



Pierce County **Village** Proposal



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Introduction

A Glaring Gap

No Place for the Formerly Chronically Homeless To Live and Thrive

Pierce County’s Homeless Management Information System (HMIS) indicates that at any one time, approximately 1,100 people are experiencing chronic homelessness in Pierce County. 77%, or 847, of those experiencing chronic homelessness give their last known address, prior to loss of housing, as one located in Pierce County. At present, 113 are also military veterans.

By and large, this is the population we are most likely to see in encampments around our communities. Often the most vulnerable among us, those facing chronic homelessness endure a cycle of trauma and hardship such as:

- ◀ They are likely to be struggling with **serious mental illness, substance use disorders, or a physical disability**—any or all of which will have contributed to their loss of housing and their social isolation.
- ◀ They have **lived in a place not intended as permanent shelter for a year or more** (sometimes for over a decade) and are likely to be older, dealing with immense emotional and physical trauma.
- ◀ With untreated mental illness and addiction disorders, they are **in and out of public programs and services** with high rates of ER visits, law enforcement contacts, incarceration, and general hospital stays.
- ◀ Importantly, they are **coping with a profound and catastrophic loss of family, purpose, and a sense of dignity**—which our emergency shelter and existing long-term housing systems just aren’t equipped to address.

While homelessness may, in simplest terms, be a lack of housing, for the long-term chronically homeless, affordable housing alone will never fully address the problem. According to one 2021 Harvard University study, housing retention of chronically homeless individuals after five years was only 36%, even with robust wrap-around services. For this population, from loss of family connections to substance use disorders, the root causes and compounded trauma that make streets, cars, encampments, shelters, and jails their “home” are complex.

A New Model That Works

Community First! Village

Community First! Village (CFV), located in Austin, Texas, is an existing 51-acre master planned community of permanent housing designed to provide hope, dignity, and purpose to the chronically homeless through purposeful work, restorative relationships, and onsite treatment. Residents don't leave to return to the streets:

CFV has an astonishingly high retention rate of 88%.



Community First! Village

The CFV approach consists of four main components:

1 Dignified Housing:

Neighbors in CFV each have their own microhome. They share kitchen, laundry, and shower facilities and have easy access to public transportation. Neighbors take pride in their spaces and hold one another accountable to caring for their community.

2 Community Connection:

Volunteer residents choose to live in the village. They give CFV's neighbors relational anchors, mentors, and confidants that can help them develop the connections they need to stabilize and recover. They ensure those recovering from trauma are welcomed back into the fullness of communities immediately and wholeheartedly—rather than being further isolated by the systems designed to help them.

3 Residents Pay Rent:

Residents pay affordable rent for their homes and CFV creates microeconomic employment and entrepreneurship opportunities for them. From roles as tour guides and maintenance staff, to master gardeners in the organic garden, blacksmiths, artists, woodworkers, and car mechanics, CFV neighbors are empowered by purpose in their work and homes. Over two years, CFV programs have generated more than \$1M in personal income for residents.

4 Wrap-Around Services:

CFV brings case management, healthcare, and employment resources right into the community, reducing barriers to access and engagement and ensuring people have the support they need the moment they need it.

"It is clear to me, in retrospect, that community was the only thing that ever kept my father alive. I think about my father's experience every time I drive by a homeless encampment in Tacoma. I can't help but wonder what kind of untapped potential, what kind of hard-earned wisdom resides in each tent. I also can't help but wonder **if the power of community could be as transformative for those people** as it was for my father."

From a recent Tacoma News Tribune guest editorial about her chronically homeless father, Joanna Manning offered powerful insight into the potential of a Pierce County CFV (Appendix A)

These elements come together to create a community designed for people who have faced chronic homelessness—one that makes stability, recovery, and connection possible and raises retention rates as a result. Nearly all who call CFV Austin home live there for the rest of their lives.

In a phased approach over an approximately 10-year period, CFV has built and housed 370 formerly homeless men and women, attracted extraordinary private sector funding, and continues to build momentum: it now has land, capital funding, and political support for 1900 formerly chronic homeless on 160 acres.

Pierce County needs its own version of CFV.

Pierce County Council's 2022-23 Budget Proviso in Support of CFV

By its budget proviso in the 2022-23 budget (Appendix B), setting aside \$22.3M in funding for a CFV in Pierce County, the Council requested that this proposal address the following issues:

- ◀ Timeline and costs for a minimum of 150 living units
- ◀ Project location(s) and land acquisition costs
- ◀ Regulatory, zoning, and permitting requirements to affect development
- ◀ Draft purchase and sale agreement; an identified owner, operator-provider, and developer
- ◀ Operating pro forma showing a credible plan to pay for operating costs, which may include letters of support from additional funders
- ◀ Transportation plan to address the needs of residents

Watch the Video



Click the video or scan this QR code to watch a short video about the proposed Pierce County Village project.

Operator Identification, Commitment, & Approach

Tacoma Rescue Mission (TRM) sees this project as a critical addition to the full spectrum of homelessness services it provides within Pierce County. The CFV model's focus on restoration, healing, hope, and community aligns perfectly with TRM's already stated mission: to offer God's help, hope, and healing to the most impoverished members of our community.

TRM is also excited about the project's potential impact on the resources available to temporarily and transitionally unhoused people in our community. Adding a Pierce County CFV to permanently house those who have experienced chronic homelessness will allow local shelters and transitional housing providers to free up capacity for others in need of services.

TRM also sees this project as a unique opportunity to empower organizations, businesses, churches, individuals, and others into a lifestyle of service in support of those experiencing homelessness. The village will create countless opportunities to mobilize volunteers—from helping to build microhomes, to living onsite as a resident—in a manner that brings together and bridges gaps between those who are formerly homeless and those who have never been homeless. This has been the remarkable experience of CFV in Austin, and we have every reason to believe that our village can accomplish this same lifestyle of service in Pierce County.

Board Authorization & Village Name

The TRM Board voted to authorize its leadership team to proceed as the lead agency for this project which acquire the property (pg. 8) and develop, build, and operate a Pierce County CFV as more fully described below. Its approval is conditioned upon the County:

- ◀ Approving release of the balance of the \$22.3M grant funding
- ◀ Allowing TRM to own and operate the village
- ◀ Working closely with TRM to secure state and other potential governmental sources for capital and operations funding

The letter of TRM's Executive Director, Duke Paulson, dated October 5, 2022, notifying the Council of the Board's action can be reviewed in Appendix C.

TRM intends to name the village in close collaboration and consultation with the County following a marketing and branding study. In the body of this proposal the project will be referred to as "the village" or "Pierce County CFV."

Admissions Considerations

TRM will admit residents to the village using the United States Department of Housing and Urban Development's definition of chronic homelessness, detailed in Appendix D. TRM will prioritize those who have been homeless longest and/or are currently living unsheltered. TRM is experienced identifying the chronically homeless as it already accesses data from regional homeless outreach teams. TRM is well-positioned to identify and refer

candidates to the Pierce County CFV program. Other homelessness services organizations and providers will be encouraged to send referrals to the intake team simply by adding to this waitlist as they would normally.

Because TRM was founded and is motivated by its faith tradition that people love their neighbors in need, TRM will assure applicants that it is committed to inclusive and equitable practices in everything it does and that the village complies with federal and state anti-discrimination laws including Title VI of the Civil Rights Act of 1964, the Civil Rights Restoration Act of 1987 (P.L. 100.259), the Age Discrimination Act of 1975, as amended, and Title II of the Americans with Disabilities Act.

Every applicant will go through background checks and TRM's intake team will review applicants' criminal histories on a case-by-case basis, consistent with HUD Housing Choice voucher requirements. TRM has a responsibility to residents and those residing near the village to maintain a safe and secure environment. The intake team will include a member with extensive law enforcement experience.

Community Guidelines

In line with the precedent CFV Austin has set, the village will have three overarching rules: be a good neighbor, comply with civil laws, and pay your rent.

Understanding that for many of the village's residents this is an opportunity to learn or re-learn how to be in community, TRM expects to work with residents to help them comply with the community's rules.

TRM staff and volunteers will provide grace as residents acclimate to and put roots down in the community. TRM will comply with all federally and locally applicable landlord/tenant laws.

Village Administrators & Staff

To support residents in the community, both as they acclimate and build their lives for the long-term, the village will have its own:

- 1 Trauma-informed operations teams for property and tenant management
- 2 Dedicated case managers for resident support
- 3 Coordinating staff for dignified employment and volunteer management

These teams will be under the direct supervision of the Property and Operations Director.

Community Volunteers

The village will, in part, be supported by volunteers—both those who live within the community and those who visit. All volunteers will be required to submit to background checks and screenings prior to participating in the village community.

Dignified Employment Opportunities for Residents

The village is committed to helping residents identify purpose and secure a level of independence through dignified income and work opportunities.

TRM will identify 3-4 microenterprise categories to implement in support of this goal.

Opportunities and roles include:

- ◀ Farming (organic)
- ◀ Staffing a farmer's market
- ◀ Housekeeping, grounds maintenance, and equipment maintenance around the village
- ◀ Commercial kitchen and event hosting
- ◀ Community transportation support
- ◀ Hosting tours and on-site guests

Other partners who plan to support these efforts with employment opportunities include:

- ◀ Valeo Vocation (see letter of collaboration in Appendix K)
- ◀ Goodwill (see letter of collaboration in Appendix K)
- ◀ Department of Social and Health Services
- ◀ Workforce Development Counsel
- ◀ Further private & public partnerships

Security, Visitor Checkpoints, and Rules

For the wellbeing of both village residents and the surrounding community, the village will have clear visitor expectations, guidelines, and rules alongside broader security protocols.

These include:

- ◀ A controlled entrance gate
- ◀ Fenced property
- ◀ A surveillance system
- ◀ Proactive staff and volunteer residents providing constant engagement with each resident
- ◀ Dedicated staff for the purpose of security and resident relations

TRM will also implement:

- ◀ Quiet hours in the evening
- ◀ 24/7 monitoring of the grounds
- ◀ Monitoring the area outside the village

There will be 24-hour staff on site and a resource number to contact regarding any issues from outside the community. TRM will prioritize open lines of communication—both from the external community to the village, and vice versa.

