Colleges, which is one branch of the Seattle Colleges district. All of the community and technical colleges in the state operate under the policies of the Washington State Board for Community and Technical Colleges.

SVI faces structural challenges in competing for limited funding from Washington State. Overall, education funding for community colleges is in decline in Washington. Funding for community colleges is allocated by the Washington State Legislature as a group. Individual community colleges

[1] SSW Architects. 2015. Seattle Vocational Institute Improvements – Capital Needs Assessment.

cannot directly request funding allocations from the legislature. Funding is apportioned to each of the community colleges. Since Seattle Colleges operates as a district with multiple branches, the funding allocation it receives is divided between the branches. For SVI, this creates multiple layers of competition for limited financial resources. Funding formulas are based on costs per enrolled student. The large size and low utilization of space at SVI puts it at a disadvantage in the funding formula.

4 FOCUS GROUP: LOCAL GOVERNMENTS

Meeting Date & Time:	January 26, 2018; 9:00 AM - 11:00 AM
Meeting Location:	Seattle Vocational Institute, 2120 S Jackson St., Seattle, WA 98144
Recorded By:	Michael Stringer and Rabia Ahmed – Maul Foster & Alongi, Inc.
Participants:	• Theresa Barreras, Business Districts Manager, Office of Economic Development, City of Seattle • Marie Kurose, Port of Seattle, Workforce Development Manager • Steve Leahy, Director Government Relations, Seattle Colleges • Denise Rothleutner, Deputy Director, Department of Community and Human Services, King County
Seattle Colleges Staff and Consultants	• Lincoln Ferris, Consultant to the President, Seattle Central College • Maureen Shadair, Interim Executive Dean, Seattle Vocational Institute • Michael Stringer, Maul Foster & Alongi, Inc. • Rabia Ahmed, Maul Foster & Alongi, Inc.

4.1 Discussion – Challenges

The group identified and discussed the following challenges to SVI:

- SVI has historically been perceived as a "step child" of SCC both financially and when it comes to programs. There is an "institutional bias" towards SVI.
- Aside from the first year of SVI's inception, the State funding model has never been sufficient to support the operation of SVI as a comprehensive independent institution.
- SVI has to deal with re-inventing itself so it can stay relevant.
- Some of the programs SVI offers are available at lower or no cost at other places, such as Goodwill. There is less incentive for potential students to go to a community college and pay tuition for that same type of training.
- There is a perception that some students at SVI feel that they have settled for less, by attending a facility in disrepair and/or by "settling" for technical training rather than academic transfer programs, especially given that they get that stigma from the outside world, including the bias in higher education toward academic and longer-term degrees.

4.2 Discussion – Opportunities and Ideas

The group identified and discussed the following opportunities:

4.2.1 Relate to Cultural and Historical Context

- While many African-Americans have dispersed from the Central District, that community still considers this area as its hub, and wants to maintain that touchstone. There is a need to think about how SVI continues to be relevant and accessible to a changing community.
- SVI has a strong history and tradition, and there is an initial commitment to the African-American community here.

4.2.2 Connect with Broader Community Vision

- There are huge opportunities for SVI if we do not think in narrow terms. Focus should not only be on education and training programs, but larger workforce development and community needs. There is a need to think about the larger vision. Need to think about whether SVI should be more of a training institute or a community center, or a blend of both. Need to think in terms of the multiple communities of interest here in the context of what SVI was and what it is today. This should be a modern, dynamic institution.

Need to think about whether SVI should be more of a training institute or a community center, or a blend of both.

- Many households in the community do not have internet, and SVI could provide a facility where people can come for computer access as well as training for information technology and programming. Then it becomes more of a community center than a training institute.
- The Southeast Economic Opportunity Center (SEOC) is a model to be explored. It is a community led initiative. SEOC is intended to be a development combining an integrated cultural center, affordable housing complex, low-income home-ownership support hub, healthcare and public service center, educational hub, and business incubator. The State legislature and King County appear to be supportive of funding this type of community led initiative.
    - This concept is similar to the concept supported by Representative Santos and the Workforce Training and Education Coordinating Board to establish a Community Opportunity Center at SVI.
- There are challenges in governance and funding structure of the community college system to meeting these broader community needs.

- Potential tactics to implement a strategic shift from Seattle Colleges ownership and control of the facility to a model that could provide more funding flexibility and greater alignment with broader community interests
    - Consider establishing Public Development Authority (PDA) to own and manage the facility

4.2.3 Provide Pathways to Career Development and Increase Accessibility

- There is immediate pressure on the community SVI serves to get jobs. However, the SVI model should go beyond initial job training to help students grow in those professions. Focus on providing career pathways and ladders to increase education, employment, and income opportunities.
- Potential tactics to make the facility more accessible to students
    - Incorporating adding distance learning options, while respecting the support that students receive from being part of a cohort.
    - Provide childcare on campus (it was noted that SVI did provide this service in the past, but could not continue). That can also lead to a childcare worker training program.
    - Provide more class and training options in the late afternoon and evening
- The idea of technical education has started to become more relevant to middle class families. There is a strategic opportunity there that can be maximized here at SVI.
- There is a shortage of in-home care and skill workers with the aging population. There could be an opportunity there. Need to explore the skill set needed for that.

4.2.4 Partnerships

- Seattle School District is considering changing their model for Skills Centers from a distributed to a centralized campus. There may be partnership opportunities similar to how the Maritime Skills Center has co-located with the Maritime Academy in Ballard. The Rainier Beach construction center facility which is currently vacant may be an opportunity.
- King County may be a potential partner related to their work with at-risk youth. The County is pursuing a goal of "zero use of detention for youth" and the use of community-based alternatives to detention instead. The currently vacant building space at SVI could be useful for location of such programs. There may be opportunities to partner in ways beyond education and training

- City of Seattle has established the Equitable Development Initiative. Provides support for anti-displacement strategies and community initiatives.
- Regional Workforce Strategy Group convened by the City of Seattle and King County is looking broadly at improving models for providing career connected learning opportunities including delivering training to low income communities.
- Port of Seattle is looking into how to develop workforce; emphasis is more on maritime engineering and technicians.

5 FOCUS GROUP: WORKFORCE DEVELOPMENT

Meeting Date & Time:	February 13, 2018; 9:00 AM - 11:00 AM
Meeting Location:	Seattle Vocational Institute, 2120 S Jackson St., Seattle, WA 98144
Recorded By:	Michael Stringer and Rabia Ahmed – Maul Foster & Alongi, Inc.
Participants:	• Catie Chaplan, Wood Technology Center • Dwane Chappelle, Director, Seattle Department of Education and Early Learning • Susan Crane, Executive Director, SkillUp Washington and on board of Pacific Hospital Public Development Authority • Veronique Facchinelli, Casa Latina • Malcolm Grothe, Vice Chancellor for Workforce Development, Seattle Colleges • Min Song, CEO, Seattle-King County Workforce Development Council • Chris Sullivan, Executive Dean of Workforce Development, Seattle Central College • Nancy Yamamoto, Workforce Development Manager, City of Seattle
Seattle Colleges Staff and Consultants:	• Lincoln Ferris, Consultant to the President, Seattle Central College • Maureen Shadair, Interim Executive Dean, Seattle Vocational Institute • Michael Stringer, Maul Foster & Alongi, Inc. • Rabia Ahmed, Maul Foster & Alongi, Inc.

5.1 Discussion – Needs

The group identified and discussed the following needs in the market that SVI could strive to meet:

- There was some discussion on the accuracy of the job demand data shown as part of the presentation of information. It was noted that these data are not perfect, and that there are glitches due to various reasons. However, it does present a good starting point for a discussion on what programs should be considered at SVI.
- There is a need for training in domestic care, including nannies, elder care, and house cleaning. This industry is growing in terms of visibility and more professional work, and they are becoming more respectable. There is an increasing push for professional certification in these fields.

- Another need identified was training in technology. SVI had a technology program, but is currently in re-evaluation. There were challenges with the program staying up to date with changes in technology and in successful job placement of students.
    - If the technology program at SVI is rebooted, it should include externships to improve job placement, and it should be linked to a longer information technology (IT) pathway at SCC.
- Cyber security program and other technology programs are offered at Seattle Central College.
- The Wood Technology Center offers technology programs, but those are more related to carpentry. The Center is increasing tech training and offers:
    - Computer Assisted Drafting (CAD)
    - Computer numerical control (CNC) Machine Operation
- The challenge is keeping up with the market when it comes to technology, and it could be difficult placing students in jobs.
- The most important need is for rapid transition to employment or re-employment following the completion of any program.
- Shorter training for people who are looking for short-term opportunities. Some people cannot afford to be out of work for extended training programs. It can take a long time between completing a pre-apprenticeship program and being hired for a job.

5.2 Discussion – Opportunities and Models

The group identified and discussed the following opportunities and successful models that could be applicable to SVI:

5.2.1 Southeast Economic Opportunity Center (SEOC)

- This is multicultural center planned to be constructed in the Othello neighborhood.
- There was discussion of the programming of SEOC. There apparently have been changes in the relative amount of space dedicated to workforce training and education and to cultural/community gathering. The size of the building and programming is changing in response to funding from the state legislature. Workforce training and education uses appear to be decreasing in the proposed programming.

- The question was asked in the group, should we look at satellite teaching locations. SVI was created to serve low income and minority populations, and SEOC is located further south where those populations have moved.
- The group discussed whether SEOC was looking for education partners.[2]
- Additional research should be conducted on SEOC to better understand the proposed facility and whether there may be a partnering opportunity for SVI.

5.2.2 Partnerships

- We cannot think about this project in isolation – need to emphasize the workforce component. Part of it is community asset – need to think about what else is happening – for example the Wood Technology Center.
- Interest in workforce connection site at SVI.
- Connecting with high schools and family support services.
- The South Seattle Georgetown campus and SVI are both underutilized. Perhaps Georgetown could be used for vocational programs and SVI as a high school skills center.

5.2.3 Skills Center

- The vocational training center in Kent was identified as a model. It apparently has a high student population and successfully training and placing students into jobs. Need to conduct additional research needed on how it works and how it is funded.
- There is discussion on-going about changing the distributed model of career and technical education within the Seattle School District. This may lead to establishing a primary campus for vocational training. It was noted that there have been some discussions on this, and we are in a position where the Seattle School Board and Seattle City Council are trying to figure out how to make this happen. Need to connect with those conversations.

5.2.4 Provide Pathways to Career Development and Increase Accessibility

"SVI model should go beyond initial job training to help students grow in those professions…"

- There is immediate pressure on the community SVI serves to get jobs. However, the SVI model should go beyond initial job training to help students grow in those professions. Focus on providing

[2] Seattle Central College, as well as the South Seattle College, have been in discussions about co-location at the SEOC and the types of training programs to offer there.

pathways and ladders to increase education, employment, and income opportunities.

"…Focus on providing pathways and ladders to increase education, employment, and income opportunities."

  - Need to make it easier and more accessible for students to move into other education programs after completing SVI programs.
  - Consider developing longer programs that provide additional skills. It was noted that students at Wood Technology Center have indicated that they want more skills and want to learn more.

- There needs to be better outreach and recruitment to high school students. With an overall graduation rate of less than 80% in the Seattle School District, there is a large number of students who are not graduating that could benefit from the kind of training and environment that SVI provides.
- There are real cultural and systemic barriers to education access. WorkSource offices are often successful in bringing people in when they can see people that look like them and speak their language. WorkSource and SVI have discussed opportunities to partner and bring a WorkSource office into the building.

5.2.5 Population to Serve – Youth or Adult

- SVI currently serves both youth and adults.
- At the Wood Technology Center, they have seen important informal mentoring between older and young students. Mentoring young people in life skills is desirable. Having all ages is beneficial as young people learn so much from the older students

5.2.6 Financials

- There are set formulas for Community Colleges based on reimbursement per student. There are also limits on funding capital construction of buildings over 70,000 square feet.
- Funding through the state Open Doors Dropout Reengagement System [Engrossed Second Substitute House Bill 1418] should be explored as an option to support revitalization of programs at SVI..
- Successful revitalization of SVI will depend on creating critical mass and broad support to gain support from the state legislature and other funding sources.

5.2.7 Provide Mobile Training Modules

- Mobile training at community centers – short-term and focused on adults.

- Older population (older than 50 years) worker re-training.
- Casa Latina represents adult populations. More concentration from homeless communities and work centers - more than 50 percent of people at work centers are over 50 years old. Another model is that SVI could go to centers like that and support the older populations.
- People are going to go where they understand the language. There is a significant language barrier when it comes to some populations, such as Latinos.
- Mobile instruction model already being implemented in some places, such as people teaching in jails, etc.

5.2.8 Other Opportunities and Discussion

- There is a need for space, and housing is a critical issue. Perhaps consider something like transition housing. However, we need to be realistic about housing - people live where they can afford to live.
- This is a facility that has had problems from the beginning, but it is a great place with lots of entrepreneurial spirit here. With more things going on here, it will be a safer place, as well. [Maureen noted that safety has been a priority and SVI has added cameras and improved lighting on the campus.]
- Language issue also comes up as a safety issue through access to better jobs. Language matters a lot in registered nursing (RN) and PACT in terms of safety issues.
- The decision to whether to build SVI from scratch or to remodel the building depends on what you are going to do here.
- SVI needs to better understand the communities we are serving now.

6 FOCUS GROUP: CENTRAL AREA COMMUNITY

Meeting Date & Time:	February 13, 2018; 1:00 PM - 3:00 PM
Meeting Location:	Seattle Vocational Institute, 2120 S Jackson St., Seattle, WA 98144
Recorded By:	Michael Stringer and Rabia Ahmed – Maul Foster & Alongi, Inc.
Participants:	• Curtiss Calhoun, Africatown • Dennis Comer, Central Area Collaborative • Felicia Cross, African American Community Advisory Council • Minister Chipo S. Johnson, Pastor of Students, Damascus Missionary Baptist Church • Reverend Blake Johnson, Damascus Missionary Baptist Church • Walter Jones, CEO, WJJ Consulting • Pastor Lawrence Willis, United Black Christian Clergy of Washington
Seattle Colleges Staff and Consultants	• Lincoln Ferris, Consultant to the President, Seattle Central College • Maureen Shadair, Interim Executive Dean, Seattle Vocational Institute • Michael Stringer, Maul Foster & Alongi, Inc. • Rabia Ahmed, Maul Foster & Alongi, Inc.

6.1 Discussion – Ideas and Opportunities

The group identified and discussed the following opportunities and other ideas that could be replicated:

- The building could be used for purposes that could qualify for federal funding. Federal funding is available, but we need ideas and give something compelling to the all funding sources, including federal, state, and city. One example for seeking federal funding is looking into using the building for emergency response and disaster relief, such as training in medical and technology services related to disaster relief and resiliency. Getting funding is the most important piece of this project, so it needs to be done right.
- The space should include office space for minority businesses. One of the floors of the building could be rented out as "affordable" office space. Office space is very expensive in the area now, and this could benefit the community.

- There was wide agreement among the participants that this should be a community asset and the space should be shared with community groups. For example, community groups should be allowed to use the space for community meetings, as many of these groups do not have access to a space such as this. It was noted that many African American Community Advisory Council meetings were conducted here in the past without charge. However, following several changes in management, the group could not have meetings here for free.[3]
- The idea of having an alternative school in addition to the SVI programs was discussed. The vocational training center in Kent was mentioned as an effective model [this program was also discussed in the Local Government and Workforce Development groups].
- Tech jobs are in high demand and offering such training could be beneficial for SVI.
    - Funding and partnerships can be sought from tech companies; such as Amazon, Microsoft, or others. It was noted that money for such ventures (new tech) is there, but SVI needs to find a way to get it.
    - Offer training in new age tech, such as video game programs, as well as innovations, for example new technology for blood drawing.
- Train people not just for basic job skills, but also for management and entrepreneurship. For example, train people to both work in a child care center and to run their own child care center to increase local business ownership.
- Look into support/donations from large contractors in the area. Minority contractors have been pushed out and they are going out of their way to make things happen. For example, Anderson Construction has conducted discounted work for community organizations. Walsh Construction has also been very active with the community. There are other examples, as well. Walter Jones, one of the participants, offered to bring them to the table.
- Use the influence of certain people/leaders in the community. For example, Gerald Bradford, who "lives and breathes this community" and Dr. Sheila Lange. There are many people like Joe and Sheila who have the influence and would be willing to step up. Seattle Children's Odessa Brown Children's Clinic has money and they are always looking into such opportunities.
- It is important to engage community to develop ideas.

[3] Policy changes related to free use of the facility are likely related to the transition from SOIC as an independent organization to SVI as a division of Seattle Colleges, which operates with legal restrictions around providing public resources to private individuals at no cost.

6.2 Discussion – Building or Mission

The group discussed whether the legacy of SVI that needs to be revitalized is the building or the mission of providing job training to economically disadvantaged people of color.

"Building is not the legacy, it is how this school [SVI] reaches to a certain class of people … that is the opportunity."

- The real legacy is outreach to underserved communities. As noted by one of the participants, "Building is not the legacy, it is how this school [SVI] reaches to a certain class of people … that is the opportunity."
- The group discussed the potential for demolition and new construction if new use better served community.
- The fear in the community is that once the building is torn down, it will not be rebuilt. One idea could be to build building on other side (parking lot area) while this is leased, then demolish the old structure. For example, in the case of Cleveland High School, which was moved to West Seattle when the new building was being built. But, the fact that it would move back kept the hope alive.
- The group was not too supportive of the renovation as a cost-effective option, however, agreed that there does need to be a threshold decision whether to rebuild or renovate.
- It is important to energize and connect with community first and build community interest. For example, having more events here and providing space for people to hold events here, would build interest in the building.

6.3 Discussion – Organization / Ownership

The following ideas were discussed in terms of future organization and ownership of the asset:

- SCC could stay involved to provide resources, education, and technology. SVI is state-funded and there is a lot of bureaucracy to deal with, so it would be hard to disengage from SCC.
- A PDA model could be explored.
- Land Trust is the other option, as it would entail community ownership of the asset.

6.4 Development of a Community-based Concept

The group discussed a community-based concept to develop the asset:

- Mixed Use Concept: A multi-story building with

    - First and Second Floor: commercial retail, education classrooms, office space with a focus on non-profit organizations, and community gathering and meeting spaces.
    - Upper Floors: affordable housing (the group identified the need for affordable housing in the area).
    - Africatown Plaza and 12th Avenue Arts projects were identified as potential models for how this kind of mixed use development can be implemented.
- Identify community stakeholders and look into
    - Uses
    - Governance
    - Funding
    - Contributions

6.5 Other Discussion

- One participant was of the view that the African American community is coming back to the area because they have realized what they have lost.
- The group acknowledged that the community has changed in the Central District. Rents are too high and if housing and opportunity is not here, "they've gotta go." A lot of damage needs to be repaired before opportunity is created. We need a magnet for people to stay here.
- We cannot eliminate the college, as that is a vital and important part of this community.
- We need mentors in the community.
- The participants indicated that a major concern in the community is transparency and how the information gets relayed back. One participant noted that, "we are very suspicious." The group suggested to have a community representative present when there are meetings regarding SVI with elected officials, etc.

7 FOCUS GROUP: HOUSING AUTHORITIES

Meeting Date & Time:	February 13, 2018; 3:00 PM - 5:00 PM
Meeting Location:	Seattle Vocational Institute, 2120 S Jackson St., Seattle, WA 98144
Recorded By:	Michael Stringer and Rabia Ahmed – Maul Foster & Alongi, Inc.
Participants:	• Ron Jenkins, Seattle Housing Authority • M.A. Leonard, Vice President and Market Leader, PNW Region, Enterprise Community Partners • Chris Persons, Capitol Hill Housing Authority
Seattle Colleges Staff and Consultants	• Lincoln Ferris, Consultant to the President, Seattle Central College • Maureen Shadair, Interim Executive Dean, Seattle Vocational Institute • Michael Stringer, Maul Foster & Alongi, Inc. • Rabia Ahmed, Maul Foster & Alongi, Inc.

7.1 Discussion – Challenges and Issues

The group discussed the following challenges, both to SVI and the larger neighborhood:

- When the building was given to the state, it was not added to the inventory of state assets that needed periodic maintenance. That led to minimal maintenance of the building of many years. The building got WiFi only two years ago, so when it was looked at for an IT programs three years ago, the challenge was that he building was not wired for WiFi.
- The Central District is gentrified because the neighborhood is expensive. It is easier for African Americans with less economic resources to sell and get out of here and get into more affordable housing elsewhere.
- The instructional model at SVI has not changed much with the changing world.
- Legally, the state cannot lease an asset for free. In the past, there were issues with the Childcare center that was run out of the building, as well as other community uses.
- From a finance perspective, housing is the hardest to get financing for. Deep subsidy for anything that is community-based will not be easy.

7.2 Discussion – Ideas and Opportunities

The group identified and discussed the following opportunities and looked into other ideas that could be replicated:

- SVI was designed to be a short-term education center to provide a pathway to employment. We need to preserve that.
- SVI may benefit from the new opportunity zones that are being designated - every governor is going to do it. Washington Department of Commerce has been designated by the Governor to make recommendations on how to administer this new authority granted the state; i.e. to designate within low income census tracts in the state a certain number to be qualified opportunity zones where investments can receive favored federal income tax treatment. SVI is located in a "qualified" census tract under the low-income community eligibility standards.
- The Seattle Housing Authority (SHA) is one of 39 housing authorities across the country participating in the U.S. Department of Housing and Urban Development (HUD) Moving to Work program, which allows the agency to test innovative methods to improve housing services and to better meet local needs. SHA can take some federal dollars and use it for the people living in SHA housing that are not disabled. They are given monetary incentives to retain jobs over different periods. SHA works with career brokers. SHA is going to try this model and see what happens if it can provide support and guidance so they can get better jobs.
- People want better income but find out that they don't have the skill set to get that. It was noted that the original mission of SVI was to facilitate that and provide that pathway. Ways to increase household incomes in the area should be explored.
- Industrial sewing class could be a good program and there are many companies in our own backyard, such as clothing, maritime industry (sails need fixing), etc. If SVI really wants to ramp this up, it can be really exciting to build some of these skills here. The Somali community, among others, would be interested in such training.

"SVI does not need so much space. Structurally, a couple of floors could be built up for teaching, and the rest could be community space and housing."

- Need to use the space for whatever the community wants and whatever empowers the community.
- Even though demographics have changed, there are people who will not give up finding jobs and living here. So, it is hard to say if this corridor is more suitable for housing or for its current purpose. It seems like a great housing location, but could have good commercial use, as well.

- SVI does not need so much space. Structurally, a couple of floors could be built up for teaching, and the rest could be community space and housing. That could be a good fit given the needs of the area. Community needs some space, even if some of it is commercial. Need to explore a mixed-use concept, a multi-story building with:
    - First and Second Floor: commercial retail, education classrooms, office space with a focus on non-profit organizations, and community gathering and meeting spaces
    - Upper Floors: affordable housing
    - Africatown Plaza and 12th Avenue Arts projects were identified as potential models for how this kind of mixed use development can be implemented
- State legislation may be required to allow transition of the property. With legislation, there is an opportunity for policy findings to support disposition of the property at less than fair market value to the extent it provides public benefit.
- It would be interesting to look at any ground-up development scenarios.
    - 12th Avenue Arts project cost $42 million to build two years ago, and it is half the size if the SVI lot.
    - There is a building going on at Yesler Terrace. Mod Pizza will be on the ground floor, and they will have a training program for the community related to food carts, how to start a small business, etc. It is a very diverse community. This could be an interesting model to explore.
- The child center space in the building is great, but running a child care center requires compliance with a lot of regulations and financial challenges.
- The Move to Work program allows long-term subsidies, so that may be something to look into.
- It would be good to know how a big commercial developer would approach this. It was noted that the focus groups do not include private employers.
- There is a slight slowdown in real estate development in Seattle, as developers are starting to transition from construction to property management mode.

7.3 Discussion – Other

Additional points brought up by the group are provided below:

- From an African American community perspective (Ron Jenkins), we do not know if African Americans who live in other places will come back here

because this is the center of the community – things are changing. However, we are not totally losing a sense of this being the African American community hub. There are efforts being made to attract people back to these hubs.

- There are weird anomalies in the building. The curved windows suggest that someone wanted to build something state-of-the-art, but then why did they put in PVC piping, which was going to fail someday.
- It does not sound like a good investment to put more money into the existing building.
- It was suggested to get an assessment of market rates, etc. for this property. It was noted that Heartland is on the team and doing some of that market study.

8 FOCUS GROUP: NON-PROFIT AND SERVICE ORGANIZATIONS

Meeting Date & Time:	February 14, 2018; 9:00 AM - 11:00 AM
Meeting Location:	Seattle Vocational Institute, 2120 S Jackson St., Seattle, WA 98144
Recorded By:	Michael Stringer and Rabia Ahmed – Maul Foster & Alongi, Inc.
Participants:	• LaNesha DeBardelaben, Northwest African American Museum • Colleen Echohawk, Executive Director, Chief Seattle Club • Enrique Gonzalez, Public Defender Association • Tim Lennon, Langston • Michelle Merriweather, Urban League • Vivian Phillips, Chair, Seattle Arts Commission
Seattle Colleges Staff and Consultants:	• Lincoln Ferris, Consultant to the President, Seattle Central College • Maureen Shadair, Interim Executive Dean, Seattle Vocational Institute • Michael Stringer, Maul Foster & Alongi, Inc. • Rabia Ahmed, Maul Foster & Alongi, Inc.

8.1 Discussion – Ownership/Management

The group discussed the following in terms of ownership and management of the asset:

- It is possible to transfer the property to a Public Development Authority (PDA). Examples include Pacific Tower and Seattle-Chinatown International District PDA
- It was noted that, legally, this State asset can be transferred to another entity.
- In case of multiple partners, governance should change.
- A public-private partnership could shift the timeline for funding, even if the partner is willing to fund some of the expenses. However, such a partnership is possible if there is a mission match and a rational nexus between the two partners.

8.2 Discussion – Future Uses

The group identified and discussed the future uses of the property:

- Vibrant, with a mix of activities to serve different groups of people throughout the day – Mixed Use Concept: A multi-story building with
    - First and Second Floor: commercial retail, education classrooms, office space with a focus on non-profit organizations, and community gathering and meeting spaces
    - Upper Floors: affordable housing
    - Africatown Plaza and 12th Avenue Arts projects were identified as potential models for how this kind of mixed use development can be implemented
- Need for more spaces in Seattle that reflect Native American culture. It was recognized that the Central District has recently been African American space, but Native American in the past. So, it is also a very "Native American" spaces, not just African American. Chief Seattle Club has wanted to have its own theatre/performing space for a while.
- There is need for cultural spaces for other activities, not just for arts and crafts.
- While there are several performance spaces in the neighborhood, there is need for rehearsal space and office space.
- Co-working – efficiency of shared office
- Urban League had discussed a tech partnership with SVI earlier, which is still a viable option.
- Urban League is invested in SVI and the building, and has a great partnership with PACT. They want to see that grow and also tried to rent space in the building about a year ago. They want to make this their home and remain in the Central District, as they have a lot of growth and hiring, but not much space.
- Need to look at the broader definition of culture and cultural space. Culture is so broad and goes beyond just theatre and arts. It is also mental and emotional development of a community.
- There are groups like Langston, NAAM, and others working in the community that have needs. Need to carefully examine if having a creative space in this building result in places such as Langston be underserved and may be taken away from. It was noted that Langston does not have rehearsal space, and that is something which is easy to configure and does not need much work (sound proofing and a box). The sixth floor of this building could be used for that.

- It can be theatres and galleries, or it can also be a co-working space. A live, vibrant, cultural engagement for all the community. What does vibrant look like? Education, art, offices – all these make a healthy community.
- The cultural landscape in the area was sucked away with all the development, such as Starbucks.

8.3 Discussion – SVI Future Space Needs

The group identified and discussed the potential space needs of SVI:

- Allied Medical – could shift to Pacific Medical Tower
- Information technology – how to increase local learning and access to jobs?
    - Tech company sponsorship/partnership – not just training but true presence
    - Fire House 6 – Innovation Center – Africatown
    - Technology Access Foundation (TAF)
- Vigor and South Seattle College partnership model which could be emulated at SVI
    - Business that uses students – staff
    - Health care – elder care
- It was noted that given the costs involved, it may be cheaper to rent space somewhere else for SVI programs, or move the programs to other places.
- The goal of SVI is to grow, but may not necessarily happen here in this building.
- Depends on which programs you put in, the schools itself would probably need about two floors in the building.

8.4 Discussion – Considerations

The group identified and discussed the following opportunities and looked into other ideas that could be replicated:

- Structural systems in education make it challenging for POC, and higher education programs have traditionally kept POC out – that is why SOIC was established. Most of the segregation starts after high school – you are segregated based on your perception of intelligence. Need to think about how we positively change that as we initiate this effort. Some participants noted that they got into community college because of mentors, otherwise the rest of the system keeps us out.

- There is potential for a lot of things going on here. SVI is "more than just a school" and has been considered as "one of the hearts of the Central District." That needs to be leveraged.

"There is potential for a lot of things going on here. SVI is '*more than just a school*' and has been considered as one of the '*hearts of the Central District.*' That needs to be leveraged."

- These kids know that opportunities are out there and things are happening, but do not know how to get there and access those opportunities.
- Look into providing business training, especially to support POC businesses.
- Diversions – from juvenile justice to job training
    - Community passageways – divert people out of juvenile justice. Look into a potential partnership with "no juvenile incarceration." There needs to be a strategic relationship there. Perhaps funnel kids to this program.
    - Need strategic partnership with Seattle Public Schools to funnel kids to job training and education. For example, St. Louis Urban League.
- Ideas for spaces such as a Google hangout or Amazon, etc. were discussed. Something "cool" for kids to hang out at.
- The Fire Station is a very small space, but whatever happens there, could be linked to this effort.
- Focus should not just be in technology, but something that resonates with community. Support industry for the arts should be explored
- There could be a three-way synergy, as well. Look into places such as Technology Access Foundation (TAF), which started in this neighborhood. Getting TAF up here would be great.
- SAT Preparation could be another program that could be offered (note that it was offered in the past).
- There are not many business development opportunities in the Central District and no funding. Providing such opportunities is what brings people back to the area (when they know there is an opportunity waiting).

8.5 Discussion – Other

The group had the following additional discussion:

- It is not clear if increased programming at Pacific Tower has affected enrollment at SVI, but it was noted that enrollment in the Medical Assistant program has picked up. It was a slow start. SVI is in transition and figuring out what is the right teaching model.

- While it is unclear if moving the Dental Assisting program to Pacific Tower dropped enrollment at SVI, but it took bodies from this building and also affected the energy and atmosphere here.
- When it was taken over by the State, the SVI building was not added to the inventory of State assets that needed regular maintenance. So, it did not have its own funding source for maintenance, which let to deterioration of the building over time.
- Community colleges are bridges to universities. They are a step further when there is an age group that is left out, and they ask themselves what am I going to school for vs. working.

9 FOCUS GROUP: CURRENT STUDENTS

Meeting Date & Time:	February 08, 2018; 12:00 PM - 1:00 PM
Meeting Location:	Seattle Vocational Institute, 2120 S Jackson St., Seattle, WA 98144
Recorded By:	Michael Stringer and Rabia Ahmed – Maul Foster & Alongi, Inc.
Attendees:	• SVI Students and Instructors (see Appendix B5 for sign-in sheet) – most of the students in attendance were from the PACT and MA programs, with a few from ABE. • Maureen Shadair, Interim Executive Dean,Seattle Vocational Institute • Michael Stringer, Maul Foster & Alongi, Inc. • Rabia Ahmed, Maul Foster & Alongi, Inc.

The format of the meeting with SVI students was different from the other focus groups. The facilitators mingled with the students and staff prior to the start of the formal discussion. The students were shown a board with various statements related to SVI, and asked to place red dots on it to indicate how close to reality each statement was. Following this, they were presented with some basic information about the purpose of the meeting, the process being followed, challenges faced by SVI, etc. The discussion that followed revolved around why they chose SVI over other places, their views on programs moving to other locations, what programs should be added and ideas for improving SVI. They were also asked to fill out and return a short survey with similar questions. The following is a gist of the discussion captured on flip charts during the discussion.

9.1 Other Training Places Students Considered

- University of Washington
- Eastern Washington University
- Seattle University
- Seattle Central Colleges
- Pima Medical Institute
- North Seattle Community College
- Edmonds Community College
- Bates Technical College
- Renton Technical College

9.2 Why Students Chose SVI

- Tuition assistance
- Training and job access
- Easy to enter
- Recommended by employer or friend
- Hands on teaching
- Referred – for example by Urban League
- Student body / Culture / People of Color (POC) Community
- Caring and supportive teachers and staff
- Feel like family, accepting, patient
- Programs accredited

9.3 How Students Feel About Programs Moving to Pacific Tower and Wood Technology Center

- "This is home"
- Need to be okay with change
- Mixed feelings
- Legacy for this community
    - If something new is built here, it should be a legacy for the community
    - History of neglect
- SVI has made a positive impact on people's lives

9.4 What New Programs Would Students Want to see Offered

- Coding / Technology
- Massage therapy
- Cosmetology (re-open)
- Engineering – building maintenance – operations – systems
- Marketing
- Finance

- Registered nursing (RN)
- Additions to PACT – building specialty trades (electrical, plumbing, etc.)
- Automotive tech.

9.5 New Ideas

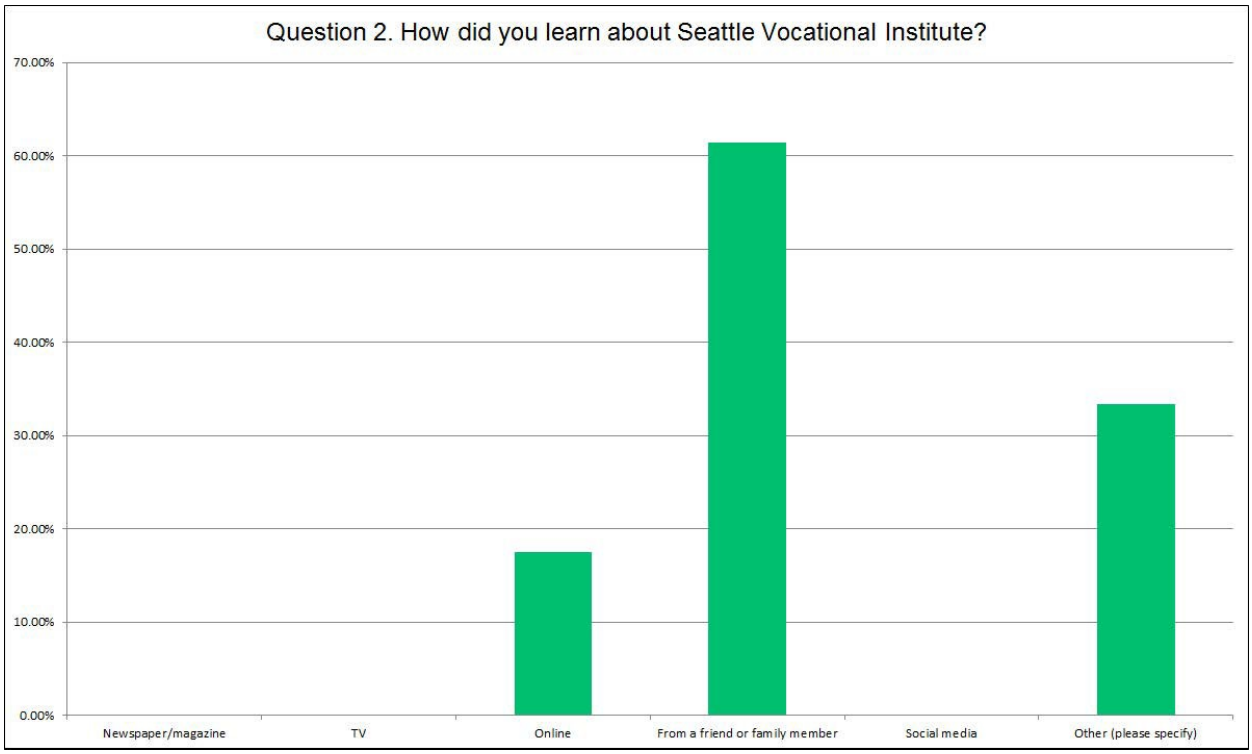
- Let PACT students work on SVI building renovation
- More community involvement
- Marketing school

9.6 Survey

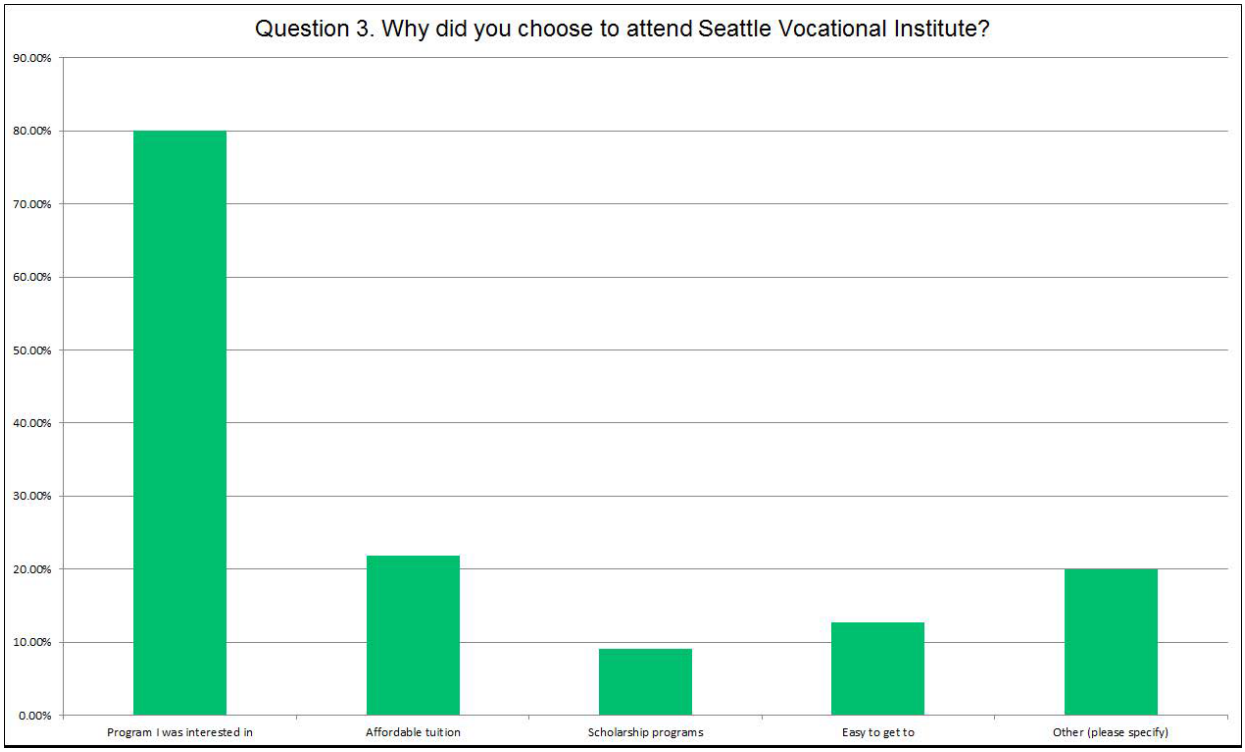
The students were asked to fill out the survey provided and return to the team either at the end of the meeting, or later to Ms. Shadair (see Appendix B6). Thirty completed surveys were received from the students at the end of the meeting (mostly representing the PACT and MA programs, with a few from ABE). Additional surveys were circulated to students not in attendance, and 27 responses were received from students in the DA and Cosmetology programs as a result of that process.