Mental Health and Substance Use Disorder Engagement

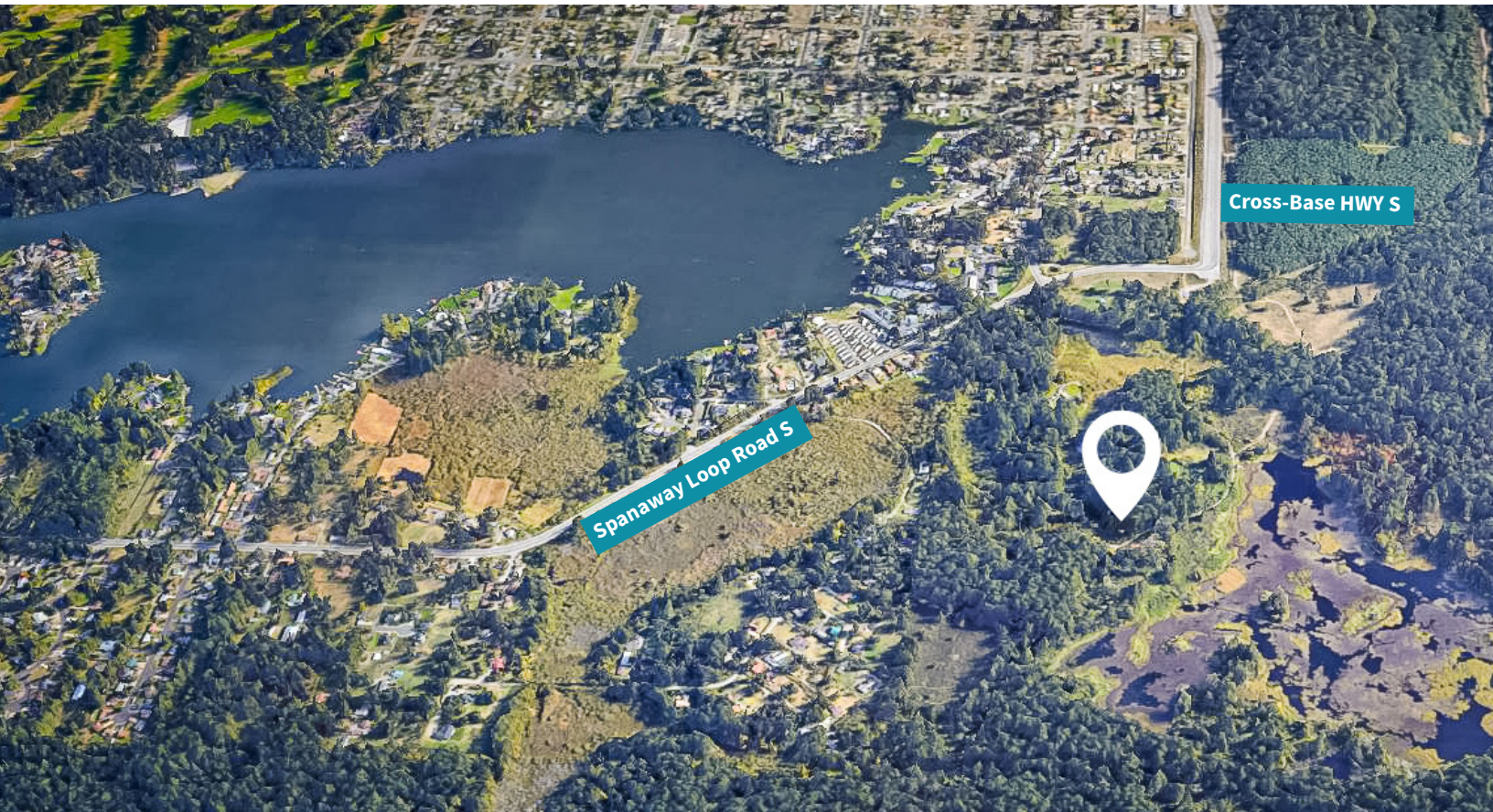
All residents will be strongly encouraged to engage in mental health and/or substance use disorder (SUD) treatment as a part of living in the village. The village will be a low-barrier community.

To support residents in their mental health and SUD journeys, we will offer:

- ◀ Mental healthcare services—onsite whenever possible and with transportation support when onsite services are not feasible. The village is already in partnership discussions with and/or has secured commitments from local healthcare and mental health providers to support this work.
- ◀ Substance use disorder counseling and the opportunity to join addiction recovery programs—both those operated by TRM and other providers.

Sale or distribution of controlled substances will not be allowed under any circumstances and will be grounds for dismissal from the village.

The Village **Site Selection**



TRM and its development team evaluated more than a dozen potential sites in the unincorporated Pierce County Urban Growth Area. To accommodate a minimum of 150 living units and co-locate physical and behavioral health care services, microenterprises, and necessary support buildings, the team considered properties of 20 acres or more. After narrowing its focus to five properties of 20+ acres, the team weighed the following factors and ranked properties accordingly:

- 1 Proximity to public services**
- 2 Capacity to accommodate housing, services, and microenterprises**
- 3 Environmental/regulatory constraints**
- 4 Ownership and future development**
- 5 Public relations considerations**

Ultimately, the site selected, referred to as “the Site” in the rest of this proposal, easily outranked the other four because of its proximity, capacity, ownership, and public relations considerations. TRM’s Board voted to purchase develop and operate the Site.

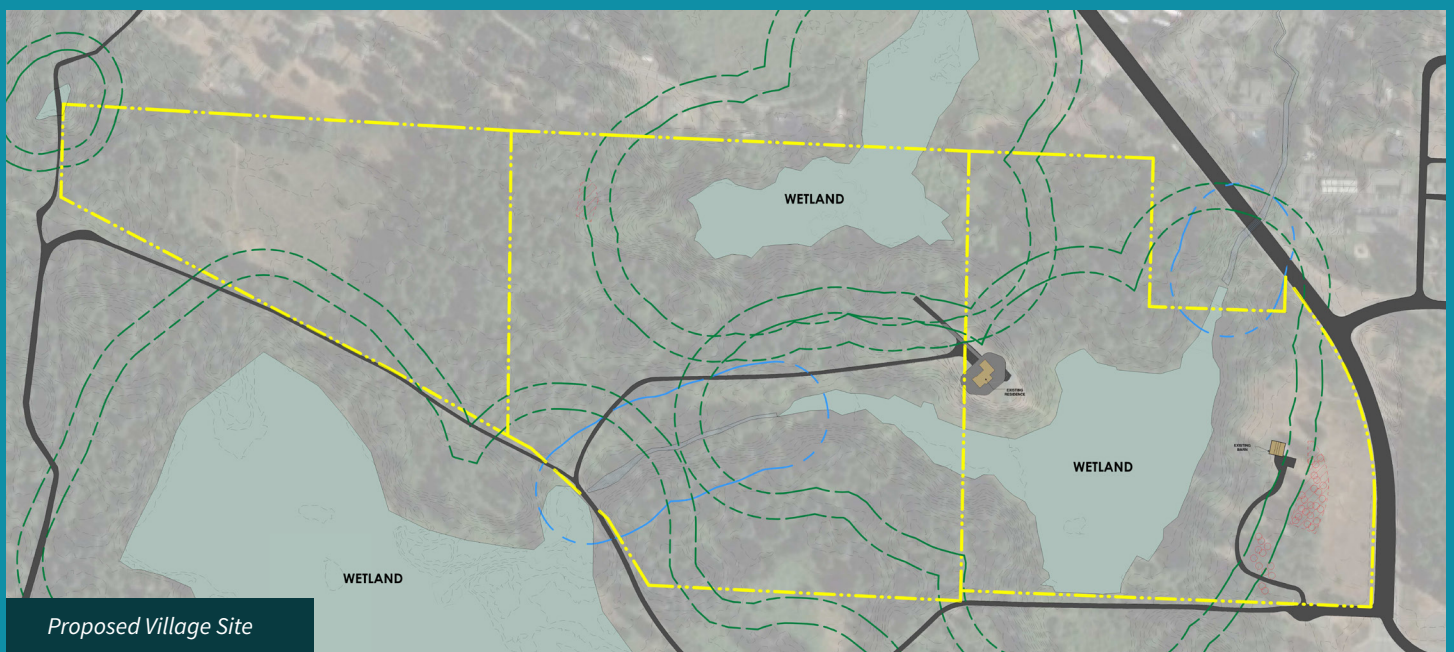
For reference, a Site Evaluation Matrix of the top five properties is included in Appendix E.



The Site

The site for the village has approximately 27 buildable acres (of 85.73 acres total). It is located off Spanaway Loop Road with access from 176th Street. Along the northern boundary, there are approximately 15 residences and several wetlands; along the eastern boundary there is a vacant lot and Spanaway Loop Road; and along the southern and western boundaries is Joint Base Lewis-McChord. The site will accommodate 285 microhomes, support buildings, community gathering spaces, microenterprises, and necessary healthcare and case management services.

Below, see a graphic depicting the Site. The existing and development site plans can be found in Appendix F and are depicted in the following pages.



Project **Development Plan, Timeline, and Costs**



Project Summary

The two main buildable areas of the Site are partially separated by wetlands and woods. On the east side there are approximately 6 acres of buildable land adjacent to Spanaway Loop Road. Here, we plan to locate a visitors' center, model living units, and an organic farm and market. The model living units will be constructed as soon as possible so potential funders and others can tour and visualize the high-quality living spaces and unique environment; none will be inhabited. The farmers' market

offering produce to the public will be highly visible to motorists on Spanaway Loop Road.

On the west side of the property there are approximately 21 buildable acres where we plan to locate all the living units, resident services, gathering spaces, additional microenterprises, administrative offices, and a Village Commons for large gatherings as well as clinical and case management services. Living units will be arranged in neighborhoods

of approximately 25 homes to build relationships among formerly homeless and volunteer residents.

We will connect the east and west sides of the property with an approximately 1,000-foot road, along which power and water lines will be laid. This includes erecting a small bridge over a narrow creek. A maintenance facility will be located about halfway along the road for landscaping and farming equipment.

Neighborhood Concept



At a Glance: The Completed Project


	257 formerly homeless living units (with toilet and kitchenette)		28 resident volunteer living units
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	5 communal kitchen + multi- use spaces		10 shower + laundry buildings		4 support buildings
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 **Visitor's Center**
(remodeled barn)

 **Tent** (gathering
place & farmers'
market)

 **Village
Commons**

 Estimated date of
completion:
Fall 2028

The Council's budget proviso requires a minimum of 150 living units; the current project site plan significantly exceeds this minimum.

TRM plans to adopt a phased construction plan beginning with 177 microhomes and park model homes in Phase I, and an additional 108 homes in Phase II, alongside sufficient auxiliary structures to provide showers, laundry, food preparation, and dining. Additionally, TRM plans to construct at least four support buildings, space for a multiple-acre organic farm, other microenterprises, and on-site residential services.

Village Concept



Facilities Overview

Living Units

- ◀ **Microhomes:** Living units for a single, formerly chronically homeless individual.
Area: 200 square feet (10x20)
Occupancy: Single occupant
Construction: Slab on grade, wood-frame construction, batt insulation, vinyl windows, HM door, painted drywall interior
Features: Toilet, sink, microwave, mini-refrigerator, electric wall heater or heat pump
- ◀ **Park Model Homes:** Living unit for a single, formerly chronically homeless individual with the means to afford the larger model home and for volunteer residents
Area: 399 square feet (11x36)
Occupancy: Single occupant
Construction: Slab on grade, wood-frame construction, batt insulation, vinyl windows, HM door, painted drywall interior
Features: Toilet, sink, microwave, full kitchen, electric wall heater or heat pump

Community Facilities

- ◀ **Laundry/Shower Facilities:** Shared laundry, shower, and toilet facilities serving approximately 25 units
Area: 1,000 square feet (20x50)
Construction: Slab on grade, wood-frame construction, batt insulation, vinyl windows, HM door, painted drywall interior with wall tile
Features: (1) laundry room with 6-8 combination washer-dryer units,

(4) Unisex single occupant shower rooms with ADA features, (2) unisex toilet rooms with ADA features, electric heat, exhaust fans

- ◀ **Communal Kitchen/Multi-Use Spaces:** A shared building serving approximately 57 units providing a compact commercial-grade kitchen and space for 30+ people to gather for meals, small events, fellowship, classes, etc.
Area: Single story, 1,200 square feet (24x50) plus 300 square feet of canopy area
Construction: Slab on grade (polished concrete floor finish), wood-frame construction, batt insulation, vinyl windows, HM doors, painted drywall interior with hardboard wainscoting to 5 feet, two overhead doors
HVAC/Plumbing: Electric heat pump to include cooling, exhaust fan, floor drains, sinks, (2) unisex toilet rooms