Results of the survey, based on the 57 completed questionnaires received, are summarized here (see Appendix B7 for more detailed results). Note that for many of the questions in the survey, respondents were allowed to select multiple responses, so the totals of the percentages do not always sum to 100 percent.

When asked about they learned about SVI, over 61 percent of the students indicated that they heard about it through a friend or family member (see chart below). Close to 18 percent found SVI online, while a little over 33 percent indicated other sources, such as through Urban League, by seeing the building when walking or driving by it, because they lived in the area, and through advisors and sponsors.



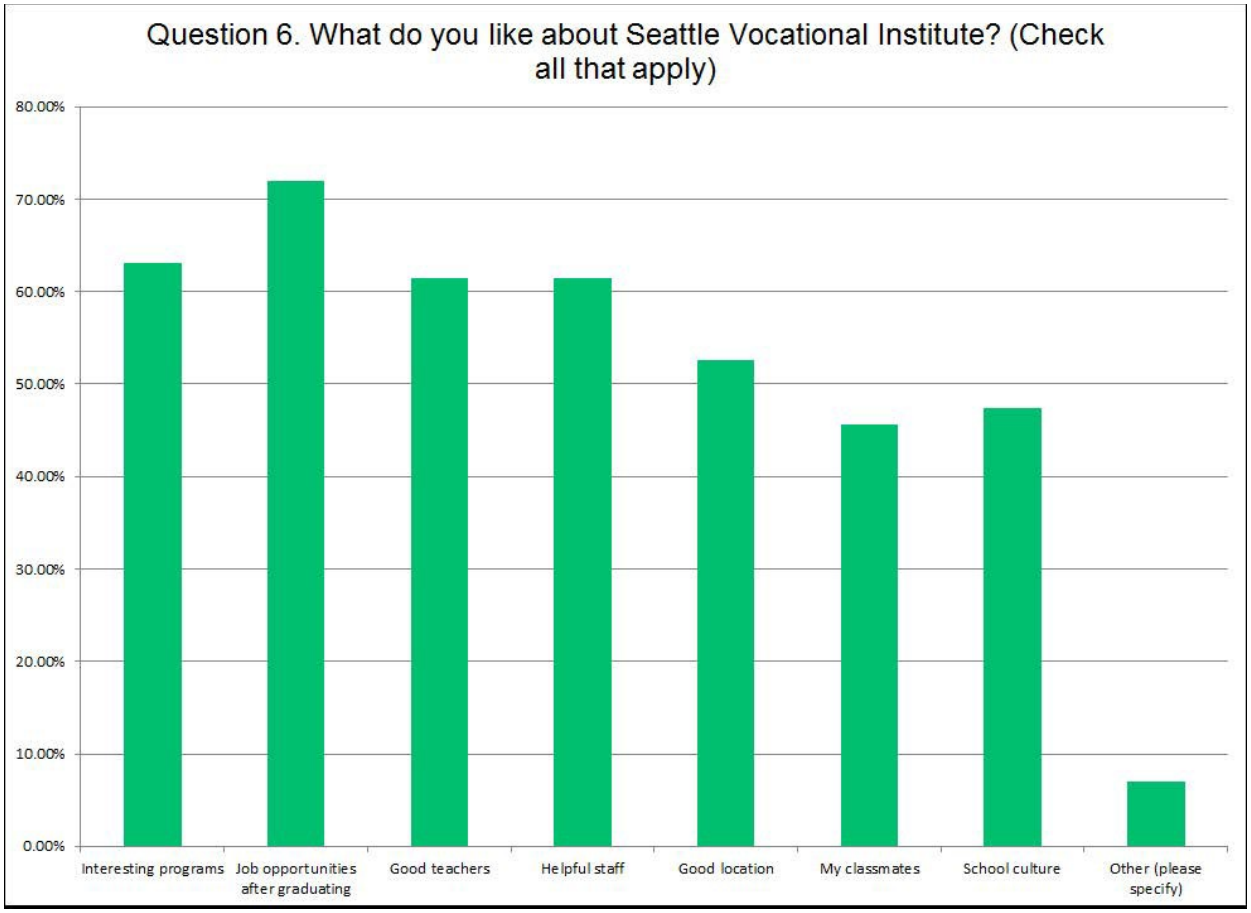
A large majority of the respondents indicated that they chose to attend SVI because it offered programs they were interested in (see chart below). Other reasons included affordable tuition, SVI being easy to get to, and scholarship programs. The respondents added reasons other than those specified on the questionnaire, such as referrals, idea of trying something different, pathway to Dental Hygiene (respondents from DA program), accessibility, and help and support provided here.



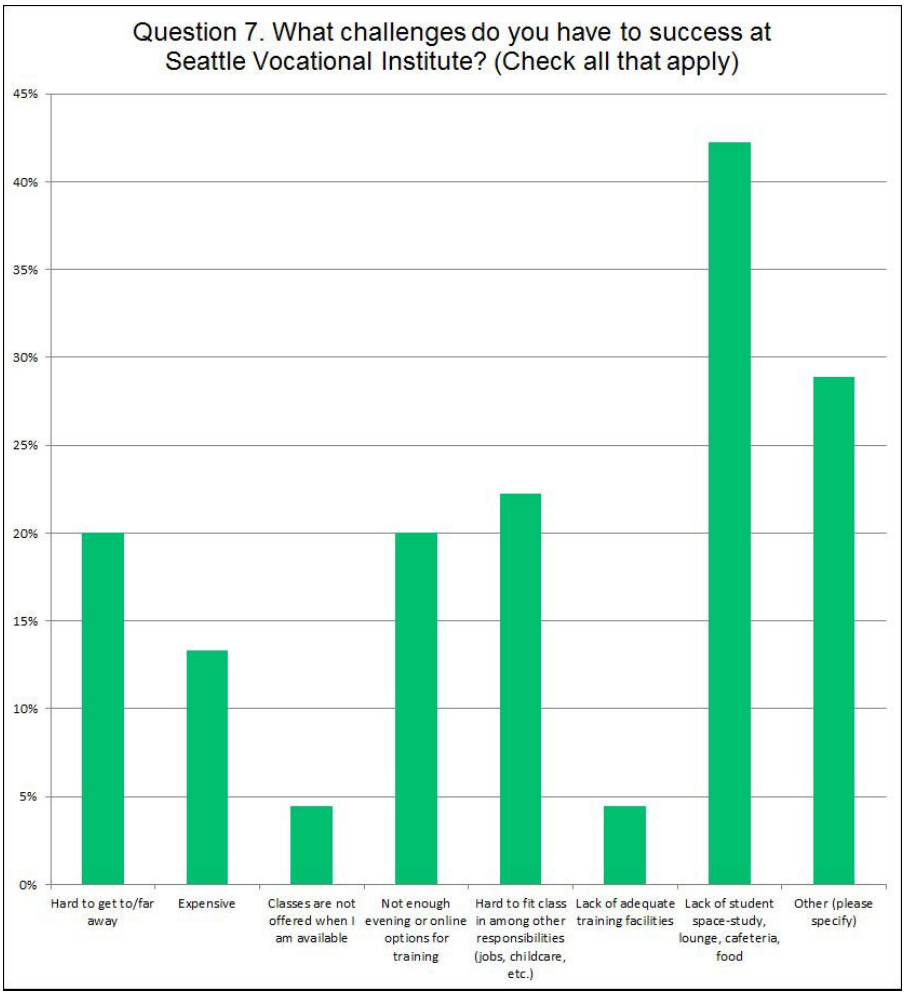
Over 47 percent of respondents revealed that they drove (alone) to get to SVI, followed closely by taking the bus (about 39 percent). Carpooling and walking/biking came up as other popular ways to commute.

In terms of commute time, about 60 percent of respondents indicated that they got to SVI in 30 minutes or less, while many others commute for between 30 to 60 minutes. It takes approximately 14 percent of the respondents over an hour to reach SVI.

When asked about what they liked about SVI, the most popular response was the job opportunities after graduating, followed by the interesting programs offered. Good teachers and helpful staff were also popular reasons, along with location school culture, and fellow students.



In terms of challenges faced by students at SVI, an overwhelming majority (over 42 percent) identified lack of student space-study, lounge, cafeteria, food, etc. Others indicated that it was difficult for them to fit class in among other responsibilities, such as jobs, childcare, etc. Many also identified the dearth of evening or online options for training, and also that the school was hard to get to or far away. Some said it was expensive.



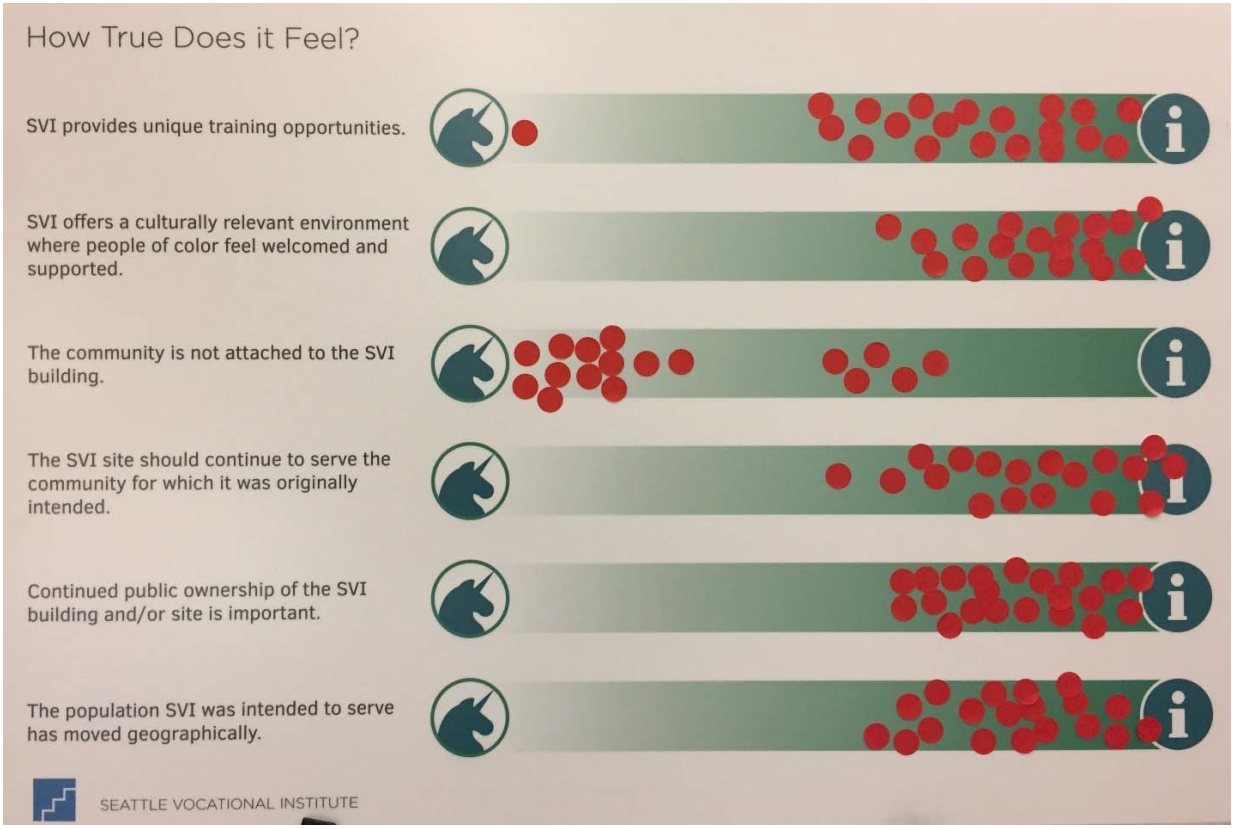
The students also provided a number of suggestions to improve SVI, including:

- Growing and expanding programs
- Providing career shadowing opportunities/field trips
- Adding library
- Providing more financial support
- Providing more student gathering spaces, such as lounges, study/rest areas, cafeteria/lunchroom, etc.
- Restart enrolling in Cosmetology program

- Providing more mentoring opportunities
- Providing more parking spaces and better transportation options
- Improving elevators and heating/cooling in the building

9.7 Myth vs. Reality Chart

The following chart presents the result of the exercise where participants were asked to rate specific statements about SVI in terms of how real they were. Red dots placed closer to the unicorn indicates that in the participants view, that specific statement was further from reality.



10 FOCUS GROUP: STAFF AND FACULTY

Meeting Date & Time:	February 14, 2018; 12:30 PM - 1:30 PM
Meeting Location:	Seattle Vocational Institute, 2120 S Jackson St., Seattle, WA 98144
Recorded By:	Michael Stringer and Rabia Ahmed – Maul Foster & Alongi, Inc.
Attendees:	• SVI staff and faculty (see Appendix B5 for sign-in sheet) • Dr. Sheila Edwards Lange, President, Seattle Central College • Maureen Shadair, Interim Executive Dean,Seattle Vocational Institute • Michael Stringer, Maul Foster & Alongi, Inc. • Rabia Ahmed, Maul Foster & Alongi, Inc.

The meeting with SVI staff and faculty followed a format similar to that for the students' meeting. The facilitators mingled with the participants prior to the start of the formal discussion. They were shown the board with various statements related to SVI that the students had already marked with red dots to indicate how close to reality each statement was. They were asked to place yellow dots on the same board to show how they felt about those statements. Following this, they were presented with some basic information about the purpose of the meeting, the process being followed, challenges faced by SVI, etc. The discussion that followed revolved around challenges faced by students and staff/faculty, opportunities for SVI, ideas for improving SVI in the future. The following is a gist of the discussion captured on flip charts during the discussion.

10.1 Challenges – Staff and Faculty

- People don't know what we do here
- Safety
- Visibility
- Facility
- Limited programs
- Lack of marketing
- Class times too long (typically 8:00 AM to 4:00 PM)
    - Need more flexible times
    - Night classes
- Need for continuing education
- Customized training

- We made it harder for community to access the facility – less community friendly
- Loss of child care center
- Historic lack of support
- Appearance/Look
    - Seems closed
    - Old
    - No ground maintenance
- Sign concealed behind overgrown trees

10.2 Challenges – Students

- Language and literacy
    - Learners of English as a second language
    - Need for one-on-one tutoring
- Name and branding – "Vocational;" "Institute" are not attractive terms
- Historic lack of support
    - Lack of pathways
    - Lack of connections to more education and training opportunities
    - No counselors to support students
- Lack of school spirit

10.3 Opportunities/Improvements

- Language/Basic computer pre-requisites and support
- Community deserves a new building
- Child care with pre-school and Head Start
    - Family and child support center
- Transportation
    - More parking
    - Students traveling farther
- Student amenities
    - Library

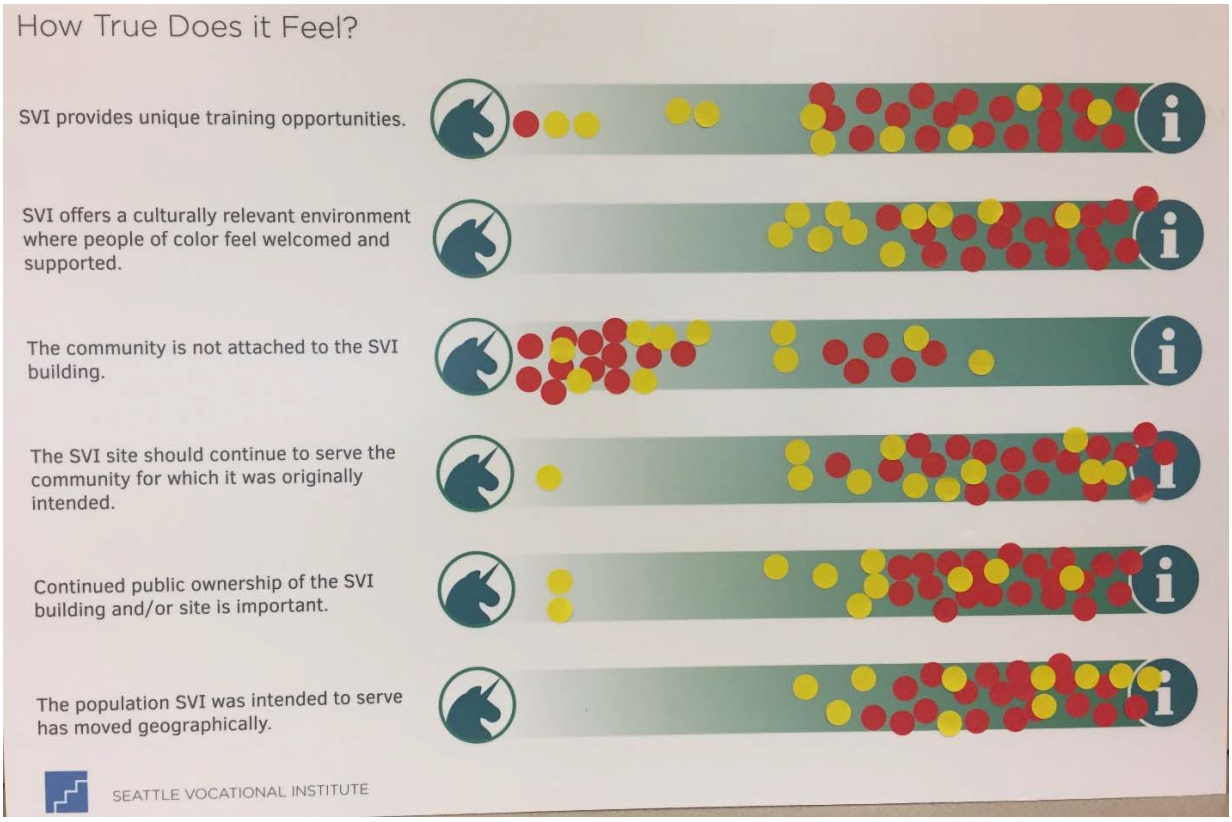
    - Food
    - Gathering space
- Re-initiate social hour – coffee, food, etc.
- Student spirit and pride

10.4 Ideas for Future

- Need for short-term training
- Clean and green technology
    - Installation of solar panels
    - Restoration of habitat
- Partnership with high schools
- Consider moving allied medical to Pacific Tower
- Maintaining connection to the labor market
    - Job fairs
    - Aging workforce (trades, nursing, etc.)
- Partnerships – DSHS
    - Medical support, such as Neighbor Care model
    - How do we make business partnerships more beneficial to SVI

10.5 Myth vs. Reality Chart

The following chart presents the result of the exercise where participants were asked to rate specific statements about SVI in terms of how real they were. Dots placed closer to the unicorn indicates that in the participants' view, that specific statement was further from reality. The red dots represent the students view (exercise carried out during the meeting with students on February 8, 2018), while the yellow dots show the responses of staff and faculty.



11 NEXT STEPS

The participants in the focus groups were asked if they would like to continue to be engaged in the process, to which they responded in the affirmative. They were told that draft notes from this meeting would be shared with them. They were provided lists of the current people identified for the Advisory Group and Focus Groups, and asked to provide any names that they feel are missing. They were also asked to suggest other people from their offices who should be engaged in the process and/or the team could follow-up with for more information. The participants were asked to continue to think about innovative approaches and models for SVI that are modern and workable and help SVI better serve the community. Finally, they were informed about and invited to the larger Community Meeting being organized in the spring for which more information is forthcoming.

LIMITATIONS

The services undertaken in completing this report were performed consistent with generally accepted professional consulting principles and practices. No other warranty, express or implied, is made. These services were performed consistent with our agreement with our client. This report is solely for the use and information of our client unless otherwise noted. Any reliance on this report by a third party is at such party's sole risk.

Opinions and recommendations contained in this report apply to conditions existing when services were performed and are intended only for the client, purposes, locations, time frames, and project parameters indicated. We are not responsible for the impacts of any changes in environmental standards, practices, or regulations subsequent to performance of services. We do not warrant the accuracy of information supplied by others, or the use of segregated portions of this report.

APPENDIX B1

SUMMARY REPORT - SEATTLE VOCATIONAL INSTITUTE COMMUNITY FORUMS - FALL 2015

SEATTLE VOCATIONAL INSTITUTE
One of the Seattle Colleges

Fall 2015 SVI Community Forums Summary

Purpose/Overview

After a year of leadership change at SCC and SVI, the new Interim President of Seattle Central College, Dr. Sheila Edwards Lange, and the new Interim Executive Dean of Instruction and Community Partnerships at Seattle Vocational Institute, Ms. Maureen Shadair, conducted a series of three community forums at SVI. These forums provided (1) an opportunity to solicit feedback from the community to guide SVI into the future, and (2) to demonstrate a renewed commitment to build and sustain Seattle Vocational Institute as a vital educational institution with relevant programs and services that is engaged with community and industry and growing programs and partnerships. Attendees were invited to respond to one central question:

What educational programs can SVI offer to best meet the needs of the community?

Dates Forums Offered

Tuesday, October 27, 11:30am-1:30pm
Tuesday, November 10, 5:00pm-7:00pm
Saturday, November 14, 10:00am-12:00pm

Total Attendees:

What educational programs can SVI offer to best meet the needs of the community?

1. TECH

Gravity - Tech coding/tech job; Procurement Technical Assistance Program; Coding/Programming; Hack the CD – David Henson (or Harrison); Cloud Management; Entrepreneurial Management; Incubators – Amazon, Google, Developers; Microsoft, etc. to partner with SVI to offer job skill training; paid internship programs; Media Technology Program/Skill Development Partners; Partnership with ACT-SO (Afro-American, Cultural Technological and Scientific Olympics)

2. HEALTHCARE

Holistic Health Existing Organizations but align with accredited/certified health training; social behavioral health; Mental Health; Historical Trauma; Writing Programs – THS THER Health Services; Massage Therapy Therapeutic Perspective; Create stronger prevention certificate partnership with UW School at Social Work

3. PRE-APPRENTICE PROGRAMS

Expand pre-apprenticeship (Big need in Seattle District) NOT JUST IN BUILDING TRADES Plumbing, Electrical, Roofing, General Contracting; Medical; Manufacturing; IT

4. MANUFACTURING

C & C Machine (manufacturing); Maker's Space

ADDITIONAL FEEDBACK - HIGHLIGHTS

QUESTIONS

- What's going to make the programs attractive to potential students?
- Can the stigma that makes SVI second to the other campuses be taken away? Potential employers don't see SVI as an equal to the other colleges.
- What does the labor force say is the need? They define the need: the standard and caliber of employees needed. They should be part of building the curriculum to address the need.
- Is there place at SVI for an alternative high school?
- Does SVI have a niche?

OUTREACH, MARKETING

- Juvenile Dis-propitiatory/Juvenile Justice: Training for kids and youth coming out of juvenile
- Serve as a function/resource for students to serve as leaders in community "Step in to learn. Step out to lead"; Strengthen student body as a community asset and leadership cohort
- Disproportionate ratio between men and women in education and training--Need more programs for men and recruiters for men on streets
- Serve as a community hub (candidate forum, community dialogue)
- Promote and Display SVI history; Emphasize roots/initial purpose as SVI goes forward; Let folks know what need is at SVI (They want to help)

FUNDING

- Create rental/facilities package for non-profit and community-based organizations. Pilot free of service for 180 days with Phase II plan to change modest fee. (Community room).
- Explore SVI serving as a food handlers' permit center
- Create an Endowment
- Find more dollars through data, and partnerships with government, organizations, and churches

INSTRUCTIONAL SUPPORT

- Strengthen foundations: embedded Math/English; more Interpersonal business skills (Basic Writing Labs); Cultural Fluency Training (i.e. stigma)
- Expand best practices; for example, Bright Future model
- More instructional modes: Online and evening classes
- Motivate teachers / in classroom (money)!!!

SUPPORT SERVICES

- New Career Path Development, clear, integrated, strategic (beyond first job)
- Need wrap around services/referrals and student support staff (food, driver's license recovery, Veterans benefits for children); Re-establish UW MSW practicum placement partnership
- Renew the Orientation Process for new students
- Align the Student Services Delivery model with the high demand jobs
- Record data on SVI grads as to what jobs/careers grads are getting

PARTNERSHIPS

- Serve as a community information and training hub
- Create a strategic partnership with employer group/corporation (i.e. Boeing, Google, BECU, Associated Grocers)
- Create stronger prevention certificate partnership with UW School at Social Work
- Stronger partnerships with K-12/youth and existing community organizations, city and labor; for example, AARTH, Seattle Transit, Labor Unions and Council
- Create sustainable communities of education: Integration of high schools with SVI

APPENDIX B2

FOCUS GROUPS PARTICIPANTS

Seattle Vocational Institute - Strategic Asset Management Plan
List of Focus Group Participants

Local Governments
January 26, 2018; 9:00 AM - 11:00 AM

- Theresa Barreras, Business Districts Manager, Office of Economic Development, City of Seattle
- Marie Kurose, Port of Seattle, Workforce Development Manager
- Steve Leahy, Director Government Relations, Seattle Colleges
- Denise Rothleutner, Deputy Director, Department of Community and Human Services, King County

Workforce Development
February 13, 2018; 9:00 AM - 11:00 AM

- Catie Chaplan, Wood Technology Center
- Dwane Chappelle, Director, Seattle Department of Education and Early Learning
- Susan Crane, Executive Director, SkillUp Washington and on board of Pacific Hospital Public Development Authority
- Veronique Facchinelli, Casa Latina
- Malcolm Grothe, Vice Chancellor for Workforce Development, Seattle Colleges
- Min Song, CEO, Seattle-King County Workforce Development Council
- Chris Sullivan, Executive Dean of Workforce Development, Seattle Central College
- Nancy Yamamoto, Workforce Development Manager, City of Seattle

Central Area Community
February 13, 2018; 1:00 PM - 3:00 PM

- Curtiss Calhoun, Africatown
- Dennis Comer, Central Area Collaborative
- Felicia Cross, African American Community Advisory Council
- Minister Chipo S. Johnson, Pastor of Students, Damascus Missionary Baptist Church
- Reverend Blake Johnson, Damascus Missionary Baptist Church
- Walter Jones, CEO, WJJ Consulting
- Pastor Lawrence Willis, United Black Christian Clergy of Washington

Housing Authorities February 13, 2018; 3:00 PM - 5:00 PM
• Ron Jenkins, Seattle Housing Authority • M.A. Leonard, Vice President and Market Leader, PNW Region, Enterprise Community Partners • Chris Persons, Capitol Hill Housing Authority
Non-profit and Service Organizations February 14, 2018; 9:00 AM - 11:00 AM
• LaNesha DeBardelaben, Northwest African American Museum • Colleen Echohawk, Executive Director, Chief Seattle Club • Enrique Gonzalez, Public Defender Association • Tim Lennon, Langston • Michelle Merriweather, Urban League • Vivian Phillips, Chair, Seattle Arts Commission
Seattle Colleges Staff and Consultants (Participated in All Focus Groups)
• Lincoln Ferris, Consultant to the President, Seattle Central College • Maureen Shadair, Interim Executive Dean, Seattle Vocational Institute • Michael Stringer, Maul Foster & Alongi, Inc. • Rabia Ahmed, Maul Foster & Alongi, Inc.

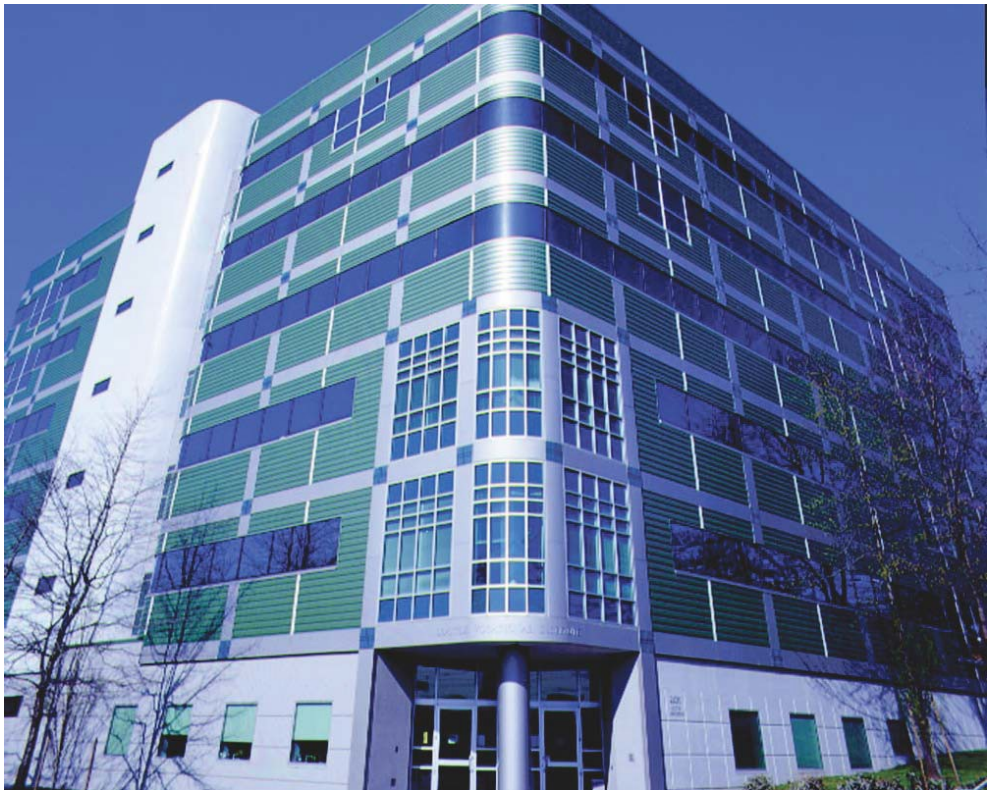
APPENDIX B3

FOCUS GROUPS PRESENTATION

Project Purpose

The purpose of this study is for Seattle Colleges to engage with stakeholders and partners to make a decision regarding the future of the Seattle Vocational Institute (SVI) building and education programs.

This study will define the outcome that will best serve the SVI neighborhood and mission.



SEATTLE COLLEGES

MISSION STATEMENT: As an open-access learning institution, Seattle Colleges prepares each student for success in life and work, fostering a diverse, engaged, and dynamic community.

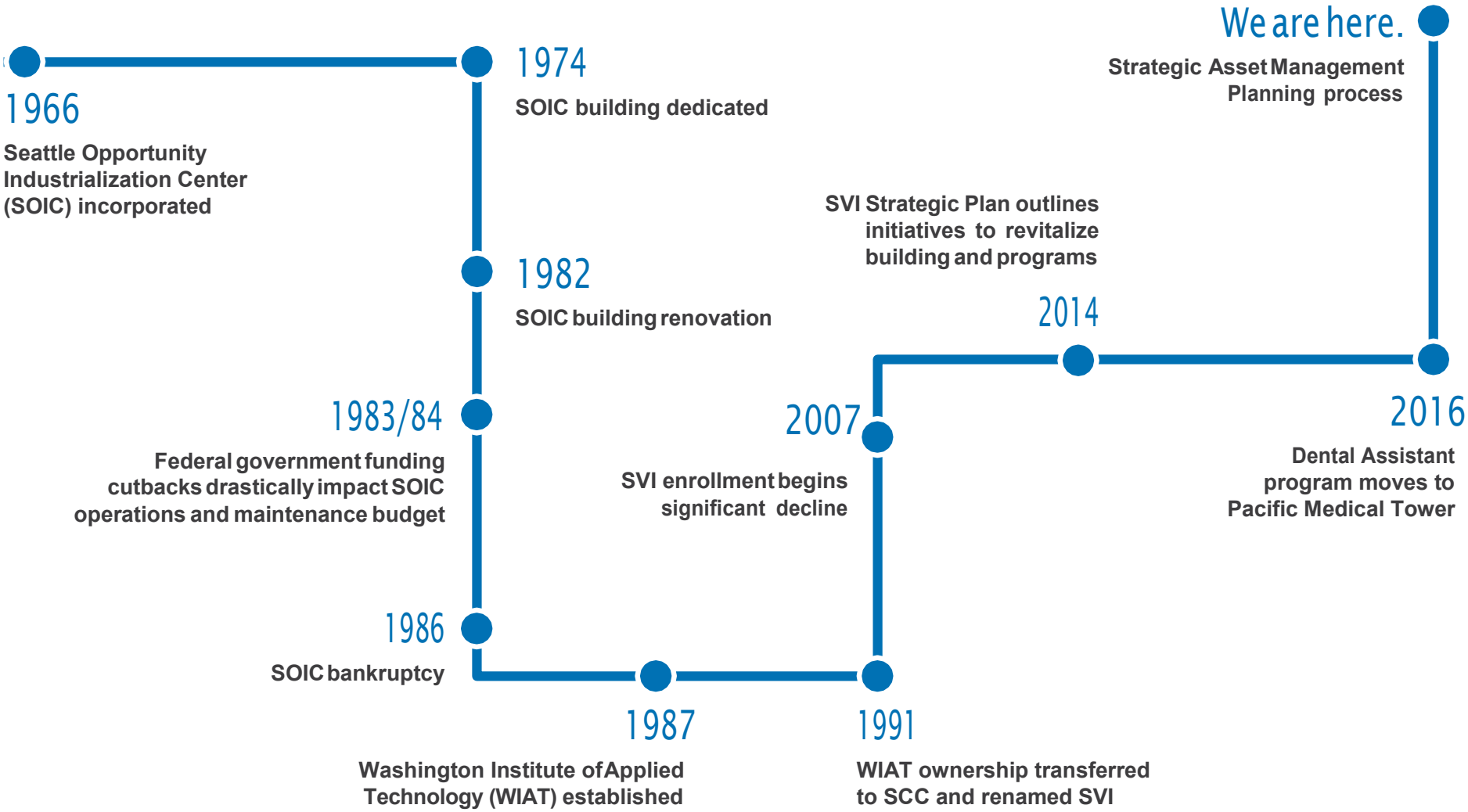
SEATTLE VOCATIONAL INSTITUTE

The mission of the institute shall be to provide occupational, basic skills, and literacy education opportunities to economically disadvantaged populations in urban areas of the college district it serves. The mission shall be achieved primarily through open-entry, open-exit, short-term, competency-based basic skill, and job training programs targeted primarily to adults.

RCW 28B.50.306

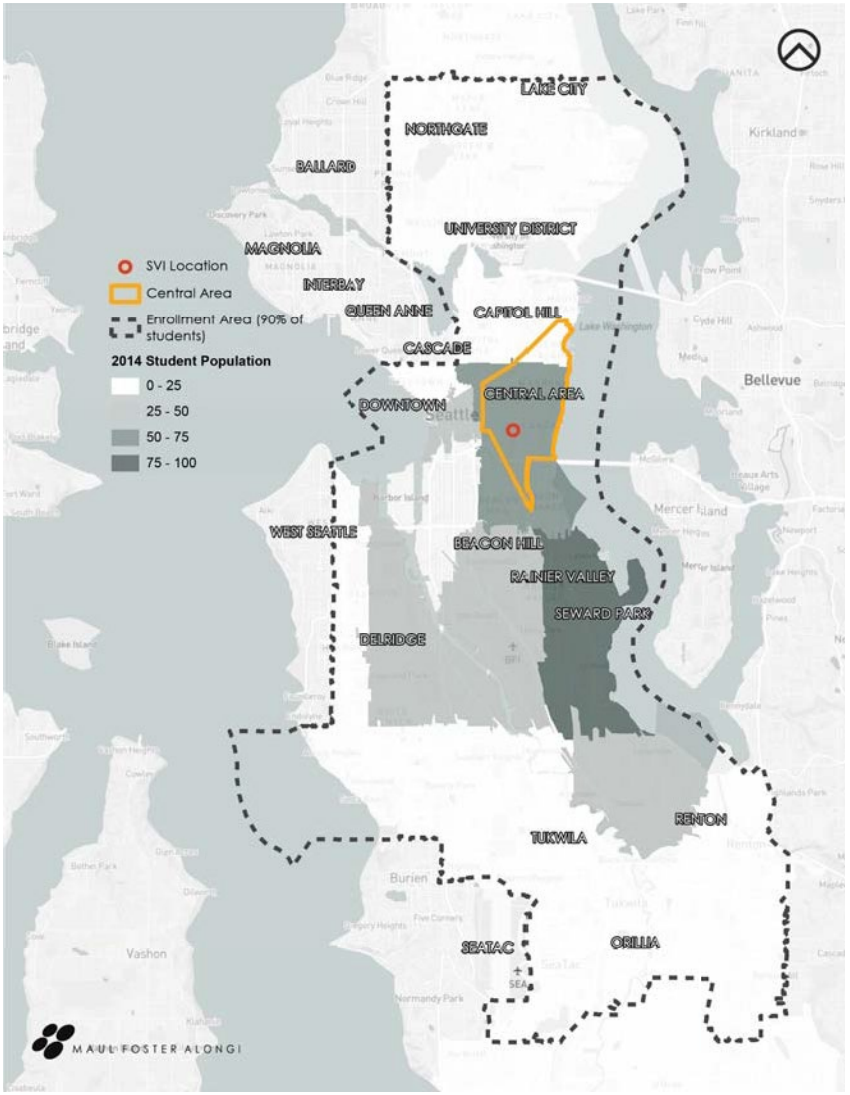
History of SVI

DRAFT



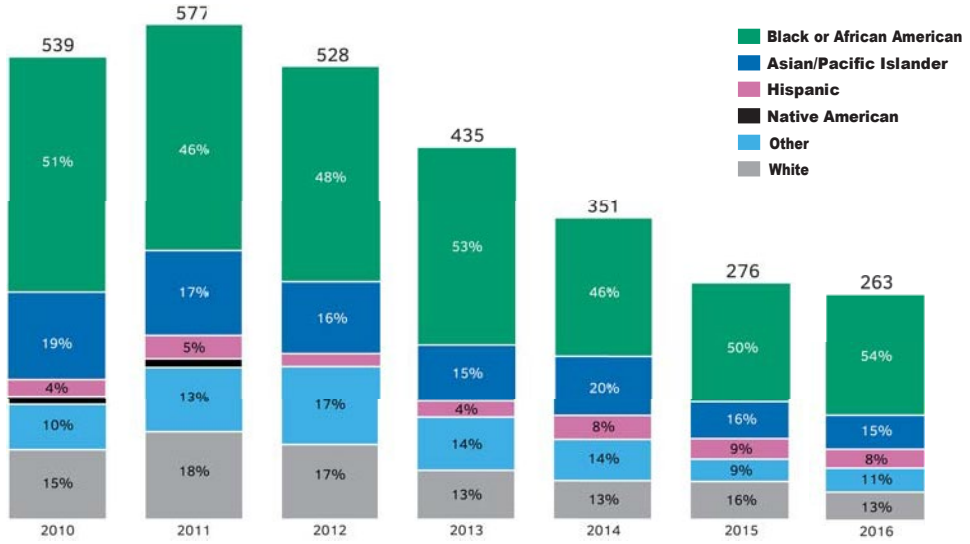
Population and Enrollment

SVI Student Locations (2014 Population)



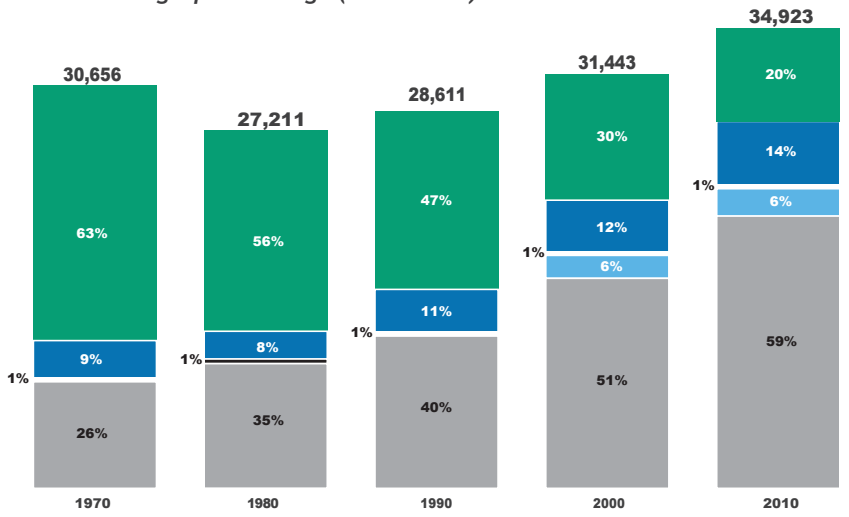
Central District boundary is based on the neighborhood planning boundary for the City of Seattle.
Source: Seattle Vocational Institute.

SVI Demographic Enrollment Change (2010-2016)



Source: Seattle Vocational Institute

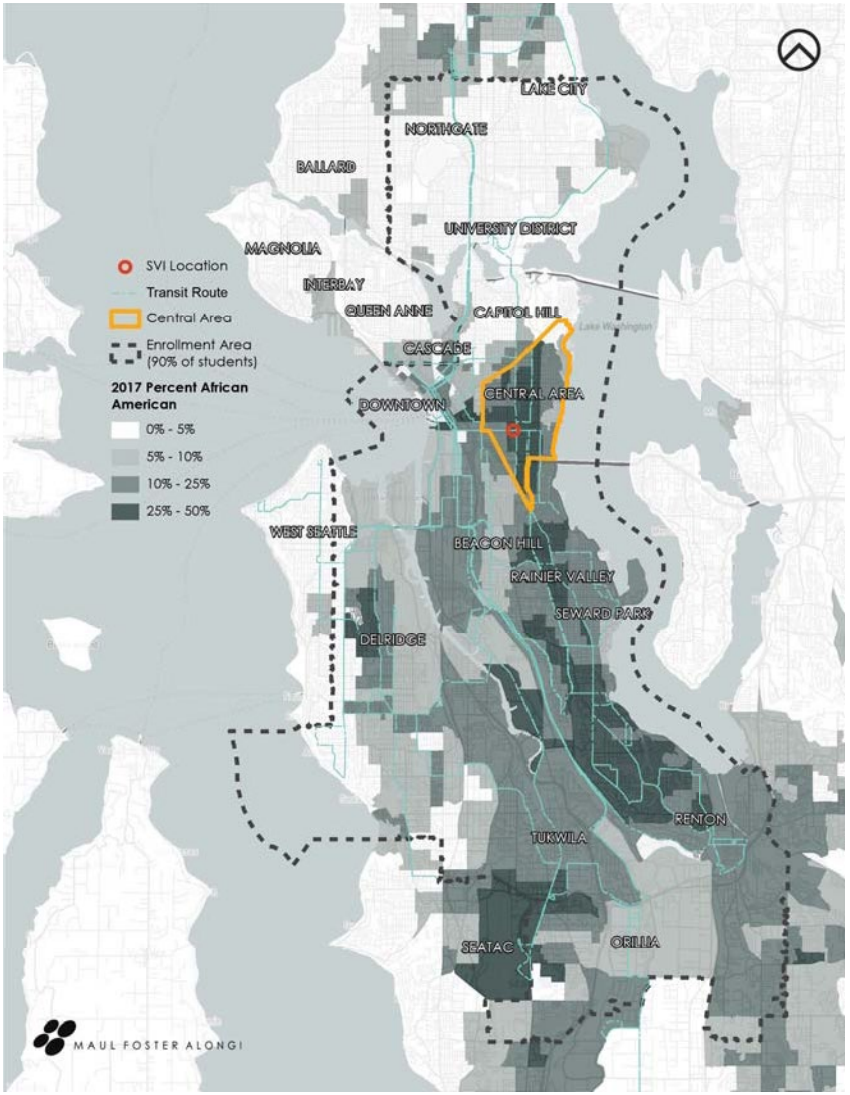
Central Area Demographic Change (1970-2010)



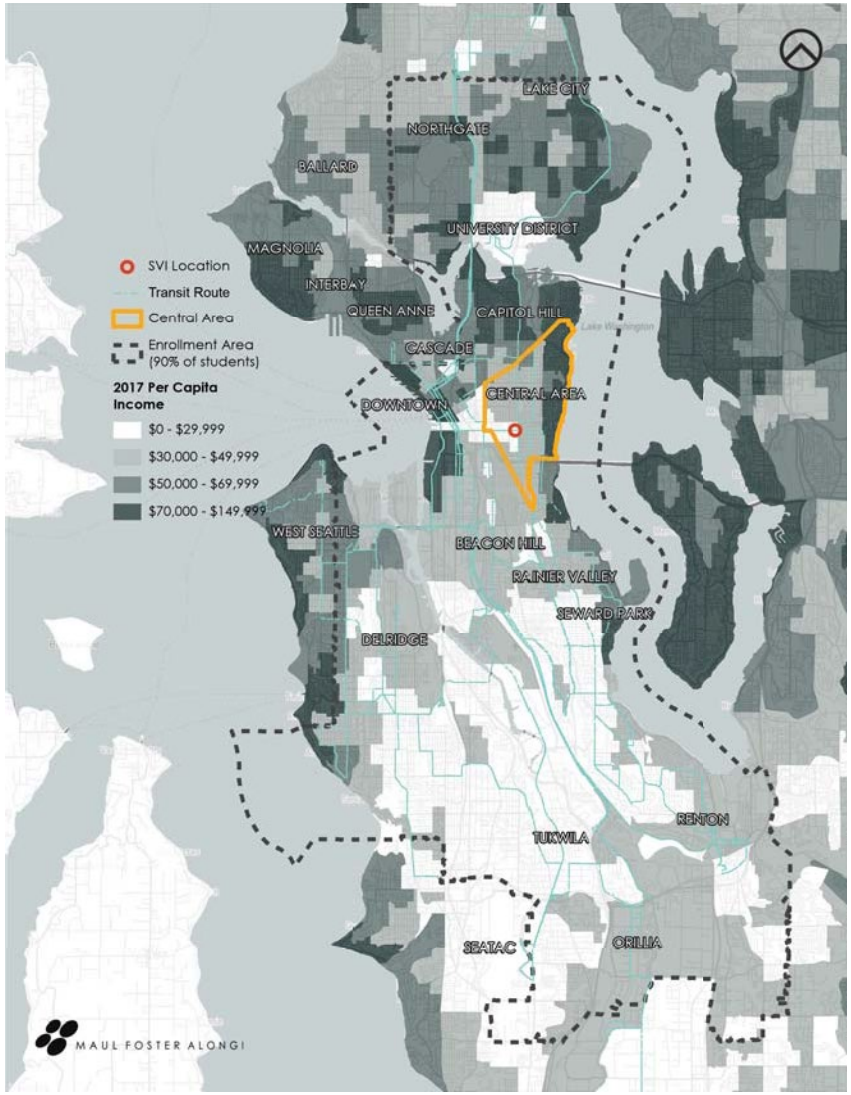
Source: U.S. Decennial Census, 1970-2010. The figure uses the Central Area boundary provided by the City of Seattle, which includes Census Tracts 33.77, 33.78, 33.79, 33.86, 33.87, 33.88, 33.89, 33.90

Access to SVI/Regional Context

Neighborhood Diversity (percent African American)



Neighborhood Income (per capita income)



Building Condition

Partial renovation

6
- Heavy tenant improvements ($195/SF)

5
- Moderate tenant improvements ($140/SF)

4
- Limited tenant improvements ($68/SF)

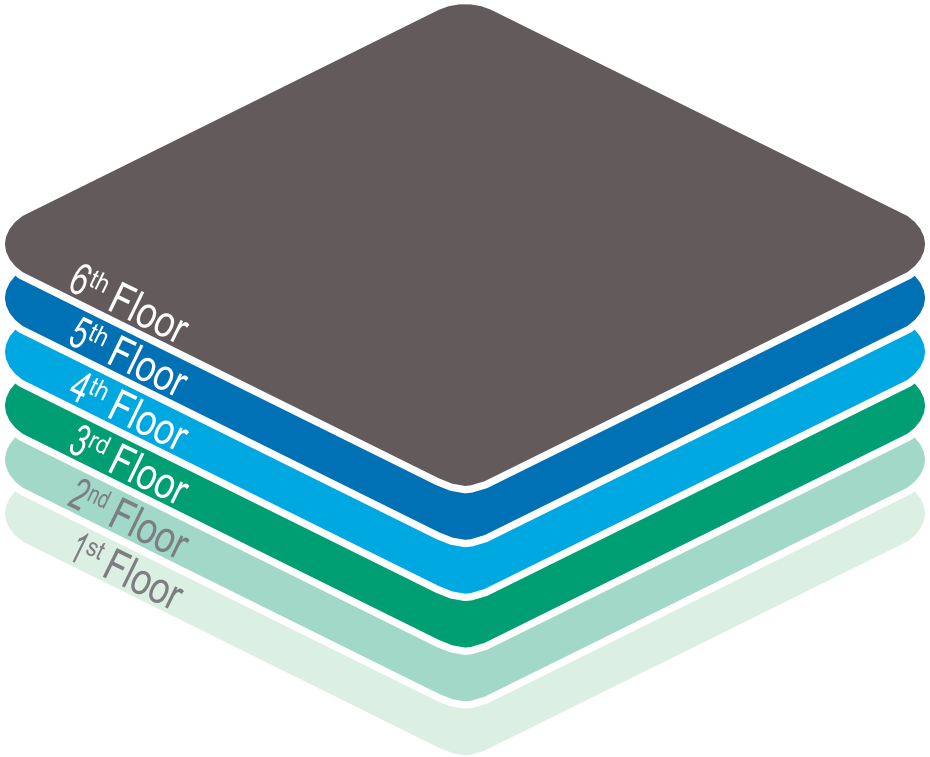
3
- Renovation of vacated space
- New water source heat pumps

2
- Upgrade to telecom and AV
- Spatial layout improvements
- New water source heat pumps

1
- Renovation of vacated space
- Access control
- Upgrades to telecom and AV
- New water source heat pumps

ENTIRE BUILDING
- Elevator renovation
- Electrical switchgear replacement
- Stairwell improvements
- Repainting, window shades, carpet replacement

$11.2 million



Full renovation

6
- Mechanical systems replacement
- ADA improvements
- Roof repair
- HVAC system upgrade

5
- Mechanical systems replacement
- ADA improvements

4
- Upgrades to electrical systems
- Upgrade AV
- New water source heat pumps

3
- Renovation of vacated space
- New water source heat pumps

2
- Upgrade to telecom and AV
- Spatial layout improvements
- New water source heat pumps

1
- Renovation of vacated space
- Access control
- Upgrades to telecom and AV
- New water source heat pumps

ENTIRE BUILDING
- Elevator renovation
- Electrical switchgear replacement
- Stairwell improvements
- Repainting, window shades, carpet replacement

$26.6 million




Source for Full Reconstruction: Schreiber Starling & Lane. 2015. Seattle Vocational Institute Improvements - Capital Needs Assessment
Source for Partial Reconstruction: SSW Architects. 2017. Youth Opportunity Center - Feasibility Analysis

How True Does it Feel?

SVI provides unique training opportunitie

SVI offers a culturally relevant environment where people of color feel welcomed and supported.

The community is not attached to the SVI building.

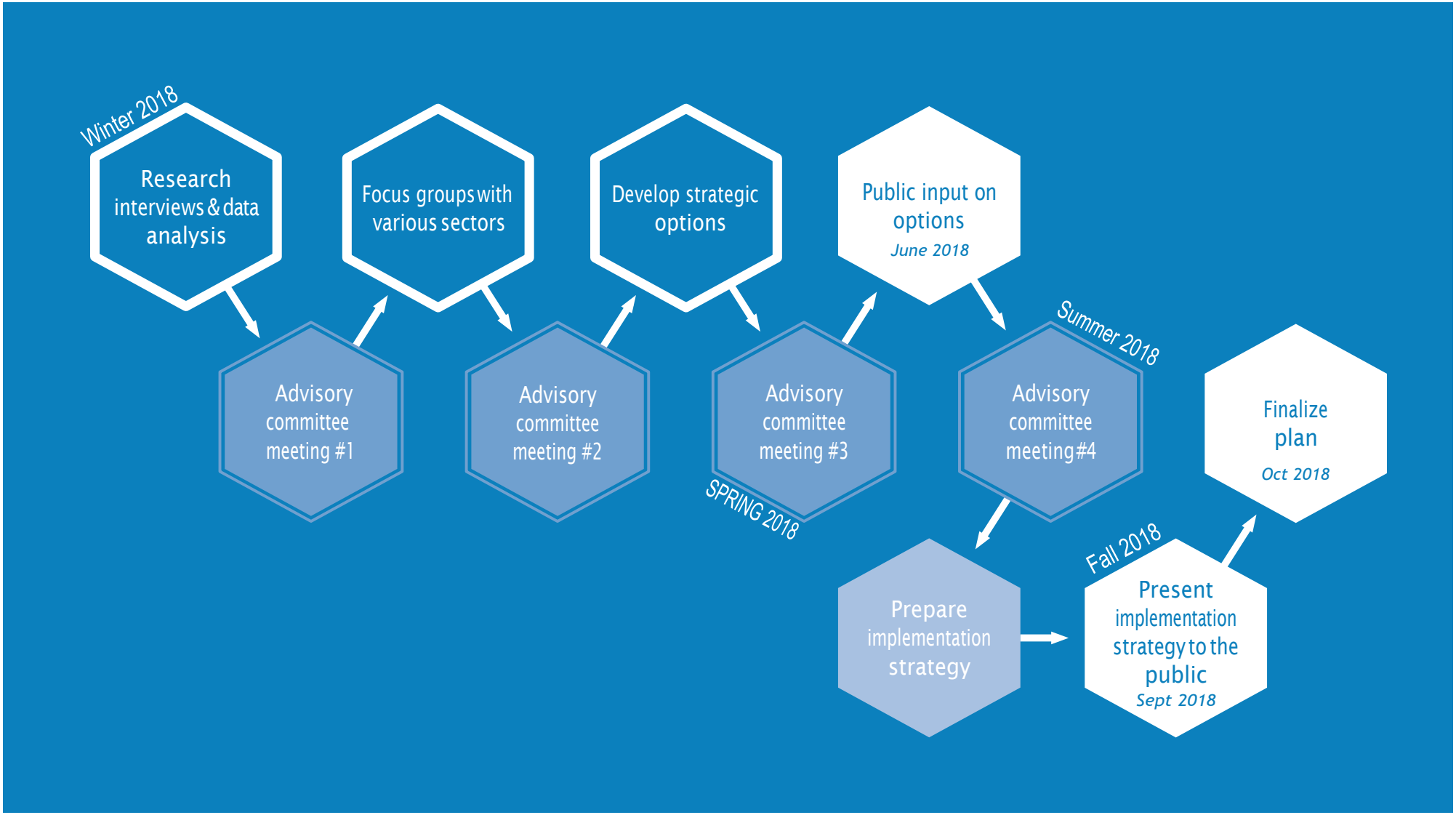
The SVI site should continue to serve the community for which it was originally intended.

Continued public ownership of the SVI building and/or site is important.

The population SVI was intended to serve has moved geographically.

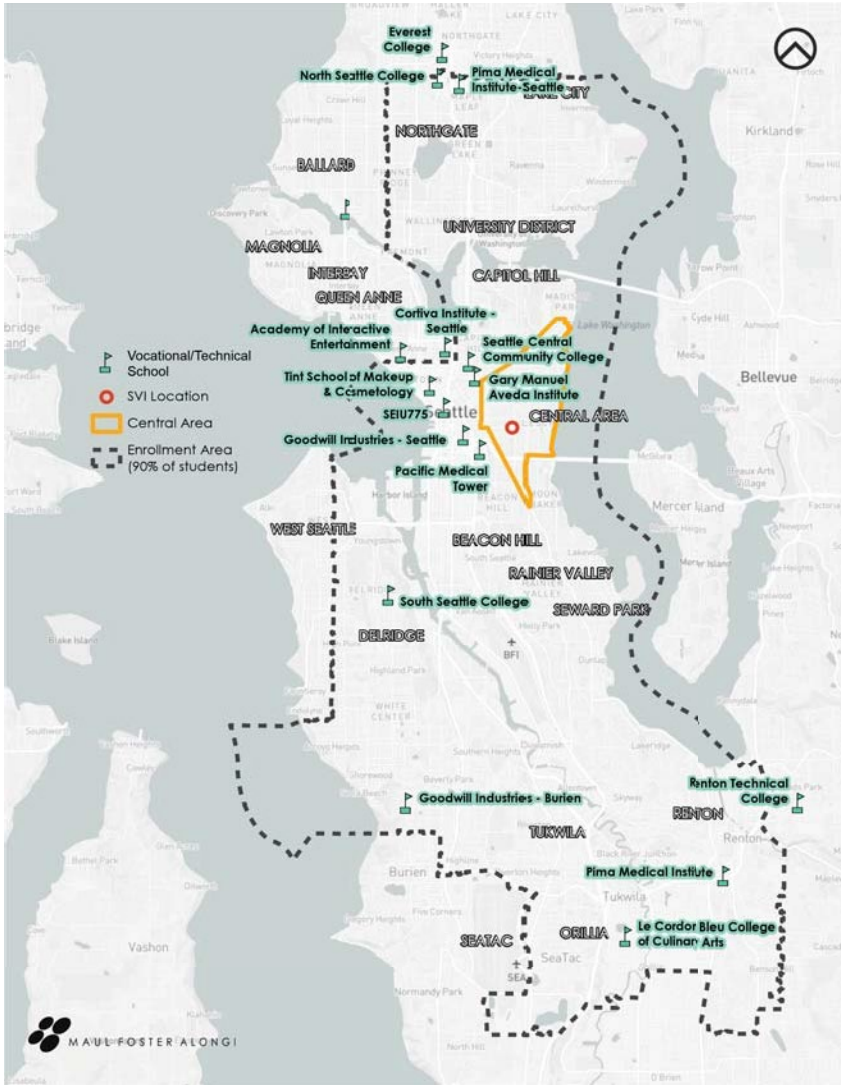
How True Does it Feel?

Project Process



Competitive Advantage

Locations of Similar Vocational/Technical Schools



Source for map and table: Workforce Development Council of Seattle - King County. 2017. Talent Pipeline Application Dashboard. http://www.seakingwdc.org/talent-pipeline-app/

OCCUPATION Ranked by Annual Openings (2020-2025)	EMPLOYMENT 2015	EMPLOYMENT 2025	CAGR	ANNUAL DEMAND & SUPPLY 2020-2025 Scale 0-1,200 Annual Openings	GAP
Registered Nurses	22,148	27,657	2.2%	D 1,184 S 474	(710)
Hairdressers, Hairstylists, and Cosmetologists	7,547	9,589	2.4%	D 427 S 82	(345)
Web Developers	4,276	6,845	4.8%	D 330 S 94	(236)
Dental Assistants	3,989	4,740	1.7%	D 184 S 39	(145)
Massage Therapists	3,694	4,949	3.0%	D 159 S 32	(127)
Nursing Assistants	8,841	10,290	1.5%	D 384 S 258	(126)
Paralegals and Legal Assistants	3,374	3,924	1.5%	D 155 S 67	(89)
Dental Hygienists	2,263	2,694	1.8%	D 89 S 7	(82)
Firefighters	2,321	2,506	0.8%	D 92 S 13	(79)
Medical and Clinical Laboratory Technicians	1,601	1,938	1.9%	D 76 S 11	(65)
Manicurists & Pedicurists	2,978	3,827	2.5%	D 113 S 52	(61)

Programs SVI Offers

- Basic & Transitional Studies (SVI/SCC)
- Pre-Apprenticeship Construction Training (SVI)
- Dental Assistant (PacMed)
- Medical Assistant (SVI)
- Medical Administrative Assistant (S
- Phlebotomy (SVI)

No Longer Offered

- Cosmetology
- Computer Support Technician

APPENDIX B4

PROJECT FACT SHEET

Seattle Vocational institute strategic asset management plan

FACT SHEET

January 4, 2018

MISSION STATEMENTS

Seattle Vocational Institute (SVI) provides students with workplace competencies that lead to in-demand, sustainable employment and livable wages. We ensure opportunities for academic achievement through workforce preparation, lifelong learning and basic skills and literacy education, especially for underserved and under-represented individuals, by creating professional-technical programs and learning environments that are accessible, diverse, responsive and innovative.

As an open-access learning institution, **Seattle Colleges** prepares each student for success in life and work, fostering a diverse, engaged, and dynamic community.

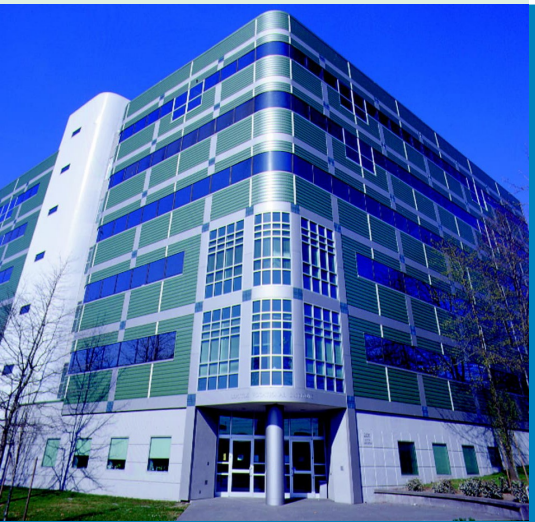
INTRODUCTION

SVI provides important educational and workforce development **opportunities to a high need population. However, SVI faces significant challenges related to its physical building, enrollment, and finances. SVI is** one of the programs of Seattle Colleges. The SVI building is located at the corner of 22nd and Jackson Street in Seattle's Central District, and some of **its educational programs have been relocated recently to the Pacific Medical** Tower.

SVI PROGRAMS

SVI offers eight programs:

- Basic and Transitional Studies – SVI campus
- Pre-Apprenticeship Construction Training – SVI campus
- **Dental Assistant – Pacific Medical Tower**
- **Medical Assistant – SVI campus**
- **Medical Administrative Assistant – SVI campus**
- Phlebotomy – SVI campus
- Cosmetology – Siegel Center
- Computer Support Technician – SVI campus



PURPOSE OF THIS STUDY

The purpose of this study is for Seattle Colleges to engage with stakeholders and partners to make a decision regarding the future of the SVI building and education programs.

This study will define the outcome that will best serve the SVI neighborhood and mission.

HISTORY OF THE SEATTLE VOCATIONAL INSTITUTE

The original SVI building was constructed in 1966 as a four-story instructional facility and called the Seattle Opportunity Industrialization Center (SOIC). SOIC was built using federal money to support a 1960s-era initiative aimed at providing short term employment training for inner city residents, especially those who had not obtained their high school diplomas or had barriers to employment. The existing building was renovated and **expanded with two additional floors in 1982.**

SOIC's diversified funding and its accreditation saved the school from the financial collapse experienced at the beginning of the 1980s by many similar institutions, but it could not survive the federal government's rapid and **drastic funding cutbacks around 1983 and 1984. Efforts** continued for another two years but on September 25, **1986, SOIC filed for bankruptcy.**

In 1990, Washington State took over the institution. The State Legislature gave Seattle Colleges control of the building and the job training and basic education programs operating there. At that point the building and programs were renamed as SVI.

In recent years the programs operating in this building have seen decreasing enrollment. Budget challenges created a backlog of deferred maintenance. One of the programs with highest enrollment, Dental Assistant, was **moved to Pacific Medical Tower. This move contributed to** vacancy in the SVI building.

In 2014, SVI updated their strategic plan, which identified several initiatives to revitalize the programs and building. As the challenges to SVI have mounted, Seattle Colleges is changing focus to initiate a process to engage local and state stakeholders and partners in thinking about what this building and this site can do for the community.

SVI HISTORICAL TIMELINE

1966 SOIC building incorporated

1974 SOIC building dedicated

1982 SOIC building renovation

1983/84 Federal government funding cutbacks drastically cut SOIC operations and maintenance budget

1986 **SOIC files for bankruptcy**

1987 Washington Institute of Applied Technology (WIAT) established

1991 WIAT ownership transferred to SCC and renamed SVI

2007 **Enrollment drops, likely due to recession** and rebound

2014 SVI Strategic Plan outlines initiatives to revitalize building and programs

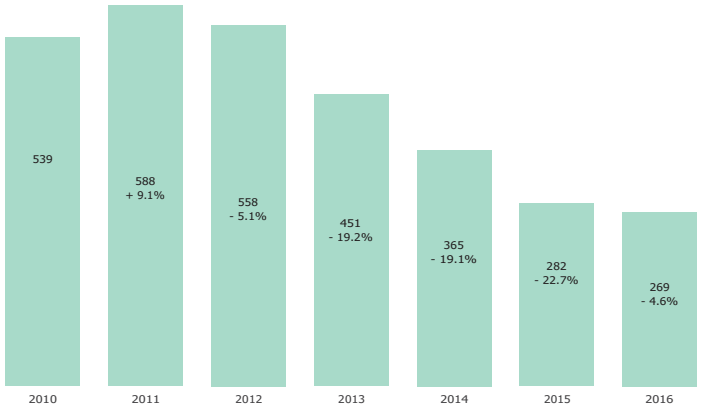
2016 **Dental Assistant program moves to Pacific Medical Tower**

2018 **Strategic Asset Management Planning process**

CHALLENGES

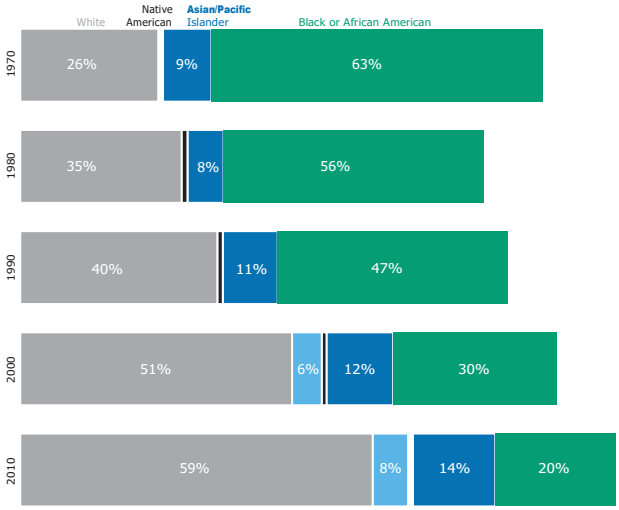
Since 2007, SVI has experienced declining program enrollment. Several factors are believed to contribute to this decline. Internally, the building itself has not been maintained over the years and has fallen into disrepair. Externally, there are many other workforce development programs that offer education opportunities similar to those of SVI. Additionally, gentrification has displaced much of the African American population in the Central District that SVI was designed to serve.

SVI Enrollment Change (2010-2016)



Data represents fall quarter enrollment.

Central District Demographics (1970-2010)



Locations of Similar Vocational/Technical Schools

Summary of Full Renovations Required

FULL RENOVATION

6
- Mechanical systems replacement
- ADA improvements
- Roof repair
- HVAC system upgrade

5
- Mechanical systems replacement
- ADA improvements

4
- Upgrades to electrical systems
- Upgrade AV
- New water source heat pumps

3
- Renovation of vacated space
- New water source heat pumps

2
- Upgrade to telecom and AV
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- Renovation of vacated space
- Access control
- Upgrades to telecom and AV
- New water source heat pumps

ENTIRE BUILDING
- Elevator renovation
- Electrical switchgear replacement
- Stairwell improvements
- Repainting, window shades, carpet replacement

$26.6 MILLION

PROJECT APPROACH

Define the Problem. Engage stakeholders to define challenges, build a shared understanding, and work to address them.

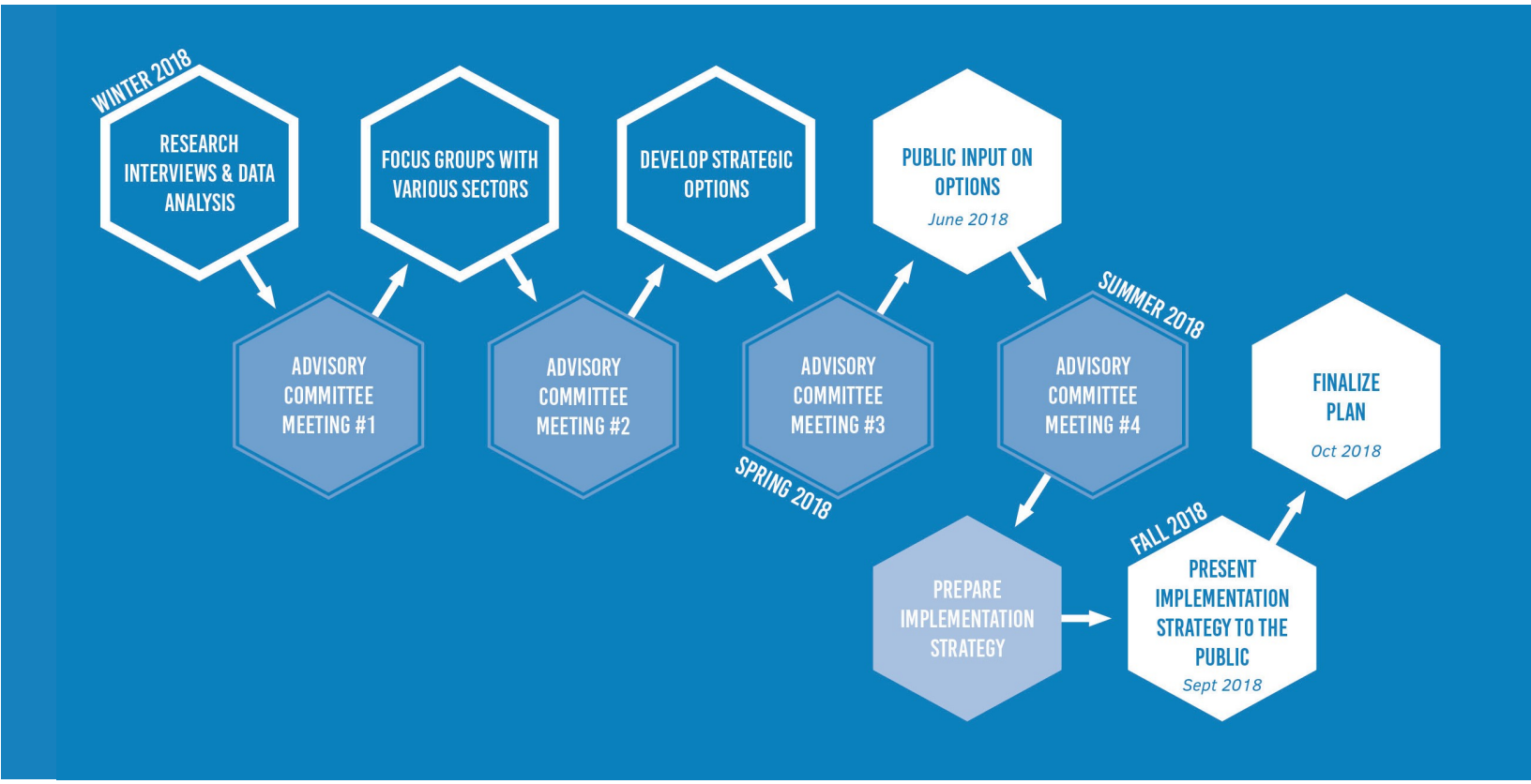
Define Success. Collaborate with the Advisory Committee and the community to establish a shared set of goals and a common vision for a successful future.

Explore Opportunities. Think broadly and in terms of both education and community interests to explore potential options for the future of SVI programs and the physical facility.

Evaluation of Options. Establish criteria and evaluate options to provide a transparent platform for decision making.

Implementation. Explore opportunities for partnerships and creative funding to turn ideas into reality.

PROJECT TIMELINE



CONTACT INFORMATION

Lincoln Ferris
Seattle Central College

206.934.3169
lincoln.ferris@seattlecolleges.edu

Michael Stringer
Maul Foster & Alongi, Inc.

206.858.7617
mstringer@maulfoster.com

APPENDIX B5

SIGN-IN SHEETS - SEATTLE VOCATIONAL INSTITUTE STUDENT AND STAFF/FACULTY MEETINGS

1111;!il **SEATTLE VOCATIONAL**
r.111 **INSTITUTE**

One of The Seattle Colleges

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2120 S. Jockson S,t. Seattle, WA 98144

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Kenya Holiman	Workforce Servi...s	Program Specialist II	
Meg Cayanan	Cashiex	Cashier II	

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Date 2/8/18

	Name	Phone / O t\ t \1 Q	Program
1	Natalie Olson	\ W)J 4t+o-1i3u	PACT
2	Jaybrie Brown	[liJ 6) 3 c:J-7 88	PACT
3	Jamela Kadir	('--Z o(p)L-4- \u>4 7	Medical Ass
4	Rachel Taye		MA
5	Marina Romero	C2S) 886- 2709	,\A
6	Biftu Nure	(206)434-5596	MA
7	JENNIFER HEPPEHT		MA
8	Darlie G		MA
9	Claire Bandulin		%--
10	DANIELLE ROQUE		Mr
11	James Abernathy		
12	Harrison Sanchez	202- 882- 8046	PACT
13	Heather Fodor	286 ----zer_0 4 (J 1 >	PACT
14	Maggie Thornton	'2-ff c 'c:, C Lr • 1 ':i? 'i 7	
15	-(17Kee Wallis	206 375-6277	-4-L-r
16	James Myers	(206)483-6551	t14<: '
17	James Ray	253-733-9053	PACT Instructor
18	Aggiavale Misa	206-712-9914	PACT
19	-LISA Im		MA
20	Kamari Thompson		MA

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Admissions Workshop Sign-In Sheet Date 2-16-11

	Name	Phone	Program
1	Imen Thao		MA
2	Harmony Olsen	206 602-4231	Student Leadership MA
3	Samuel Tewolde	206 819 0285	HSPT
4	Michael Barber	206-883-9146	PACT
5	Anneka Aytch	206 954 2948	Staff PACT
6	KRISHNA RICHARDSON-DANIELS	206.934.4963	PACT
7	Kenneth Cain	206-383-1798	Pact
8	EDWARD SPENCER	206-536-4602	O,,,
	Lawrence Willis		Ace-
10	Gabe L		Yvl
11			
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13			
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15			
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17			
18			
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APPENDIX B6

STUDENT SURVEY QUESTIONNAIRE

Seattle Vocational institute strategic asset management plan

Student survey

February 2018

Which program are you enrolled in?

- ☐ Basic and Transitional Studies (ABE/HS 21/GED/ESL)
- ☐ Cosmetology (COS)
- ☐ Dental Assistant (DA)
- ☐ Medical Assistant (MA)
- ☐ Medical Admin Assistant (MAA)
- ☐ Pre-Apprenticeship Construction Training (PACT)
- ☐ Phlebotomy

Why did you choose to attend Seattle Vocational Institute?

- ☐ Program I was interested in
- ☐ **Affordable tuition**
- ☐ Scholarship programs
- ☐ Easy to get to
- ☐ Other _____

Generally, how long does it take you to get to Seattle Vocational Institute?

- ☐ 0-15 minutes
- ☐ 16-30 minutes
- ☐ 31-45 minutes
- ☐ 45-60 minutes
- ☐ More than 60 minutes
- ☐ Other _____

What challenges do you have to success at Seattle Vocational Institute? (Check all that apply)

- ☐ Hard to get to/far away
- ☐ Expensive
- ☐ **Classes are not offered when I am available**
- ☐ Not enough evening or online options for training
- ☐ **Hard to fit class in among other responsibilities** (jobs, childcare, etc.)
- ☐ Lack of adequate training facilities
- ☐ Lack of student space-study, lounge, cafeteria, food
- ☐ Other _____

What is your home zip code?

_____

How did you learn about Seattle Vocational Institute?

- ☐ Newspaper/magazine
- ☐ TV
- ☐ Online
- ☐ From a friend or family member
- ☐ Social media
- ☐ Other _____

How do you typically get to Seattle Vocational Institute?

- ☐ Car (driving alone)
- ☐ Carpool
- ☐ Vanpool
- ☐ Bus
- ☐ Light rail
- ☐ Walk/Bike
- ☐ Other _____

What do you like about Seattle Vocational Institute? (Check all that apply)

- ☐ Interesting programs
- ☐ Job opportunities after graduating
- ☐ Good teachers
- ☐ **Helpful staff**
- ☐ Good location
- ☐ My classmates
- ☐ School culture
- ☐ Other _____

What improvements would you like to see at Seattle Vocational Institute?

_____

_____

_____

_____

_____

_____

_____

_____

Thank you for your input!