Support Buildings

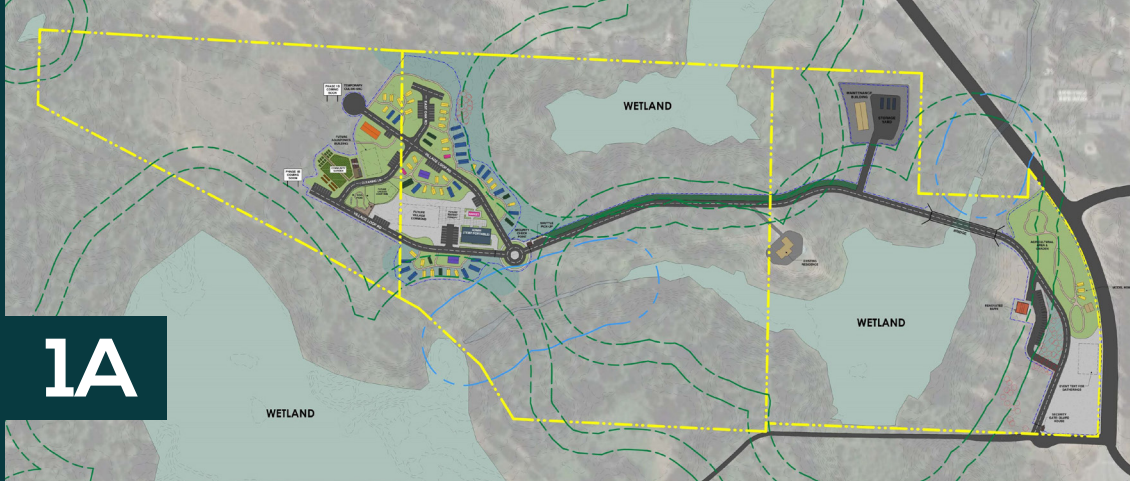
- ◀ **Maintenance Facility (near East Village):** A building to accommodate the maintenance functions of the village.
Area: 5,000 square feet (50x100)
Construction: Slab on grade, pre-engineered steel structure with R-Seal exterior insulation and metal siding and roofing, section overhead doors, polycarbonate clerestory glazing and HM doors, electric heat, ventilation

- ◀ **Temporary Administration Building (West Village):** Office space for TRM staff to manage and support the village.
Area: 1,000 square feet
Construction: Wood framed modular building(s)
Features: Plumbing for restroom and kitchenette
- ◀ **Village Commons Building (West Village):** The primary gathering space and multi-purpose event center for village residents, the Village Commons will accommodate gatherings for approximately 150-175 people and include office and meeting room spaces for microenterprises, health and behavioral health services, and case-management.
Area: 10,000 square feet (70x142) main level; 1,500 square feet of canopy covered area; possible partial second story of 3,000 square feet for additional office space
Construction: Slab on grade (polished concrete floor finish), steel structure with metal framing, exterior insulation, metal siding with CMU masonry base up to 6 feet, fiberglass windows, metal roofing on rigid insulation and metal decking, (3) overhead garage doors at event space, HVAC for heated and cooled climate-controlled interiors
Features: Acoustic control to allow for music performance, restrooms, catering kitchen

Phase I: Plan, Timeline, and Cost

The structures will be constructed in two phases. Phase I, in three subphases, achieves (and exceeds) the minimum number of formerly homeless living units (150) required by the Council’s budget proviso. Phase I will construct 177 total living units and associated community facilities and support buildings. Phase II will construct 108 additional living units and associated support buildings. In Phase I, up to five microhomes may be used for services (e.g., microenterprise activities, health clinic, behavioral health, etc.) until permanent structures are built, and then be converted to living units.

The land acquisition costs are \$3.7M and projected costs of each phase of development and construction are discussed in the budget of TRM’s developer, Ash Development (Appendix G). Greg Helle, the lead for Ash Development, purchased the land on behalf of TRM. Please see Purchase and Sale agreement in Appendix G.



1A

Phase 1A:

Site Preparation, Initial Infrastructure, 50 Housing Units

Timing:

November 2022 - Fall 2024

Estimated Cost:

\$23.66M

Scope:

- ◀ Land purchase
- ◀ Design, permitting
- ◀ Site clearing, prep, and fencing
- ◀ New road from entrance to West Village; bridge
- ◀ Utilities: power, water, septic
- ◀ East Village: 3-5 model units, Visitors Center (barn renovation), Tent (for gatherings)
- ◀ West Village:
 - 50 FH* living units
 - 7 resident volunteer units
 - 2 microunits for clinic/enterprises (later converted to FH* housing)
 - 1 park model to serve temporarily as a mini-market (later convert to FH* housing)
- 2 laundry and shower facilities
- 1 communal kitchen/multi-use space
- Farm prep and dog park
- 1 Temporary administrative building (portable)

*FH - Formerly Homeless



1B

Phase 1B:

Extension of Utilities and Infrastructure, 50 Add'l. Units

Timing:

January 2025 - December 2025

Estimated Cost:

\$15.56M

Scope (all West Village):

- ◀ Extension of road/utilities
- ◀ 50 FH living units
- ◀ 7 resident volunteers
- ◀ 2 microunits/clinic
- ◀ 2 laundry/shower
- ◀ 1 communal kitchen/gathering
- ◀ Village Commons (multi-use: gathering, clinical, case-management)



Phase 1C:

50 Additional Units

Timing:

Spring 2026 - Spring 2027

Estimated Cost:

\$10.17M

Scope:

- ◀ 50 FH living units
- ◀ 7 resident volunteers
- ◀ 2 laundry and shower
- ◀ 1 communal kitchen/meeting
- ◀ 2 micro units for clinic/enterprises (convert later FH housing)

Phase I Overview

- ◀ 150 formerly homeless living units (budget proviso minimum)
- ◀ 6 micronunit clinics/markets
- ◀ 21 resident volunteer living units
- ◀ 3 communal kitchens/multi-use spaces
- ◀ 6 laundry/shower facilities
- ◀ 4 support buildings (including portables)

Period:

November 2022 – Spring 2027

Total cost:

\$49.4 million



Phase 2:

100 Additional Units

Timing:

Spring 2027 - Fall 2028

Estimated Cost:

\$13.2M

Scope:

- ◀ 100 FH living units
- ◀ 7 resident volunteer living units
- ◀ 2 communal kitchen/multi-use space
- ◀ 4 laundry/showers

Totals Phases

1-A, 1-B, 1-C and 2

- ◀ 257 FH living units
- ◀ 28 resident volunteers living units
- ◀ 5 communal kitchen/gathering
- ◀ 10 shower/laundry
- ◀ 4 support buildings
 - renovated barn
 - tent (farmers market)
 - administration building
 - Village Commons

Period:

Spring 2027 – Summer 2028.

Total cost:

\$62,725,220 (\$245,000/unit)

Zoning, Permitting, and Transportation

With the passage of code amendments of Ordinance No. 2022-49 (specifically the section which creates Shared Housing Village Use), the Site falls well within the applicable zoning for this project. Key findings include:

Zoning and Permitting

- ◀ **Based on the current plans represented in this proposal, the project will meet Pierce County use and density but will require a Conditional Use Permit.**
 - Some portions of the project outright meet the code, while others (related particularly to size of facilities, crop production, etc.) will require a conditional use permit.
- ◀ **The project will impact existing wetland buffers.** The project proposes enhancing existing buffers and buffer averaging to mitigate buffer impacts. The mitigation will be reviewed as part of SEPA and Pierce County Land Use permitting.
- ◀ **The project requires building a bridge across a wetland.** Consequently, a Standard Hydraulic Project Approval (HPA) will be required from the Washington State Department of Fish and Wildlife. Wetlands are deemed state waters and the HPA permit is required to do any construction in, over, or near the wetland. At this time a permit to build the bridge is not required from Ecology or the Army Corps.

It should be assumed that land use permitting will take approximately 6 months to complete. Required permits include:

- ◀ **Site Construction Permits.** Once land use has been approved, the construction permits for the project will need to be obtained for the infrastructure and building construction to commence. Based on similar projects we anticipate the review of these materials to overlap with the land use process and the construction permits to be available 3 months after land use approval.
- ◀ **Pierce County Site Development Permit.** This construction permit will authorize land clearing, grading, road, and storm facility construction. Additional Right of Way (ROW) permits will likely be needed from the County for work within the ROW.
- ◀ **On-site Sewage System Permit from Tacoma-Pierce County Health Department.** The site is too far from existing Pierce County sanitary sewer mains and thus on-site septic is required. A permit will be required to construct the septic systems for the development.
- ◀ **Developer Extension Agreement from Water District.** The water purveyor for the properties will require the development to enter a developer extension agreement to construct the necessary water infrastructure. These agreements typically require a contractual agreement between the property developer and the water purveyor for the developer to construct the water improvements. These

agreements typically need to be approved by the Water Districts Board and can take a few months to complete prior to construction start.

- ◀ **Washington Department of Ecology General Construction Permit.** Since this project will disturb greater than one acre of land, getting coverage under the State of Washington General Construction permit will be required. The process requires submitting and notice of intent to the Department of Ecology. SEPA determination will be required prior to the State issuing coverage.

Transportation

- ◀ **Parking.** Parking within the site will be at a ratio of one stall for every two microunits as current public transportation is not within range of the site. In order to access the public transportation system, it is proposed that a bus or shuttle will connect to the Pierce Transit System (PTS) located on Pacific Ave S. This run could become more permanent if the loop were to add an additional stop within the site once the village has sufficient residents.
- ◀ **Transit Service.** The Site is just a 2-minute drive to a Pierce Transit stop on Pacific Highway/SR7, and 9 minutes to the Parkland Transit Center.
- ◀ **TRM Van.** TRM operates a van service from its three residential facilities. It may purchase its own vans for the village or use the PTS community van program for residents to access services.



Premises under video surveillance. All illegal activities will be reported to police.

VICTORY

THE GREAT GOD IS WITH US
IN BATTLE
HE WILL BRING US OUT
OF ALL OUR TROUBLES
AND DELIVER US FROM ALL
OUR DISTRESS
PSALM 46:1

Dedicated by the people of New York Harbor
October 3, 1919

Financial Plan

Council has requested a “pro forma of a credible plan to pay for costs.”

We break that plan into two sections: capital development costs and operating costs.

Capital Development Plan

TRM engaged James Plourde of JP Fundraising Solutions (JPFS) to evaluate the feasibility of a capital campaign in support of the village. Mr. Plourde has evaluated and consulted on a number of Pierce County fundraising campaigns, and will be available for Council questions, if requested. The JPFS team:

- ◀ Developed a preliminary case for support to test with donors
- ◀ Undertook an internal assessment of TRM’s fundraising systems and staff capacity
- ◀ Evaluated the financial capacity of TRM’s donor base
- ◀ Brought together a Study Advisory Committee of key community leaders and donors
- ◀ Conducted 20 interviews with 27 top philanthropic prospects, one board focus group, and an online supporter survey with 30 participants

The team’s findings were positive, identifying an initial \$10.35M from lead donors. When combined with other identified and estimated sources of funding, JPFS estimates philanthropic potential of \$18M for CFV over four years. This is a significant indicator of community support and interest—particularly in Pierce County.

In general, interviewees had an immediate and positive reaction to the preliminary case. They are enthusiastic about both the CFV model and the County’s significant commitment to the project. They see homelessness as one of the community’s

most pressing challenges, understand TRM to be the organization best equipped to lead a CFV-type project, and are ready to help make the project a reality.

If the Council approves this proposal and the project moves forward, TRM is likely to build momentum quickly as it is able to give tangible proof of concept and bring the project’s vision to life.

All study participants recognize that a fundraising effort of this scale is new to TRM. They respect TRM’s leadership and see Executive Director Duke Paulson and his team as essential to the success of the CFV model in Pierce County, but they also believe TRM will need additional staff and volunteer capacity to manage a large-scale campaign.

Analysis of TRM’s donor base and internal resourcing reveals two important factors that support fundraising success:

- ◀ Donor interest in this project is high.
- ◀ The TRM donor base has significant untapped potential.

For a detailed account of JPFS’s findings and fundraising recommendations, and Mr. Plourde’s resume, please see Appendix H.

TRM has already received a contract for \$1.5M for village capital costs from the state Department of Commerce, which is administering a homelessness support fund (Appendix J). TRM believes it is highly likely that this exciting project will receive additional state funding in the next biennial capital budget.

The County and TRM have also identified potential city, state and federal funding of \$10 million, including from the state Housing Trust Fund.

Operational Development Plan

As part of the feasibility process, TRM created an operations budget that scales based on the number of residents it intends to phase into the village over a seven-year period.

TRM’s projected expenses for residential support and administrative services, fundraising, microenterprises, case management, and security by year are found in the table to the right.

A detailed cost estimate broken down by year can be found in Appendix I.

Year	Expenses
2022	\$18,100
2023	\$494,000
2024	\$1,172,468
2025	\$2,588,696
2026	\$2,969,272
2027	\$2,969,272
2028	\$3,192,600
2029	\$3,198,100

TRM is working with the County to identify government funds to supplement private donations to cover village operational expenses. TRM and the County have already obtained statements of support for a minimum of 75 tenant vouchers, and additional Commerce funding, to help cover its operating costs:

A

Pierce County Housing Authority tenant vouchers.

The PCHA and TRM will soon have a letter of intent to prioritize 50 vouchers for chronically homeless individuals who meet certain criteria of the village (specifically those individuals who have experienced chronic homelessness for five or more years and are, as a result, most difficult to retain in housing programs) at a monthly amount of \$871/month/voucher, or \$522,000/year.

B

VASH Vouchers.

With currently 113 chronically homeless veterans in Pierce County and limited options, the VA indicates in the attached letter (Appendix J) that it supports the village and will provide 25 VASH vouchers, and potentially more, at a monthly amount of \$871/month/voucher, or \$261,300/year.

C

State Commerce funding.

Commerce has already awarded \$792,000 for 2024, and \$1.672M per year beginning in 2025 and following.

When viewed alongside projected resident rent revenue, likely government funding to date comes close to covering 100% of estimated operating expenses through 2029.

Year	Vouchers and State Funds	Rent	Totals	Expenses
2023	0	0		\$494,000
2024	\$792,000	\$26,260 (25 residents for 3 months)	\$818,260	\$1,172,468
2025	\$1.98M (\$2.19M - \$210K, voucher amt reduced by 50 renters)	\$210,000 (av. 50 res. for 12 mons.)	\$2.19M	\$2,588,696
2026	\$2.13M (\$2.45M-\$315K, voucher amt reduced by 75 renters)	\$420,000 (av. 100 res. for 12 mons.)	\$2.5M	\$2,969,272
2027	\$2.13M (\$2.45M-\$315K, voucher amt reduced by 75 renters)	\$630,000 (av. 150 res. for 12 mons.)	\$2.76M	\$2,969,272
2028	\$2.13M (\$2.45M-\$315K, voucher amt reduced by 75 renters)	\$840,000 (av. 200 res. for 12 mons.)	\$2.97M	\$3,192,600
2029	\$2.13M (\$2.45M-\$315K, voucher amt reduced by 75 renters)	\$1,197,000 (av. 285 res. for 12 month)	\$3.32M	\$3,198,100

Private sources of operational funding

Projected operating costs are likely to be covered primarily by the above government and rental revenue. However, TRM intends to fundraise for village operating expenses from its current (and future) support base. Currently, approximately 60% of its operations are funded by private sources. TRM expects it can raise sufficient resources to cover village operations not covered by government sources.

As with CFV in Austin, TRM expects that key services to residents, such as behavioral health care, vocational training, and case management, will be provided onsite by third parties at their expense. Providers which serve the homeless, vocationally-challenged, or the behaviorally ill, for example, will find it economical to locate services on site. Please see letters of collaboration from MultiCare, Valeo, and Goodwill Industries (Appendix K).

Commitment letters and the Commerce contract can be found in Appendix J.

Comparing CFV Costs to Other Affordable Housing Models

The village capital cost per living unit, including support buildings, is \$245,000, and while the living spaces are smaller, it is well below the average cost of over \$400,000 per living unit for typical affordable housing projects.

When combined with its anticipated well-above-average retention rate, this suggests that the CFV approach is a fiscally responsible option for permanent supportive housing in Pierce County.

The chart below shows current affordable housing projects in the pipeline, including ones, like the village, that are forms of permanent supportive housing.

Applicant	Project	Total Development Costs	County Funds	Number of Units	Total Per Unit	County Cost Per Unit	PSH	
KWA	15th and Tac	\$36,717,395	\$3,713,696	87	\$422,039.02	\$42,686.16		
Inland	Copper Way Apartments	\$83,488,072	\$4,500,000	253	\$329,992.38	\$17,786.56		
LASA	Gravelly Lake	\$10,835,000	\$3,500,000	24	\$451,458.33	\$145,833.33	LASA	
Horizon	Hilltop Lofts	\$16,152,025	\$650,000	57	\$283,368.86	\$11,403.51	MDC	
LIHI	Lincoln Phase I	\$36,099,168	\$7,000,000	77	\$468,820.36	\$90,909.09	ACPC	
Mercy	Aviva Crossing	\$37,870,405	\$5,649,962	70	\$541,005.79	\$80,713.74		
Shiloh	Shiloh	\$28,172,072	\$3,094,289	60	\$469,534.53	\$51,571.48	BIMA	
Southport	Veridian	\$32,043,369	\$2,000,000	95	\$337,298.62	\$21,052.63		
					Average	\$412,939.74	\$57,744.56	



Comparing operating costs per resident, the village’s projected cost per resident is \$1,000 per month based on 250 formerly homeless residents, and \$1,600/month based on 150 residents.

This compares favorably to other Pierce County permanent supportive housing programs, which do not offer the same on-site microenterprises or focus on building community, and range in cost from \$1600-\$4600 per month, per resident.

The Community Speaks: **Unprecedented Support**

Included under Appendix K are the following letters of strong support:

- ◀ Valeo Vocation
- ◀ Goodwill Industries
- ◀ MultiCare
- ◀ City of Lakewood
- ◀ Allan Belton, President of PLU
- ◀ Michael Mirra
- ◀ Associated Ministries
- ◀ Master Builders Association
- ◀ Elevate Health
- ◀ Catholic Community Services
- ◀ Greater Tacoma Community Foundation
- ◀ WorkForce Central



Public Engagement Plan

The average length of stay for those who last slept in Parkland or Spanaway prior to enrollment in temporary housing is higher than those who last slept in other locations. Additionally, the average length of stay has increased over the past few years. In 2021, the average length of stay in temporary housing was 30 days longer for those who last slept in Parkland or Spanaway prior to enrollment, compared to those who last slept in other locations. Spanaway does not appear to have any permanent housing providers (Appendix L).

TRM and Pierce County will prioritize the first 50 village residents from Spanaway and Parkland and who otherwise meet the definition of a chronic homeless individual for five years or more.

County Communications and TRM have prepared a plan to reach out to residents, schools, groups, and businesses within a two-mile radius of the village to explain the village and answer questions. The public engagement plan is included in this proposal (Appendix M).

Updates on the proposed Pierce County Village can be found at www.piercecountywa.gov/village



Essential Terms of County Contract

A sheet of essential terms to be included in the County/TRM contract can be found in Appendix N. In summary, like most County affordable housing contracts, the County will take a deed of trust on the site to ensure it is used for permanent housing for the formerly chronically homeless, and to condition release of the \$22.3M on key TRM construction and fundraising milestones.

Community First! Village, Austin Tx.





Appendices

- ◀ **Appendix A**
TNT Guest Editorial
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Site Evaluation Matrix
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Projected Operating Budget
- ◀ **Appendix J**
Capital and Operating Revenue
- ◀ **Appendix K**
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- ◀ **Appendix M**
Public Engagement Plan
- ◀ **Appendix N**
County/TRM Contract Term Sheet



Scan the QR code to
view the Appendices



The Proposed Pierce County Village would address the biggest challenge to homelessness in Pierce County: permanent housing for the chronically homeless. No homeless housing strategy is credible without addressing the chronically homeless. We are committed to creating housing for those who are the most challenging to permanently house successfully.



To learn more about the Pierce County Village visit:
www.piercecountywa.gov/village



Appendix A

TNT Guest Editorial

My father battled homelessness and addiction. His letters give me hope for Pierce County

BY JOANNA MANNING

AUGUST 19, 2022 5:00 AM | [View Article Online](#)



Pierce County is planning a microhome community for about 200-300 of its chronically homeless residents, similar to one near Austin, Texas called Community First Village. Here's how it works.

Stashed in a box in my office, I have stored 27 years' worth of letters from my father. Having spent the better part of his life battling addiction and mental illness, he was often absent from my life, save for these letters. They are a chronicle of his struggles and his triumphs, his dreams and his regrets, and still — nearly five years after his death — I take them out from time to time whenever I need to reflect on certain hard truths about life and love and God and mercy.

My father may have been a homeless addict for a good portion of his life, but he had access to a kind of wisdom that still seems to elude me, despite my education and so-called worldliness.

In reading his letters as a complete text, I can see the narrative arc take shape. I can see when he is at his most vulnerable, when he is using, when he is whole. The letters resemble a wave: expansive when he is connected to a community, withdrawn when he is languishing on his own.

For many years, my father lived in the Washington City Mission in Washington, Pennsylvania, a Christian halfway house that required strict sobriety, church attendance and concrete responsibilities to the community for admittance. As restrictive as that kind of life might seem, those were the expansive times.

His letters from the Mission were often ten pages long, always hand-written on yellow legal paper, covering a week's worth of events at a time. They were optimistic, thoughtful and almost scholarly in scope. It's clear that he spent long hours in reflection and even longer hours in communion with the word of God and the other men at the Mission.

"My spiritual life seems to get better each time I come around here," he once wrote.

It is clear to me, in retrospect, that community was the only thing that ever kept my father alive.

I think about my father's experience every time I drive by a homeless encampment in Tacoma. I can't help but wonder what kind of untapped potential, what kind of hard-earned wisdom resides in each tent. I also can't help but wonder if the power of community could be as transformative for those people as it was for my father. That "tent cities" exist at all speaks to the fundamental human need to live in communion with one another.

I'm optimistic about [Pierce County's consideration of the Community First! model to address our burgeoning homelessness problem](#). Similar to an [Austin, Texas program](#), it could build a micro-home community that would house between 200 and 300 chronically homeless residents. A year ago, I was also heartened to see the First Christian Church of Tacoma open a micro-shelter site on its grounds, and I wondered if we couldn't go a step further in this effort and enlist the support of local technical colleges to provide skills training for potential residents so that they could have a stake in building their own homes while learning marketable trades in the process.

If we begin to view the homelessness problem not as one of the moral failings of the unhoused but as one of an absence of community and purpose, I am confident that we can begin to make progress. My father never failed to mention his desire to be of use to the world, a desire that is squarely at odds with the narrative we have spun around homelessness.

"I know that I'm supposed to serve," he wrote as he contemplated a career in drug and alcohol counseling. "I am confident that at some point I will know the direction to take."

As an established community, we already know the direction we need to take. If we can begin to help our unhoused neighbors — and ourselves for that matter — find their direction, find a way to be of service to one another and to the broader world, I know that we will begin to find solutions to this problem. Community First! Would be an important first step.

Appendix B

Pierce County Council 2021-22 Budget Proviso

Community First Village..... 22,300,000

PART ONE

PROVIDED, up to \$500,000 is appropriated to the County Executive to create a proposal or proposals to develop a microhome village project or projects that serve chronically homeless residents of Pierce County.

PROVIDED FURTHER, by no later than June 30, 2022, the County Executive shall transmit to the Council a **preliminary proposal*** and site analysis for a microhome village project or projects, which includes the following:

- site analysis of potential properties in Pierce County's current inventory;
- potential project location(s);
- regulatory, zoning, and permitting requirements to effect development for each potential site;
- transportation analysis for each potential site;
- potential land acquisition costs;
- the number of potential living units feasible at each potential site;
- letters of interest from any developer, operator provider, or owner with the capacity to develop the project.