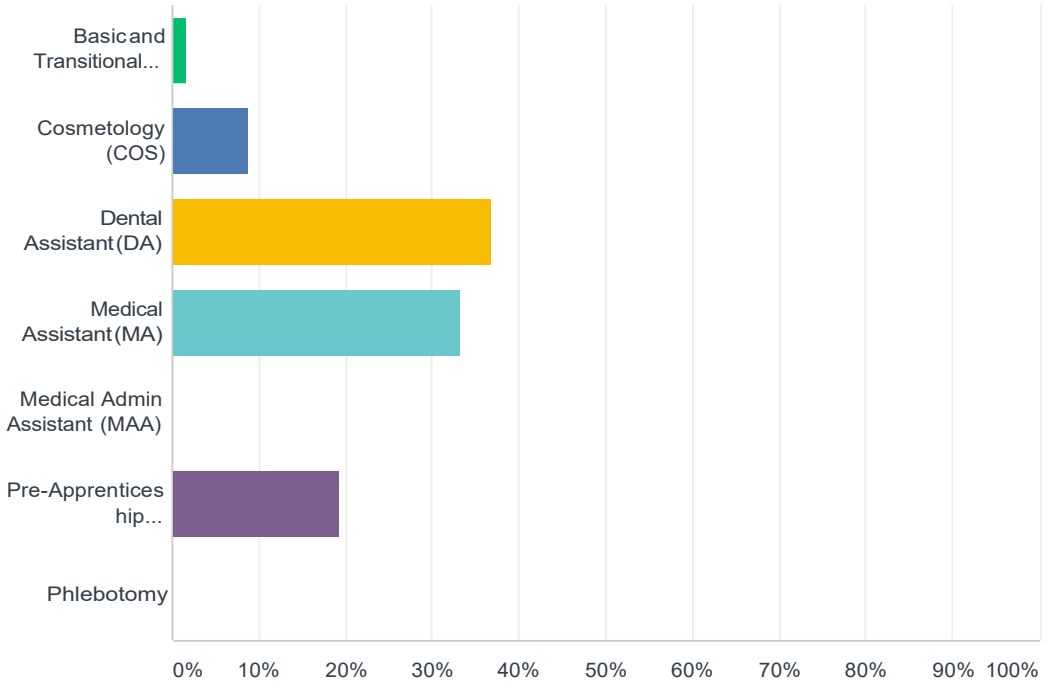
Return to: Maureen Shadair
Interim Executive Dean

APPENDIX B7

STUDENT SURVEY RESULTS

Q1 Which program are you enrolled in?

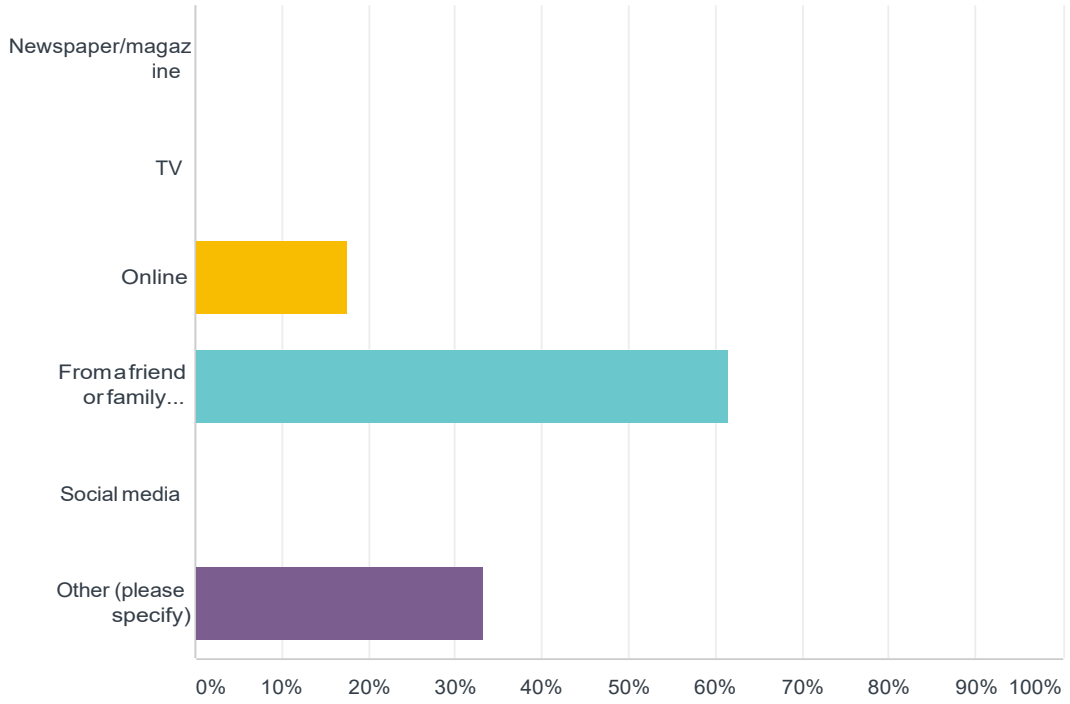
Answered: 57 Skipped: 0



ANSWER CHOICES	RESPONSES	
Basic and Transitional Studies (ABE/HS 21/GED/ESL)	1.75%	1
Cosmetology (COS)	8.77%	5
Dental Assistant (DA)	36.84%	21
Medical Assistant (MA)	33.33%	19
Medical Admin Assistant (MAA)	0.00%	0
Pre-Apprenticeship Construction Training (PACT)	19.30%	11
Phlebotomy	0.00%	0
Total Respondents: 57		

Q2 How did you learn about Seattle Vocational Institute?

Answered: 57 Skipped: 0



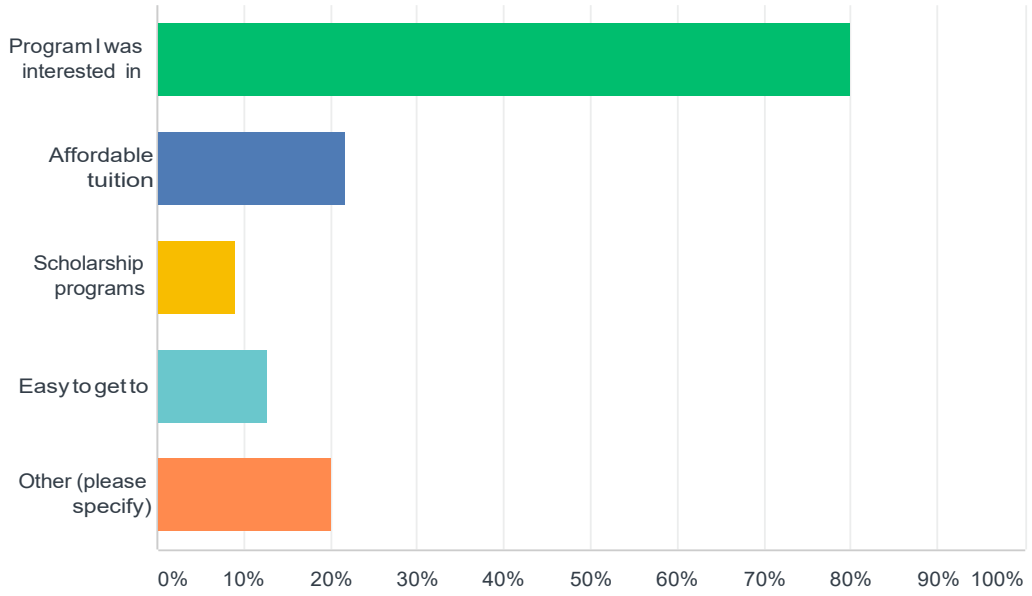
ANSWER CHOICES	RESPONSES	
Newspaper/magazine	0.00%	0
TV	0.00%	0
Online	17.54%	10
From a friend or family member	61.40%	35
Social media	0.00%	0
Other (please specify)	33.33%	19
Total Respondents: 57		

#	OTHER (PLEASE SPECIFY)	DATE
1	friend	3/5/2018 11:20 AM
2	Return Student	3/5/2018 11:06 AM
3	SCC	3/5/2018 11:00 AM
4	theory & practical	3/5/2018 10:54 AM
5	neighborhood	3/5/2018 10:47 AM
6	Mentor	3/5/2018 10:42 AM
7	Drive by on bush.	2/19/2018 9:05 AM
8	Friend	2/19/2018 9:02 AM
9	Former students.	2/19/2018 9:00 AM

10	Walked by one day.	2/19/2018 8:50 AM
11	No answer specified.	2/19/2018 8:23 AM
12	Staff members.	2/16/2018 11:54 AM
13	Urban League.	2/15/2018 12:10 PM
14	Live by.	2/15/2018 12:04 PM
15	R3	2/15/2018 12:02 PM
16	Walk-in	2/15/2018 11:57 AM
17	YMCA Advisor	2/15/2018 11:53 AM
18	Supervisor/Sponsor from SCCC	2/15/2018 11:51 AM
19	Seattle Urban League priority hire	2/15/2018 11:49 AM

Q3 Why did you choose to attend Seattle Vocational Institute?

Answered: 55 Skipped: 2

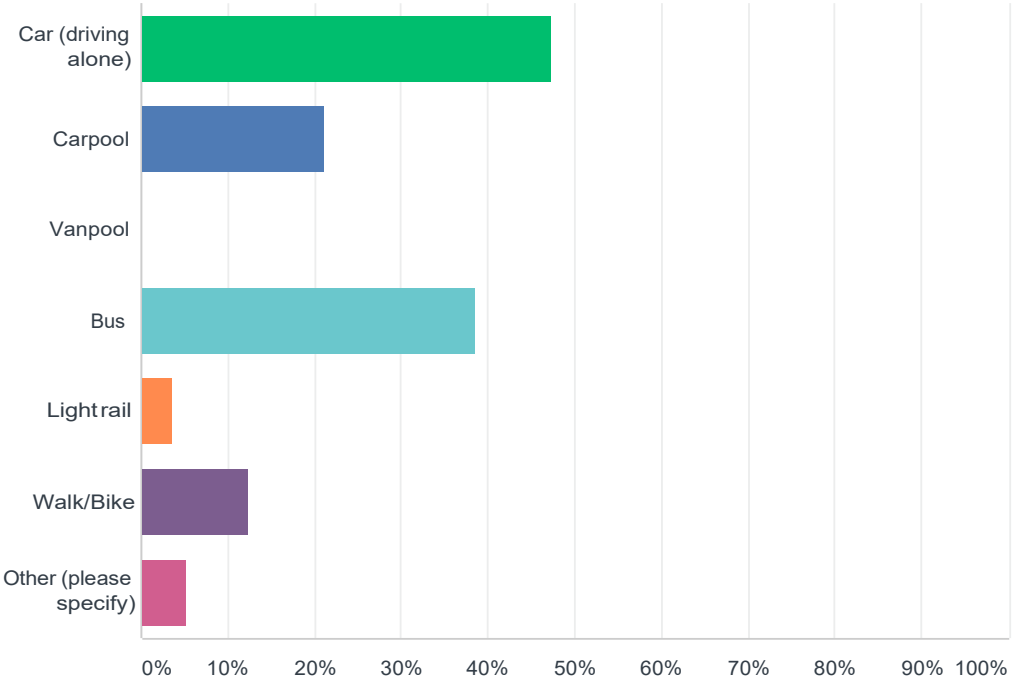


ANSWER CHOICES	RESPONSES	
Program I was interested in	80.00%	44
Affordable tuition	21.82%	12
Scholarship programs	9.09%	5
Easy to get to	12.73%	7
Other (please specify)	20.00%	11
Total Respondents: 55		

#	OTHER (PLEASE SPECIFY)	DATE
1	close to where I live	3/5/2018 11:20 AM
2	Accredited	3/5/2018 11:13 AM
3	Dental Hygiene pathway	3/5/2018 11:02 AM
4	Dental Assistant	3/5/2018 10:58 AM
5	BEAT	3/5/2018 10:50 AM
6	Been here before for dental assisting. Referred from a friend.	2/19/2018 8:57 AM
7	Big change of style (life)	2/19/2018 8:50 AM
8	SVI, SCC is helpful.	2/19/2018 8:33 AM
9	Time manage	2/16/2018 11:54 AM
10	Didn't make it to be MA, but wanted to try/do something different.	2/15/2018 11:57 AM
11	Referred by Metro Urban League	2/15/2018 11:49 AM

Q4 How do you typically get to Seattle Vocational Institute?

Answered: 57 Skipped: 0

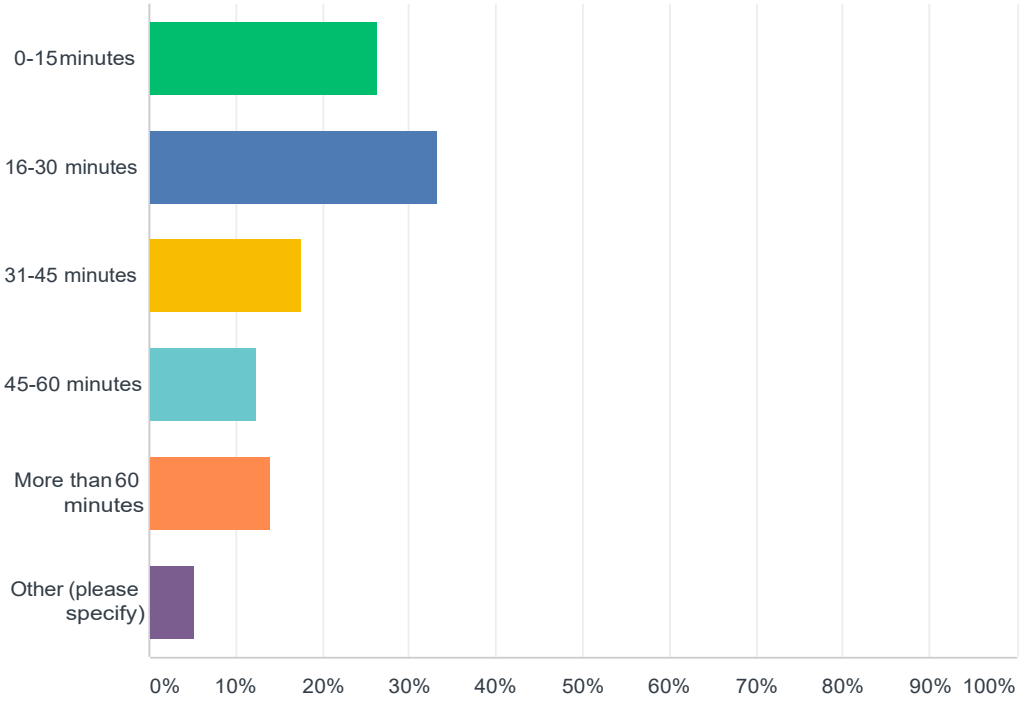


ANSWER CHOICES	RESPONSES	
Car (driving alone)	47.37%	27
Carpool	21.05%	12
Vanpool	0.00%	0
Bus	38.60%	22
Light rail	3.51%	2
Walk/Bike	12.28%	7
Other (please specify)	5.26%	3
Total Respondents: 57		

#	OTHER (PLEASE SPECIFY)	DATE
1	sonder train.	2/19/2018 9:05 AM
2	Run sometimes.	2/19/2018 8:50 AM
3	Brem/Seattle ferry and bus.	2/19/2018 8:43 AM

Q5 Generally, how long does it take you to get to Seattle Vocational Institute?

Answered: 57 Skipped: 0

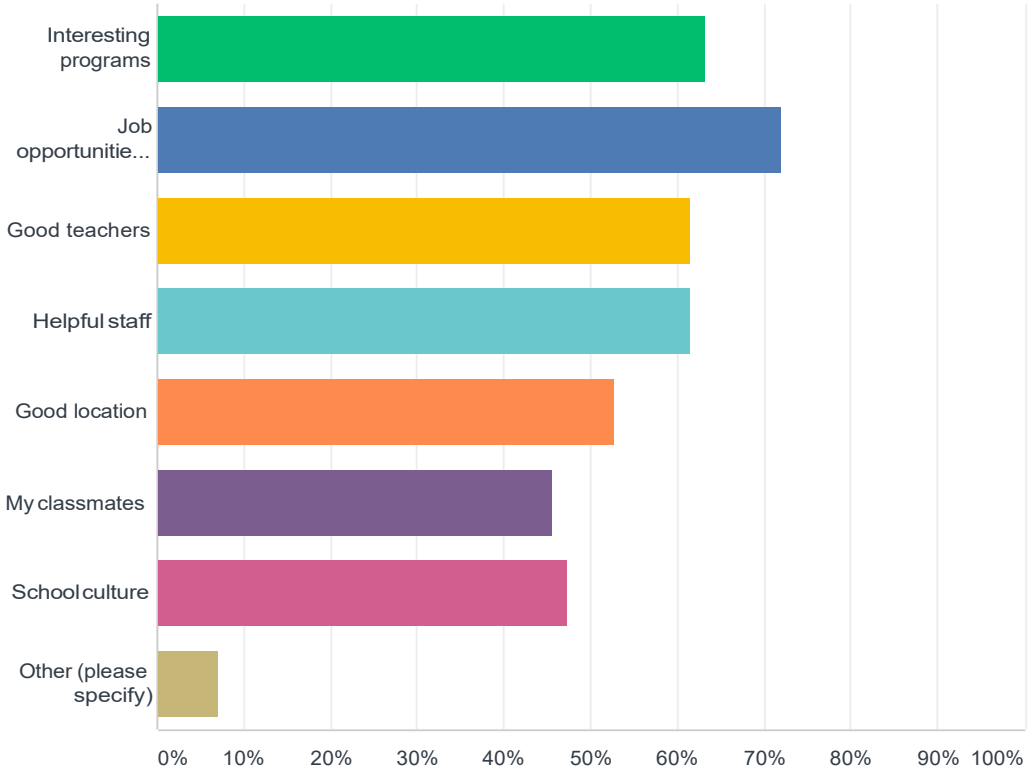


ANSWER CHOICES	RESPONSES	
0-15 minutes	26.32%	15
16-30 minutes	33.33%	19
31-45 minutes	17.54%	10
45-60 minutes	12.28%	7
More than 60 minutes	14.04%	8
Other (please specify)	5.26%	3
Total Respondents: 57		

#	OTHER (PLEASE SPECIFY)	DATE
1	Sometimes more. Auburn.	2/19/2018 9:05 AM
2	1 hr. 45 minutes coming from Port Orchard.	2/19/2018 8:43 AM
3	2 hours.	2/15/2018 12:02 PM

Q6 What do you like about Seattle Vocational Institute? (Check all that apply)

Answered: 57 Skipped: 0

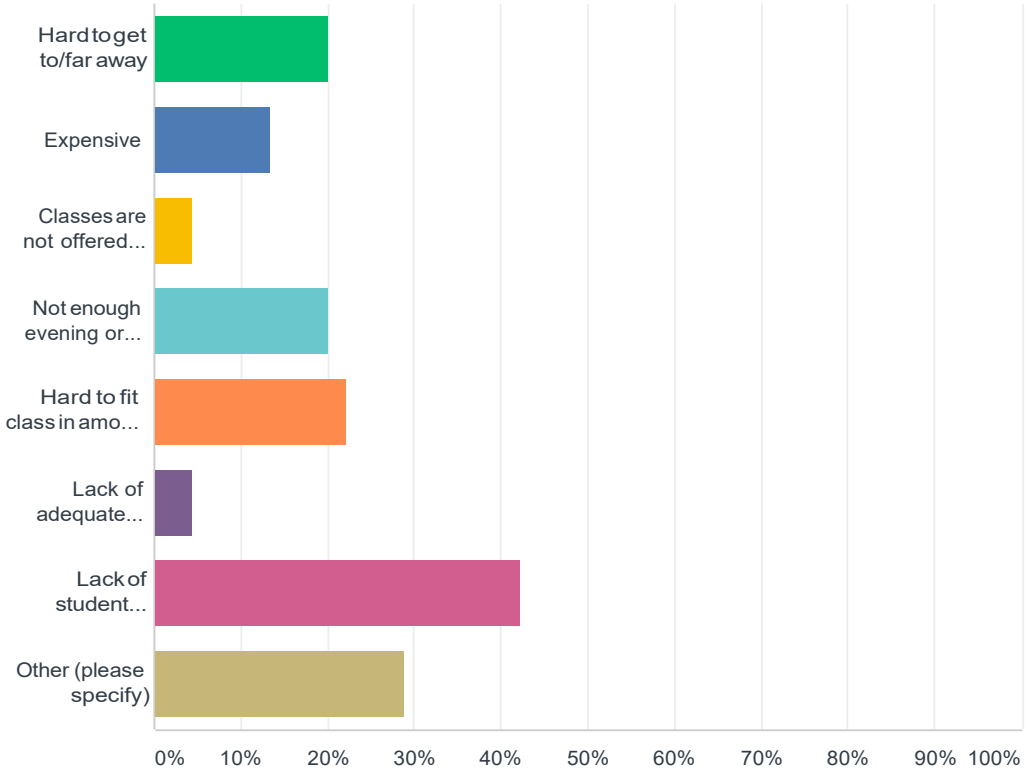


ANSWER CHOICES	RESPONSES	
Interesting programs	63.16%	36
Job opportunities after graduating	71.93%	41
Good teachers	61.40%	35
Helpful staff	61.40%	35
Good location	52.63%	30
My classmates	45.61%	26
School culture	47.37%	27
Other (please specify)	7.02%	4
Total Respondents: 57		

#	OTHER (PLEASE SPECIFY)	DATE
1	All of the above.	2/19/2018 9:05 AM
2	Supportive school nature.	2/19/2018 8:43 AM
3	Everything	2/15/2018 12:10 PM
4	The love.	2/15/2018 12:02 PM

Q7 What challenges do you have to success at Seattle Vocational Institute? (Check all that apply)

Answered: 45 Skipped: 12



ANSWER CHOICES	RESPONSES	
Hard to get to/far away	20.00%	9
Expensive	13.33%	6
Classes are not offered when I am available	4.44%	2
Not enough evening or online options for training	20.00%	9
Hard to fit class in among other responsibilities (jobs, childcare, etc.)	22.22%	10
Lack of adequate training facilities	4.44%	2
Lack of student space-study, lounge, cafeteria, food	42.22%	19
Other (please specify)	28.89%	13
Total Respondents: 45		

#	OTHER (PLEASE SPECIFY)	DATE
1	lack of well-informed staff	3/5/2018 11:09 AM
2	none	3/5/2018 11:06 AM
3	lessons have kinks	3/5/2018 11:02 AM
4	Not enough quiet study spaces	3/5/2018 11:00 AM

5	Tire of studying	3/5/2018 10:58 AM
6	I don't have any challenges.	3/5/2018 10:54 AM
7	--	3/5/2018 10:46 AM
8	Work night shift.	2/19/2018 9:02 AM
9	Homelessness.	2/19/2018 8:50 AM
10	None.	2/19/2018 8:48 AM
11	None	2/15/2018 12:10 PM
12	People be more kind.	2/15/2018 12:04 PM
13	No libarary in building and no computer lab whenever needed.	2/15/2018 11:51 AM

Q8 What improvements would you like to see at Seattle Vocational Institute?

Answered: 47 Skipped: 10

#	RESPONSES	DATE
1	--	3/5/2018 11:27 AM
2	--	3/5/2018 11:26 AM
3	--	3/5/2018 11:26 AM
4	--	3/5/2018 11:25 AM
5	--	3/5/2018 11:20 AM
6	I would like to see the program grow.	3/5/2018 11:20 AM
7	career shadowing opportunities/field trips	3/5/2018 11:18 AM
8	--	3/5/2018 11:17 AM
9	--	3/5/2018 11:16 AM
10	Teachers must keep students more on track, which is mean ask students about the assignment in class more and help them out more, some students are shy to ask instructors for help.	3/5/2018 11:15 AM
11	More offers with transportation	3/5/2018 11:14 AM
12	Digitized registration	3/5/2018 11:13 AM
13	--	3/5/2018 11:12 AM
14	Instructors that are well-informed with the material they are teaching. Instructors that are willing to take an extra step to help the students. Instructors that don't make their students feel like elementary students. Financial help.	3/5/2018 11:09 AM
15	--	3/5/2018 11:06 AM
16	-More parking space for students at campus. -More student lounges.	3/5/2018 11:06 AM
17	--	3/5/2018 11:04 AM
18	Not have students buy books that have nothing to do with the subject of DA. Teachers should treat students all the same not show favoritism. Some teachers are great others need improvement.	3/5/2018 11:03 AM
19	--	3/5/2018 11:02 AM
20	--	3/5/2018 11:00 AM
21	--	3/5/2018 10:59 AM
22	purely more car spaces available	3/5/2018 10:58 AM
23	This program very helpful, but not that much students it is low number. For future like me who need this program if you get more students and need+ be continue this program. Thanks!	3/5/2018 10:54 AM
24	Keeping the Cosmetology program.	3/5/2018 10:50 AM
25	Keeping the cosmetology program open for enrollment.	3/5/2018 10:47 AM
26	school funding being excecpted again (transcriber note: I think they mean accepted, but could also be excepted). the program not to shut down.	3/5/2018 10:46 AM
27	Keep cosmetology and upgrade equipment.	3/5/2018 10:42 AM
28	To open up the Cosmetology class. Open up again please.	2/19/2018 9:05 AM
29	Thanks for the good things you have.	2/19/2018 9:02 AM

30	Student parking. Student rest/study areas. Mentorship program. Student events. More programs. Cafeteria/café.	2/19/2018 9:00 AM
31	More activating events to get students involved. Study areas (not just cafeteria/lunchroom). Student parking. Cafeteria (access to food, quicker before the next class). Bring back IDs!! Makes students feel legit.	2/19/2018 8:57 AM
32	Help with housing. Open for computer work on Saturday or Sunday. Tutor. Having help with or refer us to and advocate on our behalf concerning our needs, i.e., housing/truck repair, tools.	2/19/2018 8:50 AM
33	None.	2/19/2018 8:48 AM
34	Computer lab hours should be extended to the morning hours (some students get to school early, but there are no computers to use for homework).	2/19/2018 8:43 AM
35	Hybrid classes. We need heat it's cold. Faster elevators. Working facility - lights. Working equipment. Library. Programs to help students pay tuition. Work force "only helps 3 or 2 quarters" leaving students in a dilemma.	2/19/2018 8:41 AM
36	Renew building. Need library. Need heat.	2/19/2018 8:33 AM
37	Faster elevators, heat, library.	2/19/2018 8:29 AM
38	More organized help to clean outside and inside too. Provide parking for students.	2/16/2018 11:56 AM
39	Parking permits. Fee placed in the tuition? Parking garage.	2/16/2018 11:54 AM
40	To provide bus for students. To provide computer coding. To involve degree programs.	2/16/2018 11:51 AM
41	More students to keep showing up.	2/16/2018 11:49 AM
42	Specialized trade programs, i.e., plumbing, HVAC, carpentry, electrician, etc.	2/15/2018 12:10 PM
43	Fix elevator.	2/15/2018 12:04 PM
44	Cafeteria.	2/15/2018 12:02 PM
45	More on new programs.	2/15/2018 12:00 PM
46	Training/gym room. Tutors for math in class. Parking lot for students. Make bathrooms work on all floors. Faster elevators	2/15/2018 11:57 AM
47	Fire safety on 5th and 6th floors. Slow elevators. Better vending machines. More privacy in bathrooms.	2/15/2018 11:49 AM

Q9 What is your home zip code?

Answered: 48 Skipped: 9

#	RESPONSES	DATE
1	98029	3/5/2018 11:27 AM
2	98146	3/5/2018 11:26 AM
3	98003	3/5/2018 11:26 AM
4	98108	3/5/2018 11:25 AM
5	98144	3/5/2018 11:20 AM
6	98146	3/5/2018 11:20 AM
7	98144	3/5/2018 11:18 AM
8	--	3/5/2018 11:17 AM
9	98029	3/5/2018 11:16 AM
10	98146	3/5/2018 11:15 AM
11	98198	3/5/2018 11:14 AM
12	98144	3/5/2018 11:13 AM
13	98178	3/5/2018 11:12 AM
14	98118	3/5/2018 11:09 AM
15	98109	3/5/2018 11:06 AM
16	98168	3/5/2018 11:06 AM
17	98001	3/5/2018 11:04 AM
18	98122	3/5/2018 11:03 AM
19	98124	3/5/2018 11:02 AM
20	98119	3/5/2018 11:00 AM
21	98168	3/5/2018 10:59 AM
22	98118	3/5/2018 10:58 AM
23	98104	3/5/2018 10:54 AM
24	98001	3/5/2018 10:50 AM
25	98198	3/5/2018 10:47 AM
26	98188	3/5/2018 10:46 AM
27	98042	3/5/2018 10:42 AM
28	98002	2/19/2018 9:05 AM
29	98135	2/19/2018 9:02 AM
30	98023	2/19/2018 9:00 AM
31	98144	2/19/2018 8:57 AM
32	98188	2/19/2018 8:48 AM
33	98117	2/19/2018 8:46 AM
34	98144	2/19/2018 8:44 AM
35	98366	2/19/2018 8:43 AM

36	98106	2/19/2018 8:41 AM
37	98178	2/19/2018 8:33 AM
38	98198	2/19/2018 8:23 AM
39	98038	2/16/2018 11:56 AM
40	98122	2/16/2018 11:54 AM
41	98108	2/16/2018 11:51 AM
42	98122	2/16/2018 11:49 AM
43	98144	2/15/2018 12:10 PM
44	98144	2/15/2018 12:04 PM
45	98118	2/15/2018 12:00 PM
46	98118	2/15/2018 11:57 AM
47	98144	2/15/2018 11:55 AM
48	98118	2/15/2018 11:53 AM

APPENDIX C

COMMUNITY FORUM SUMMARY

SEATTLE VOCATIONAL INSTITUTE
One of the Seattle Colleges

Fall 2015 SVI Community Forums Summary

Purpose/Overview

After a year of leadership change at SCC and SVI, the new Interim President of Seattle Central College, Dr. Sheila Edwards Lange, and the new Interim Executive Dean of Instruction and Community Partnerships at Seattle Vocational Institute, Ms. Maureen Shadair, conducted a series of three community forums at SVI. These forums provided (1) an opportunity to solicit feedback from the community to guide SVI into the future, and (2) to demonstrate a renewed commitment to build and sustain Seattle Vocational Institute as a vital educational institution with relevant programs and services that is engaged with community and industry and growing programs and partnerships. Attendees were invited to respond to one central question:

What educational programs can SVI offer to best meet the needs of the community?

Dates Forums Offered

Tuesday, October 27, 11:30am-1:30pm
Tuesday, November 10, 5:00pm-7:00pm
Saturday, November 14, 10:00am-12:00pm

Total Attendees:

What educational programs can SVI offer to best meet the needs of the community?

1. TECH

Gravity - Tech coding/tech job; Procurement Technical Assistance Program; Coding/Programming; Hack the CD – David Henson (or Harrison); Cloud Management; Entrepreneurial Management; Incubators – Amazon, Google, Developers; Microsoft, etc. to partner with SVI to offer job skill training; paid internship programs; Media Technology Program/Skill Development Partners; Partnership with ACT-SO (Afro-American, Cultural Technological and Scientific Olympics)

2. HEALTHCARE

Holistic Health Existing Organizations but align with accredited/certified health training; social behavioral health; Mental Health; Historical Trauma; Writing Programs – THS THER Health Services; Massage Therapy Therapeutic Perspective; Create stronger prevention certificate partnership with UW School at Social Work

3. PRE-APPRENTICE PROGRAMS

Expand pre-apprenticeship (Big need in Seattle District) NOT JUST IN BUILDING TRADES Plumbing, Electrical, Roofing, General Contracting; Medical; Manufacturing; IT

4. MANUFACTURING

C & C Machine (manufacturing); Maker's Space

ADDITIONAL FEEDBACK - HIGHLIGHTS

QUESTIONS

- What's going to make the programs attractive to potential students?
- Can the stigma that makes SVI second to the other campuses be taken away? Potential employers don't see SVI as an equal to the other colleges.
- What does the labor force say is the need? They define the need: the standard and caliber of employees needed. They should be part of building the curriculum to address the need.
- Is there place at SVI for an alternative high school?
- Does SVI have a niche?

OUTREACH, MARKETING

- Juvenile Dis-propitiatory/Juvenile Justice: Training for kids and youth coming out of juvenile
- Serve as a function/resource for students to serve as leaders in community "Step in to learn. Step out to lead"; Strengthen student body as a community asset and leadership cohort
- Disproportionate ratio between men and women in education and training--Need more programs for men and recruiters for men on streets
- Serve as a community hub (candidate forum, community dialogue)
- Promote and Display SVI history; Emphasize roots/initial purpose as SVI goes forward; Let folks know what need is at SVI (They want to help)

FUNDING

- Create rental/facilities package for non-profit and community-based organizations. Pilot free of service for 180 days with Phase II plan to change modest fee. (Community room).
- Explore SVI serving as a food handlers' permit center
- Create an Endowment
- Find more dollars through data, and partnerships with government, organizations, and churches

INSTRUCTIONAL SUPPORT

- Strengthen foundations: embedded Math/English; more Interpersonal business skills (Basic Writing Labs); Cultural Fluency Training (i.e. stigma)
- Expand best practices; for example, Bright Future model
- More instructional modes: Online and evening classes
- Motivate teachers / in classroom (money)!!!

SUPPORT SERVICES

- New Career Path Development, clear, integrated, strategic (beyond first job)
- Need wrap around services/referrals and student support staff (food, driver's license recovery, Veterans benefits for children); Re-establish UW MSW practicum placement partnership
- Renew the Orientation Process for new students
- Align the Student Services Delivery model with the high demand jobs
- Record data on SVI grads as to what jobs/careers grads are getting

PARTNERSHIPS

- Serve as a community information and training hub
- Create a strategic partnership with employer group/corporation (i.e. Boeing, Google, BECU, Associated Grocers)
- Create stronger prevention certificate partnership with UW School at Social Work
- Stronger partnerships with K-12/youth and existing community organizations, city and labor; for example, AARTH, Seattle Transit, Labor Unions and Council
- Create sustainable communities of education: Integration of high schools with SVI

APPENDIX D

COST ESTIMATE

VANIR
Construction Management, Inc.

Qualifications and Assumptions
Seattle Vocational Institute Facility – Capital Needs Assessment

Exclusions to current budgets

The following qualifications apply to budgets for either a full building renovation or a two floor renovation.

- Seismic upgrades to the building
  - Given that the building was constructed in the 1970's with two floors added in 1982, it is quite possible that there will be some seismic upgrades required but at this time, the budget does not include any provisions for these upgrades. Consideration should be given to conducting a full seismic evaluation.
- Costs related to change of use
  - A change in use from the existing College designation may require a City of Seattle Change of Use. This would most likely require a SEPA review. As part of any SEPA review, the City could require parking, traffic and other environmental studies, the results of which may change the overall project development.
- Exterior envelope upgrades
  - The budget includes a small amount of window replacement due to failure but excludes replacement of windows that would be required to satisfy the current energy code. If the building were to have a full tenant improvement renovation, it would likely be considered a "substantial alteration" and as a result compliance with the current energy code. The costs proposed include the assumption that the exterior envelope could be made code compliant by the addition of insulation and other air barriers on the inside of the building. If not achievable, additional costs could be incurred.
- Non-conforming use
  - Given that the building is a non-conforming use related to height limitations, a new use could be limited as a result

The following qualifications would only apply to the scenario where only two floors of the building are renovated.

- ADA compliance
  - Current budget only includes ADA compliance for the two renovated floors
- Mechanical ductwork
  - Although new HVAC units have been budgeted, only the two remodeled floors have been considered for distribution ductwork
- IT infrastructure
  - Infrastructure is limited in their current configuration and upgrades have only been included on the two remodeled floors

Feasibility budgets for either the 2-floor renovation or full building renovation have been estimated in current dollars and not escalated to an anticipated construction date. We recommend escalation of 5% annually

Option to demolish existing building and construct new

Due to the complexity and variables for potential development, we are offering the following information for guidance in the developing a new building which would include demolition of the existing facility and constructing a new facility with the following configuration:

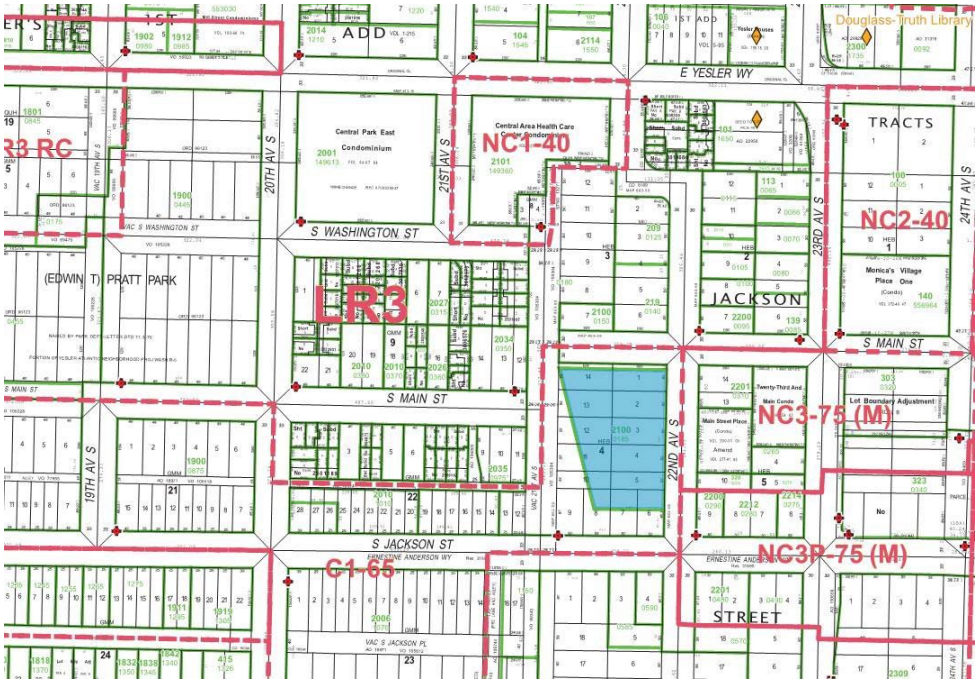
- 20,000 sf footprint
- Maximum of 4 floors due to 65' height limit
- 80,000 gross sf
- Assumption of institutional tenant improvements

Construction cost (estimated in today's dollars)	$36,887,900
Project cost	$53,135,000

Current Building Data and Information

Building Site	**Seattle Vocational Institute**
Building Address	2120 S Jackson St. Seattle, WA 98144
Year Built	1974

Zoning C1-65 - Commercial 1 with a 65' height limits.



Lot Area	42,900 +/- square feet
Floor Area Ratio:	For Office use. FAR = 1 or 35,000 square feet. (exemptions are available per land use code 23.47A.010 section D
	For other uses FAR = 4.25 to 4.75 See land use code 23.47A.013 section B, Table A
Setbacks:	Rear and Side Setback 10 – 13 feet depending on height of structure. (Note setbacks vary if development includes residential uses.
Parking:	Off street parking required per land use code 23.47A.030.
Transportation	Concurrency Level-of-Service Standards will apply as prescribed in Chapter 23.52 of the land use code.

Existing Building Data

Building Gross Area	First Floor	= 18,300 gross square feet
	Second Floor	= 17,800 gross square feet
	Third Floor	= 18,900 gross square feet
	Fourth Floor	= 18,900 gross square feet
	Fifth Floor	= 18,900 gross square feet
	Sixth Floor	= 18,900 gross square feet
		= 111,700 gross square feet

Current Height	Approximately 96’. And is non-conforming.