***Deliverable of a feasibility report: Presented at the July 11, 2022 Monday Study Session. View [HERE](#).**

PART TWO

PROVIDED FURTHER, up to \$21,800,000 for a microhome village project or projects to serve chronically homeless residents in Pierce County may be **authorized by Resolution of the Council upon receipt of a full proposal from the County Executive, transmitted no later than October 1, 2022,**** which contains the following: development plan that includes a

- timeline and costs for a minimum of 150 living units;
- project location(s); land acquisition costs;
- regulatory, zoning, and permitting requirements to effect development;
- draft purchase and sale agreement; an identified owner, operator-provider, and developer;
- operating pro forma showing a credible plan to pay for operating costs, which may include letters of support from additional funders;
- transportation plan to address the needs of residents.

****Deliverable of a final report and Resolution for adoption.**

PROVIDED FURTHER, funds authorized as provided herein may be used to cover the costs of preparing a feasibility analysis and development plan, land acquisition, design, site development, and unit construction and acquisition.

PROVIDED FURTHER, any remaining funds allocated to advance microhome village projects but not authorized for expenditure by January 1, 2023, may be allocated to other eligible uses that serve chronically homeless residents in Pierce County subject to Council authorization by Resolution or Ordinance.

Appendix C

Duke Paulson Letter regarding TRM Board Resolution



Attn: Pierce County Council

October 5, 2022

Dear Chair Young,

Over the past eighteen months, the Tacoma Rescue Mission (TRM) has been researching innovative ways that deeply and positively impact individuals that experience homelessness, especially in populations that are not otherwise served well in our current systems. Community First Village was identified as a fantastic model and, we along with the County, believe our region needs its own Community First Village (PC Village). In response to the Council's 2022-23 budget proviso, TRM provided the Council with a feasibility report answering affirming that this model can be done in Pierce County. In collaboration with County staff, TRM prepared the second report called for under the proviso, an extensive Full Proposal, which you will soon consider.

One of the elements the Full Proposal is the identification of the owner-operator of the PC Village. This letter is to formerly inform you that on October 4, 2022, the Board of Trustees of the Tacoma Rescue Mission unanimously approved a motion to take all necessary actions to own, design, construct and operate the PC Village as fully described in the Full Proposal, conditioned, among other things, on the Council approving the release of the \$22.3M to fund the Full Proposal.

The Board of Trustees of the Tacoma Rescue Mission passed this resolution with the conviction that this opportunity to provide permanent supportive housing in a dignified manner, with comprehensive services and support for our chronically homeless individuals in the community is completely aligned with our mission as an organization, as well as our values for how we desire to support and empower our highest need and most vulnerable neighbors in our community.

I look forward to partnering with you in changing our community.

Sincerely,

A handwritten signature in blue ink, appearing to read "Duke Paulson".

Duke Paulson

Executive Director, The Tacoma Rescue Mission

Appendix D

HUD Definition of Chronic Homelessness

may also choose to adopt the definition of “chronically homeless” included in this final rule, however, it is not required.

DATES: Effective Date: January 4, 2016.

Compliance Dates: Continuum of Care recipients must comply with the regulations promulgated by this rule as of January 15, 2016. The Continuum of Care Program grant agreement provides that upon publication of a final rule for the Continuum of Care Program, that follows the July 31, 2012, interim rule, the final rule, not the prior interim rule, will govern the grant agreement. Continuum of Care Program recipients, therefore, must comply with the regulations promulgated by this rule for all program participants admitted after January 15, 2016. The regulations promulgated by this rule do not apply retroactively to program participants admitted to a Continuum of Care Program project prior to January 15, 2016.

FOR FURTHER INFORMATION CONTACT:

Norm Suchar, Director, Office of Special Needs Assistance Programs, Office of Community Planning and Development, Department of Housing and Urban Development, 451 7th Street SW., Washington, DC 20410-7000; telephone number 202-708-4300 (this is not a toll-free number). Hearing- and speech-impaired persons can access this number through TTY by calling the Federal Relay Service at 800-877-8339 (this is a toll-free number).

SUPPLEMENTARY INFORMATION:

I. Executive Summary

Purpose and Legal Authority

The purpose of this rule is to establish a final definition of the term “chronically homeless” that will be used in HUD’s Continuum of Care Program (24 CFR part 578) and the Consolidated Submissions for Community Planning and Development Programs (24 CFR part 91). “Chronically homeless” is defined in section 401(2) of the McKinney-Vento Homeless Assistance Act, 42 U.S.C. 11360 (McKinney-Vento Act or Act), as an individual or family that is homeless and resides in a place not meant for human habitation, a safe haven, or in an emergency shelter, and has been homeless and residing in such a place for at least 1 year or on at least four separate occasions in the last 3 years. The statutory definition also requires that the individual or family has a head of household with a diagnosable substance use disorder, serious mental illness, developmental disability, post-traumatic stress disorder, cognitive

impairments resulting from a brain injury, or chronic physical illness or disability.

Following the statutory definition, HUD first proposed a regulatory definition of “chronically homeless” in a December 5, 2011, interim rule that established regulations for the Emergency Solutions Grants program and made conforming amendments to HUD’s Consolidated Plan regulations (76 FR 75954). In response to concerns raised in public comments, HUD amended the definition of “chronically homeless” in the Continuum of Care Program interim rule, published July 31, 2012 (77 FR 45422), and sought further public comment on the definition of “chronically homeless.” At a convening held on May 30, 2012, HUD also solicited feedback from nationally recognized experts on a workable definition of “chronically homeless,” as described in the Rural Housing Stability Assistance Program proposed rule, published March 27, 2013 (78 FR 18726). This final rule results from HUD’s consideration of the public comments on the definition of “chronically homeless” and feedback from the convening of nationally recognized experts.

Summary of Major Provisions

This rule provides a definition of “chronically homeless” in 24 CFR 91.5, which applies to Consolidated Submissions for Community Planning and Development Programs, and in 24 CFR 578.3, which applies to the Continuum of Care Program. In addition, this rule amends 24 CFR 578.103, which stipulates recordkeeping requirements for the Continuum of Care Program, to include requirements that recipients and subrecipients of Continuum of Care funds must follow in order to demonstrate that an individual or family has met the definition of “chronically homeless.”

A “chronically homeless” individual is defined to mean a homeless individual with a disability who lives either in a place not meant for human habitation, a safe haven, or in an emergency shelter, or in an institutional care facility if the individual has been living in the facility for fewer than 90 days and had been living in a place not meant for human habitation, a safe haven, or in an emergency shelter immediately before entering the institutional care facility. In order to meet the “chronically homeless” definition, the individual also must have been living as described above continuously for at least 12 months, or on at least four separate occasions in the last 3 years, where the combined

occasions total a length of time of at least 12 months. Each period separating the occasions must include at least 7 nights of living in a situation other than a place not meant for human habitation, in an emergency shelter, or in a safe haven.

Chronically homeless families are families with adult heads of household who meet the definition of a chronically homeless individual. If there is no adult in the family, the family would still be considered chronically homeless if a minor head of household meets all the criteria of a chronically homeless individual. A chronically homeless family includes those whose composition has fluctuated while the head of household has been homeless.

Recipients and subrecipients of Continuum of Care Program funds are required to maintain and follow written intake procedures to ensure compliance with the “chronically homeless” definition. The procedures must establish the order of priority for obtaining evidence as third-party documentation first, intake worker observations second, and certification from the individual seeking assistance third.

Benefits and Costs

This final rule establishes a regulatory definition for the term “chronically homeless” that meets the statutory definition of the term established in the McKinney-Vento Act and focuses on persons with the longest histories of homelessness, who often also have the highest need. This will ensure that funds are targeted to providing permanent supportive housing solutions for these individuals and families.

This final definition of “chronically homeless” provides greater clarity than the statutory definition and HUD’s previous proposed definitions so that recipients and subrecipients can benefit from understanding which homeless individuals and families can be considered “chronically homeless.” This final definition will ensure that communities are consistently using the same criteria when considering whether a person is chronically homeless, and that HUD receives consistent and accurate information nationwide. Communities previously used various standards for the length of time to define an “episode” for a person to be considered chronically homeless, which made it difficult for HUD to compare data nationally and failed to ensure resources were going to those with the longest histories of homelessness.

Although recordkeeping necessarily entails costs, and this rule establishes certain recordkeeping requirements for

Appendix E

Site Evaluation Matrix

KITSAP TRANSIT

SITE EVALUATION

SITE SELECTION CRITERIA	WEIGHT	MAX SCORE	SITE 1			SITE 2			SITE 3				
			158th Street E & 110th Ave E			224th St & 54th Ave			195th & Canyon Road				
			Property Owner:	Address:	Total Parcels:	Property Owner:	Address:	Total Parcels:	Property Owner:	Address:	Total Parcels:		
<p>DOUBLE CHECK AUTO CALCULATIONS; APPEAR TO NOT BE WORKING Note: The criteria and evaluation scoring contained in this matrix is based on the goal of determining an appropriate site for development of a Community First Village within Pierce County's pre-established boundaries and list of currently owned properties. (See related maps). Initial site selection for a CFV is influenced by overarching categories to narrow down and rank the viability of certain locations within Pierce County.</p>			Private	N/A (address of parcel to the north: 10804 to 10919)	1	Private	5121XXX 219th Street Court E	1	Private	5319 196th Street E (address of parcel to west: 5120 192nd St E)	1		
			3 (single owner)	157th Street Ct E	27.22 acres	Identifying	1	22.70 acres	Identifying	1	22.70 acres	Identifying	1
			48.10 acres	0419223071 (8.03 acres), 0419223072 (0.81 acres), 0419272034 (39.26 acres)	0318124002	Bethel #403	0318011029	Bethel #403	0318011029	Bethel #403	0318011029	Bethel #403	Bethel #403
			Rating	Score	Remarks/Questions	Rating	Score	Remarks/Questions	Rating	Score	Remarks/Questions		

Updated August 15, 2022

Weight Factor: 7 (most important - Essential) 5 (important - high possible risk); 3 (Average Importance - Can be overcome); 1 (least important)

Criteria Rating: 3 (Excellent-Optimum); 2 (Average); 1 (Poor); 0 Unachievable

SITE PROXIMITY TO PUBLIC SERVICES											
Other Location Considerations: Site proximity to medical, shopping or other services for residents.	5	15	2.0	10.0	Near shopping center than includes access to groceries and household items.	2.0	10.0	Shopping Centers 2 miles West and 3 miles East.	1.0	5.0	Shopping center 5 miles drive to Southeast
Access/Transportation: Site location provides direct access to Pierce County Transit services and pick-up locations.	5	15	3.0	15.0	Bus route within 0.5 miles.	1.0	5.0	Bus route within 4 miles.	1.0	5.0	Bus route within 4 miles
SUBTOTAL SCORING		30		25.0			15.0			10.0	

CAPACITY AND INFRASTRUCTURE											
Parcel Size: Size and shape of site can provide for the full development of 150-285 living units, onsite services and microenterprises	5	15	2.0	10.0	Site can accommodate 150 unit capacity.	2.0	10.0	Site can accommodate 150 unit capacity.	2.0	10.0	Site can accommodate 150 unit capacity.
Site Utilities: Site contains existing infrastructure for or close proximity to utility connections	3	9	3.0	9.0	Sewer: In service area, available by X. Water: Firgrove Mutual, Inc. Power: Puget Sound Energy	3.0	9.0	Sewer: in service area, available by X. Water: Southwood Water System / Rainier View Water Company Power: Puget Sound Energy	3.0	9.0	Sewer: in service area, available by X. Water: City of Tacoma / Tacoma Water Division. Power: Puget Sound Energy
SUBTOTAL SCORING		24		19.0			19.0			19.0	

KITSAP TRANSIT

SITE EVALUATION

SITE SELECTION CRITERIA	W E I G H T F A C T O R	SITE 1			SITE 2			SITE 3			
		158th Street E & 110th Ave E			224th St & 54th Ave			195th & Canyon Road			
<p>DOUBLE CHECK AUTO CALCULATIONS; APPEAR TO NOT BE WORKING Note: The criteria and evaluation scoring contained in this matrix is based on the goal of determining an appropriate site for development of a Community First Village within Pierce County's pre-established boundaries and list of currently owned properties. (See related maps). Initial site selection for a CFV is influenced by overarching categories to narrow down and rank the viability of certain locations within Pierce County.</p>	M A X S C O R E	Property Owner: Private Address: N/A (address of parcel to the north: 10804 to 10919 157th Street Ct E Total Parcels: 3 (single owner) Total Area: 48.10 acres Identifying Parcel #: 0419223071 (8.03 acres), 0419223072 (0.81 acres), 0419272034 (39.26 acres) School District: Puyallup #003			Property Owner: Private Address: 5121XXX 219th Street Court E Total Parcels: 1 Total Area: 27.22 acres Parcel #: 0318124002 Bethel #403 Identifying School District:			Property Owner: Private Address: 5319 196th Street E (address of parcel to west: 5120 192nd St E) Total Parcels: 1 Total Area: 22.70 acres Identifying Parcel #: 0318011029 School District: Bethel #403			
		Rating	Score	Remarks/Questions		Rating	Score	Remarks/Questions		Rating	Score

Updated August 15, 2022

ENVIRONMENTAL / REGULATORY SITE CONSTRAINTS											
<p>Predominate Zone Category: Site contains parcels with zoning compatible for development of Community First Village program</p>											

KITSAP TRANSIT

SITE EVALUATION

SITE SELECTION CRITERIA	W E I G H T	M A X S C O R E	SITE 1			SITE 2			SITE 3		
			158th Street E & 110th Ave E			224th St & 54th Ave			195th & Canyon Road		
			Property Owner:	Address:	Total Parcels:	Property Owner:	Address:	Total Parcels:	Property Owner:	Address:	Total Parcels:
<p>DOUBLE CHECK AUTO CALCULATIONS; APPEAR TO NOT BE WORKING Note: The criteria and evaluation scoring contained in this matrix is based on the goal of determining an appropriate site for development of a Community First Village within Pierce County's pre-established boundaries and list of currently owned properties. (See related maps). Initial site selection for a CFV is influenced by overarching categories to narrow down and rank the viability of certain locations within Pierce County.</p>			<p>Private N/A (address of parcel to the north: 10804 to 10919) 157th Street Ct E 3 (single owner) Total Area: 48.10 acres Identifying Parcel #: 0419223071 (8.03 acres), 0419223072 (0.81 acres), 0419272034 (39.26 acres) School District: Puyallup #003</p>	<p>Private 5121XXX 219th Street Court E Parcels: 1 Total Area: 27.22 acres Parcel #: 0318124002 Bethel #403</p>	<p>Private 5319 196th Street E (address of parcel to west: 5120 192nd St E) 1 Total Area: 22.70 acres Identifying Parcel #: 0318011029 Bethel #403</p>						
			Rating	Score	Remarks/Questions	Rating	Score	Remarks/Questions	Rating	Score	Remarks/Questions

Updated August 15, 2022

<p><u>Commentary:</u> Applicable parcels may require a Conditional Use Permit for development. A lower score may result for sites that require a zoning change.</p>	3	9	1.0	3.0	Unincorporated Pierce County. Employment Center, Pierce County Airport	2.0	6.0	Unincorporated Pierce County. Rural 5	1.0	3.0	Unincorporated Pierce County. Employment Center, Shady Acres Airport.
<p>Region Topography: Region or useable portion of is relatively flat and minimizes erosion, flood, or landslide potential.</p>	3	9	2.0	6.0	Landslide potential	1.0	3.0	Erosion Hazard, Flood Potential, Landslide Potential	1.0	3.0	Erosion Hazard, Flood Potential, Landslide Potential
<p>Wetlands / Aquifer / Environmentally Critical Areas: Region is developable without significant mitigation of wetland, stream, or associated buffers.</p>	5	15	2.0	10.0	Aquifer Recharge Area	1.0	5.0	Aquifer Recharge Area, Fish & Wildlife Habitat (PC Hydro), Wetlands (Flood Zone, County Wetland, National Wetland, Hydrology)	1.0	5.0	Aquifer Recharge Area, Fish & Wildlife Habitat (PC Hydro, WDFD Priority Habitat and Species), Resource Land (PAR - property adjacent to resource land), Wetlands (Flood Zone, County + National Wetlands, Hydrology, Hydric Soils)
SUBTOTAL SCORING		33		19.0			14.0			11.0	

OWNERSHIP/FUTURE DEVELOPMENT											

KITSAP TRANSIT

SITE EVALUATION

SITE SELECTION CRITERIA	W E I G H T	M A X I M U M	SITE 1			SITE 2			SITE 3		
			158th Street E & 110th Ave E			224th St & 54th Ave			195th & Canyon Road		
			Property Owner:	Address:	Total Parcels:	Property Owner:	Address:	Total Parcels:	Property Owner:	Address:	Total Parcels:
<p>DOUBLE CHECK AUTO CALCULATIONS; APPEAR TO NOT BE WORKING Note: The criteria and evaluation scoring contained in this matrix is based on the goal of determining an appropriate site for development of a Community First Village within Pierce County's pre-established boundaries and list of currently owned properties. (See related maps). Initial site selection for a CFV is influenced by overarching categories to narrow down and rank the viability of certain locations within Pierce County.</p>			<p>Private N/A (address of parcel to the north: 10804 to 10919 157th Street Ct E 3 (single owner) Total Area: 48.10 acres Identifying Parcel #: 0419223071 (8.03 acres), 0419223072 (0.81 acres), 0419272034 (39.26 acres) School District: Puyallup #003</p>	<p>Private 5121XXX 219th Street Court E Parcels: 1 Total Area: 27.22 acres Parcel #: 0318124002 Bethel #403</p>	<p>Private 5319 196th Street E (address of parcel to west: 5120 192nd St E) 1 Total Area: 22.70 acres Identifying Parcel #: 0318011029 Bethel #403</p>						
			Rating	Score	Remarks/Questions	Rating	Score	Remarks/Questions	Rating	Score	Remarks/Questions

Updated August 15, 2022

<p>Zone Acquisition: Parcels within region are Publicly vs. Privately owned, or already owned by Pierce County.</p>	7	21	2.0	14.0	Privately Owned	2.0	14.0	Privately Owned, Willing Seller	0.0	0.0	Privately Owned, Unwilling Seller
<p>Future Development Zones: Site contains parcels available for this use and not in conflict with identified zones of development.</p> <p><u>Commentary:</u> a lower score may result from a site that would otherwise be considered as a higher and better use as a tax-producing development, such as a designated Urban Growth Area (UGA).</p>	5	15	1.0	5.0	Community Plan Area: South Hill. UGA: Potential Incorporation Area	2.0	10.0	Community Plan Area: Graham Rural Unincorporated UGA:	1.0	5.0	Community Plan Area: Frederickson UGA: Potential Incorporation Area
SUBTOTAL SCORING		36		19.0			24.0			5.0	

PUBLIC RELATIONS CONSIDERATIONS											
<p>Neighborhood Compatibility: Parcels within site may/may not be in conflict or close proximity to nearby residential, schools, or other neighbors, requiring potential visual and sound, & security mitigation.</p> <p><u>Commentary:</u> A lower score may result if the site has residential neighbors and the ability to mitigate potential disturbances is seen as potentially very challenging.</p>	5	15	2.0	10.0	Adjacent apartment complex to the North.	1.0	5.0	Site within Residential Area. Within 1.2 miles of Schools (Bethel HS, Bethel MS, Shining Mountain ES)	1.0	5.0	Industrial area to North, Residential to South of Site. Within 2.5 miles of Schools (Liberty Middle School)
SUBTOTAL SCORING		15		10.0			5.0			5.0	

KITSAP TRANSIT

SITE EVALUATION

SITE SELECTION CRITERIA	W E I G H T F A C T O R	SITE 1			SITE 2			SITE 3		
		158th Street E & 110th Ave E			224th St & 54th Ave			195th & Canyon Road		
		Rating	Score	Remarks/Questions	Rating	Score	Remarks/Questions	Rating	Score	Remarks/Questions
<p>DOUBLE CHECK AUTO CALCULATIONS; APPEAR TO NOT BE WORKING Note: The criteria and evaluation scoring contained in this matrix is based on the goal of determining an appropriate site for development of a Community First Village within Pierce County's pre-established boundaries and list of currently owned properties. (See related maps). Initial site selection for a CFV is influenced by overarching categories to narrow down and rank the viability of certain locations within Pierce County.</p>	M A X S C O R E	<p>Property Owner: Private Address: N/A (address of parcel to the north: 10804 to 10919 157th Street Ct E Total Parcels: 3 (single owner) Total Area: 48.10 acres Identifying Parcel #: 0419223071 (8.03 acres), 0419223072 (0.81 acres), 0419272034 (39.26 acres) School District: Puyallup #003</p>	<p>Property Owner: Private Address: 5121XXX 219th Street Court E Total Parcels: 1 Total Area: 27.22 acres Parcel #: 0318124002 Bethel #403 Identifying School District:</p>	<p>Property Owner: Private Address: 5319 196th Street E (address of parcel to west: 5120 192nd St E) Total Parcels: 1 Total Area: 22.70 acres Identifying Parcel #: 0318011029 School District: Bethel #403</p>						

Updated August 15, 2022

OTHER CONSIDERATIONS											
<p>Not likely to contain a "Fatal Flaw": The site appears to <u>NOT</u> have a fatal flaw that would prevent it from being considered. These include but are not limited to: unwilling sellers, environmental conditions w/ little to no mitigation potential, unique obstacles.</p>	5	15	0.0	0.0	Requires rezone and reclassification of like-sized residential property	1.0	5.0	?????-Todd can answer?	0.0	0.0	Unwilling Seller
SUBTOTAL SCORING		15		0.0			5.0			0.0	

SCORE TOTALS	Max Score	153		92			82			50	
SITE RANKING				3.0			4.0			5.0	

KITSAP TRANSIT

**SITE EVALUATION
INITIAL LIST OF SITE CANDIDATES**

SITE SELECTION CRITERIA	WEIGHT FACTOR	SITE 4			SITE 5		
		176th & Waller Road			Spanaway Loop Road		
		Rating	Score	Remarks/Questions	Rating	Score	Remarks/Questions
DOUBLE CHECK AUTO CALCULATIONS; APPEAR TO NOT BE WORKING Note: The criteria and evaluation scoring contained in this matrix is based on the goal of determining an appropriate site for development of a Community First Village within Pierce County's pre-established boundaries and list of currently owned properties. (See related maps). Initial site selection for a CFV is influenced by overarching categories to narrow down and rank the viability of certain locations within Pierce County.		Property Owner: Pierce County Address: 17106 Waller Road E Parcels: 1 Total Area: 21.50 acres Identifying Parcel #: 0319263091 District: Bethel #403			Property Owner: Private Address: 17320 Spanaway Loop Rd S Total Parcels: 4 (single owner) Total Area: 83.68 acres Identifying Parcel #: 0319294135 (28.29 acres), 0319293002 (37.94), 0319293004 (17.45 acres) School District: Central Pierce #006		
				Total			School

Updated August 15, 2022

Weight Factor: 7 (most important - Essential) 5 (i

Criteria Rating: 3 (Excellent-Optimum); 2 (Averag

SITE PROXIMITY TO PUBLIC SERVICES							
Other Location Considerations: Site proximity to medical, shopping or other services for residents.	5	2.0	10.0	MultiCare ER 3.5 miles; MultiCare/ SeaMar 2.2 miles; Shopping center 2.6 miles way to NW, 2 miles to SE	3.0	15.0	MultiCare ER 2.4 miles; MultiCare/SeaMar Medical (Primary, Acute, chronic care) .6 miles; shopping center 1.8 miles
Access/Transportation: Site location provides direct access to Pierce County Transit services and pick-up locations.	5	1.0	5.0	Bus route within 2.5 miles	2.0	10.0	Bus route within 1 mile
SUBTOTAL SCORING			15.0			25.0	