Seattle Central College - SVI Capital Needs Assessment
Feasibility Budget (2 floor renovation plus building wide systems)
26-Mar-18

Area: 114,000

Building System	Quan	Unit	UP	Total	
Selective demolition	1	ls	224,988	224,988	
Metals	1	ls	64,526	64,526	
Woods and Plastics	1	ls	187,510	187,510	
Exterior closure	1	ls	525,166	525,166	
Interior construction	1	ls	4,878,348	4,878,348	
Finishes	1	ls	55,850	55,850	
Furnishings and Equip	1	ls	428,929	428,929	
Conveying systems	1	ls	445,612	445,612	
Mechanical	1	ls	3,316,143	3,316,143	
Plumbing	1	ls	271,153	271,153	
Electrical	1	ls	2,225,609	2,225,609	
Electronic safety & security	1	ls	618,232	618,232	
Sub Total Construction				13,242,066	
Escalation					
Projected to June 2019	13,242,066	$$	0.00%	0	
Sub Total Construction				13,242,066	
Contractors Add On's					
General conditions	13,242,066	$$	9.75%	1,291,101	
Phasing and Occupied premium	13,242,066	$$	10.00%	1,324,207	
Design contingency	13,242,066	$$	10.00%	1,324,207	
Construction contingency	13,242,066	$$	5.00%	662,103	
B&O tax and insurance	19,554,647	$$	1.67%	326,563	
SDI	13,242,066	$$	1.04%	137,717	
Bond (incl WSST in premium)	21,510,111	$$	0.65%	139,816	
Fee	18,447,780	$$	6.00%	1,106,867	
Total Construction				**19,554,647**	68.95%

Other Development Costs

WSST on construction	19,554,647	10.10%	1,975,019
Design fees	19,554,647	15.00%	2,933,197
Specialty consultants	19,554,647	2.00%	391,093
Building permit	19,554,647	1.25%	244,433
Legal	1 ls	5,000	5,000
Art Allowance			0
Equipment	19,554,647	2.50%	488,866
WSST on equipment	488,866	10.10%	49,375
Testing and inspection	19,554,647	1.00%	195,546
Other owner costs	19,554,647	2.50%	488,866
Builders risk insurance	19,554,647	0.40%	78,219
Owners contingency	19,554,647	5.00%	977,732
PM/CM services	19,554,647	5.00%	977,732
TOTAL PROJECT BUDGET			**28,359,726**
		Cost per SF	**248.77**

Seattle Central College - SVI Capital Needs Assessment
Feasibility Budget (full building renovation)
28-Mar-18

Area: 114,000

Building System	Quan	Unit	UP	Total	
Selective demolition	1	ls	1,057,500	1,057,500	
Exterior closure	1	ls	1,136,160	1,136,160	
Interior construction	1	ls	2,882,100	2,882,100	
Stairs	1	ls	233,500	233,500	
Finishes	1	ls	3,135,000	3,135,000	
Furnishings and Equip	1	ls	1,185,600	1,185,600	
Conveying systems	1	ls	660,000	660,000	
Mechanical	1	ls	5,016,000	5,016,000	
Fire protection	1	ls	598,500	598,500	
Plumbing	1	ls	1,197,000	1,197,000	
Electrical	1	ls	4,788,000	4,788,000	
Electronic safety & security		incl		0	
Sub Total Construction				21,889,360	
Escalation					
Projected to June 2019	21,889,360	$$	0.00%	0	
Sub Total Construction				21,889,360	
Contractors Add On's					
General conditions	21,889,360	$$	9.75%	2,134,213	
Phasing and Occupied premium	21,889,360	$$	0.00%	0	
Design contingency	21,889,360	$$	10.00%	2,188,936	
Construction contingency	21,889,360	$$	5.00%	1,094,468	
B&O tax and insurance	29,943,710	$$	1.67%	500,060	
SDI	21,889,360	$$	1.04%	227,649	
Bond (incl WSST in premium)	32,938,081	$$	0.65%	214,098	
Fee	28,248,783	$$	6.00%	1,694,927	
Total Construction				**29,943,710**	69.44%

Other Development Costs

WSST on construction	29,943,710	10.10%	3,024,315
Design fees	29,943,710	15.00%	4,491,557
Specialty consultants	29,943,710	2.00%	598,874
Building permit	29,943,710	1.25%	374,296
Legal	1 ls	5,000	5,000
Art Allowance			0
Equipment	29,943,710	2.50%	748,593
WSST on equipment	748,593	10.10%	75,608
Testing and inspection	29,943,710	1.00%	299,437
Other owner costs	29,943,710	2.50%	748,593
Builders risk insurance	29,943,710	0.40%	119,775
Owners contingency	29,943,710	5.00%	1,497,186
PM/CM services	29,943,710	4.00%	1,197,748

TOTAL PROJECT BUDGET		**43,124,692**
	Cost per SF	**378.29**

Seattle Central College - SVI Capital Needs Assessment
Feasibility Budget (Demolition and New building construction) 2-Apr-18

Area: 80,000

Building System	Quan	Unit	UP	Total
Building demolition	114,000	sf	9.00	1,026,000
Site development costs	1	ls	1,500,000	1,500,000
Foundations	80,000	sf	6.50	520,000
Substructure (SOG)	80,000	sf	1.50	120,000
Superstructure	80,000	sf	68.00	5,440,000
Exterior closure	80,000	sf	45.00	3,600,000
Roofing and SM	80,000	sf	5.95	476,000
Interior construction	80,000	sf	40.00	3,200,000
Stairs	80,000	sf	3.75	300,000
Finishes	80,000	sf	25.00	2,000,000
Conveying systems	80,000	sf	5.00	400,000
Mechanical	80,000	sf	50.00	4,000,000
Fire protection	80,000	sf	4.00	320,000
Plumbing	80,000	sf	10.00	800,000
Electrical	80,000	sf	53.00	4,240,000
Electronic safety & security		incl		0
Sub Total Construction				27,942,000
Escalation				
Projected to June 2019	27,942,000	$$	0.00%	0
Sub Total Construction				27,942,000
Contractors Add Ons				
General conditions	27,942,000	$$	9.75%	2,724,345
Design contingency	27,942,000	$$	10.00%	2,794,200
Construction contingency	27,942,000	$$	3.00%	838,260
B&O tax and insurance	36,887,946	$$	1.67%	616,029
SDI	27,942,000	$$	1.04%	290,597
Bond (incl WSST in premium)	40,576,741	$$	0.65%	263,749
Fee	35,469,179	$$	4.00%	1,418,767
Total Construction				**36,887,946**
			Cost per SF	**461.10**

Other Development Costs			
WSST on construction	36,887,946	10.10%	3,725,683
Design fees	36,887,946	15.00%	5,533,192
Specialty consultants	36,887,946	2.00%	737,759
Building permit	36,887,946	1.25%	461,099
Legal	1 ls	5,000	5,000
Art Allowance			0
FFE	36,887,946	2.50%	922,199
WSST on equipment	922,199	10.10%	93,142
Testing and inspection	36,887,946	1.00%	368,879
Other owner costs	36,887,946	2.50%	922,199
Builders risk insurance	36,887,946	0.40%	147,552
Owners contingency	36,887,946	5.00%	1,844,397
PM/CM services	36,887,946	4.00%	1,475,518
TOTAL PROJECT BUDGET			**53,125,026**
		Cost per SF	**664.06**

APPENDIX E

STANDARD TRANSFER PROCESS

REAL PROPERTY DISPOSITION BY DEPARTMENT OF ENTERPRISE SERVICES, REAL ESTATE SERVICES (RES)

The client agency must declare their owned real property surplus to their needs. Once an official project is opened and the Interagency Agreement is fully executed between DES/RES and the client agency, RES will provide the following services selling (disposing) of surplus real property.

The following is an itemized breakdown of the process for disposition of real property.

Pull Assessor's information – Review and cross reference with any and all materials provided by our client on the property.

Communication - Maintain clear and concise communications with project stakeholders throughout the transaction.

Order a title report. Upon receipt, review and provide a summary to the client along with a copy of the report for their records.

Environmental Report - Determine whether or not we want to commission a Phase I Environmental report. Client agency makes the final decision on whether or not to commission. If they commission the report, the work is contracted and the selected firm completes the inspection and report. Upon completion the report is sent to RES to review and provide a summary to our client. A determination will be made whether or not additional review and investigation is warranted.

Obtain an appraisal – An appraisal is necessary in order to establish the fair market value of the property. RES conveys the scope of the work to the appraiser and contracts for the appraisal on behalf of the client. Once the appraisal report is completed, RES reviews and provides a summary of the appraisal along with a copy of the appraisal to our client. As an alternative the client agency can order the appraisal and upon receipt forward a copy to RES for review and summary.

Sale Price - Determine what the asking price for the property will be after consultation with our client.

Surplus Property Bulletin – Prepare the bulletin and have the client review and approve, then have it mailed to all governmental entities and include a copy to the district legislators, post it in the local newspaper, post it on the RES website, and place it on WEBS. The solicitation must remain open for a minimum of ten (10) days and not more than sixty (60) days. The closing date for receiving written proposals from interested buyers shall be due by 5:00 pm on a specified date. All governmental entities are given the opportunity to purchase the property before offering the property for sale to the public.

Post "For Sale" Sign/Banner – Post a sign or banner on the property itself. "For sale by owner, call Stefanie Fuller for more information 360-407-9310 or email at Stefanie.fuller@des.wa.gov.

Assemble Prospectus - Assemble a property prospectus, which shall include, but not be limited to the following information: a cover, introduction of opportunity for proposals, disclaimer, overview of the city/town where the property is located, summary of the buildings and/or real property, description of improvements, maps, pictures, building floor plans (if applicable and available), rent rolloperating

income and expenses (if applicable), title report, sample of our standard PSA form, and any other pertinent information.

Solicitation Closing Date – All proposals shall be all opened after the closing date and not before. Upon opening all proposals the data shall be summarized and a recommendation shall be made to the client on how best to proceed. Any proposals that are determined to be nonresponsive or noncompliant will be sent rejection letters informing the proposer that their proposal has been rejected and for what reason. If there is more than one (1) responsive proposal, the client must select which one to proceed with in negotiating terms and conditions based upon RES's recommendation. All proposers shall be put in an order of preference, number (1) being the best proposal, etc. Once selected we commence negotiations with the prospective buyer. If we are unable to come to mutually acceptable terms and conditions then we can terminate negotiations with the #1 prospective buyer and go to the next proposer and begin the negotiating process all over.

For Public Sector Sale – Prepare the surplus property solicitation and have the client review and approve, post it in the local newspaper; post it on the RES website, WEBS, Co-Star and any other free media venue. The solicitation must remain open for a minimum of ten (10) days and not more than sixty (60) days. The closing date for receiving written proposals from interested buyers shall be due by 5:00 pm on a specified date.

Prepare Surplus Bulletin

Have client approve the Bulletin before posting

Prospective Buyers – Facilitate all property inquires with potential buyers. Send prospectus out when applicable.

Solicitation Closing Date – All proposals shall be all opened after the closing date and not before. Upon opening all proposals the data shall be summarized and a recommendation shall be made to the client on how best to proceed. Any proposals that are determined to be nonresponsive or noncompliant will be sent rejection letters informing the proposer that their proposal has been rejected and for what reason. If there is more than one (1) responsive proposal, the client must select which one to proceed with in negotiating terms and conditions based upon RES's recommendation. All proposers shall be put in an order of preference, number (1) being the best proposal, etc. Once selected we begin negotiations with the prospective buyer. If we are unable to come to mutually acceptable terms and conditions then we can terminate negotiations with the #1 prospective buyer and go to the next proposer and begin the negotiating process all over.

No Responsive Proposals Received – In the event there are no responsive proposals received from our solicitation then we can either choose to go out in the form of a new solicitation for bids or just market the property on our client's behalf until we identify a buyer.

Draft Purchase and Sale Agreement (PSA) – Once a buyer (regardless of private or public) has been identified and we have negotiated all the terms and conditions of the sale we will draft a PSA and send the draft to our client for approval, then send to AAG for review and approval before tendering to the buyer in triplicate, there are a total of three (3) originals.

PSA Approved – Once the client and the AAG have approved the PSA, it is final formatted and tendered to the buyer for approval. Once the buyer has signed then the PSA is sent to the AAG for

signature of "approved as to form", then to the Assistant Director for signature and then notarized. The PSA is fully executed and distributed. One original is sent to the buyer, one is retained for our records and third original is sent to the county auditor for recording. A copy is scanned and sent to the escrow agent and escrow is officially opened.

Proceed to closing – Draft escrow instructions for the escrow agent, request and review the closing documents and obtain the necessary signature(s). Upon execution of the original closing documents, a copy is made and retained in our project file. The documents are scanned and sent to the escrow agent, and the originals are sent to the escrow agent.

Closing Extension – In the event the closing needs to be postponed, prepare an Amendment to the PSA, three (3) originals. The amendment will specify that the parties agree to extend the closing date. Repeat the signature process denoted for executing the PSA above. Once fully executed distribute the Amendment the same way the PSA was distributed.

Closing Complete – Once the transaction has closed, ensure a copy of the final settlement statement and pertinent closing documents are sent to the client agency.

Billing – Throughout the project, track time in Devico and the finance office will bill the client agency monthly.

Close out - Close out project.

APPENDIX F

REQUEST FOR LETTERS OF INTEREST

Seattle Colleges District VI

SEATTLE COLLEGES
Central · North · South · SVI

REQUEST FOR LETTERS OF INTEREST
UPDATED AUGUST 14, 2018

2120 South Jackson Street Property

RFI Issued on:	Proposals Due:
June 21, 2018	~~**4:00 PM, August 15, 2018**~~ ~~**4:00 pm, August 24, 2018**~~ **12:00 pm (Noon), August 24, 2018**

CONTENTS

Seattle Colleges District VI

Request for Letters of Interest

2120 South Jackson Street Property

1. Introduction

Seattle Colleges District VI (Seattle Colleges) is seeking proposals from government agencies and not-for-profit organizations whose missions and programs are relevant to the guiding principles listed in Section 3 and who are capable of taking ownership and redeveloping the property located at 2120 South Jackson Street, Seattle, WA 98144 (the Property) (Parcel ID 3646100185). The Property currently serves as the campus for the Seattle Vocational Institute (SVI). Seattle Colleges has determined that it no longer requires the entire site to provide its educational programs and is seeking to transfer ownership of the Property to allow for redevelopment that serves community interests. Seattle Colleges is prepared to have a continuing presence in the future development of the Property.

Ownership of the real property asset can be transferred only to a public agency or a legally formed not-for-profit.

Responses to this request will be used to select one or more prospective owner/operators to be invited to submit a detailed development proposal. Responses can be from a single entity or from entities proposing a project-specific partnership or consortium.

Site Visit: Those interested in responding to this solicitation are strongly encouraged to attend the Respondent Workshop during which there will be a guided tour of the facility (see below).

Obtaining the Request for Letters of Interest (RFI): Copies of the RFI may be obtained from the Project Coordinator identified below.

Questions and Respondent Workshop: Any points of clarification on the RFI can be requested at the Respondent Workshop scheduled for **Wednesday, July 11, 2018 from 12:00 PM (noon) to 1:30 PM**, meeting in SVI's lobby at 2120 South Jackson St., Seattle, Washington. Additional questions can be submitted to the Project Coordinator up to August 10, 2018. Responses to questions will be posted on the Seattle Colleges Web site on a periodic basis.

Project Coordinator

Lincoln Ferris

Seattle Central College

Lincoln.Ferris@seattlecolleges.edu

206-943-3169

Submission Deadline: Respondents should submit their response electronically via email to the Project Coordinator. Sealed hardcopy responses (one original and four [4] copies), must also be

received in time to be stamped in by the office of the Project Coordinator not later than ~~4:00 PM, Wednesday, August 15, 2018~~ 12:00 PM (Noon) PST on Friday, August 24, 2018 at the address below:

Project Coordinator

Lincoln Ferris

Seattle Central College

1701 Broadway, Suite 4180

Seattle, Washington 98122

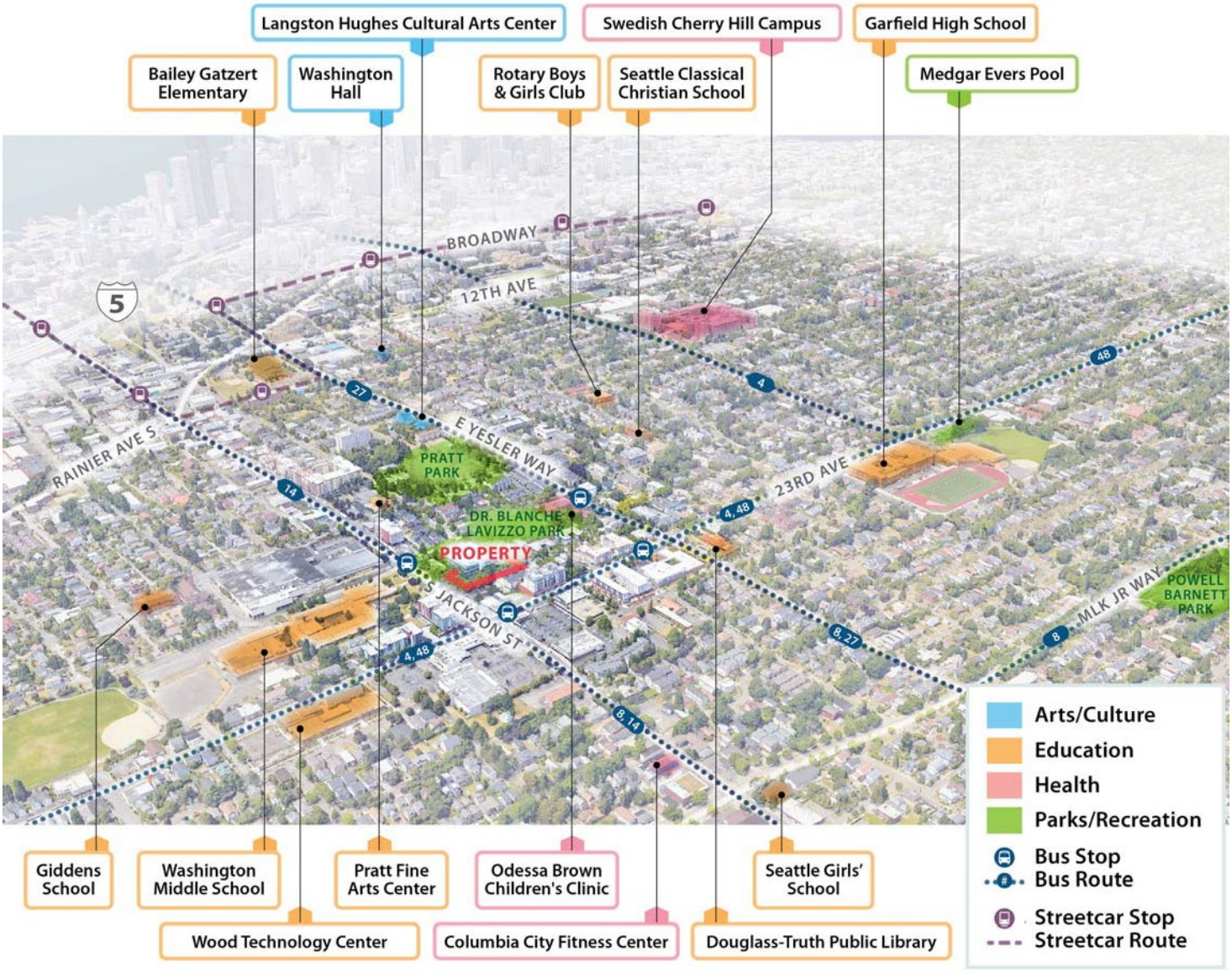
Rights Reserved: Seattle Colleges reserves the right to waive as informality any irregularities in submittals, to reject any or all responses, to amend the solicitation as necessary, and to cancel the solicitation at its sole discretion.

Seattle Colleges: Seattle Colleges is an academic institution authorized under the laws of the State of Washington. Seattle Colleges serves all of metropolitan Seattle and its surrounding communities and comprises the largest community college district in the state, educating nearly 50,000 students each year. It is one of the thirty-four community and technology colleges in the State of Washington and is governed by a five-member board of trustees. Land and buildings occupied by the college are held in trust for Seattle Colleges by the Washington State Board of Community and Technical Colleges.

SVI is a satellite campus of Seattle Colleges. SVI provides students with workplace competencies that lead to in-demand, sustainable employment and livable wages. SVI ensures opportunities for academic achievement through workforce preparation, lifelong learning and basic skills, and literacy education, especially for underserved and underrepresented individuals, by creating professional-technical programs and learning environments that are accessible, diverse, responsive, and innovative.

Contract Form & General Terms and Conditions: In submitting a response, the Respondent confirms that it is prepared, if invited by Seattle Colleges, to submit a more detailed response, a detailed timeline, a financial pro forma, and proposed contract terms.

2. Property & Neighborhood Context

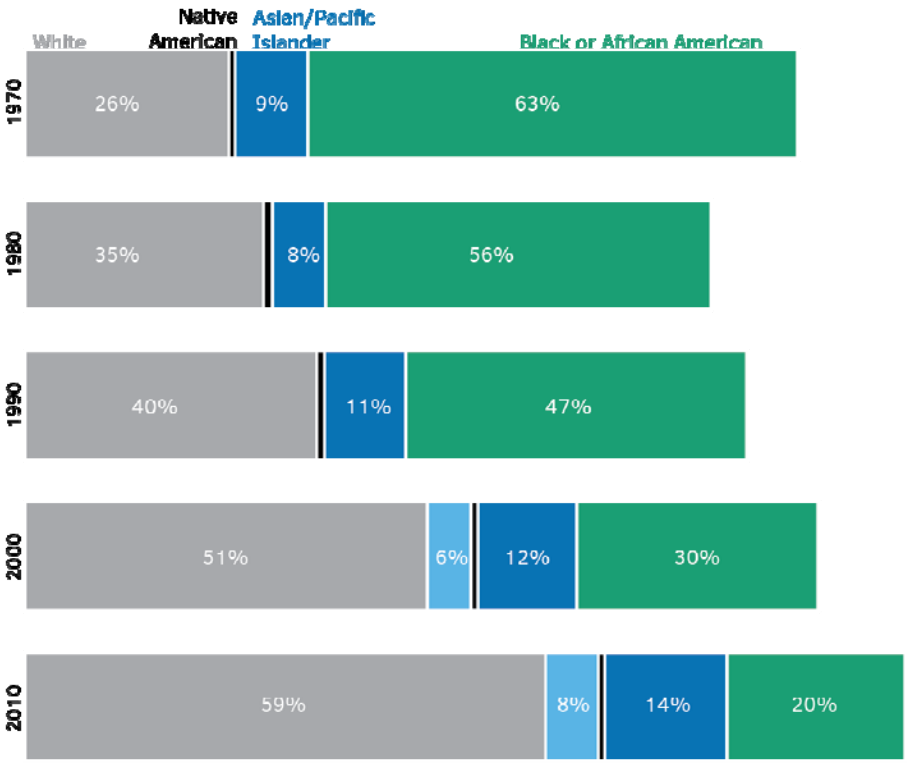


2.1 Neighborhood Context

A Changing Neighborhood

Historically, the Central District has been one of Seattle's most racially and ethnically diverse neighborhoods; specifically, it was home to the African American community in Seattle. In 1970, more than 60 percent of the population in the Central District was African American. Because of gentrification, the African American population is now only 20 percent. More than this demographic data, the Central District has been home to meaningful places for African American Seattleites, including the homes and businesses along the 23rd Avenue corridor, churches, Garfield High School, and SVI. The effects of gentrification mark a loss of culture and community.

Figure. Changing Demographics in the Central District



Transportation

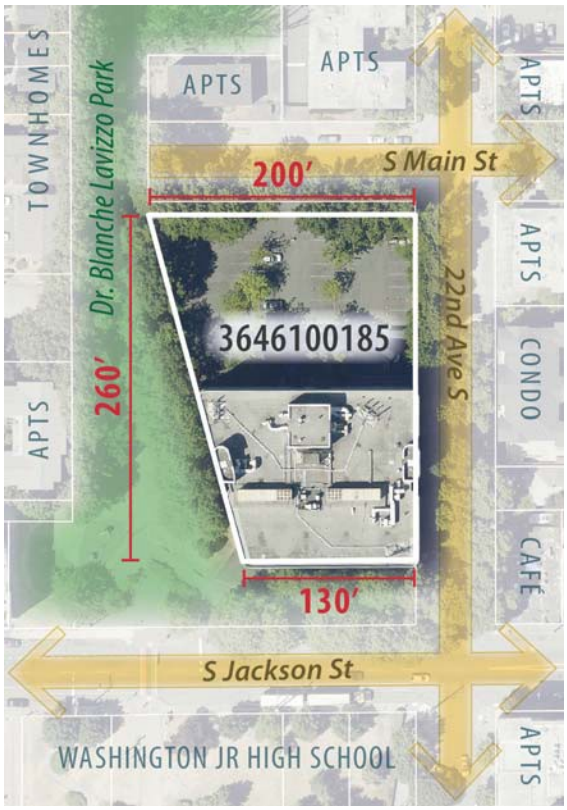
The Property's proximity to downtown Seattle and transit hubs, and its location in the culturally rich Central District, presents a rare redevelopment opportunity. Located 1 mile east of International District Link light rail station, the Property is served by three bus lines that connect riders to the International District, downtown Seattle, Capitol Hill, and the Rainier Valley, and then, through one transfer, connect riders to more destinations such as University of Washington and Sea-Tac Airport.

Cultural & Recreational Amenities

Central District offers rich history and cultural amenities in addition to a convenient central location and transportation connections. The neighborhood is home to Garfield High School (est. 1923), Providence Hospital (est. 1911), Odessa Brown Children's Clinic, the Northwest African American Museum (est. 2008), Pratt Fine Arts Museum, Wood Technology Center, and the Douglass Truth Public Library (est. 1914), which houses the largest African American collection in the Seattle Public Library system.

Parks and recreation facilities in the area offer residents convenient recreation opportunities, including the Dr. Blanche Lavizzo Park right next to the SVI campus, the Edwin T. Pratt Park on 20th and Yesler, the Medgar Evers Swimming Pool at 23rd and Jefferson, and Powell Barnett Park, the largest park in the area.

2.2 Property Context



The Property is located at 2120 South Jackson Street, Seattle, WA 98144 (Parcel ID 3646100185). A map of the Property is provided to the right and a title report is included as Appendix A.

The original SVI building was constructed in 1966 as a four-story instructional facility and called the Seattle Opportunity Industrialization Center (SOIC). SOIC was built, using federal money, to support a 1960s-era initiative aimed at providing short-term employment training for inner city residents, especially those who had not obtained their high school diplomas or who had barriers to employment. The existing building was renovated and expanded with two additional floors in 1982.

In 1990, Washington State took over the institution. The State Legislature gave Seattle Colleges control of the building and the job training and basic education programs operating there. At that point the building and programs were renamed as SVI. Budget challenges created a backlog of deferred maintenance; programs with highest enrollment, Dental Assistant and Pre-Apprenticeship Construction Training, have moved to larger and better equipped facilities, increasing vacancy in the building. As the challenges to SVI have mounted, Seattle Colleges is changing focus to initiate a process to engage local and state stakeholders and partners in thinking about what the Property can do for the community.

The Property is 42,900 square feet. The building has a floor plate of 18,900 square feet and a total area of 111,700 square feet, with a height of 94 feet. It is a nonconforming height under current zoning code.

Seattle Colleges recently conducted a building condition assessment that identified significant issues with major building systems including electrical, HVAC, and elevators. Capital Needs Assessment is provided in Appendix B. Based on the needs identified in the assessment, Seattle Colleges commissioned a cost estimate for full renovation of the existing building. This cost estimate assumed renovation for higher education purposes under state contracting guidelines. Cost estimates for building demolition and construction of a similar new structure were also developed and are included in Appendix C.

2.3 Development Regulations

The Property is currently zoned Commercial 1-65 (C1-65). The zoning allows for a variety of land uses, including, but not limited to, residential, office, retail, and hotel, as listed in Seattle

Municipal Code Section 23.47A. The C1-65 zone permits uses up to 65 feet in height and allows a maximum floor area ratio (FAR) of 4.75 for a mix of uses. There is no size limit for most uses; however, the size is limited to 25,000 to 40,000 square feet for warehouse and wholesale showroom uses and 35,000 square feet or size of lot (whichever is greater) for office uses.

The City of Seattle is in the process of implementing citywide rezones linked to affordable housing requirements, termed Mandatory Housing Affordability (MHA). As part of this process, the City issued a Final Environmental Impact Statement (FEIS) with a preferred alternative recommending that the Property be eligible for an increase in maximum height from 65 to 75 feet and an increase in FAR from 4.75 to 5.5, together with requirements for minimum levels of affordable housing. The Property is in the heart of the 23rd & Union-Jackson Urban Village, proposed by FEIS, which encourages the development of a wide range of housing types and a mix of activities that support the residential population and transit use. The City Council plans to consider legislation in the summer of 2018. An overview of the MHA program can be found at:
https://www.seattle.gov/Documents/Departments/HALA/Policy/MHA_Overview.pdf

The FEIS can be found at:
http://www.seattle.gov/hala/about/mandatory-housing-affordability-(mha)/mha-citywide-eis

3. Project Goals and Requirements

Several recent planning efforts have been conducted to explore opportunities for redevelopment of the Property. A study conducted by the Workforce Training and Education Coordinating Board in 2017 proposed an Opportunity Center model for adaptive reuse of the existing building for multiple uses, including a welcome center, a career guidance center, classrooms, “maker space,” and a computer lab.

In 2017–18, Seattle Colleges led a community planning process to explore ideas for the future of the Property. See Appendix D for summary notes from this engagement process. The following foundational guiding principles were established:

- Future use should be culturally relevant to recognize and enliven the African American heritage of SVI.
- Future use needs to provide community benefit and accept community input in the concept design and be welcoming to multiple ethnic groups.
- Future use should be vibrant, with a mix of activities to serve diverse groups of people throughout the day.
- Future development will need to be economically energized, providing training and resources to support entrepreneurship, local businesses, and career development.
- Future use should include an education component, providing opportunities for short-term job training and ladders to further learning and training.
- Future use should be accessible, providing community meeting and gathering spaces.

Respondents may propose to renovate the existing building, construct additional buildings, or demolish the existing structure and redevelop the entire Property. The following elements have been identified as requirements or preferences for all letters of interest.

Requirements

1. Proposals must demonstrate how they align with the guiding principles stated above, with an emphasis on being culturally relevant to recognize and enliven the African American heritage of SVI.
2. Proposals must demonstrate a commitment to a community engagement plan in the design process.
3. Proposals must include either a public agency or a not-for-profit that will assume ownership of the Property.

Preferences

1. Proposals are encouraged to include 27,500 to 32,500 gross square feet of classroom, administrative office, and service space for SVI education programs. While Seattle Colleges cannot commit or guarantee future state funding, it would support pursuing upfront capital funding from the state to support SVI programs in lieu of ongoing rental payments.
2. Respondents are encouraged to include an affordable housing element in their proposals. The type and financial structure of this element can be defined by the respondent.
3. Seattle Colleges encourages proposals that include affordable commercial space that could support community-based organizations and/or minority and women-owned businesses.
4. Respondents are encouraged to include in their proposals a commitment to providing space and programs to support underserved communities.

4. Submission Materials

Proposals must include one original and four copies for review. Plans and drawings may be oversized but are also to be included in the copy count. Sealed responses must be received by Seattle Colleges at the office of the Project Coordinator by ~~4:00 PM PST on August 15, 2018~~ 12:00 PM (Noon) PST on August 24, 2018. Proposals must be labeled on the outside of the envelope, or other container, with the respondent's name, address, e-mail address, and telephone number. **Overall materials are limited to 25 pages.**

4.1 Project Summary

Provide an overview of major components of the proposed development concept, project team, financing plan and capacity, major transaction terms, timeline, and project schedule.

4.2 Development Concept Respondents must provide a narrative describing the development concept and conceptual site plan(s) with the focus on the following topics:

- Anticipated mix of uses and scale (classroom, office, residential, retail, etc.);
- Development and building configuration;
- Types and amount of commercial office or retail space, if any;
- Location, amount, and intended function of publicly accessible open space; and
- Narrative description of the intended design process plan that will engage the local community in addressing the guiding principles.

To help Seattle Colleges understand the vision, scope, density, and quality of the plan, respondents are encouraged to submit preliminary planning level illustrations of (1) a conceptual site plan and (2) imagery that illustrates the proposed design concept.

4.3 Seattle Colleges seeks a respondent with a development team that has the experience, financial capacity, and cultural competency to execute a mixed-use community development project in the Central District. Please provide the following information:

A. Team Members and Structure

- Identify key team members including, but not limited to, the lead developer, community partner, architect(s), engineer, property operator, and any other significant team members.
- Describe the respondent and the status of the responding organization (e.g., a public development agency, public agency, not-for-profit). (Please note that the Property can be transferred only to a public agency or not-for-profit.)
- Provide the name and organizational status of any known organizations that will participate in the redevelopment project or that are potential future tenants.

- Provide the name, address and telephone number of the respondent, the name of any representative authorized to act on its behalf, the name of the contact to which all correspondence should be addressed, and the names and primary responsibilities of key individuals on the development team.

B. Development Team Capacity
   - Summarize the respondent and the development team's experience, collectively and individually, in developing projects of similar scale and complexity;
   - Provide at least three (3) references, with contact names, titles, and current telephone numbers, who can provide information to Seattle Colleges concerning the respondent's experience in similar projects; and
   - Provide examples of three (3) to five (5) of your projects that are most similar to the project being proposed.

4.4 Financial Plan & Capacity

Respondents are asked to include the following information in describing how they intend to finance the proposed project:

- A general financing plan for the project that includes sources and uses of funds, including the sources of equity for the project
- Identification and description of any third-party investor and their experience working with the respondent
- Demonstrated approach to securing financing through conventional or public/private partnership models
- Financial approach to providing space for SVI programs (if included in a redevelopment program). If the development proposal does include space for SVI programs, please quantify the capital contribution from the state that would be required in lieu of long-term rental payments.

Seattle Colleges will not obligate the State of Washington to serve as a guarantor of any debt or other financial obligation undertaken to construct improvements on the Property.

4.5 Transaction Term & Timeline

The respondent should provide an overall preliminary schedule including key milestones in design, approval, financing, construction, and completion of each component of the project. Identify the expected completion date. Please note that Seattle Colleges will occupy approximately half of the building from September 2018 to September 2019.

5. Selection Process

Seattle Colleges has convened an Advisory Committee that will review proposals and make a recommendation to the President of Seattle Colleges. Proposals will be reviewed based on the criteria listed below. Seattle Colleges intend to have conditionally selected one or more preferred respondent by October 1, 2018. Following that selection, Seattle Colleges will enter into simultaneous negotiations with the preferred respondent(s) for a period of approximately four (4) months to arrive at a suitable transfer agreement with one respondent.

Seattle Colleges and their advisors will review the proposals and evaluate them based on the following criteria weighting.

Evaluation Criteria	Points	Notes
Cultural Relevance • Preserve African American heritage • Accommodate diverse ethnic groups	**20**	Score based on proposal's approach to honoring the history of Central District, the mission of SVI, and the proposal's relevance to communities of color.
Community Benefits • Community engagement • Benefits to the public • Community gathering space / accessibility	**15**	Score based on willingness / extent to engage the neighborhood community in design of the facility, and programs dedicated to the neighboring community, which may include affordable housing and community gathering space.
Development Concept • Types of uses • Programming	**15**	Higher score for incorporating a mix of uses and proposed programming that will activate the Property.
Financial viability	**15**	Score based on the financial feasibility of the proposal and respondent's ability to secure funding.
Educational • Accommodate SVI presence • Include other education programs	**10**	Higher score for proposal incorporating space for continued operation of some SVI education programs (as identified) and potentially bringing in other education partners.
Support for local business • Support local, small, community-based business • Job training programs	**10**	Higher score for providing space to support local, community-based, and small businesses and entrepreneurs and for providing job training programming.
Team Experience & Capacity • Development & operation capacity • Mission alignment	**10**	Score based on experience and resources of the respondents. Higher score for greater experience and closer alignment of mission of the respondents and the stated guiding principles.
Transaction terms	**5**	Higher score based on proposed transaction structure.
Total	**100**	

APPENDICES

A. Title Report
B. Seattle Vocational Institute Improvements Capital Needs Assessment (SSW, June 2015)
C. Cost Estimates (Vanir Construction Management, 2018)
D. Focus Group Summary Notes (MFA, March 2018)

APPENDIX G

RFI SUBMITTALS

AFRICATOWN
COMMUNITY LAND TRUST

Seattle Central College
Lincoln Ferris, Project Coordinator
1701 Broadway, Suite 4180
Seattle, Washington 98122

Mr. Ferris:

Africatown Community Land Trust (ACLT) would like to express its interest in the redevelopment of the Seattle Vocational Institute(SVI). ACLT is best positioned to do the redevelopment work associated with SVI due to our connections to the African American community that SVI was initially created to serve. Since the creation of SVI, numerous changes have occurred in Seattle and in working/vocational industries.

Coupled with this, Seattle's African American community has missed out on the two major economic boons to the City of Seattle: real estate and the knowledge-based tech industry. It is ACLT's goal to address these inequities, which are a direct result of the historic inequities faced by African Americans – the very inequities that institutions such as SVI were created to correct. If given the opportunity to redevelop the site ACLT's goal will be to submit a proposal comprised of the following elements:

A. Development Concept

Africatown Community Land Trust's (ACLT) proposed development concept for Seattle Vocational Institute(SVI) is a combination of publicly accessible uses including

- Open space for the public,
- Retail space, classroom space for SVI's targeted job training programs.
- Utilization of the existing computer lab for technology transfer and technical training, which can potentially partner with University of Washington's Global Innovation Exchange program with China,
- Business offices offering technical assistance for city, state and federal contract opportunities and certification processes for minority and women business enterprises (MWBE).
- Affordable rental opportunities in the form of workforce housing for participants in SVI's programs.

ACLT proposes an approach to the redevelopment of SVI that will increase technical opportunities offered to Central District's African American residents and businesses by enhancing the quality of life for past (historic African American) and current residents of the Central District. We believe over the long-term this will improve recordable outcomes for African American

employment and entrepreneurship that has been missing in the City of Seattle, King County and State of Washington's at large.

B. Project Team

The development team structure that ACLT suggests is one in which the lead developer for the Seattle Colleges "Seattle Vocational Institute (SVI)" site will be ACLT with Capitol Hill Housing (CHH), Catholic Community Services and Byrd Barr Place as potential community development partners. Other potential community partners will include the following:

1. **Early Design Study Architect(s):**
   - ✓ Donald King, Lead Architect
   - ✓ Nmadili Okwumab, Architect
2. **Engineer(s):**
   - ✓ Samuel Obunike, Civil
   - ✓ David Mason & Associates, Structural
   - ✓ Joe Davis, Mechanical
   - ✓ Dr. Jayfus Doswell, Ph.D., Electrical
3. **Construction Manager:**
   - ✓ Richard Copeland, Thor Companies
4. **Community Liaison:**
   - ✓ TraeAnna Holiday, Africatown

The project team outlined above has extensive experience in working in the City of Seattle and on similar projects – hence why they have been selected to be the project team. ACLT was instrumental on a transactional basis on the MidTown development, which is currently underway. Further still, ACLT was an instrumental development partner with CHH on the Liberty Bank Building project – a $32MM project when it's completed that will provide 115 units of public housing. Our lead architect Donald King was the lead design professional on Squire Park Apartments in the Central District – a $30MM project done with central district partners to address the need for safe and affordable housing in the Central District of Seattle. Our selection of the project team was done specifically with individuals/entities and institutions in the City of Seattle that have experience in large scale, complex redevelopments.

References

Doris Koo, CEO
Yesler Community Collaborative
doris.w.koo@gmail.com
206.849.3530

Michelle Connor, CEO
Forterra
mconnor@forterra.org
206.204.8059

Kathleen Hosfeld, Executive Director
Homestead Community Land Trust
kathleen@homesteadclt.org
206.323.1227 x113

C. Financing Plan and Capacity

ACLT's plan to finance the redevelopment of the SVI will be via a combination of the direct fundraising with some of our partners, funding from the City of Seattle and private lending sources. Specifically, we propose the following (re)sources:

- ✓ **Fundraising:** ACLT has a history of raising funds with a variety of partners, specifically Forterra and Capitol Hill Housing and its foundation. Pursuant to that we have set a preliminary fundraising goal of $5MM to cover early phase stabilization of the existing asset.
- ✓ **City of Seattle:** We will propose a direct allocation of funding to the ACLT (as a PDA) from the City of Seattle of resources for the development of affordable housing. Furthermore, we would suggest to the City that an allocation of public facility bonds be directly allocated to this project during our initial asset stabilization.
- ✓ **State/County Funding:** We will seek funding from the Washington State Housing Finance Commission and Washington State Department of Commerce for the housing and environmental issues.
- ✓ **Private Lending:** Due to our partnerships with private development entities such as Lake Union Partners (LUP) and CHH, ACLT has access to private/institutional funders and lenders that we will access for the transaction.
- ✓ **Grant Opportunities:** ACLT will pursue grants for human resource and economic development in Seattle's Central District. ACLT has been historically supported by local non-profit organizations including, but not limited to the Urban League, NAACP, Catholic Community Services, Odessa Brown Clinic and other quasi government housing development corporations assist in the African American and communities of in Seattle, Washington, specifically in the historical Central District.

D. Major Transaction Terms

ACLT proposes that SVI convey the property to ACLT fee simple for $1. ACLT will then work with SVI to determine its current use requirements based on SVI's current (and projected) enrollment and

programming. We will also have to see budget and staffing figures in order to determine the appropriate rent that SVI will be able to afford for the portion of the premises they still occupy.

E. Timeline

Anticipated Steps to Africatown's SVI Development

Step 1: Submit bid to Seattle Vocational Institute for ownership of SVI for renovation and potential new construction (1-year environmental assessment/ plan development).

Step 2: Make determination for new construction, based on environmental assessment.

Step 3a: Africatown retains structure for one year, prepare plans for min. renovation).

1st FL (M/WBE Retail Shops and Welcoming Center & Eatery)

2nd FL (Seattle Community Colleges Classes)

3rd FL (Seattle Community College Classes)

4th FL (Africatown's Job Training and Computer Classes)

5th FL (Africatown's M/WBE Clearinghouse -Construction & Technology)

6th FL (Africatown's M/WBE Offices and Conference Room & Open Workspace)

Step 3b: If Africatown retains structure, prepare plans for max renovation.

1st FL (M/WBE Retail Shops and Welcoming Center & Eatery)

2nd FL (Seattle Community Colleges Classes)

3rd FL (Africatown & Seattle Community College Classes)

4th FL (Africatown's Job Training and Computer Classes)

5th FL (Africatown's M/WBE Clearinghouse -Construction & Technology)

6th FL (Africatown's M/WBE Offices and Conference Room & Open Workspace)

Step 4a: If Africatown demolish structure, prepare plans for new construction.

1st - 4th Floors will accommodate Retail/ Educational and Business Activities

Step 4b: Africatown plans to hire potential developer partner to advertise for a design/build firm.

Step 5: Africatown prepare Central District's African American businesses for contract

and job opportunities on SVI (renovation or new construction).

Step 6: Africatown will encourage contract awards to African American M/WBE D&B Team(s); or for a M/WBE general contractor and/or joint-venture; or M/WBE subcontractor in all 16 division, and for African American M/WBE material suppliers.

Step 7: **Phase 2 – Africatown's Low Income Housing for Seattle Central District's SVI (Overlaps)**

F. Project Schedule

Task	**Date**
Initial Project Planning and Scope	09/2018- 09/2019
Design	09/2018 – 04/2019
Community Outreach	
Community Outreach #1	10/2018
Community Outreach #2	12/2018
Community Outreach #3	02/2019
Financing	
Funder and Lender Outreach	09/2018 – 07/2019
Prepare OH Financing Package	07/2019 – 09/2019
Fundraising	09/2018 – 09/2018

In closing, pursuant to the terms and conditions of the Request for Letters of Interest as issued by SVI – ACLT is prepared to submit a more detailed response, timeline, financial pro forma and contract terms if invited to do so by Seattle Colleges. All responses to this RFI should be directed to K. Wyking Garrett via email at email at wyking@africatownseattle.org or via phone at 206.941.2527.

Thank you in advance for your consideration.

Sincerely,

K. Wyking Garrett, CEO

Africatown Community Land Trust

ACLT's SEATTLE VOCATIONAL INSTITUTE (SVI) LETTER OF INTEREST

EXECUTIVE SUMMARY

SEATTLE COLLEGES CENTRAL – SVI REQUEST FOR LETTER OF INTEREST

(2120 South Jackson Street Property)

Africatown Community Land Trust (ACLT) would like to express its enthusiastic interest in the redevelopment of the Seattle Vocational Institute (SVI). ACLT is best positioned to do the redevelopment work associated with SVI due to our connections to the African American community that SVI was initially created to serve. Moreover, it is ACLT's goal to address the inequities faced by Seattle's African American community. These inequities are largely a result of African Americans having been excluded from Seattle's real estate and tech booms -- the very industries SVI was created to serve.

Africatown's staff and partner organizations have assessed the short-falls and needs of the African American community historically rooted in the Central District in detail and discovered that African American homeowners and businesses were harmed by government and private sector practices. This includes planned displacement through a form of gentrification via a unique method of eminent domain (Weed and Seed). Existing data illustrates a lack of equitable participation provided to African Americans residents and businesses in the revitalization and economic growth of Seattle, including the historically African American Central District.

Africatown has made significant progress in negotiating equitable opportunities for Seattle's Central District African American residents and businesses, but much more is needed, particularly through organization, development and training of residents and businesses for employment and contracting opportunities in Seattle.

ACLT's solution to these issues is to take ownership of SVI and address the core issues regarding economic and community development by increasing culturally responsive job training and employment, business development, and participation on properties owned by Africatown and to develop a Central District "Community Opportunity Center" (COC).

Africatown is internationally recognized for pioneering community engagement methodologies and for advancing community-driven Afrocentric design and is currently making application for a community development corporation (CDC) to become a developer for land development. Africatown is further committed to engaging stakeholders including LANGSTON, Odessa Brown, First AME Housing/Bryant Manor, Village Spirit Center/Catholic Community Center, Pratt Fine Arts, Seattle University, Washington Hall, Garfield High School, Washington Middle School, Seattle Public Library, Central Area Youth Association, Rotary Boys and Girls Club, Historic Central Area Arts & Cultural District.

ACLT's redevelopment plans will address the cultural displacement of African American community. Africatown and its partners have significant experience in cultural programming including producing the largest African American festival in the Northwest, as well as concerts, lectures, conferences and youth programming. Africatown was a key advocate leading to the establishment of the Central Area as a historic arts and cultural district. Africatown will make SVI a neighborhood and regional resource for the African American and underserved communities by providing programming, meeting space and facilities for events.

ACLT's Community Opportunity Center will continue providing Seattle College classes and offer a wide range of culturally responsive workforce development programs including, but not limited to, basic education and life skills that will lead to living wage jobs as well as construction trades and technology

job training that will lead to high paying livable wage jobs. ACLT M/WBE program will bring together minority and women businesses together under one roof to network for partnership opportunities through teaming, and/or joint-venture among members to bid projects owned by or encouraged by Africatown.

ACLT's SVI proposal requires two phases (Ph 1 and Ph 2). Phase 1 will include required updates to MEP and minimum cosmetic renovation to Seattle Central District's SVI outer structure, with beautiful glazing reflecting African American cultural artistry. Phase 2 will primarily focus on developing low income housing on the site.

Throughout both phases 1 and 2, Seattle Colleges will continue offering classes at SVI, working in collaboration with ACLT to create programming that will create a globally competitive workforce and entrepreneurs via graduates of the program. Additionally, ACLT's presence will serve to reinstate SVI as a culturally relevant asset to Central District's African American community and other ethnic groups.

Africatown proposes a new Global Technology and Innovation Center at SVI, that will be modeled after and collaborate with UW's Global Innovation Exchange program, to focus on training including information technology (IT)/ cyber security (CS); artificial intelligence (AI)/ robotics; and computer aided design (CADAM)/ 3D Printing & manufacturing. In partnership with local tech companies, ACLT is already piloting programming in partnership with local tech companies such as Hack The CD, Black Dot, Seattle Black Music & Tech Summit, and working with institutions such as UW Co-Motion Labs, UW Department of Human-Centered Design and Engineering, Seattle Public Schools, Seattle Office of Arts & Culture, and Seattle Office of Economic Development. ACLT is currently convening key stakeholders to develop better pipeline to innovation economy jobs and proposes to dovetail this arm of its current work with the new Technology and Innovation Center at SVI.

Africatown's SVI redevelopment will focus on African American minority/women business enterprises (M/WBE) and local workforce development addressing all sixteen divisions of construction. Africatown M/W/BE program will assist African American entrepreneurs with below market rate space, co-working/shared workspace at a reduced rate and open conference and meeting rooms, technical assistance and advocacy for M/WBE participation on local government contracts and job opportunities, by partnering with the City of Seattle, the State of Washington and federal government to create a small projects roster for small business participation that will have an emphasis of hiring local Africatown's members.

Furthermore, ACLT's M/WBE program will prepare African American owned businesses to become 8a certified to competitively bid on federal contracts that have DBE participation goals. ACLT M/WBE program will work with federal agencies to keep membership abreast of regulations, participation opportunities and advocacy for increasing African American M/WBE participation, particularly for ACLT M/WBE membership.

Africatown will increase technical opportunities offered to Central District's African American residents and businesses to enhance the quality of life for residents and improve recordable outcomes for African American employment and business opportunities via government contracts awarded to ACLT M/WBEs on City of Seattle, King County and State of Washington's projects. ACLT's workforce development approach will be rooted in culturally responsive trauma informed practices that address the unique barriers faced by African Americans. Africatown will reduce barriers by creating a comprehensive wraparound access-to-resource model, supported by partnerships with local non-profit organizations including, but not limited to the Urban League, Byrd Barr Place, YMCA, NAACP, Catholic Community Services, Odessa Brown Clinic and other quasi-government housing development corporations who have

a vested interest in economic development for African Americans in the Seattle region. Africatown will work with strategic partners to pursue grants for human resource and economic development in Seattle's Central District and greater Seattle African American community.

ACLT's call to action is to honor the legacy of SOIC/SVI as a nexus vibrant with business opportunities for local African American residents, offering pathways directly to the booming regional economy**.** SVI will serve as the vehicle to create essential tools to facilitate the creation of jobs for the Greater Seattle African American Community.

ACLT's SEATTLE VOCATIONAL INSTITUTE (SVI) LETTER OF INTEREST

Anticipated Steps to ACLT SVI Development

Step 1: Submit bid to Seattle Vocational Institute for ownership of SVI for renovation and potential new construction (1-year environmental assessment/ plan development).

Step 2: Make determination for new construction, based on environmental assessment.

Step 3a: Africatown retains structure for one year, prepare plans for min. renovation (< $1 mill).

- 1st FL (M/WBE Retail Shops and Welcoming Center & Eatery)
- 2nd FL (Seattle Community Colleges Classes)
- 3rd FL (Seattle Community College Classes)
- 4th FL (ACLT Global Technology & Innovation Center
- 5th FL (ACLT M/WBE Clearinghouse -Construction & Technology)
- 6th FL (ACLT M/WBE Offices and Conference Room & Co-working space)

Step 3b: If ACLT retains structure, prepare plans for max renovation (< $30 mill).

- 1st FL (M/WBE Retail Shops and Welcoming Center & Eatery)
- 2nd FL (Seattle Community Colleges Classes)
- 3rd FL (Africatown & Seattle Community College Classes)
- 4th FL (ACLT Job Training and Computer Classes)
- 5th FL (ACLT M/WBE Clearinghouse -Construction & Technology)
- 6th FL (ACLT M/WBE Offices and Conference Room & Open Workspace)

Step 4a: If ACLT demolishes structure, prepare plans for new construction (up to $75 mill).

- 1st - 4th Floors will accommodate Retail/ Educational and Business Activities

Step 4b: ACLT plans to hire potential developer partner to advertise for a design/build firm.

Step 5: ACLT prepare Central District's African American businesses for contract and job opportunities on SVI (renovation or new construction).

Step 6: ACLT will encourage contract awards to African American M/WBE D&B Team(s); or for a M/WBE general contractor and/or joint-venture; or M/WBE subcontractor in all 16 division, and for African American M/WBE material suppliers.

Step 7: **Phase 2 – ACLT Low Income Housing for Seattle Central District's SVI (Overlaps)**

Table of Contents

ACLT's SEATTLE VOCATIONAL INSTITUTE (SVI) LETTER OF INTEREST

I. Development Concept

ACLT Seattle Vocational Institution (SVI) development concept is a mixed use, publicly accessible open space which includes retail space, classrooms, targeted job training programs, a computer lab for technology transfer and technical training, and business offices for certified minority and women business enterprises (M/WBE). ACLT proposes a versatile facility that provides for education, commercial activity, civic engagement, cultural programming and community gathering space for a diverse set of users including youth and young adults, business owners and community residents.

ACLT's concept is structured to locate SVI's welcoming center and retail shops on the first floor and students and career development clients from 2nd floor through 5th with businesses located on the 6th floor.

The SVI building will keep its current structural configuration with updates to the architectural and interior design. These design updates will aim to centralize the common areas, including small retail shops aligned with the outer walls and corridor, servicing SVI's tenants and customers alike. Retail vendors will service tenants for basic materials and supplies needed to operate day to day business, including but not limited to office supplies and support services, food court, snack bars, business support services, and other entrepreneurial opportunities. A welcoming counter/ center will be positioned near all entries including directory and wayfinding mapping systems.

ACLT first floor development plan will reflect on the history of the Central District African American community and diaspora community, with familiar site artistry and cultural relevant monuments strategically placed to welcome longtime residents and newcomers to learn and reflect on many of the historical events of the Central District African American community. Africatown proposes to work with Seattle Parks and Recreation to elevate the landscape design aesthetics and functionality on the adjacent park property, as to reinvigorate the space into a much needed active and attractive community space and a vibrant gateway to the updated SVI.

An open space of approximately 5,000 square feet will be a common space for the food court and community event space, with food service retail shops and other small businesses to support SVI tenant's services). Small retail shops will range from 300 square feet to 1,000 square feet.

ACLT second and third floor development plan will accommodate Seattle Colleges in its continued offering of classes and any current and/or future needs for reconfiguration. Otherwise, these two floors will remain as classrooms with a floor print of 18,900 square feet per floor.

The fourth-floor development plan will be configured to accommodate a Global Technology and Innovation center that will require an open space area with computer workstations facing a large instructor monitor. In addition to the open computer lab, facilities for information technology (IT)/ cyber security (CS); artificial intelligence (AI)/ robotics; and computer aided design (CADAM)/ 3D Printing & manufacturing will be incorporated in to the design. The fourth floor will also include printing and copying large scale projects required by SVI's business tenants and special orders from outside

customers as well as an asset for SVI's business use. The technology center and related uses will occupy the entire floor or approximately 18,900 square feet.

The fifth-floor development plan will include both an enclosed conference room/work area located in the center of the floor area, surrounded by sixteen offices to match the sixteen divisions of constructions required by general contractors to complete most residential and/or commercial construction projects, and to support the related materials, supplies and/or support services needed in the construction industry. The fifth floor will be configured for workforce development training, new entrepreneurs and future M/WBE business owners for ACLT M/WBE program. The conference room area will serve as a meeting, greeting and networking space to encourage potential business owners to work together and to share information and ideas. The fifth floor will provide additional space for M/WBE offices once the sixth floor is completely occupied with thriving M/WBE firms.

The fifth-floor business development will consume approximately 18,900 square feet and will have significant development and reconfiguration into a construction business office setting.

ACLT sixth floor development plan will receive significant reconfiguration and design changes to the interior to accommodate and maximize the number of offices and co-working space available to M/WBE construction and/or technology firms with a small conference room for meetings and work area with the required tools for estimating and bidding construction projects. The 6th floor offices will consume approximately 18,900 square feet. The sixth-floor office space will serve as an income source and a motivation for students to strive for.

ACLT design process will use the information SVI gathered during the feasibility study and ACLT outreach to the community in conjunction with input from participating students and M/WBE business owners during the first year of operations under ACLT ownership.

ACLT will assess and invest in structural damages to the building and its operating systems (MEP) for corrective actions. After a full assessment is completed, ACLT will determine the path of development to pursue, either major renovation or new construction. ACLT is committed to upholding the community as full participants in the design and development of ACLT SVI building.

ACLT's SEATTLE VOCATIONAL INSTITUTE (SVI) LETTER OF INTEREST

II. Development Team (Members and Structure)

Africatown is the lead developer for the Seattle Colleges "Seattle Vocational Institute (SVI)" site with Capitol Hill Housing as a partner developer along with Catholic Community Services. Other development partners and/or potential partners include the following:

Lead developer:

1) K. Wyking Garrett (Africatown Community Land Trust)
   (206) 941-2527

And

2) Chris Persons (Capitol Hill Housing) (206) 329-7303

Community Partners:

1) Dawn Mason (First Place) (206) 280-6992
   - ➢ Political Advocate
2) Benjamin Danielson, MD (Odessa Brown Children's Clinic) (206) 987-7220
   - ➢ Children's Healthcare
3) Paul Jackson, Ph.D. (New Media Author) (206) 240-9374
   - ➢ Media
4) Chris Bennett, Sr. (KIRZ Radio Station) (206) 931-7702
   - ➢ Media (Talk) Marketing & Advertisement
5) Chris Bennet, Jr. (Seattle Medium Newspaper) (206) 323-3070
   - ➢ Media (Print) Marketing & Advertisement
6) Michell Merriweather (Seattle Urban League) (206) 461-3792
   - ➢ Recidivism Program, Job Training
7) Evelyn Allen (Catholic Community Services) (206) 323-6336
   - ➢ Housing Development
8) Gerald Hankerson (NAACP) (206) 3246600
   - ➢ Community Organizer
9) Darrell Powell, MBA/ CPA (206) 461-3700
   - ➢ Accountant and Realtor
10) Hamid Qaasim hamid.qaasim@haqconsulting.com
    - ➢ Business Management Consulting
11) Walter Jones (WJJ Consulting) amadiusa@gmail.com
    - ➢ Business Development Consulting
12) Nmadili Okwamabua (Community Design & Planning) amadiusa@gmail.com

13) Nikita Oliver (Creative Justice Peoples Party)
    - ➢ Attorney at Law
14) Mary Flowers (Village of Hope) flowersmary1@yahoo.com
    - ➢ Community Organizer

ACLT's SEATTLE VOCATIONAL INSTITUTE (SVI) LETTER OF INTEREST

15) Gerald Hankerson (NAACP) president@seattlekingcountynaacp.org
   - ➢ Community Organizer

16) Dr. Norwood Brooks nvbrooks@msn.com
   - ➢ Special Advisor (Africatown)

17) Pastor Carl Livingston
   - ➢ Community Activist/ Organizer

18) Pastor Jefferies (New Hope Baptist Church) info@nhmbcseattle.org
   - ➢ M/WBE Advocate

19) Andrea Caupain (Byrd Barr) andrea@byrdbarr.place
   - ➢ Social Justice Advocate

20)

Architect(s):

1.) Donald King (Lead Architect) (206) 818-9939

2.) Nmadili Okwumab (Architect) (678) 650-9145

Engineer(s):

1.) Samuel Obunike (Civil) (425) 451-7300

2.) David Mason & Associates (Structural) (314) 534-1030

3.) Joe Davis (Mechanical) (816) 591-5253

4.) Dr. Jayfus Doswell, Ph.D. (Electrical/ Computer) (703) 989-1199

Property Operator:

1) Constance L. Proctor, Esq. (Africatown) (425) 576-4025

2) Chris Persons (Capitol Hill Housing) (206) 329-7303

Program Manager:

1) Murry H. Edward (Africatown) (206) 946-0773

Construction Manager:

1) Richard Copeland (Thor Companies) (761) 571-2580

Community Liaison:

1) TraeAnna Holiday (Africatown) (206)718-648

III. Financial Plan & Capacity

ACLT financial plan for the SVI development project will include funding from the following, and the use for the related funds.

1) Rent from Seattle Colleges for SVI (equity) $6,000,000
   - ➢ Existing agreement for classroom space
2) Rent from up to thirty M/WBE vendors at SVI (per year for ten years) $1,800,000
   - ➢ Retail shops, contractors and consultants
3) Office of Housing "City of Seattle, Washington" $25,000,000
4) Washington State Department of Commerce
   $25,000,000
5) Low Income Housing Tax credits, Washington State Housing Finance Commission
   $25,000,000
6) Grants Human Development from US Department of Labor $5,000,000
   - ➢ Youth Build & M/W/DBE Development and Technical Assistance
7) Grants -US Housing & Urban Development $10,000,000
   - ➢ Choice Neighborhoods Planning and Implementation
   - ➢ Jobs Plus Initiative
8) ACLT Creative Financing $10,000,000
   - ➢ Hedge Fund Development
   - ➢ Worldwide Technology/ Mr. David Steward Foundation
   - ➢ Black Entertainers Africatown Development "Fund Raiser"
   - ➢ Goodwill Grant "Education and Job Training"
   - ➢ Banks CRA Funding

SVI financing plan for SVI re/development; related housing & infrastructure $107,800,000
(Phases 1 & 2)

Mr. David Steward the Chairman and founder of Worldwide Technology is an anticipated third-party investor. Mr. Steward has no experience working with Africatown, but has relationships working with the African American community related to business and community development, particularly related to education in technology and the arts.

Africatown will employ a P3 relationship with Seattle Housing and HUD to provide affordable housing for residents living at are below the median income for Seattle, Washington.

IV. Transaction Term & Timeline

ACLT overall preliminary schedule for design through construction completion date is December 26, 2021, which include both phases 1 & 2.

Phase 1 will include major renovation of SVI with an anticipated start date of September 2020 and a completion date of December 20121 (see schedule below

V. Construction Schedule

Africatown's preliminary construction schedule through construction completion date starts on or about December June 1, 2020, which include both phases 1 and 2.

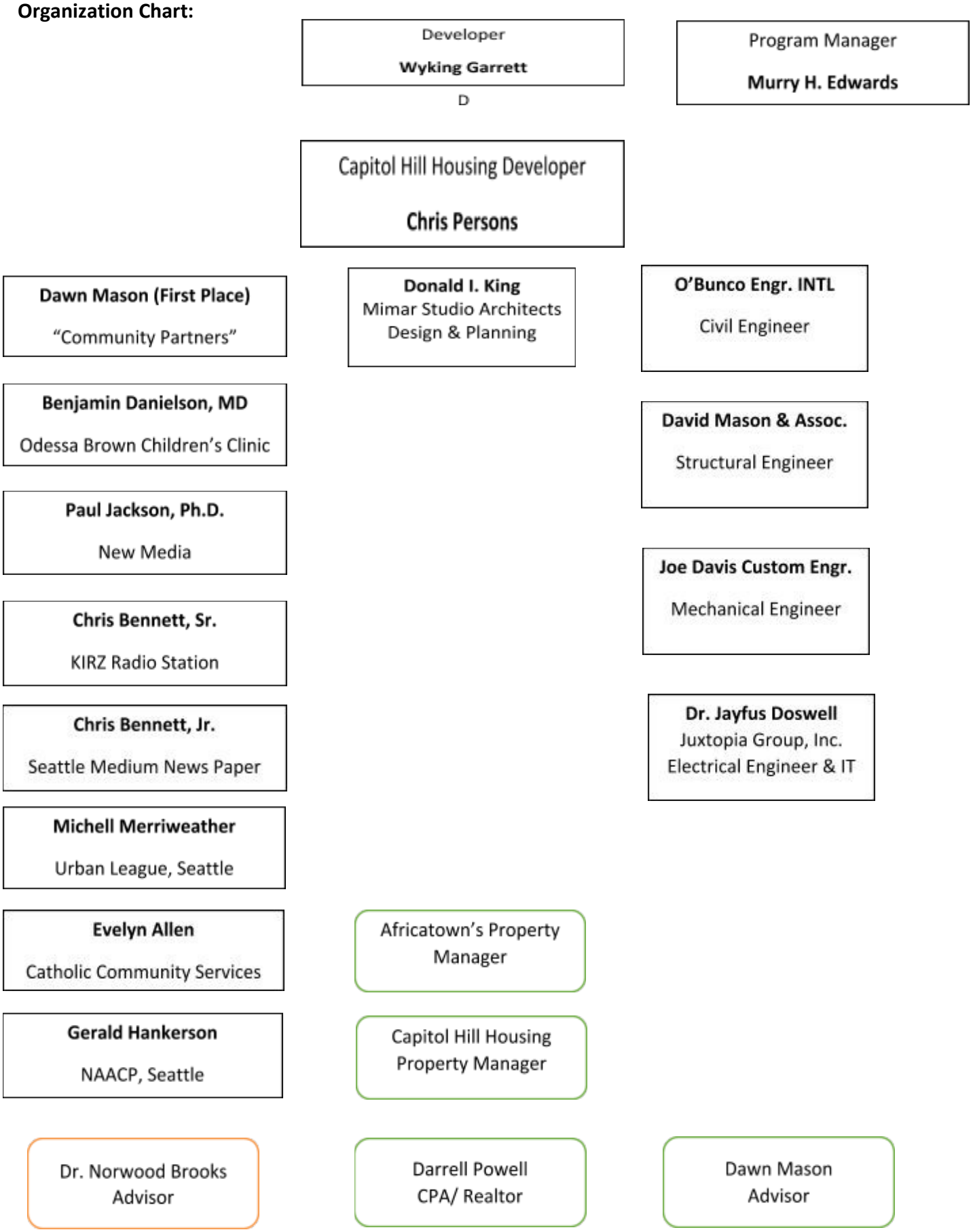
Phase 1 will include major renovation and/or new construction of SVI, based on Africatown's new environmental assessment and investigation. Anticipated start will start immediately after Africatown takes ownership and control of SVI building.

Phase 2 will include housing and parking for SVI and will overlap construction of SVI community opportunity center.

New construction is anticipated to take 18 to 24 months (detailed Gantt schedule will be provided later).

ACLT's SEATTLE VOCATIONAL INSTITUTE (SVI) LETTER OF INTEREST

Organization Chart:



Sea Mar
Community Health Centers
Clínica de la Comunidad
Exceptional service. Every person. Every time.

Seattle Colleges - Letter of Interest

Central District Mixed-Use Investment Opportunity

2120 South Jackson Street

August 2018

4.1 Project Summary

Since opening its doors in 1978 in the South Park neighborhood of Seattle, Sea Mar Community Health Centers (Sea Mar) has grown to be a premier primary care and social services 501(c)3 organization—serving more than 300,000 patients and clients per year with nearly 1,300,000 visits throughout western Washington. Services range from medical, dental and behavioral health to affordable housing, assisted living, long term care, educational services and more. Sea Mar's overarching goal is to increase access to quality, affordable services for those who need them most.As a community health center with a specialization in services to the Latino community, Sea Mar is an experienced provider of culturally aware services for people of all ethnic backgrounds.

Sea Mar is submitting this Letter of Interest to Seattle Colleges to take ownership and redevelop the property located at 2120 South Jackson Street, Seattle,WA, 98144 (the Property), in line with the community guided principles for use.

With a 40-year history of successfully expanding social service programs and developing properties, as well as experienced in-house architecture and construction team, Sea Mar is the perfect community partner to redevelop the Property and realize the community's goals for this project.

What We Stand For

MISSION STATEMENT

Sea Mar Community Health Centers is a community-based organization committed to providing quality, comprehensive health, human, housing, educational and cultural services to diverse communities, specializing in service to Latinos.

VISION

Sea Mar Community Health Centers is an innovative, national leader in health and social services by delivering high quality, integrated care for underserved communities. Sea Mar endorses and promotes The Triple Aim of taking care of the health needs of the patient, improving the health of the population and at the lowest possible cost. Sea Mar will accomplish The Triple Aim by becoming an Accountable Care Organization (ACO) or partnering with other ACOs throughout its service area. Sea Mar will continue to look beyond healthcare to the social determinants of health and will focus on the contributing factors that allow members of the community to lead healthy, fulfilling lives. Sea Mar will accomplish this by expanding services to respond to community need, including specialty services, housing, education and other services. Sea Mar places top priority on advocacy, and will continue to be a strong voice for the communities it serves, working at the local and national levels to demand social justice for all.

4.1 Project Summary *continued*

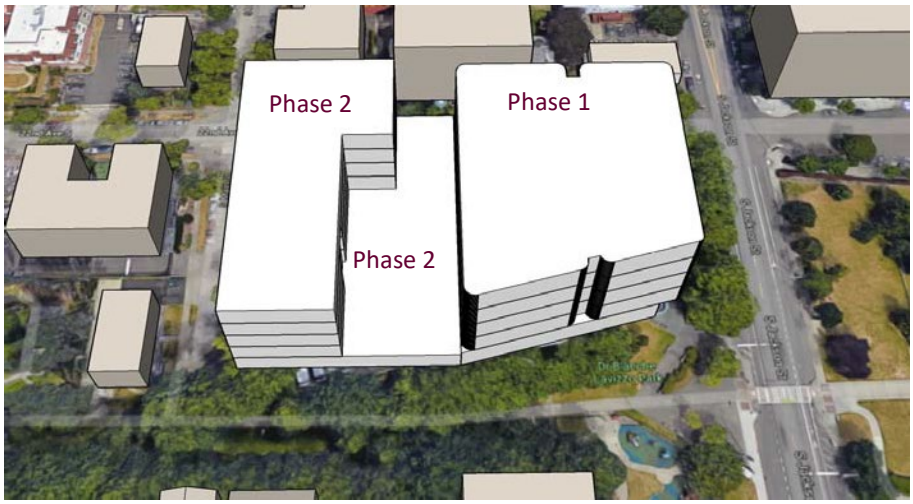
For this redevelopment, Sea Mar proposes a two-phased project. Phase 1 will renovate the existing building for mixed use including education, affordable housing, affordable commercial/retail, and community gathering space. Phase 2 of the project will build a new 5-over-1 tower for affordable housing, an outdoor community plaza, and an at-grade parking garage.

Phase 1: Renovation of Existing Building

Affordable housing will make up the majority of the Property renovation, creating housing units on levels three, four, five and six of the existing building. This major capital investment in affordable housing will serve the local neighborhood well by adding much needed quality homes to the local housing stock for local working families and individuals earning incomes between 30% and 60% AMI. The remainder of the renovation of the existing building will be used for education, community gathering, and affordable commercial/retail space. The first and second levels of the existing building will be dedicated to education and will be reserved for Seattle Vocational Institute (SVI) to rent as the anchor tenant. SVI currently occupies the space in the existing building. By allocating space in the redeveloped property, they will be able to continue to provide valuable job training programs, basic skills courses, education and resources to help students finish high school, and personal and professional development courses to support career growth and advancement. Continuing these services will help accomplish the community's goals of sustaining programming to support diverse communities, with an emphasis on the local African American community. The first floor will also allocate two to three tenant suites for affordable commercial/retail space that will target local businesses. The third level center floor plan will be dedicated to community gathering space, and will be available for use by SVI and the immediate community.

Phase 2: New Construction

Phase 2 of the project will build a new 5-over-1 tower that will add additional affordable housing. Phase 2 will also build an at-grade parking garage below the new tower on the first level of the new structure that will be shared by tenants and residents. In between the new housing tower and the existing building there will be an open space plaza that will provide separation between the two buildings, as well as space for residents, tenants, and students to mix and relax in a small elevated park-like setting full of benches and greenery. This space can also be used for outdoor community markets, as well as community performances such as music and dance.



4.1 Project Summary *continued*

Community Input

A fundamental part of this project will be the pre-development phase, which will vigorously seek community input to guide the final programming. Primary objectives during this phase will be how to recognize and enliven the African American heritage of SVI and to understand which culturally relevant uses will provide community benefit. This phase will begin with the Development Team completing a thorough review of the studies that have been conducted about possible uses for the Property. In tandem with this review, an advisory committee will be organized, which will be the primary community engagement resource for questions and guidance as Sea Mar moves through programming and design. Members of this committee will be invited using the lists of persons that participated in the focus groups for the SVI Strategic Asset Management Plan. This committee should be able to provide continuity from the previous planning studies and therefore be in the most informed position from which to provide input for Sea Mar's final redevelopment plan. Throughout this predevelopment phase, community engagement and process will have primary priority and stakeholder meetings, visioning sessions, roundtable discussions, and design charrettes will be organized and convened in order to ensure the community's voice is heard. To ensure this project will meet the needs of the local African American Community, Sea Mar will collaborate with the Equity Alliance of Washington (EAW). EAW will serve as a liaison to the African American Community, will assist in identifying and hiring of African American subs and contractors; and will assist in connecting African American families to the new housing opportunities.

While listening to the community, Sea Mar looks forward to fresh and bold ideas, as well as esteemed traditions, that will galvanize the educational, commercial, and housing components of this proposal into more positive and creative spaces. Community input will define the ideas and traditions that honor the African American heritage of the building and neighborhood, while also being relevant to other communities of color and that preserve the heritage and character of the Central District and stem the tide of gentrification, while also imagining innovative means that may advance the social capital of the local community. This valuable input will be recorded and amended into recommendations that will be prioritized by the advisory committee and finally submitted to the developer, Sea Mar, for final consideration. The forum of this phase will be open to discussion across diverse sections of interests and priorities. In order to achieve an efficient and positive result, it will be respectful to persons of all cultural and socio-economic backgrounds and discussion will be kept on task and within reason—always cognizant of the cost and impact of each recommendation.

This project proposal aligns with the guiding principles that were established by the community planning process, led by Seattle Colleges, by offering a mix of activities that will serve diverse groups of people; providing culturally relevant services to recognize and enliven the African American heritage of SVI; seeking community input for public use spaces and the type of housing necessary to be welcoming to diverse ethnic groups; providing space to support entrepreneurship and local businesses; including an educational component by dedicating the first two floors of the building to Seattle Colleges; and offering community meeting and gathering spaces.

4.2 Development Concept

Sea Mar proposes to transform the Property into a multi-use facility with a focus on affordable housing, education, community gathering space, and local business. Sea Mar plans to do this in two phases. Phase 1 will renovate the existing building for previously mentioned mixed uses and Phase 2 will convert the existing parking lot area into a parking garage by constructing a structural concrete lid. The lid will provide support for a new maximum height mid-rise tower that will be used for affordable housing and an intervening open space plaza between the existing building and the new building. The open space plaza will provide leisure space for residents, tenants, students, and guests, and provides an opportunity for outdoor markets and community events. Sea Mar believes this development concept will maximize the Property's potential by providing the most floor area possible for the proposed uses, which will enhance the Property's effect on meeting or exceeding the established guiding principles.

A common theme within the Focus Groups' Summary Notes recorded in the SVI Strategic Asset Management Plan (the "Study") is a desire to tear down the existing building and start new. An articulated opinion for this desire was that the "Building is not the legacy, it is how this school [SVI] reaches to a certain class of people… that is the opportunity." Corroborating statements from the student body and faculty of SVI are also found in the study, all of which point to a general dissatisfaction with the current condition of the existing building and a desire for something new. In addition to a new building, positive sentiment was expressed for mixed uses like affordable housing and commercial/retail space for local businesses. From the Vanir Construction Feasibility Budget, it appears that the cost to tear down and build new is estimated at $53,125,026 or $664 per square foot, and that cost would construct a much smaller building, nearly 2/3 the size of the existing building. An investment that great would require high market demand use like high-end apartment homes, condominiums, or brand new Class A office space that would exacerbate the gentrification of this neighborhood and work against the established goals for this space and the local community. For these reasons, Sea Mar has determined the best solution is to renovate the current building and add a new construction structure.

Phase 1: Renovation of Current Building

Reusing the existing building has several advantages, namely that it is taller than what the current zoning code allows and that its structure and envelope (except for the roof) are still in good shape. The existing size of the building provides more floor area than the maximum floor area allowed for the area of land that the building occupies on the site, per current zoning code. A substantial interior renovation would also serve to preserve the history and character of the building while enhancing its interior finishes and features in order to advance the utility of the space. For these described interior renovations, a complete renovation for the housing component (Levels 3-6) and the introduction of a 28' x 30' light well for Levels 5 and 6 in the middle of the floor plan to bring natural light to the studios in the center of the floor plan is proposed. This complete renovation would demolish all non-structural partitions (walls) and features in order to make way for the build out of 64 housing units for households earning between 30-60% area median income (AMI).