CAPACITY AND INFRASTRUCTURE							
Parcel Size: Size and shape of site can provide for the full development of 150-285 living units, onsite services and microenterprises	5	2.0	10.0	Site limited to 150 unit capacity to allow for microenterprise uses on site in addition to housing.	3.0	15.0	280 unit capacity plus microenterprise & site services
Site Utilities: Site contains existing infrastructure for or close proximity to utility connections	3	3.0	9.0	Sewer: in service area, available by X. Water: Spanaway Water System / Spanaway Water Company. Power: Elmhurst Mutual Power and Light Co.	2.0	6.0	Sewer: In service area, not on lots, available by X. Water: Spanaway Water System / Spanaway Water Company. Power: Puget Sound Energy
SUBTOTAL SCORING			19.0			21.0	

KITSAP TRANSIT

**SITE EVALUATION
INITIAL LIST OF SITE CANDIDATES**

SITE SELECTION CRITERIA	W E I G H T F A C T O R	SITE 4			SITE 5		
		176th & Waller Road			Spanaway Loop Road		
		<p>DOUBLE CHECK AUTO CALCULATIONS; APPEAR TO NOT BE WORKING Note: The criteria and evaluation scoring contained in this matrix is based on the goal of determining an appropriate site for development of a Community First Village within Pierce County's pre-established boundaries and list of currently owned properties. (See related maps). Initial site selection for a CFV is influenced by overarching categories to narrow down and rank the viability of certain locations within Pierce County.</p>	<p>Property Owner: Pierce County Address: 17106 Waller Road E Parcels: 1 Total Area: 21.50 acres Identifying Parcel #: 0319263091 District: Bethel #403</p>	<p>Total</p>	<p>Property Owner: Private Address: 17320 Spanaway Loop Rd S Total Parcels: 4 (single owner) Total Area: 83.68 acres Identifying Parcel #: 0319294135 (28.29 acres), 0319293002 (37.94), 0319293004 (17.45 acres) School District: Central Pierce #006</p>	<p>School</p>	<p>Rating</p>
<p>Rating</p>	<p>Score</p>	<p>Remarks/Questions</p>	<p>Rating</p>	<p>Score</p>	<p>Remarks/Questions</p>		

Updated August 15, 2022

ENVIRONMENTAL / REGULATORY SITE CONSTRAINTS						
<p>Predominate Zone Category: Site contains parcels with zoning compatible for development of Community First Village program</p>						

KITSAP TRANSIT

SITE EVALUATION
INITIAL LIST OF SITE CANDIDATES

SITE SELECTION CRITERIA	WEIGHT FACTOR	SITE 4			SITE 5			
		176th & Waller Road			Spanaway Loop Road			
		Rating	Score	Remarks/Questions	Rating	Score	Remarks/Questions	
<p>DOUBLE CHECK AUTO CALCULATIONS; APPEAR TO NOT BE WORKING Note: The criteria and evaluation scoring contained in this matrix is based on the goal of determining an appropriate site for development of a Community First Village within Pierce County's pre-established boundaries and list of currently owned properties. (See related maps). Initial site selection for a CFV is influenced by overarching categories to narrow down and rank the viability of certain locations within Pierce County.</p>				<p>Property Owner: Pierce County Address: 17106 Waller Road E Parcels: 1 Total Area: 21.50 acres Identifying Parcel #: 0319263091 District: Bethel #403</p>	<p>Property Owner: Private Address: 17320 Spanaway Loop Rd S Total Parcels: 4 (single owner) Total Area: 83.68 acres Identifying Parcel #: 0319294135 (28.29 acres), 0319293002 (37.94), 0319293004 (17.45 acres) School District: Central Pierce #006</p>			

Updated August 15, 2022

<u>Commentary:</u> Applicable parcels may require a Conditional Use Permit for development. A lower score may result for sites that require a zoning change.	3	2.0	6.0	Unincorporated Pierce County. Moderate Density Single Family, Mineral Resource Overlay.	2.0	6.0	Unincorporated Pierce County. Residential Resource.
Region Topography: Region or useable portion of is relatively flat and minimizes erosion, flood, or landslide potential.	3	2.0	6.0	Landslide Potential	1.0	3.0	Erosion Potential, Flood Potential, Landslide Potential. Heavily forested (potential resource to use in development)
Wetlands / Aquifer / Environmentally Critical Areas: Region is developable without significant mitigation of wetland, stream, or associated buffers.	5	2.0	10.0	Aquifer Recharge Area, Fish & Wildlife Habitat (PC Oak Presence), Resource Land (Mineral Resource Land), Wetlands (Flood Zone, County Wetland)	2.0	10.0	Wetlands (Flood Zone, County and National Wetland, Hydrology, Hydric Soils)
SUBTOTAL SCORING			22.0			19.0	

OWNERSHIP/FUTURE DEVELOPMENT							

KITSAP TRANSIT

**SITE EVALUATION
INITIAL LIST OF SITE CANDIDATES**

SITE SELECTION CRITERIA	WEIGHT FACTOR	SITE 4			SITE 5			
		176th & Waller Road			Spanaway Loop Road			
		Rating	Score	Remarks/Questions	Rating	Score	Remarks/Questions	
<p>DOUBLE CHECK AUTO CALCULATIONS; APPEAR TO NOT BE WORKING Note: The criteria and evaluation scoring contained in this matrix is based on the goal of determining an appropriate site for development of a Community First Village within Pierce County's pre-established boundaries and list of currently owned properties. (See related maps). Initial site selection for a CFV is influenced by overarching categories to narrow down and rank the viability of certain locations within Pierce County.</p>				<p>Property Owner: Pierce County Address: 17106 Waller Road E Parcels: 1 Total Area: 21.50 acres Identifying Parcel #: 0319263091 District: Bethel #403</p>	<p>Property Owner: Private Address: 17320 Spanaway Loop Rd S Total Parcels: 4 (single owner) Total Area: 83.68 acres Identifying Parcel #: 0319294135 (28.29 acres), 0319293002 (37.94), 0319293004 (17.45 acres) School District: Central Pierce #006</p>			

Updated August 15, 2022

<p>Zone Acquisition: Parcels within region are Publicly vs. Privately owned, or already owned by Pierce County.</p>	7	3.0	21.0	County Owned	2.0	14.0	Private, Willing Seller
<p>Future Development Zones: Site contains parcels available for this use and not in conflict with identified zones of development.</p> <p><u>Commentary:</u> a lower score may result from a site that would otherwise be considered as a higher and better use as a tax-producing development, such as a designated Urban Growth Area (UGA).</p>	5	1.0	5.0	Community Plan Area: Frederickson UGA: Potential Incorporation Area	3.0	15.0	Community Plan Area: Parkland-Spanaway-Midland UGA: Urban Unincorporated Area
SUBTOTAL SCORING			26.0			29.0	

PUBLIC RELATIONS CONSIDERATIONS							
<p>Neighborhood Compatibility: Parcels within site may/may not be in conflict or close proximity to nearby residential, schools, or other neighbors, requiring potential visual and sound, & security mitigation.</p> <p><u>Commentary:</u> A lower score may result if the site has residential neighbors and the ability to mitigate potential disturbances is seen as potentially very challenging.</p>	5	1.0	5.0	Site within Residential Area. Surrounding residential neighbors look down onto site from adjacent high point. (3) Elementary schools directly adjacent or immediately nearby (Clover Creek, Cascade Christian, and Katherine G Johnson).	3.0	15.0	JBLM lies to South and West of site; Some residential along NW edge. Near _____.
SUBTOTAL SCORING			5.0			15.0	

KITSAP TRANSIT

**SITE EVALUATION
INITIAL LIST OF SITE CANDIDATES**

SITE SELECTION CRITERIA	WEIGHT FACTOR	SITE 4			SITE 5			
		176th & Waller Road			Spanaway Loop Road			
		Rating	Score	Remarks/Questions	Rating	Score	Remarks/Questions	
<p>DOUBLE CHECK AUTO CALCULATIONS; APPEAR TO NOT BE WORKING Note: The criteria and evaluation scoring contained in this matrix is based on the goal of determining an appropriate site for development of a Community First Village within Pierce County's pre-established boundaries and list of currently owned properties. (See related maps). Initial site selection for a CFV is influenced by overarching categories to narrow down and rank the viability of certain locations within Pierce County.</p>				<p>Property Owner: Pierce County Address: 17106 Waller Road E Parcels: 1 Total Area: 21.50 acres Identifying Parcel #: 0319263091 District: Bethel #403</p>	<p>Property Owner: Private Address: 17320 Spanaway Loop Rd S Total Parcels: 4 (single owner) Total Area: 83.68 acres Identifying Parcel #: 0319294135 (28.29 acres), 0319293002 (37.94), 0319293004 (17.45 acres) School District: Central Pierce #006</p>			

Updated August 15, 2022

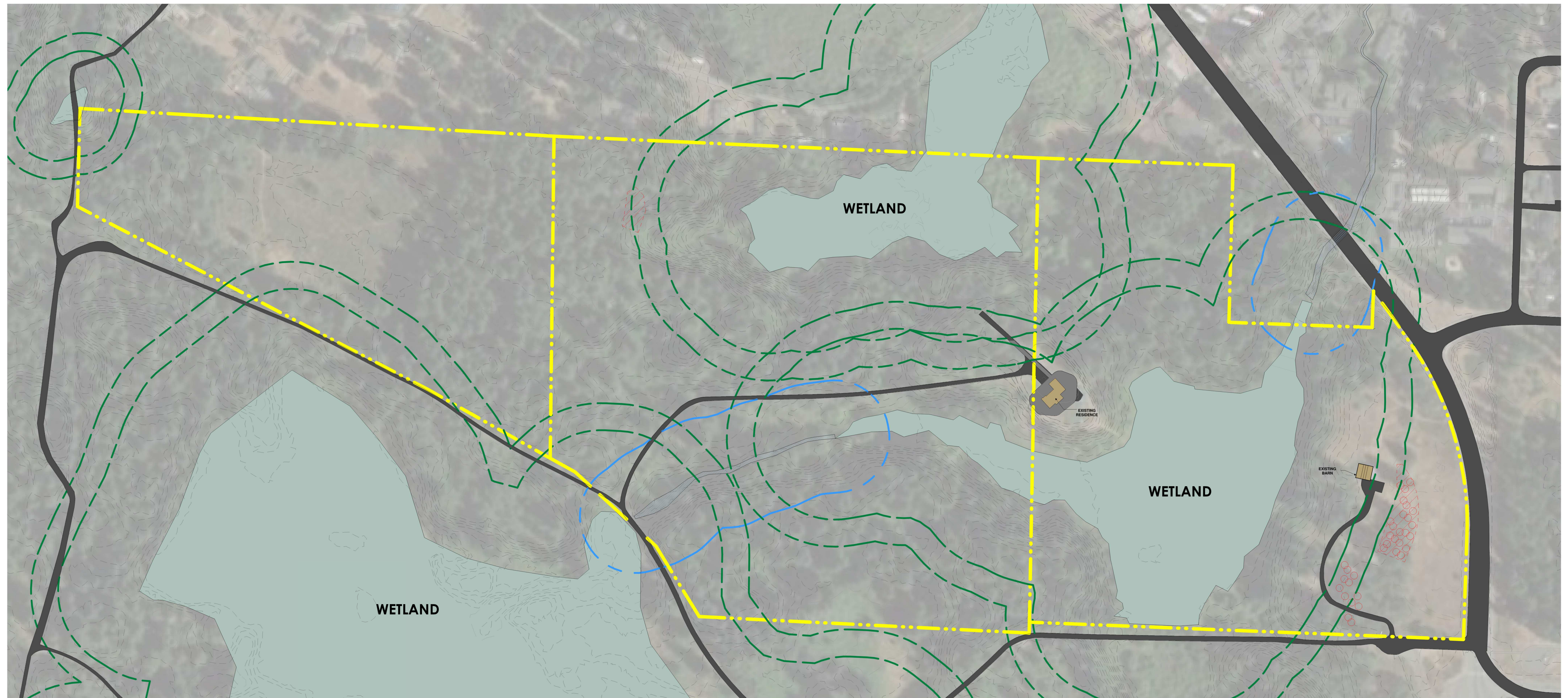
OTHER CONSIDERATIONS							
<p>Not likely to contain a "Fatal Flaw": The site appears to <u>NOT</u> have a fatal flaw that would prevent it from being considered. These include but are not limited to: unwilling sellers, environmental conditions w/ little to no mitigation potential, unique obstacles.</p>	5	2.0	10.0	Limited project growth potential due to site size. Potentially lucrative "sale" property for County - ideal for future residential development.	3.0	15.0	Largest developable property, least direct impact to neighbors.
SUBTOTAL SCORING			10.0			15.0	