Part of the build out for the affordable housing on Levels 3 and 4 will be common areas and community gathering space. On the fourth level, there is a small meeting room, a large meeting room, an exercise room, and a common room for the center of the floor plan for the exclusive use of SVI and the residents. On the third level, a 4,000 square foot gathering hall with two 500 square foot auxiliary meeting rooms are proposed for

4.2 Development Concept *continued*

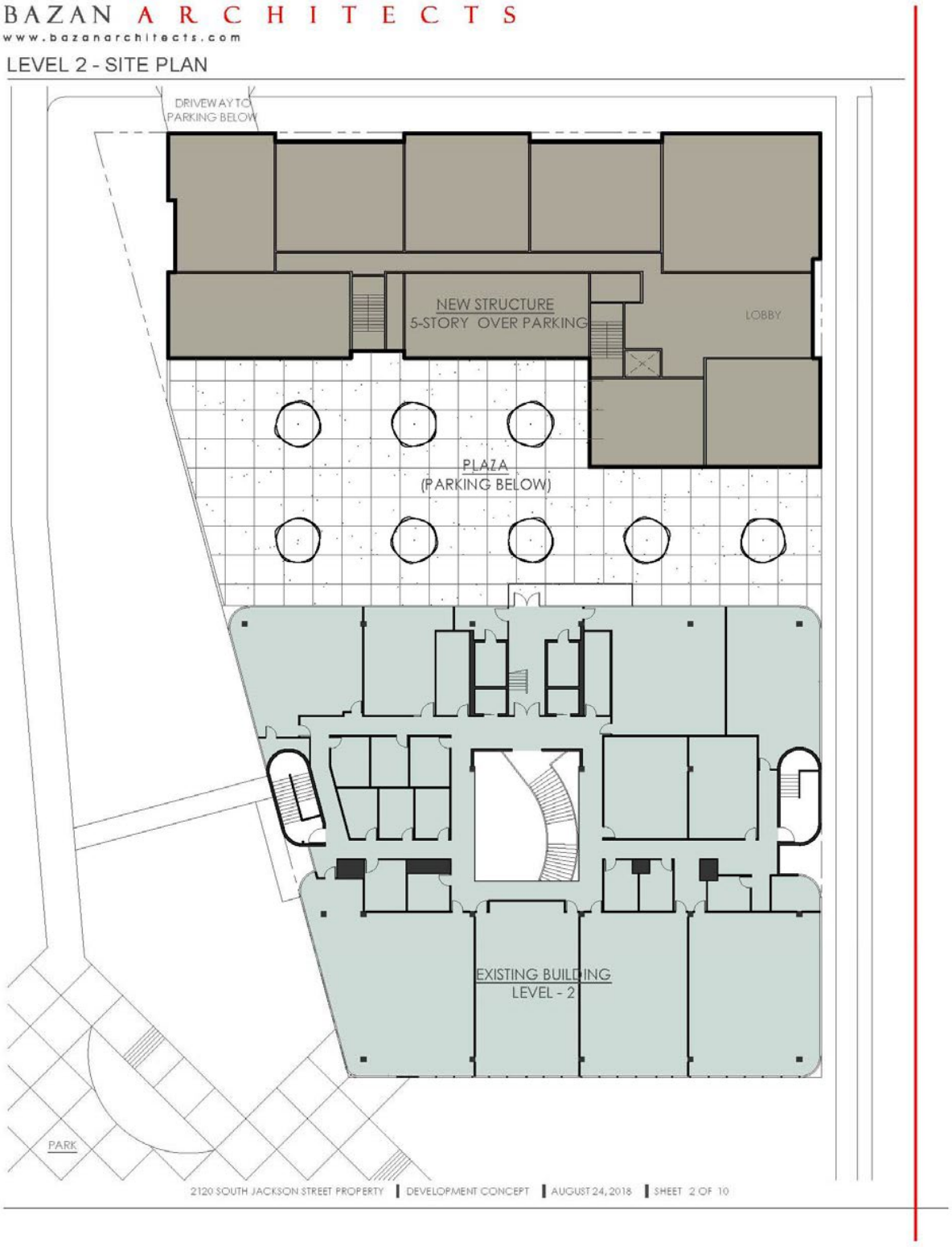
the center of the floor plan for use by the community, SVI, and residents. An access control (security) system will be installed to manage the use of these spaces. Roughly 32,600 square feet on Levels 1 and 2 will be reserved and built-to-suit for use for Seattle Vocational Institute as the anchor tenant. Sea Mar proposes minimal selective demolition on the first level with replacement of finishes, fixtures, and features throughout. For the second floor, a more thorough renovation is proposed, including complete demolition and replacement of systems, finishes, fixtures, and floor plan redesign with space for several more classrooms and labs. If selected, Sea Mar will collaborate with Seattle Colleges to ensure the design is in line with their programmatic needs and operational requirements. The final proposed use for the renovated building will be for affordable commercial/retail space. Sea Mar proposes to dedicate two business suites along the storefront on Jackson Street for use for local businesses. Each suite is proposed to be about 1,300 square feet with the design still undetermined, although a flex space may be best in order to be most ready and available for any future local business that may want to lease the space and build it out for their specific needs.

Phase 2: New Construction

Currently the property has surface parking covering about 23,000 SF of the remaining site. Sea Mar's goal is to maintain the parking, but also maximize the site and the square footage allowed by the Property's FAR for more affordable housing. In order to do this, Sea Mar proposes to construct a structural concrete lid over the existing parking lot, converting the lot into a parking garage for about 58 parking stalls. Then, on top of the lid, Sea Mar proposes to build five levels of affordable housing, comprising 59 brand new apartment homes for local families and individuals—bringing the total proposed investment in affordable housing for this project to 123 new affordable homes for local families and persons. The square footages for the new structure are still undetermined, but the proposed unit mix is 15 one bedroom units, 29 two bedroom units, and 15 three bedroom units. In addition to the housing and parking for the new structure, an intervening open space plaza between the two buildings is also proposed. The open space plaza is planned to be about 9,000 square feet and will have benches and tables, as well as landscaping. This area may be intended to resemble the park nearby and provide residents, tenants, students, and guests a space for leisure. This space can also be used for community outdoor markets and community events, such as cultural festivals and live music.

A key consideration for this entire development concept is that Sea Mar wishes to cost-effectively maximize the potential for the site and therefore make the greatest impact in this community while also being flexible and open to input from the Community. The specifics of this proposal are all proposed so that there is room for input from stakeholders and members of the community.

4.2 Development Concept *continued*



4.2 Development Concept *continued*

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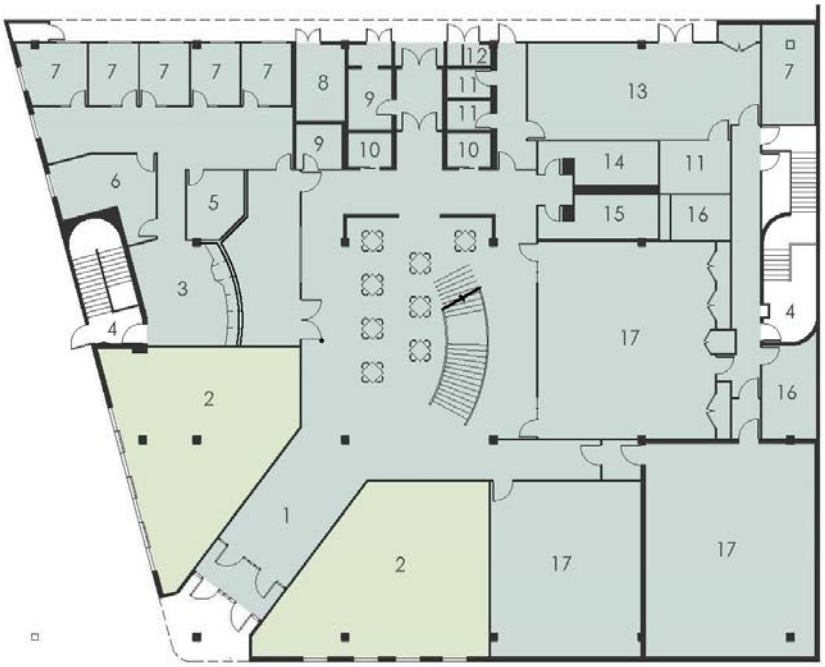
LEVEL 1 - FLOOR PLAN



LEGEND -SVI -RETAIL/OFFICE

1. FOYER
2. RETAIL/OFFICE
3. STUDENT SERVICES
4. STAIRS
5. CASHIER
6. WORK ROOM
7. OFFICE
8. DATA
9. ELECTRICAL
10. ELEVATOR
11. JANITOR
12. TOILET
13. MAINTENANCE
14. MENS
15. WOMENS
16. STORAGE
17. CLASSROOM
18. PLAZA

4.2 Development Concept *continued*

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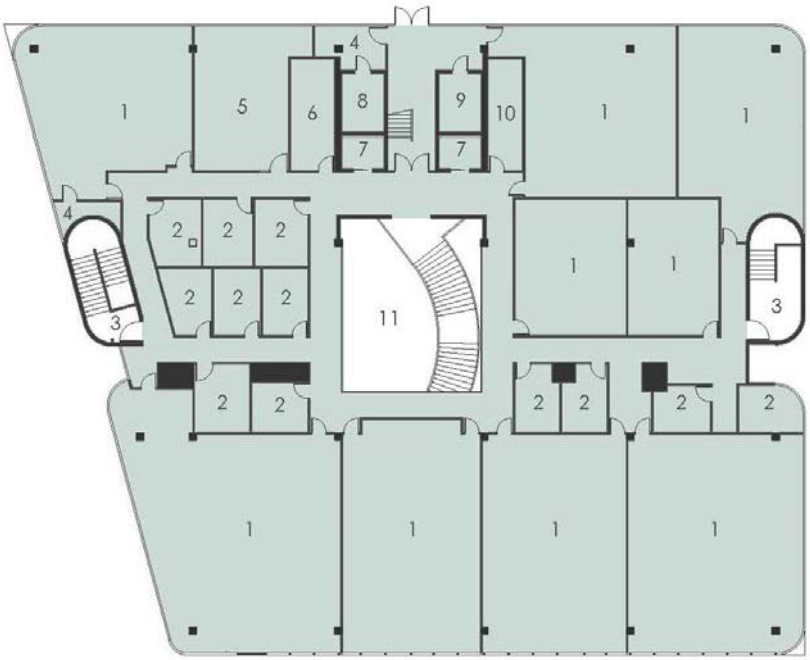
LEVEL 2 - FLOOR PLAN



LEGEND -SVI

1. CLASSROOM
2. OFFICE
3. STAIRS
4. STORAGE
5. CONFERENCE
6. MENS
7. ELEVATOR
8. ELECTRICAL
9. MECHANICAL
10. WOMENS
11. OPEN BELOW

4.2 Development Concept *continued*

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LEVEL 3 - FLOOR PLAN

LEVEL 3 UNIT COUNT:

(3) - 3 BEDROOM
(3) - 2 BEDROOM
(1) - 1 BEDROOM W/ DEN
(3) - 1 BEDROOM
(1) - STUDIO
(2) - STUDIO W/ DEN

(13)- TOTAL

LEGEND -HOUSING -COMMUNITY

1. STUDIO
2. STUDIO W/DEN
3. 1-BEDROOM
4. 1-BEDROOM W/DEN
5. 2-BEDROOM
6. 3-BEDROOM
7. STAIRS
8. MEETING ROOM
9. MENS
10. ELEVATOR
11. ELECTRICAL
12. JANITOR
13. STORAGE
14. MECHANICAL
15. WOMENS
16. DATA
17. TRASH
18. BUILDING SERVICES
19. GATHERING HALL
20. SKYLIGHT

4.2 Development Concept *continued*

BAZAN ARCHITECTS
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LEVEL 4 - FLOOR PLAN

LEVEL 4 UNIT COUNT:

(3) - 3 BEDROOM
(3) - 2 BEDROOM
(1) - 1 BEDROOM W/ DEN
(3) - 1 BEDROOM
(1) - STUDIO
(2) - STUDIO W/ DEN

(13)- TOTAL

LEGEND -HOUSING -COMMUNITY

1. STUDIO
2. STUDIO W/DEN
3. 1-BEDROOM
4. 1-BEDROOM W/DEN
5. 2-BEDROOM
6. 3-BEDROOM
7. STAIRS
8. MEETING ROOM
9. MENS
10. ELEVATOR
11. ELECTRICAL
12. JANITOR
13. STORAGE
14. MECHANICAL
15. WOMENS
16. DATA
17. TRASH
18. COMMON ROOM
19. OFFICE
20. RESIDENT EXCERCISE

4.2 Development Concept *continued*

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LEVEL 5 & 6 - FLOOR PLAN

LEVEL 5 & 6 UNIT COUNT:

(3) - 3 BEDROOM
(5) - 2 BEDROOM
(1) - 1 BEDROOM W/ DEN
(1) - 1 BEDROOM
(3) - STUDIO
(6) - STUDIO W/ DEN

(19)- TOTAL

LEGEND -HOUSING

1. STUDIO
2. STUDIO W/DEN
3. 1-BEDROOM
4. 1-BEDROOM W/DEN
5. 2-BEDROOM
6. 3-BEDROOM
7. STAIRS
8. OPEN ABOVE
9. ELEVATOR
10. ELECTRICAL
11. LOUNGE
12. MECHANICAL
13. DATA
14. TRASH
15. RESIDENTAL STORAGE

4.2 Development Concept *continued*

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UNIT FLOOR PLANS

STUDIO - UNIT

1 BEDROOM - UNIT

2 BEDROOM - UNIT

3 BEDROOM - UNIT

4.2 Development Concept *continued*

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INTERIOR RENDERING

4.3 Development Team & Experience

Lead Developer
The respondent and proposed lead developer and property operator is Sea Mar Community Health Centers, a 501(c)3 non-profit community-based organization committed to providing quality, comprehensive health, human, housing, educational and cultural services to diverse communities, specializing in services to Latinos. In 1978, Sea Mar was established in the South Park neighborhood of Seattle by a handful of individuals with the goal of delivering affordable, high-quality, bilingual/bicultural appropriate services and health care access for community members in need. Today, Sea Mar continues to increase access to care for underserved individuals by operating more than 90 facilities throughout western Washington and expanding services beyond primary care medical and dental services to include a wide array of social services including affordable housing programs for low income and migrant farmworkers, employment training services, educational achievement programs, child development, long term care, youth services, and Latino senior services. In fiscal year 2018, Sea Mar served 305,102 patients and clients with 1,299,554 encounters.

Over the past 40 years, Sea Mar has been the lead developer for 49 new construction and renovation projects totaling over $129 million in development costs. In 2003, Sea Mar purchased Bazan and Associates, which became Sea Mar's in-house architectural design and construction management firm, enabling Sea Mar to become even more advanced with their real estate development. The acquisition of Bazan and Associates streamlined development of Sea Mar facilities, including health clinics, a skilled nursing facility, affordable housing complexes, inpatient treatment centers, and a museum and community center—which is currently underway, set to open late 2018.

Sea Mar has a proven history of developing properties, with the goal of expanding services and increasing access. Sea Mar's successful project development experience and strong financial standings allow investors to have confidence in Sea Mar's guarantee of project completion. Sea Mar has the prerequisite in-house expertise, the considerable financial stability, and well established organizational credibility to be the lead developer for the Jackson Street Property.

References

Catholic Community Services
Michael Reichert
President and CEO
206.328.5702

Equity Alliance of Washington
Evelyn Allen
Executive Director
206.795.7702

Heritage Bank
Carlos Guangorena
Senior Vice President
Regional Banking Manager
206.664.7344

4.3 Development Team & Experience

Project Examples

Sea Mar has grown exponentially over the last four decades to expand its services to those who need them most. This includes opening new clinics in new communities, and expanding services beyond primary care to include programs such as affordable housing, long term care and assisted living. Some specific examples include the following.

Vancouver Family Housing

Sea Mar is currently developing a 1.57 acre lot to build a mixed used facility in Vancouver, WA that is very similar to the Jackson St. Property. The new development will offer affordable multi-family housing and a behavioral health clinic. There will be a mix of 70 one, two and three bedroom units with a primary focus on two and three bedroom units that will target large family households. On the ground floor, there will be roughly 7,500 square feet of space allocated for a Sea Mar behavioral health clinic. Each unit will be set aside for families and persons earning 60% of the area median income (AMI). To better serve families, the design accommodates apartment units, a community room, and an outdoor play area for children. Sea Mar Vancouver Community Housing partners with Enterprise and Chase Bank. Additionally, Sea Mar has applied for a 4% tax credit allocation with the State Housing Finance Commission structure as a means for making the project not only financially viable. Sea Mar's equity approach utilizing existing commercial property currently owned by Sea Mar and deferring developer costs will help in cost containment. This project is an excellent innovative approach in project development and cost containment project managed by non-profit entities, controlling developer fees and overhead/profit costs, utilizing well-established in-house expertise providing for meaningful, decent, affordable, and stable housing for families.

Cannon House

In 2009, Sea Mar assumed operations of Cannon House, an assisted living facility in Seattle's Central District. The mission of Cannon House is to provide safe, affordable, and high-quality assisted living for retirees, seniors, and others in need of residential care who want to live as independently as possible, with a focus on outreach and culturally appropriate services for the African American community. Cannon House is committed to serving the community as envisioned by the facility's founders and its namesake, John Cannon. Health care providers, nurses, technicians, attendants, cooks, and maintenance personnel work together to create a safe and friendly environment. Services include three home-cooked meals served daily; 24-hour security; housekeeping and laundry services weekly or as needed; nursing services, including medication assistance and health monitoring; behavioral health services; coordination of appointments and care with residents' physicians; assistance with personal care, including bathing, dressing, grooming, and hygiene; maintenance staff available seven days a week.

4.3 Development Team & Experience

César Chávez Village

César Chávez Village is an affordable-housing community for families located in Seattle's South Park neighborhood. The Village consists of 25 townhome-style rental apartments. They are two-, three- and four-bedroom apartments for families with incomes no greater than 50% of King County's median income. Five apartments are reserved for families transitioning from homelessness. Sea Mar's Cesar Chavez Village partners include the State of Washington Housing Trust Fund, the Seattle Housing Authority, Enterprise Community Investment, Impact Capital, and Sound Families Initiative.

Des Moines Family Housing

Des Moines Family Housing is a mixed used project affordable-housing community for families located in the City of Des Moines. The housing consists of 42 one, two, and three bedroom apartments for families with incomes no greater than 50% of King County's median income. Des Moines Community Housing is on the same campus as a Sea Mar medical, dental and behavioral health clinic, providing easily accessible services for housing residents. Sea Mar's Des Moines Community Housing partners include the Washington Housing Trust Fund. In addition to housing, Sea Mar developed a medical, dental and behavioral health clinic on the same campus providing affordable primary care services.

La Posada East and West

La Posada East and West provide affordable housing for migrant and seasonal farmworkers in Washington state. La Posada provide s66 units of temporary motel-style residency for farmworkers and their families in Pasco in eastern WA. This housing development is the direct result of a three-year effort to improve living conditions for farmworkers. Sea Mar's La Posada partners include the United States Department of Agriculture, State of Washington Department of Commerce, the Washington State Housing Trust Fund, and the Office of Rural and Farmworker Housing.

Community Care Center

Sea Mar's Community Care Center is a licensed skilled-nursing facility providing 24-hour supervised nursing care, personal care, therapy, nutrition management, organized activities, social services, room, board, and laundry. The Care Center specializes in culturally competent services, and staff receives in-depth training on evidence-based practices to maximize each resident's physical, cognitive, emotional, social, and spiritual needs in a safe and supportive environment. Sea Mar's Child Development Center is located on the same campus, which allows for valuable intergenerational connection and activities between residents and CDC's preschoolers. The Care Center opened in 1994, and Sea Mar was the lead developer on the $15 million project.

4.3 Development Team & Experience

Development Team Key Members

Rogelio Riojas, Sea Mar Community Health Centers, CEO
Rogelio Riojas has served as President and CEO of Sea Mar Community Health Centers since 1978. Under his leadership, the organization has grown from a small community clinic in the South Park neighborhood of Seattle, to a large multi-faceted health and human services organization. Mr. Riojas currently serves on the University of Washington Board of Regents and the Sound Community Bank Board. Mr. Riojas has served on several advisory boards, including Western Governors University and South Seattle Community College. He has also served on the Seattle Market Community Advisory Board for JP Morgan Chase and the Board of Directors for Community Health Plan of Washington. Mr. Riojas is a graduate of the University of Washington with bachelor's degrees in economics and political science and a master's degree in health administration.
206.763.5277 | RogelioRiojas@seamarchc.org

Jose Bazan, Bazan and Associates, Senior Principal
Jose Bazan is the founding partner of Bazan and Associates and oversees all of the firm's projects. Jose has more than 25 years' experience designing and managing projects such as single-family homes, community centers, in addition to multi-family apartment buildings, and clinics. His ability to visualize and design what his clients ask for but can't see has led him to create beautiful spaces out of simple practical materials at reasonable cost. In designing for the underserved communities, Jose hopes to inspire and expand horizons. Jose completed both his undergraduate degree and Masters of Architecture at the University of Washington and is registered in both Washington and Hawaii.
425.637.0831 x1 | JoseBazan@bazanarchitects.com

Kevin Mackey, Bazan and Associates, Senior Architect
Kevin Mackey is a Senior Architect at Bazan and Associates. With over 20 years' experience, Kevin has managed projects from programming through construction that range from single-family homes to multi-family complexes and commercial office buildings. Kevin's clients value his hands-on knowledge of building codes, his ability to produce clear, concise drawings and specs, and his knack for finding creative ways to solve project challenges that are practical and economical. Kevin has worked at Bazán since 1989. He earned his bachelors degree in Architecture from Washington State University and is registered in Washington state.
425.637.0831 x2 | KevinMackey@bazanarchitects.com

Dustin Greer, Sea Mar Community Health Centers, CFO
Dustin Greer began working at Sea Mar Community Health Centers as CFO in 2017. He has over 14 years of healthcare finance experience in both the for-profit and not-for-profit sectors. He is a graduate of the University of Central Florida with a degree in finance and is a Certified Public Accountant registered in Washington state. Dustin is also a Certified Healthcare Financial Professional.
206.763.5277 | DustinGreer@seamarchc.org

4.3 Development Team & Experience

Development Team Key Members *continued*

Mike Sotelo, Sea Mar Community Health Centers, Vice President Construction Services
As Vice President of Construction Services, Mike Sotelo is responsible for overseeing Sea Mar's construction projects, managing timelines, subcontracts, and staffing. In 1985, Mike started as a carpenter at W.G. Clark Construction, and worked his way up to Vice President of Field Operations and partner. In 2000, Mike started Approach Management Solutions, which now serves over 6,000 WA companies. After retiring at 55, Mike founded Consolidar, an organization that partners with various community organizations to connect employers with the Latino workforce. In addition to his professional experience, Mike also dedicates time to volunteering in the community. He's the Founder, organizer, and Board Member of Plaza Bank, Past Chair of the Hispanic Chamber of Commerce, Former Chair of the Seattle Police Foundation, Board Member of Regence, and is a member of the Board of Director of the Washington Business Alliance.
360.713.7300 | Mike@consolidarnetwork.com

Kevin Steffl, Sea Mar Community Health Centers, Superintendent
Kevin Steffl currently serves as Construction Superintendent for Sea Mar Community Health Centers. With over 30 years' experience in construction, of which 25 years are construction management, Kevin excels at managing sub-contractors while completing projects on time, Kevin is a forward thinker with keen eye for details who holds two patents for inventions he generated to help in the construction and mechanical trades. Past experience includes President of Met Corp Inc. from 1983 to 2013, founder, Sr. VP of Product Management QuikLine, 2011 to present, and construction consultant 2000 to present.
360.904.5209 | KevinSteffl@seamarchc.org

Evelyn Thomas Allen, Equity Alliance of Washington, Project Consultant
Sea Mar will collaborate with Evelyn Thomas Allen and the Equity Alliance of Washington (EAW) to ensure this project meets the needs of the African American community. EAW is a 501(c)3 non-profit organization established in 1994 to contain the housing and services for the Black Community. EAW's ultimate goal is asset acquisition and wealth creation to address the issue of generational poverty for Black families. EAW has proven success developing new affordable housing units, property management, and awarding contracts to Women and Minority-Owned Businesses with a focus on Black owned businesses. Sea Mar will collaborate with EAW executive director Evelyn Thomas Allen, who has 13 years experience in managing and developing affordable housing compromising over 100 units totaling $26 million with another 300 units presently in development or in th pipeline. Evelyn holds a Masters of Science degree in management from Antioch University Seattle, two Graduate Certificates in Leadership and Sustainable Change Management and a Bachelor of Science Degree in Business Administration from City University. Evelyn has worked for the past 26 years with Catholic Community Services to bring services and economic investment services all with a focus on the Black Community. She has served on many community and organization boards and advisory councils over her years of experience and is an activist for racial justice and economic parity through an organization she founded call the Black Community Impact Alliance (BCIA). She is dedicated to promoting the rights of Black children, youth, young Black professionals and entrepreneurs to a health and prosperous life. EAW will support Sea Mar's proposed project by acting as a liaison to the African American Community and conducting outreach, assisting in identifying and hiring of African American subs and contractors, and assisting in attracting African American families to the affordable housing services.

4.4 Financial Plan & Capacity

Sea Mar is a financially sound agency, proven by its successes in growth and service delivery over the past 40 years. Sea Mar maintains excellent financial, accounting and internal control systems in accordance with GAAP and manages a diverse portfolio of funding sources including federal, state, county and city grants and contracts and private grants, and has a team of qualified accounting staff to maintain its financial accounts, including Sea Mar's CFO who is a CPA. With over 2,600 employees, an operating budget of $300 million, assets of $225 million, and a net worth of $100 million, Sea Mar is an experienced non-profit organization with the capacity to implement new projects such as the redevelopment of the Jackson St. property.

Sea Mar currently operates two affordable housing projects in Seattle and Des Moines, with a third underway in Vancouver, WA. These projects have been funded through public sources and housing tax credits, similar to the financing plan outlined for this proposal. As a non-profit organization with a wide variety of funding sources ranging from public to private, Sea Mar has a demonstrated ability to secure funding to support its projects and services. Sea Mar will rely on city, county and state funding, as well as housing tax credits to fund the project. Sea Mar expects development costs to be covered by public sources and housing tax credits, and operational costs to be covered by program income, public sources, and/or rental payments from the college. Please see Table 1 on page 21 for detailed information.

The reutilization of the space for affordable housing will provide much needed relief for local residents experiencing record increases in rent. A brief review of three nearby apartment complexes revealed that even at 60% AMI, the rent of the apartment homes that Sea Mar would be offering would be more affordable rent than what is found nearby at market rates. Sea Mar's estimates are based on a 4% housing tax credit projection. If available, Sea Mar will consider a 9% housing tax credit that will bring down rental costs.

NEARBY MARKET RATE MULTIFAMILY HOUSING

AMI	Unit Type	SF	Rent
MODERA - Est. 2019			
MKT	Studio/1BA	645	$1,875
MKT	1BR/1BA	495-1,481	$1,785 - $3,090
MKT	2BR/2BA	865-1,333	$2,800 - $3,580
Legacy at Pratt Park - Est. 2008			
MKT	Studio	786	$1,632
MKT	1BR/1BA	795-924	$2,147 - $2,357
MKT	2BR	N/A	N/A
Verse - Est. 2004			
MKT	Studio	660	
MKT	1BR/1BA	732-771	$1790-$2020
MKT	2BR/2BA	1100	$2550-$3100

SEA MAR FAMILY HOUSING
Rental Fees — 4% LIHTC

AMI	Unit Type	Units	Average SF	Rents
50%	Studio	4	450	$828
50%	1BR/BA	2	690	$895
50%	2BR/BA	4	790	$1,069
50%	3BR/BA	4	960	$1,221
60%	Studio	20	450	$1,015
60%	1BR/BA	10	690	$1,095
60%	2BR/BA	12	790	$1,310
60%	3BR/BA	8	960	$1,499

4.4 Financial Plan & Capacity

Table 1: Cost Estimates

Phase 1	
Development Cost Estimates	
Hard Costs-Residential	$21,508,431
Hard Costs-Non-Residential	$8,931,312
Soft Costs-Residential	$7,863,075
Soft Costs—Non-Residential	$1,424,000
Total Development Costs	$39,726,818
Tax Credits (4%)	$13,786,506
Total Costs	$29,371,506
Cost Per Square Foot	$355
Sources of Financing	
Bond Issue	$9,800,000
Seattle OH Loan	$1,225,000
King County Loan	$1,000,000
Sponsor Loan—Sea Mar	$560,000
State Housing Trust Fund	$3,000,000
WA State Funding	$6,000,000
Commercial Loan	$5,355,312
Operating Budget	
Project Income	$1,397,474
Operating Expenses	$ (329,040)
Net Operating Income	$ 1,068,434
YR 1 Res Depreciation—Amortized 35 years	$ (839,186)
Cash Flow	
Net Operating Income	$1,068,434
Hard Debt Service Residential	$ (556,550)
Soft Debt Service Residential - Deferred/Forgivable Payments	$ (152,157)
Hard Debt Service Non-Res	$ (284,098)
Overall Cashflow	$ 75,629

Phase 2	
Development Cost Estimates	
Hard Costs-Residential	$ 29,496,353
Hard Costs-Non-Residential	
Soft Costs-Residential	$ 9,675,540
Soft Costs—Non-Residential	
Total Development Costs	$39,171,894
Tax Credits (4%)	$18,671,894
Total Costs	$ 20,500,000
Cost Per Square Foot	$515
Sources of Financing	
Bond Issue	$ 9,000,000
Seattle OH Loan	$ 3,000,000
King County Loan	$ 1,300,000
Sponsor Loan—Sea Mar	$2,200,000
State Housing Trust Fund	$3,000,000
WA State Funding	$3,000,000
Commercial Loan	N/A
Operating Budget	
Project Income	$ 876,660
Operating Expenses	$ (186,415)
Net Operating Income	$690,245
YR 1 Res Depreciation—	$ (1,119,1967)
Cash Flow	
Net Operating Income	$ 690,245
Hard Debt Service Residential	$ (511,117)
Soft Debt Service Residential	$ (122,031)
Hard Debt Service Non-Res	N/A
Overall Cashflow	$57,097

4.5 Transaction Terms & Timeline

Design Timeline

Initial Design Phase: 4 months

Community Input Phase: 2-3 months

Final Design Phase: 9 months

Targeted Design Completion Date: 02/2020

Financing Timeline

Housing Tax Credit Application:

Submit: 05/2019

Closing: 12/2019

Construction Timeline

Permitting: 01/2020—09/2020

Phase 1 Construction Period: 09/2020 – 12/2021

Phase 2 Construction Period: 04/2021 – 09/2022

Final Inspection and Certification of Occupancy:

Phase 1—01/2022

Phase 2—10/2022

Estimated Move-in Date:

Phase 1– 02/2021

Phase 2—11/2023

Urban League of
Metropolitan Seattle

Empowering Communities.
Changing Lives.

105 14th Ave, Suite 200
Seattle, WA 98122
206.461.3792
www.urbanleague.org.org

Dr. Sheila Edwards-Lange
Seattle Central College
1701 Broadway, Suite 4180
Seattle, WA 98122

August 24, 2018

Dr. Edwards-Lange,

It is with great honor that the Urban League of Metropolitan submit our Letter of Interest for the Seattle Vocational Institute building located at 2120 S Jackson St, Seattle, WA 98144. In the attached documents you will find our intentions for the site, our partners, and the experience that all of us bring to the project. It is our strong belief that with the Urban League of Metropolitan Seattle as the anchor, together with our partners, and community support, the Seattle Vocational Institute location will become a beacon and gathering place for the African American community that once called the Central Area home.

Since 1930, the Urban League of Metropolitan Seattle has served the African American community in the Puget Sound Region in the areas of workforce development, housing, education, health, and advocacy through direct services. It is our intention to relocate our headquarter offices to the space, once developed, and join with our partners in service, empowerment and uplift to those we serve. We will offer all of our programming, in addition, join with our partners to provide a new level of service delivery to those we serve.

Together with our partners, we envision offering housing, space for innovation and job creation, programming in workforce development, training, pre-apprenticeship, as well as a Seattle Public School that offers an innovative curriculum designed by the renowned Technology Access Foundation and early childhood development focused on African American youth and other people of color. This education model will welcome collaborations with our community college partner, Seattle Central College, as well as, public and private industry.

In addition to the programming that will be offered, the space will be a “hub” and incubator for start-up businesses, businesses in transition to the region, and community gathering. Named after the late Reverend Dr. Samuel B. McKinney, who led the charge to create the original Seattle Opportunities Industrialization Center in 1974, this space will be a tribute to his legacy through the partnerships, collaborations, and service it will provide to the community.

Thank you for the opportunity to submit our sincere interest in developing the space specific to the needs of the African American community and residents. If you have any questions, or require further information, please do not hesitate to contact me.

Yours in the Movement,

Michelle Merriweather
President & CEO

INTRODUCTION

This proposal and the vision, mission and development goals described herein are premised upon the Urban League of Metropolitan Seattle (the Urban League) becoming the non-profit property owner of the Seattle Vocational Institute (SVI) property with the support of and in collaboration with its Community Partners who include: the Technology Access Foundation (TAF) in partnership with the Seattle Public School District; Byrd Barr Place (formerly CAMP); and the Northwest African American Museum (NAAM). [see letters of support Appendix A]. Upon achieving this goal the Urban League and its Community Partners will organize a Community Public Development Authority (CPDA) pursuant to "RCW 43.167 Community Preservation and Development Authority (see Appendix B) and transfer ownership of the SVI property to the CPDA. The Charter of the proposed CPDA will be to further develop the SVI property and to preserve and revitalize the Central Area of Seattle on behalf of its African American residents and other ethnic minorities in accordance with the vision, mission and development goals described herein (Central Area boundaries are as defined by the City of Seattle Dept. of Neighborhoods, Central Area Map show in Appendix C, Ord # 119216 and Land Use Ord # 119218). [Also see RCW 43.167 for one other CPDA, authorized under the statute, Pioneer Square-International District CPDA].

Upon acquiring the SVI property and establishing the proposed CPDA the Urban League and its Community Partners plan to name them in honor of the **"Rev. Dr. Samuel Berry McKinney"** who served on the first national board of Opportunities Industrialization Centers of America in 1964 and who founded the Seattle Opportunities Industrialization Center (SOIC now SVI) in 1966 (see letter from Lora Ella McKinney in Appendix D).

VISION, MISSION AND DEVELOPMENT GOALS

Vision: African-American and other ethnic minority families and businesses will continue to live and grow in the Central Area of Seattle in affordable housing, livable wage jobs and receive quality education with dignity and recognition of their contributions to Seattle and society on a national and international level.

Mission: The Urban League and its Community Partners are committed to establishing SVI and the CPDA as the "Central Area Community Opportunity Center" for promoting education, vocational training, job placement assistance, and business and contractor resource assistance services and for neighborhood revitalization and preservation of African American institutions, heritage, culture and livelihoods in the Central Area of Seattle.

DEVELOPMENT GOALS AND APPROACH

I. **Organizational Development Goals:** Short term the Urban League would serve as the interim property owner until the CPDA is established as the new owner entity. The CPDA will be developed pursuant to the provisions of RCW The Community Partners will work with the Urban League and help organize and develop the CPDA along with a foundation that will raise program funds and conduct capital campaigns to help with major maintenance, renovation and construction for the facility. The Urban League and its Community Partners will serve as the initial governing bodies for the CPDA and foundation.

II. Facility Development Goals: The goal or concept is to be developed is a low rise building, which may include affordable and market rate apartments, office and conference room space for community based organizational partners, jobs training facilities, a contractors' resource and business assistance center, a center for youth education/training and activities and parking.

III. Capacity Building Goals: The purposes and goals of the CPDA and foundation is to increase the **Capacity** of the Urban League and its Community Partners to serve the Central Area and sustain their existence and grown their programs over the long term. **Capacity** is defined as the ability of these organizations to perform functions effectively, efficiently and sustainably. **Capacity Building** encompasses "actions that improve **nonprofit** effectiveness", in terms of organizational and financial stability, program quality, and growth. Capacity Building is what we will be engaged in and that is an evidence-driven process of strengthening the abilities of these organizations and their systems to perform core functions sustainably and to continue to improve and develop over time. Some of our partners may be further developed than others, which will help advance the collective efforts of the group.

The acquisition of the SVI facility can help catapult our vision for Capacity Building by allowing our organizations to begin coordinating programs, efforts and leadership in order to increase the impact upon the service population within the Central Area. While maintaining separate identities, the Community Partners can coalesce to leverage funding resources in support of mutual or complimentary goals.

Together the Community Partners will be stronger and have a greater impact upon the community guided by results-based management, greater community awareness of programs and by designing and implementing projects for maximum impact through coordinated or unified project strategies, planning, proposal writing and project implementation.

This Capacity Building framework is meant to complement and support current activities as well as other guidance and strategy documents (such as the partnership framework guidance, operational plan guidance, strategic plan guidance, ownership), with an operational approach to defining and monitoring Capacity Building strategies. The framework is not intended to dictate or direct a single way to approach Capacity Building, but rather to ensure that a systematic, strategic approach is employed and documented, that effective partnerships are aligned with program efforts, and that the Capacity Building outputs, performance outcomes, and program impacts are well documented.

By 2019 the Community Partners will execute Memorandums of Understanding adopting principles in these core business practices:

- Fundraising guidelines
- Strategic planning and implementation frameworks
- IT systems for communication and coordination of programs
- Reporting tools for tracking program data and results and generating reports for both internal management and reporting to funding organizations)

- Developing grantee proposals
- Grantee reporting requirements

PROGRAM DESIGN ELEMENTS

Program services (reflected in the Agency descriptions below) will be provided by the Urban League and each of its Community Partners. The Core service programs of each agency will be provided on a strategic and coordinated plan basis as each agency assumes occupancy of its assigned space.

The initial/core programs will target: African American (and other under-represented communities) Youth/young adult education and technical training; vocational training; job placement assistance; small business assistance; and contractor resource support.

Youth and Young Adult Education and Technical Training:
There is a demand for quality early education among under-represented Central Area youth and young adults who not only realize the value of education, but want to lead a better life. They acknowledge the empowering role of education and technical training. The ability to read, write and become quantitatively and technologically proficient is a necessity in todays' society. This demand must be addressed not only in the public schools but supported in community based settings where youth and young adults of color, primarily African American, are culturally secure in their environment. In this context, both formal and non-formal education should serve socially constructive purposes to prepare them to actively participate in the process of social, cultural, career and economic development. It should contribute positively towards building a culture of solidarity and tolerance within a framework of multi-ethnicity and cultural and linguistic diversity. Policy makers need to reexamine the role that community based organizations can serve as partners in the formal and non-formal education of our youth and young adults in order to impart not only knowledge and skills, but social inclusion as well.

Vocational Training:
Community-based organizations (CBOs) such as the Urban League have a strong history tradition of providing effective vocational services to the African-American Community in Central Seattle and nationally. A community based focus for job training provides a closer nexus for relating to community members and being more responsive to their needs than traditional mainstream vocational educational institutions. Community based organizations can and do deliver culturally relevant outreach and recruitment services, intake and assessment, counseling and career guidance, and motivational programs. Most importantly, community based organizations are accountable to the neighborhood and are supported when they are meeting the community's needs.

Despite the advantages of community based organizations in the community, there is a strong need for collaboration and institutional support in order to provide the highest quality vocational programs. To do so without institutional partners would only limit the degree of penetration and impact upon the community to be served. This proposal seeks an ongoing collaborative and support role with Seattle Central College for vocational educational and training in the Central Area of Seattle.

Career Services/Job Placement Assistance

Career Service Center would provide case management and complete an employment assessment and individualized employment plan for every participant. Services may include traditional Urban League programming as well as others including: assessment of skill levels including literacy, numeracy, and English language proficiency; aptitudes, abilities, and supportive service needs; job search and placement assistance; career counseling, including the provision of labor market information; and referral to partners to meet work readiness and supportive service needs, including child care, transportation, non-employer paid licensing or testing fees, drug testing and criminal background checks.

Small Business & Contractor Assistance Services

The Urban League and Byrd Barr Place (formerly the Central Area Motivation Program) have a long and successful history of providing counseling and training programs that assist small businesses in the Central Area to create and retain jobs, secure new or increased financing for growth, and achieve stability and viability. Together we aim is to redefine the communities to be served, the strategies and marketing plans to reach the communities. Programs will include individual and group counseling, training programs, loan packaging services, or direct technical assistance associated with lending or loan guarantees that advance new business startups, business expansion, business stabilization and other measurable economic growth. In order to increase the economic vitality of the Central Area of Seattle, these community based organizations need and will seek to support of institutional partners including the City of Seattle, King County, State and US Small Business Administration.

COMMUNITY INPUT

Prior to proceeding to the development stage, the development team will seek input from the community. It is our plan that a Community Focus Group will be formed to review concepts prior to presenting to the larger community. Once options and concepts have been vetted with the Community Focus Group, they will in turn be presented to the community at large through the City of Seattle Department of Neighborhoods process to ensure input and development in accordance with the Departments' Central Area Plan (see Dept. of Neighborhoods, Comp Plan Ord #119216 and Land Use Ord #119218).

CAPITAL PROJECT DEVELOPMENT & FUNDING

The short term goal is to conduct the necessary feasibility and market studies to determine the best and highest uses for the existing structure: review recent and conduct additional facility assessments; determine the extent to which the facility should undergo partial or full major renovation; determine whether other portions of the site can be developed for additional facility structures, including housing and/or parking to offset capital improvements to the existing structure; or if the facility should be demolished in order to create a new state-of-the art facility with parking. The due diligence timeline to complete the above studies and work is approximately six (6) months with associated costs in the neighborhood of $500,000.

After the above mentioned six (6) month due diligence period, additional studies may be required including land surveys and geotechnical investigations. Beyond this timeline, an additional six (6) months will be required to

develop preliminary designs for the preferred option(s) chosen for the site. An additional $500,000 will be needed for the land surveys, geotechnical studies and architectural design costs. These studies will provide us with a clearer idea of the timeline and costs for completing the project.

The options or concepts to be explored include but are not limited to the following:

1. Renovate the existing structure into a mixed-use building
2. Renovate the existing structure with new development on the north portion of the site
3. Demolish the existing structure and redevelop the entire site into a mixed use building to include, but not limited to, the following uses:
    a. Education and vocational training
    b. Housing
    c. Office space
    d. Youth engagement and activities
    e. Commercial/retail space and parking

Current zoning allows all of the uses identified above. Once the initial analysis is done, it will be necessary to take the preferred option(s) to the Preliminary Design phase to further test feasibility.

Given the magnitude and potential of the site, the project may have to be phased. For instance, if the option is chosen to keep and renovate the existing building and develop the northern half, the existing building could be renovated first and the development of the northern half could be phased. In addition, if a different use is determined for the upper levels of the existing building, those floors could be renovated while the lower floors are occupied. These are some of the considerations that the development team will review along with a timeline/schedule as to how all of this can happen in a controlled and timely manner.

INITIAL FUNDING: $12 million

- $9 million state capital construction budget funding requested. Legislative funding request supported by State Reps Eric Pettigrew and Sharon Tomiko-Santos
- Support received from the Office of the Mayor. Funding to be determined.
- Finance support from the National Development Council, NY, NY (see letter in Appendix E)

To be determined:

- King County Capital Budget funding support:
- Capital Fund Development Campaign

Rents

It is anticipated that Seattle Central College will continue to occupy the facility for vocational training during the facility study and design period as well as continue to support the facility as an anchor tenant in the future. In addition, the feasibility studies to be performed will take into account setting the appropriate rental rates for

future tenants post development. The challenge faced is balancing the acquisition and rehab cost with lease rates over the long-term.

COMMUNITY PARTNERS

LEAD AGENCY: Urban League of Metropolitan Seattle: The Urban League is the lead agency for this project. ULMS is a Washington non-profit, community based 501 (c) (3) located in Central Seattle.

Mission: "Empower African Americans and underserved communities to thrive by securing educational and economic opportunities."

Vision: Equity for All

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The Urban League will be the agency that the property is transferred until a Community Public Development Authority is established with the support and partnership of the Community Partners who are described below:

Urban League Experience and References:

Village at Coleman School: During fiscal year 2007 the Urban League began the rehabilitation of the old Colman School known as the Urban League Village at Colman School. To accomplish the goal of creating 36 residential "work-force" apartment units and a world-class Northwest African American Museum (NAAM), certain new entities and relationships were created. Construction was completed and occupancy commenced in January 2008 and March 2008, respectively.

The Urban League Village, LLC (the LLC) was established in March 2003 with the Urban League as its sole member to facilitate the acquisition and rehabilitation of the Colman School. In June 2006, the Urban League Apartments at Colman School, LP (the partnership) was formed with the LLC as general partner to acquire, construct, and operate the residential portion of the Colman School Project. The partnership agreement was amended in December 2006 to admit Homestead Capital, who was subsequently acquired by National Equity Fund, Inc., as a limited partner. The LLC holds a .01% interest in the Partnership. National Equity Fund, Inc. holding the remaining 99.99% interest, purchased the low-income housing tax credits that were issued upon project completion.

At completion of the project, the building was divided into two separate condominium units: a residential unit, and a commercial unit. The commercial unit and related liabilities were distributed to the general partner, The Urban League Village, LLC. The Partnership ceased to have any ownership interest in the commercial unit. The commercial unit consists of the first floor which is leased by the LLC to NAAM, a nonprofit organization, for 45 years with 3 options to renew for 10 additional years each.

References

NAAM- LaNesha Debardelan, Executive Director 2300 S Massachusetts St, (206) 518-6000

National Equity Fund- Lisa Robinson LRobinson@nefinc.org, 1000
SW Broadway # 1000, Portland, OR 97205, (503) 276-1555

City of Seattle - Office of Housing 700 5th Ave #5700, Seattle, WA 98104, (206) 684-0721

OTHER COMMUNITY PARTNERS:

Technology Access Foundation (TAF): TAF is a nonprofit leader in Science, Technology, Engineering and Math (STEM) education. TAF uses STEM as a tool for realizing social change and educational equality in communities of color and those with low income. TAF's targeted approach leverages in-school and out-of-school learning to address longstanding historical inequities for students of color, yet cultivates leadership and citizenship in ALL students toward equity.

Mission: TAF aims to equip students of color for *success in college and in life* through the power of an *interdisciplinary STEM education* and *supportive relationships.*

TAF was founded in the Central Area of Seattle in 1996 to ensure students of color had access to the skills needed to participate as inventors and creators in the growing field of technology. The first programs launched in 1997 were designed to prepare teenagers for tech-focused summer internships (programming, network engineering, web development and media production) and college preparation. By 2001, TAF programs reached down through middle and elementary schools, included science and math, thereby creating a continuous year-over-year K-12 STEM education.

Byrd Barr Place (formerly the Central Area Motivation Program): Byrd Barr Place (BBP) is a Washington non-profit corporation, community based organization that began as the Central Area Motivation Program (CAMP) in 1964.

Mission: Helping people move from poverty to self-sufficiency, and building the Black community's political strength and economic wealth within Seattle.

Northwest African-American Museum: Urban League of Metropolitan Seattle purchased the Colman School building purchased in 2003 to start the NWAAM in 2004 to 2005. In 2006 The Museum was established a Washington nonprofit, 501(c) (3) organization with the following mission and vision.

Mission: NAAM's mission is to spread knowledge, understanding, and enjoyment of the histories, arts and cultures of people of African descent for the enrichment of all. We accomplish our mission by working with others to:

- Present and preserve the connections between the Pacific Northwest and people of African descent; and to
- Investigate and celebrate Black experiences in America through exhibitions, programs and events.

Vision: NAAM envisions a Pacific Northwest region where the important histories, arts, and cultures of people of African descent are embraced as an essential part of our shared heritage and future.

DEVELOPMENT TEAM

BEACON DEVELOPMENT GROUP (Lead Developer)

WASHINGTON OFFICE
1680 S. Roberto Maestas Festival St.
Seattle, WA 98144
Phone: 206-860-2491

Paul Purcell is the Founder and Former President of Beacon Development Group.
Paul provided 17 leadership and direction to Beacon after founding the company in 1999. Today, Paul continues to participate in affordable housing policy implementation on the federal, state and local levels. He is a tireless advocate for affordable housing, serving on the WA State Governor's Housing Advisory Board and the Seattle Housing Authority Board of Commissioners. He has been recognized by the Washington State Housing Finance Commission with the prestigious Friend of Housing Award. Paul has also served on the Governor's Task Force on Financing Senior Housing, the Joint Committee on Farm Worker Housing, and the Policy Advisory Team for Housing. Paul started his career in affordable housing at Catholic Community Services of Western Washington. He holds a BA from Western Washington University and a Master in Public Administration from Seattle University.

Statement of Experience

Beacon Development Group is an affordable housing development firm that works with nonprofits and housing authorities throughout the West Coast. We facilitate the funding, design, and construction of affordable housing developments, managing the entire development process from financing to construction to handing off the keys. Since 1999 Beacon has served thousands of people through the development of over 5,000 units in 87 projects with a combined value of over $900 million dollars.

We believe that when all people and families have the security of an affordable home, our entire community benefits. We work collaboratively with clients across all building types and populations to conduct feasibility analysis, navigate and secure financing, structure projects to ensure healthy long-term performance, represent owners through the construction process, and hand over the keys to property management for lease-up and close-out. We have a long history of navigating public and private funding sources with our clients. As a result, we have an exceptional breadth and depth of experience that gets results.

In addition to consulting work, Beacon Development Group is a wholly-owned subsidiary of Human Good Affordable Housing and leads HGAH's real estate development efforts in WA and CA.

Beacon staff members are seasoned development professionals with a deep commitment to our clients and their projects. Relationships matter to us, so we foster a collaborative culture where we navigate the affordable housing development maze with clients, always focused on finding solutions through creative problem solving.

Beacon's staff possess decades of affordable housing development experience with a range of project types from urban mixed-use transit-oriented development (TOD) sites to historic preservation and rural development. Beacon is experienced with an array of funding sources including Low Income Housing Tax Credits, tax exempt bonds, City of Seattle, King County, State of Washington, general appropriation funds, and federal funds such as HOME, CDBG, and HUD.

Beacon is an award-winning development organization that prides itself on being creative, innovative, and not being afraid to be the first at trying something new. We are honored to have received the following recognition:

- Beacon Development Group: Impact Capital Community Partner of the Year Award, 2016; Washington State Housing Finance Commission Friend of Housing Award, 2014; Seattle Business Magazine's 100 Best Companies to Work For: Top 10 Small Firms, 2014; Affordable Housing Finance Magazine's Top 50 Affordable Housing Developers, 2007.
- Plaza Roberto Maestas: AIA/HUD Secretary's Housing and Community Design Award for Creating Community Connections, 2017; Affordable Housing Tax Credit Coalition's Charles L. Edson Tax Credit Excellence Awards: Honorable Mention in the Metropolitan/Urban category, 2017; PCBC's Golden Nugget Awards Award for Merit in Affordable Housing, 2017; Future wise Livable Community Award for Equity & Environment, 2013.
- Salishan Gardens: Pacific Coast Builders Conference Gold Nugget Award of Merit, 2012.
- Pearl on Adams: NAHRO Award of Excellence, 2011.
- Walton Place 2: NAHRO Award of Excellence for Program Innovation in Community Revitalization, 2011.
- Kateri Court: first Gold-Certified LEED Affordable Housing Project in Washington, 2008.
- Tepeyac Haven: first Gold-Certified LEED for Homes Multi-Family Project in the nation, 2007.
- Traugott Terrace: First LEED-Certified affordable housing project in the nation, 2004; Sustainable Seattle's Sustainable Community Outstanding Leadership Award for the Built Environment, 2004;

References:

Velma Veloria
Co-Chair of Filipino Community Village Steering Committee
206.683-8700,
rosete8@gmail.com

Habtamu Abdi
Board Member and Steering Committee Chair, Ethiopian Community in Seattle
206.334.3876
habtamumigo@gmail.com

M.A. Leonard
VP and Market Leader, Enterprise Community Partners
206.223.4519
mleonard@enterprisecommunity.org

EL CENTRO DE LA RAZA:

Ortega, Estela
Executive Director
2524 16th Avenue South
Seattle, WA 98144
(206) 957-4613

Estela Ortega is the Executive Director of El Centro de Ia Raza, a leading Seattle-based civil rights, human service, educational, cultural, and economic development organization. In this role, Ortega oversees the strategic and operational management of the organization, which has over 140 employees and an operating budget of over $9.5 million.

Ortega was responsible for the development of **Plaza Roberto Maestas a $45 million mixed-use, community• inspired, transit oriented, and affordable housing project adjacent to the El Centro de Ia Raza.** Plaza Roberto Maestas expands the capacity of El Centro de Ia Raza to deliver services and builds on existing programing, allowing the organization to fully address the needs of diverse communities.

Mission Statement: An organization grounded in the Latino community, whose mission is to build unity across all racial and economic sectors, to organize, empower, and defend our most vulnerable and marginalized populations and to bring justice, dignity, equality, and freedom to all the peoples of the world.

Vision: El Centro envisions a world free of oppression based on poverty, racism, sexism, sexual orientation, and discrimination of any kind that limits equal access to the resources that ensure a healthy and productive life in peace, love and harmony for all people and future generations.

References: Ann T. Melone, Vice President
Business Development Officer - Affordable Housing Tax Credit Investments
p. 206.344.5505, ann.melone@usbank.com
U.S. Bancorp Community Development Corporation
1420 Fifth Avenue, 8th Floor | Seattle, WA 98101 | PD-WA-T8RE | www.usbank.com/cdc

CONSULTANTS

Samuel E. Cameron, AIA | Principal
Rolluda Architects
105 South Main St., Suite 323 | Seattle, WA 98104 | 206.624.4222 t | 206.624.4226 f
Experience and references:

- **Squire Park Plaza:** 63 units of work force housing for the Central Area Development Association. Ref. Contact **George Staggers** 206.919.9896

- **Lawrence Lofts Mixed Use Building:** 19th and Madison St. 131 units of housing and retail space for private developer: Ref. Contact: **Trent Mummery** 206.234.6543; 206.329.2066

- **Samuel E Kelly Ethnic Cultural Cente**r at University of Washington. New 25,000 Sf building on campus of U of W built as a replacement for the old Ethnic Cultural Center. Ref. Contact: **Sheila Lange**, Seattle Central Community Colleges (206) 938-3881, or **Gabriel Gallardo** Director, Office of Minority Affairs and Diversity (OMAD) at University of Washington, (206) 685-0221.

Lynn D. French, MHA JD
President & CEO
Global Business Development, LLC
SBA 8(a), DBE, MBE, Certified
33530 1st Way S., Suite 102
Federal Way, WA 98003-7332
URL: www.globalbdllc.com
Off: 253-237-0723, Fax: 253-252-7062; Cell: 206-786-2780

Statement of experience: Developer for The Cannon House Senior Assisted Living Residence,113 23rd Avenue S., Seattle, WA 98118. A $14.1 million development

References:

- **Connie Bown,** Former Chair of the Board of Directors, The Cannon House Senior Assisted Living Residence, (206) 795-9888;

- **Rogelio Riojas,** President & CEO, Sea-Mar Community Health Centers, current Owner of The Cannon House Senior Assisted Living Residence, (206) 763-5277

Project Coordinator
Lincoln Ferris
Seattle Central College
1701 Broadway, Suite 4180
Seattle, Washington 98122

August 13, 2018

Dear Mr. Ferris,

The Technology Access Foundation (TAF) enthusiastically supports the Urban League of Metropolitan Seattle's (ULMS) submission for the ownership of the Seattle Vocational Institute building. We believe that as a long-standing steward and advocate of Seattle's Central Area, ULMS is in a unique position to program the building in a way that's beneficial to the community—particularly around helping our youngest citizens prepare for their future.

Over the last two decades, TAF has worked with ULMS on numerous successful education projects in both the out-of-school time and school programs. For example:

- In the late 90's and early 2000's ULMS was one of the sites where TAF taught basic technology classes to their student
- In the late 2000's ULMS and TAF partnered on the National Urban League's Project Ready college giving TAF@Saghalie students valuable college readiness programming
- TAF alumni have become counselors and instructors in the ULMS's Summer University, a STEAM (Science, Technology, Engineering, Arts, and Math) summer program immersed nearly 40 students in various art and science disciplines to stimulate curiosity and appreciation for the range of college degrees and career opportunities available in science and art.

TAF would like to play a role in the programming for the new facility by launching a 6th-12th grade STEM school modeled after our award-winning school, TAF@Saghalie, located in the Federal Way School District. Like TAF@Saghalie, TAF would launch this new public school in partnership with Seattle Public Schools (SPS). The school would use TAF's STEMbyTAF model (see page 2 of this letter) and would invite local businesses, universities, and professionals to participate in providing students an authentic education that will prepare them for college and career.

We're excited to partner with ULMS once again and plan they can provide wraparound services for the students of the school, thereby creating more opportunities for student success.

ULMS has been very thoughtful about bringing in other partners as well, creating a robust community hub that benefits everyone in the short and long term. Awarding ULMS the ownership of the Seattle Vocational Institute Building would be the best decision you've ever made.

Sincerely,

Trish Millines Dziko
Cofounder and Executive Director

About the STEMbyTAF Model

The STEMbyTAF model cultivates academic environments that eliminate race-based disparity in academic achievement and promote the highest level of student learning and teacher development. The STEMbyTAF model creates equitable learning environments where students and staff feel safe and supported to be their best creative selves. The model provides the core elements which serve an instructional framework for teachers to transform their learning environments. Through this process teachers can provide a platform where students' imagination and self-directed learning are ignited. The STEMbyTAF model is not a curriculum, but a way of teaching and learning that encompasses and elevates a variety of content mastery strategies.

The core elements of the STEMbyTAF model were born out the award-winning work initiated at TAF Academy. Over time the core elements of TAF Academy were codified into the STEMbyTAF model. The core elements are as follows: since our work centers around eliminating race-based disparities in student achievement, racial equity is crucial to our work. TAF believes that teachers must value, and be committed to, working effectively with students from various backgrounds and learning needs. Interdisciplinary project-based learning (PBL) allows students to experience a process of inquiry in response to a “real-world” question, problem, or challenge. In this model, academic content from all areas—science, mathematics, social sciences, and the fine, performing and language arts—is integrated into projects and instruction which results increased authentic connections and applications for student knowledge. It also allows for the integration of STEM skills, content, and approaches with historically siloed disciplines, which further enhances STEM literacy. TAF defines "STEM literacy" as the ability to understand and apply concepts and content from science, technology, engineering, mathematics, humanities and arts to identify and solve challenges or problems that cannot be resolved by any one disciplinary approach. STEM literacy enables students to apply 21st century skills such as collaboration, knowledge construction, self-regulation, problem solving, innovation, information technology and communication to improve the social, economic, and environmental conditions of their local and global community.

To help facilitate this academic integration, the STEMbyTAF model relies on the use of educational technology**.** Technology is an essential tool for both teachers and students to learn, create content, find information, and express ideas, especially in the 21st century. Finally, the STEMbyTAF model encourages and fosters creativity in learning, while simultaneously drawing connections to college and career readiness**.** TAF’s college readiness approach is rooted in David Conley’s research positing that for students to be college ready, they must be college aware, college eligible, and college prepared.

The power of this model is that it is fully transferable. The model assumes that each school that uses it will interpret and customize the model to meet the varies needs of their students, families, and community. The STEMbyTAF Model is a framework within which transformation happens as directed by the needs and strengths of individual sites and communities.

BYRD BARR PLACE

Strong people.
Strong communities.

722 18th Ave.
Seattle, WA 98122
206-812-4940
www.byrdbarrplace.org
@byrdbarrplace

Seattle Colleges- Seattle Central
Attention: Dr. Sheila Edwards-Lange
1701 Broadway
Seattle, Washington 98122

August 20, 2018

Dear Selection Committee,

On behalf of Byrd Barr Place, I am writing in support of the Urban League of Metropolitan Seattle's bid to acquire the Seattle Vocational Institute Building. With nearly 90 years of experience in community advocacy, direct services, and a long history of providing safe affordable housing and programming to Seattle residents, we are confident that under their leadership, this project will successfully serve the needs of its residents and the Central District community.

The Urban League of Metropolitan Seattle has 90 years of activism and community experience in the heart of Seattle's most diverse neighborhood, the Central District. The League has historically focused its community work in education, employment, health and housing with Seattle's disenfranchised African-American community. As economic cycles create large disparities socio-economically, prison and high school drop-out rates for communities of color continue to rise and neighborhoods change from gentrification, the Urban League is steadfast in its commitment to working with Seattle's communities to face these challenges head on. The Urban League of Metropolitan Seattle is committed to working with diverse communities in order to help make Seattle an equitable and prosperous place to live for all.

ULMS acquiring the Seattle Vocational Institute building will allow for greater coherence and collaboration with other organizations such as Catholic Community Services, Technology Access Foundation, Tabor 100, CAYA, Seattle Public Schools, HACK Nation, and a host of other for profit and non-profit partners. To provide housing, innovative programming, much needed support services, exposure, connection and preservation of the African American history and community in the Central Area.

Byrd Barr Place strongly supports ULMS acquiring SVI. We truly believe they are in the best position to steward the land and space to continue the important work it was meant for. In addition, your proposal underscores the importance of the building going to an organization with a rich history in supporting African Americans in the Central Area. Together Byrd Barr Place and ULMS have partnered in this service for over 50 years. We look forward to continuing our collective service and partnership within the SVI space.

BYRD BARR PLACE

Strong people.
Strong communities.

722 18th Ave.
Seattle, WA 98122
206-812-4940
www.byrdbarrplace.org
@byrdbarrplace

If you have questions about Byrd Barr Place or our partnership with Urban League of Metropolitan Seattle, please do not hesitate to contact me at 206.812.4932 or andrea@byrdbarr.org

Sincerely,

Andrea Caupain
Chief Executive Officer

RCW 43.167.010

Community preservation and development authorities—Formation—Board of directors.

(1) The residents, property owners, employees, or business owners of an impacted community may propose formation of a communi ty preservation and development authority. The proposal to form a community preservation and development authority must be prese nted in writing to the appropriate legislative committee in both the house of representatives and the senate. The proposal must contain proposed general geographic boundaries that will be used to define the community for the purposes of the authority. Proposals presented after January 1, 2008, must identify in its proposal one or more stable revenue sources that (a) have a nexus with the multiple publicly funded facilities that have adversely impacted the community, and (b) can be used to support future operating or capital projects that will be identified in the strategic plan required under RCW43.167.030.

(2) Formation of the community preservation and development authority is subject to legislative authorization by statute. The legislature must find that (a) the area within the proposal's geographic boundaries meets the definition of "impacted community" contained in *section 2(4) of this act and (b) those persons that have brought forth the proposal are members of the community as defined in *section 2(1) of this act and, if the authority were approved, would meet the definition of constituency contained in *section 2(3) of this act. For proposals brought after January 1, 2008, the legislature must also find that the community has identified one or more stable revenue sources as required in subsection (1) of this section. The legislature may then act to authorize the establishment of the community preservation and development authority in law.

(3) The affairs of a community preservation and development authority shall be managed by a board of directors, consisting of the following members:

(a) Two members who own, operate, or represent businesses within the community;

(b) Two members who reside in the community;

(c) Two members who are involved in providing nonprofit community or social services within the community;

(d) Two members who are involved in the arts and entertainment within the community;

(e) Two members with knowledge of the community's culture and history;

(f) One member who is involved in a nonprofit or public planning organization that directly serves the impacted community; and

(g) Two representatives of the local legislative authority or authorities, as ex officio members.

(4) No member of the board shall hold office for more than four years. Board positions shall be numbered one through nine, and the terms staggered as follows:

(a) Board members elected to positions one through five shall serve two-year terms, and if reelected, may serve no more than one additional two-year term.

(b) Board members initially elected to positions six through thirteen shall serve a three-year term only.

(c) Board members elected to positions six through thirteen after the initial three-year term shall serve two-year terms, and if reelected, may serve no more than one additional two-year term.

(5) With respect to an authority's initial board of directors: The state legislative delegation and those proposing formation of the authority shall jointly establish a committee to develop a list of candidates to stand for election once the authority has received legislative appro val as established in subsection (2) of this section. For the purpose of developing the list and identifying those persons who meet the criteria in subsection (3)(a) through (e) of this section, community shall mean the proposed geographic boundaries as set out in the proposal. The board of directors shall be elected by the constituency during a meeting convened for that purpose by the state legislative delegation.

(6) With respect to subsequent elections of an authority's board of directors: A list of candidates shall be developed by the authority's existing board of directors and the election shall be held during the annual local town hall meeting as required in RCW 43.167.030.

[2009 c 516 § 1; 2007 c 501 § 3.]

NOTES:

***Reviser's note:** Section 2 of this act was vetoed.

RCW 43.167.020
Powers of authorities—Limitations.

(1) A community preservation and development authority shall have the power to:
(a) Accept gifts, grants, loans, or other aid from public or private entities;
(b) Employ and appoint such agents, attorneys, officers, and employees as may be necessary to implement the purposes and duties of an authority;
(c) Contract and enter into partnerships with individuals, associations, corporations, and local, state, and federal governments;
(d) Buy, own, lease, and sell real and personal property;
(e) Hold in trust, improve, and develop land;
(f) Invest, deposit, and reinvest its funds;
(g) Incur debt in furtherance of its mission; and
(h) Lend its funds, property, credit, or services for corporate purposes.
(2) A community preservation and development authority has no power of eminent domain nor any power to levy taxes or special assessments.
(3) A community preservation and development authority that accepts public funds under subsection (1)(a) of this section:
(a) Is subject in all respects to Article VIII, section 5 or 7, as appropriate, of the state Constitution, and to RCW 42.17A.550; and
(b) May not use the funds to support or oppose a candidate, ballot proposition, political party, or political committee.
[2011 c 60 § 40; 2009 c 516 § 2; 2007 c 501 § 4.]

NOTES:

Effective date—2011 c 60: See RCW 42.17A.919.

RCW 43.167.030
Duties of authorities.

A community preservation and development authority shall have the duty to:
(1) Establish specific geographic boundaries for the authority within its bylaws based on the general geographic boundaries established in the proposal submitted and approved by the legislature;
(2) Solicit input from members of its community and develop a strategic preservation and development plan to restore and promote the health, safety, and economic well-being of the impacted community and to restore and preserve its cultural and historical identity;
(3) Include within the strategic plan a prioritized list of projects identified and supported by the community, including capital or operating components;
(4) Establish funding mechanisms to support projects and programs identified in the strategic plan including but not limited to grants and loans;
(5) Use gifts, grants, loans, and other aid from public or private entities to carry out projects identified in the strategic plan including, but not limited to, those that: (a) Enhance public safety; (b) reduce community blight; and (c) provide ongoing mitigation of the adverse effects of multiple publicly funded projects on the impacted community; and
(6) Demonstrate ongoing accountability for its actions by:
(a) Reporting to the appropriate committees of the legislature, one year after formation and every biennium thereafter, on the authority's strategic plan, activities, accomplishments, and any recommendations for statutory changes;
(b) Reporting any changes in the authority's geographic boundaries to the appropriate committees of the legislature when the legislature next convenes in regular session;

(c) Convening a local town hall meeting with its constituency on an annual basis to: (i) Report its activities and accomplishments from the previous year; (ii) present and receive input from members of the impacted community regarding its proposed strategic plan and activities for the upcoming year; and (iii) hold board member elections as necessary; and

(d) Maintaining books and records as appropriate for the conduct of its affairs.

[2009 c 516 § 3; 2007 c 501 § 5.]

RCW 43.167.040

Community preservation and development authority account.

The community preservation and development authority account is created in the state treasury. The account is composed of two subaccounts, one for moneys to be appropriated for operating purposes, and the other for moneys to be appropriated for capital purposes. Moneys in the account may be spent only after appropriation. Expenditures from the account may be used only for projects under this chapter.

[2007 c 501 § 7.]

RCW 43.167.050

Role of state and local government agencies.

Prior to making siting, design, and construction decisions for future major public facilities, public works projects, or capital projects with significant public funding, state and local government agencies may:

(1) Communicate and consult with the community preservation and development authority and impacted community, including assessing the compatibility of the proposed project with the strategic plan adopted by the authority; and

(2) Make reasonable efforts to ensure that negative, cumulative effects of multiple projects upon the impacted community are minimized.

[2007 c 501 § 8.]

RCW 43.167.060

Pioneer Square-International District community preservation and development authority.

The legislature authorizes the establishment of the Pioneer Square-International District community preservation and development authority, which boundaries are those contained in the Pioneer Square-International District within the city of Seattle.

[2007 c 501 § 6.]

Appendix C

Central Area
Neighborhood Plan Area

Prepared by:
Strategic Planning Office

/\1 Planning Area Boundary

/\/ Urban Village/Center Boundary

Urban Village/Center

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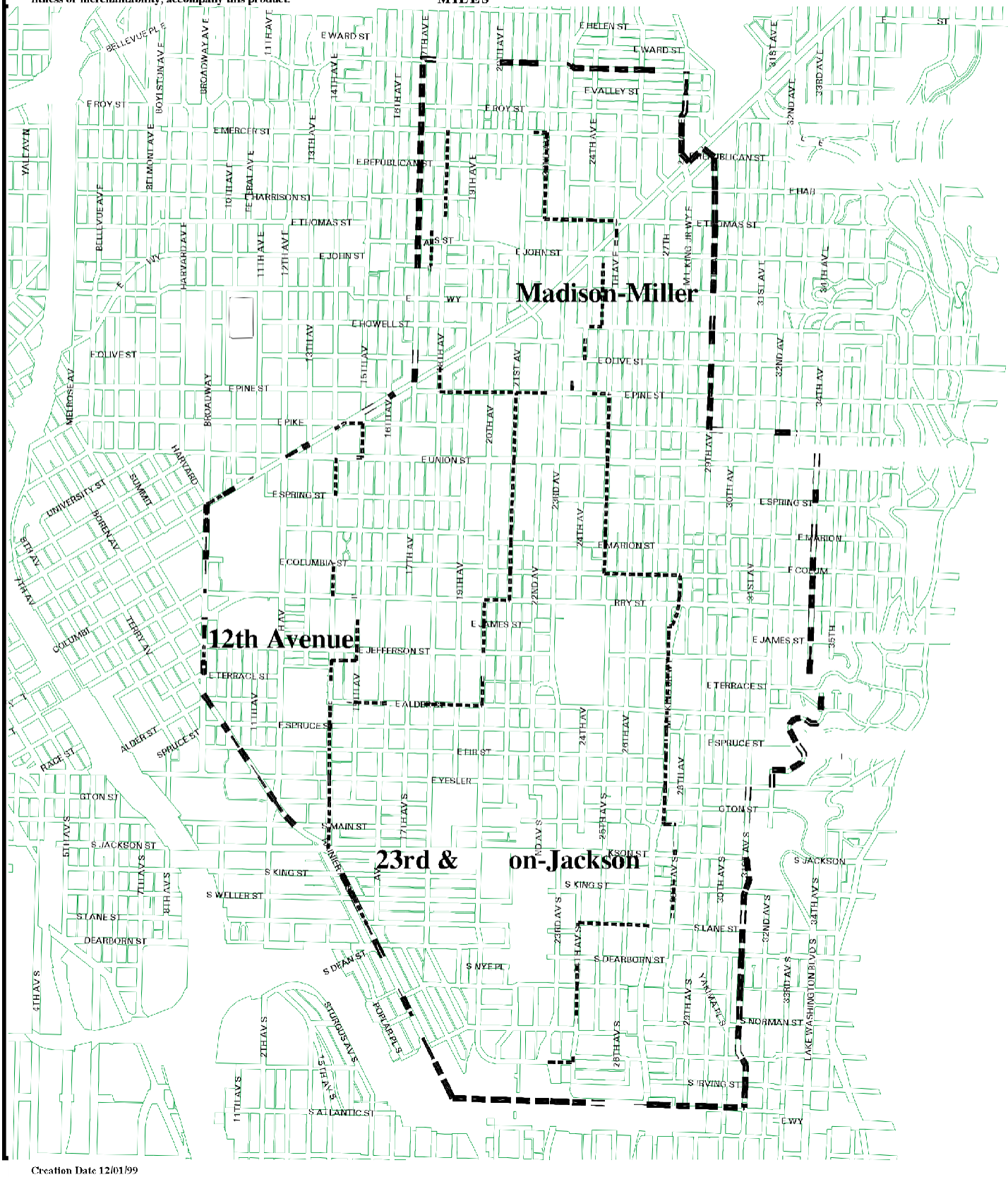

Creation Date 12/01/99

Lora-Ellen McKinney, Ph.D.
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Lora-ellen.mckinney@gmail.com
425-503-5031

August 16, 2018

Dear Mr. French:

I understand that the Urban League along with several community non-profit partners (CAYA, TAF, Byrd Barr Place - formerly CAMP - and the Northwest African-American Museum) are collaborating to submit a proposal to secure the Seattle Vocational Institute (SVI) property from Seattle Central College. I also understand that the Urban League and its partners would like to rename the property to honor my father, the Rev. Dr. Samuel Berry McKinney. In addition, I understand that your proposal includes the establishment of a new Community Public Development Authority (CPDA) to whom the Urban League would ultimately transfer ownership of the property. This CPDA, that you would also like to name in honor of my father, would have as its charter the revitalization and preservation of Seattle's Central District for African Americans.

So much of African American history is disappearing from Seattle neighborhoods that have been historically African American. My father knew the history of the buildings, the communities, the industries and the relationships that supported or hampered the African American presence in every city in which he lived. He believed, as I learned from him, that while cities should and will change, change and ethnic eradication are not the same. Cities are built on the history of those who peopled faith institutions, sat on porches waving to neighbors, and owned small businesses. Those stories should not be plowed under along with the bricks rapidly toppled by gentrifying cranes.

I am honored that the Seattle Vocational Institute and Community Public Development Authority proposed that they be named to reflect the beliefs and values of my father, the Rev. Dr. Samuel Berry McKinney.

As I was taught, here is more of my father's history relevant to this project. My father was invited onto the first national board of Opportunities Industrialization Centers of America in 1964 by its founder, Rev. Leon Sullivan. OICs of America, a self-help program that began in a refurbished jail in North Philadelphia, had as its logo a skeleton key which symbolized the program's goal to "open any door" for its trainees. Rev. Sullivan also proclaimed that the vocational, education and life-skills training program was dedicated to "Helping People Help Themselves."

Rev. Dr. McKinney founded SOIC (Seattle Opportunities Industrialization Center) to provide hope for the impoverished and the hard-core unemployed. Incorporated in May 1966 as a

private, nonprofit community-based vocational training center, Dr. McKinney served as Board President. OIC Seattle was the first community-based organization to be federally classified as a Skills Center (1972). The program was popular and successful. Its rapid growth required new facilities; located on 21st and Jackson Streets, the multi-million dollar Skills Center was dedicated in 1974. That was a very busy year for Rev. Dr. McKinney. In addition to fundraising for and breaking ground to build SOIC, he maintained an active pastorate, was involved in civic social justice ventures, completed his doctoral dissertation, and designed and broke ground to build the Afrocentric sanctuary of Mount Zion Baptist Church, the design of which is so unique that the building and its campus were made historic landmark in 2018.

To ensure program continuity, Seattle OIC joined forces with Seattle's community colleges and became the Seattle Vocational Institute. Now a division of Seattle Central College, SVI is dedicated to preparing students for in-demand careers.

The Community Public Development Authority (CPDA) reflects the cooperation and collaboration between government agencies, nonprofit organizations, corporations and other community partners in which my father believed. The CPDA understands that African Americans know ourselves best and must be voices at a table that aims to help us. Interestingly, my father learned this format for community work from his father, Rev. Dr. Wade Hampton McKinney, whose work on a post-WWI version of a CPDA ensured that African American residents of Cleveland, Ohio had a hospital, pharmacy, a credit union, veterans organizations and markets.

The CPDA will engage and SVI already does essential work that is close in aim and purpose to the social gospel ministry of Rev. Dr. Samuel Berry McKinney. The Social Gospel is Christian faith practiced not just as spiritual conversion but as social reform. Changing lives is social reform. SVI changes lives. The collaborative work, institutional support and community building of the CPDA changes lives. The Samuel Berry McKinney Vocational Institute and the Samuel Berry McKinney Community Public Development Authority would honor, teach and maintain community history, the practical transition and continued success of educational, vocational and life-skills programs, historical preservation, economic development and neighborhood enhancements that make communities thrive and that would make Seattle soar.

With gratitude, I am:

Lora-Ellen McKinney, Ph.D.

(!fil]NDC

August 21, 2018

Seattle Colleges- Seattle Central
Attention: Dr. Sheila Edwards-Lange
1701 Broadway
Seattle, Wa'shington 98122

Dear Selection Committee,

On behalf of the National Development Council (NDC), I am writing in support of the Urban League of Metropolitan Seattle's bid to acquire the Seattle Vocational Institute Building. With nearly 90 years of experience in community advocacy, direct services, and a long history of providing safe affordable housing and programming to Seattle residents, we are confident that under their leadership, this project will successfully serve the needs of its residents and the Central District community.

NDC launched in 1969, and for the past 50 years has worked in low-income communities supporting local community development efforts. We are also a national Community Development Financial Institution (CDFI) and recently we assisted on the Pacific Tower project and early exploration of new development at the Seattle Central campus. NDC is also working with HomeSight on its Othello Station project. Our support of this effort is consistent with our work in Seattle.

The Urban League of Metropolitan Seattle has nearly 90 years of activism and community experience in the heart of Seattle's most diverse neighborhood, the Central District. The League has historically focused its community work in education, employment, health and housing with Seattle's disenfranchised African-American community. As economic cycles create large disparities in our class system, prison and high school drop-out rates for communities of color continue to rise and neighborhoods change from gentrification, the Urban League is steadfast in its commitment to working with Seattle's communities to face these challenges head on and committed to working across the board with diverse communities in order to help make Seattle an equitable and prosperous place to live for all of its residents.

ULMS acquiring the Seattle Vocational Institute building will allow them to join with other organizations such as Catholic Community Services, Technology Access Foundation, Tabor 100, CAYA, Seattle Public Schools, HACK Nation, and a host other for profit and non-profit partners to provide housing, innovative programming and necessary support services, exposure and connection to the historic African American community in the Central Area.

NOC will support ULMS in securing the necessary funding to renovate (or replace all or portions of the building). NOC has a history with the Urban League both locally and nationally and will look to be a partner in reviewing financing options including opportunity zones, federal New Markets Tax Credits, securing capital for renovations and operations through our partnership with the National Urban League and their CDFI. We are happy to support the Urban League's effort and look forward to any questions.

Sincerely,

Chuck Depew, Senior Director

One Battery Park Plaza, 24 Whitehall St., Suite 710, New York, New York 10004 / / (212) 682-6118
www.ndconline.org