SCORE TOTALS	Max Score		97			124	
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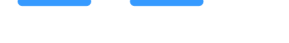





SITE RANKING			2.0			1.0	
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Appendix F

Site Plan: Existing; Phases 1A, 1B, 1C and 2






LEGEND

-  PROPERTY LINE
-  WETLAND BUFFER
-  STREAM BUFFER
-  WALKING PATH
-  WETLANDS
-  STREAMS
-  LANDSCAPE BUFFER
-  EXISTING OAK TREES CLUSTER
SHOWN APPROXIMATELY

VILLAGE UNITS

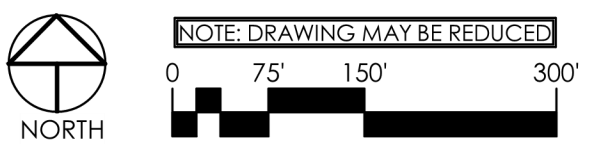
-  200 SF MODEL
-  399 SF MODEL
-  200 SF (MICRO-ENTERPRISE, SALONS, LIBRARY)

VOLUNTEER RESIDENT UNITS

-  200 SF (MODEL A)
-  399 SF (MODEL B)
-  800 SF (MODEL C)

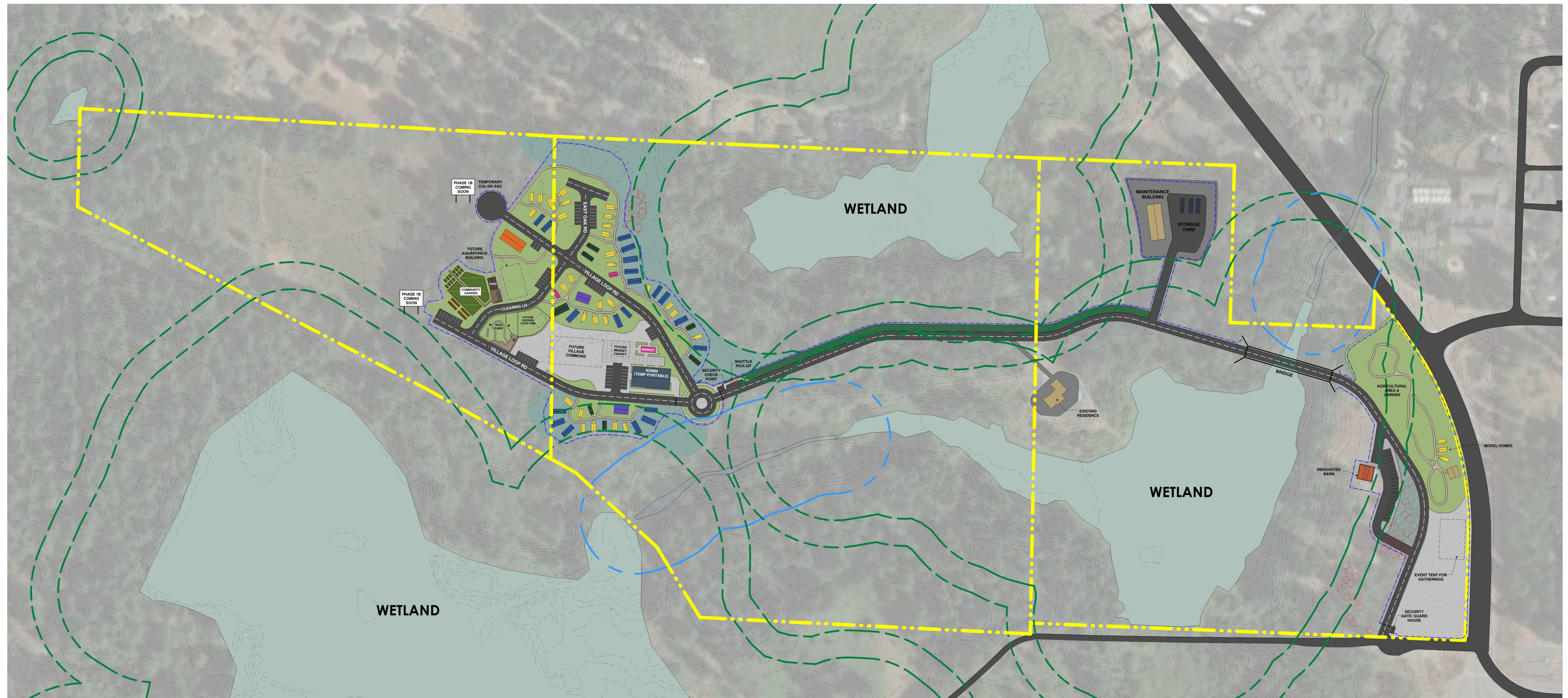
AMENITIES

-  BATH/ LAUNDRY
-  COMMUNAL KITCHEN



SITE PLAN_EXISTING

COMMUNITY FIRST VILLAGE
TACOMA RESCUE MISSION



SUMMARY

Item	Phase 1a	Phase 1b	Phase 1c	Phase 2	Full Build Out
HOUSING					
Micro Units (200 SF)	30				
Park Model (399 SF)	20				
Enterprise Unit	2				
Volunteer Residence A	3				
Volunteer Residence B	3				
Volunteer Residence C	1				
TOTALS	59	0	0	0	
AMENITIES					
Bath Laundry	2				2
Communal Kitchen	1				1

LEGEND

	PROPERTY LINE		WETLANDS
	WETLAND BUFFER		STREAMS
	STREAM BUFFER		LANDSCAPE BUFFER
	WALKING PATH		EXISTING OAK TREES CLUSTER *SHOWN APPROXIMATELY*
	FENCING		

VILLAGE UNITS

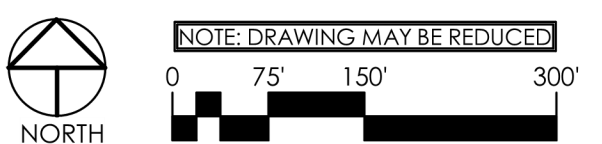
	200 SF MODEL
	399 SF MODEL
	200 SF (MICRO-ENTERPRISE, SALONS, LIBRARY)

VOLUNTEER RESIDENT UNITS

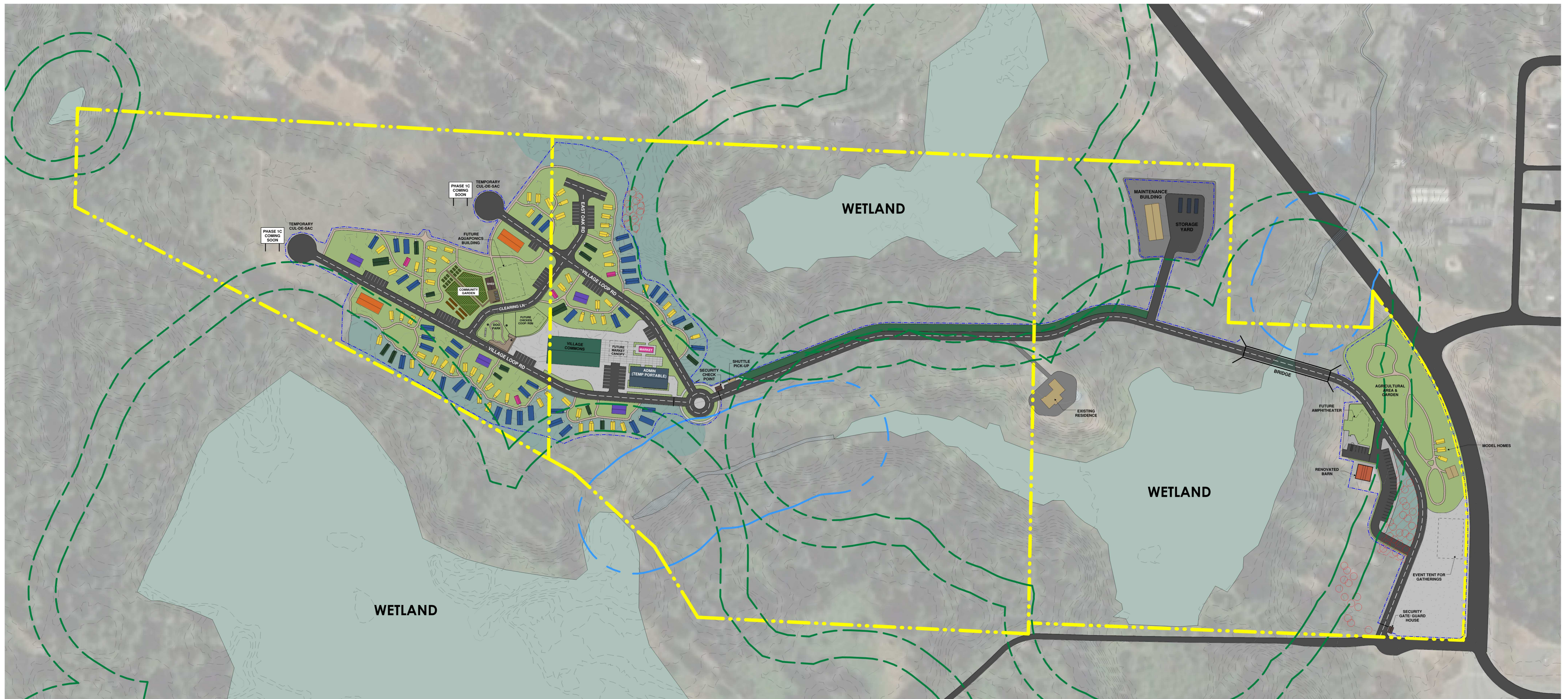
	200 SF (MODEL A)
	399 SF (MODEL B)
	800 SF (MODEL C)

AMENITIES

	BATH/ LAUNDRY
	COMMUNAL KITCHEN



SITE PLAN_PHASE 1A



SUMMARY

Item	Phase 1a	Phase 1b	Phase 1c	Phase 2	Full Build Out
HOUSING					
Micro Units (200 SF)	30	30			
Park Model (399 SF)	20	20			
Enterprise Unit	2	2			
Volunteer Residence A	3	3			
Volunteer Residence B	3	3			
Volunteer Residence C	1	1			
TOTALS	59	59			
AMENITIES					
Bath Laundry	2	2			4
Communal Kitchen	1	1			2

LEGEND

- PROPERTY LINE
- WETLAND BUFFER
- STREAM BUFFER
- WALKING PATH
- FENCING
- WETLANDS
- STREAMS
- LANDSCAPE BUFFER
- EXISTING OAK TREES CLUSTER *SHOWN APPROXIMATELY*

VILLAGE UNITS

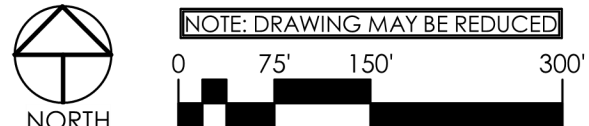
- 200 SF MODEL
- 399 SF MODEL
- 200 SF (MICRO-ENTERPRISE, SALONS, LIBRARY)

VOLUNTEER RESIDENT UNITS

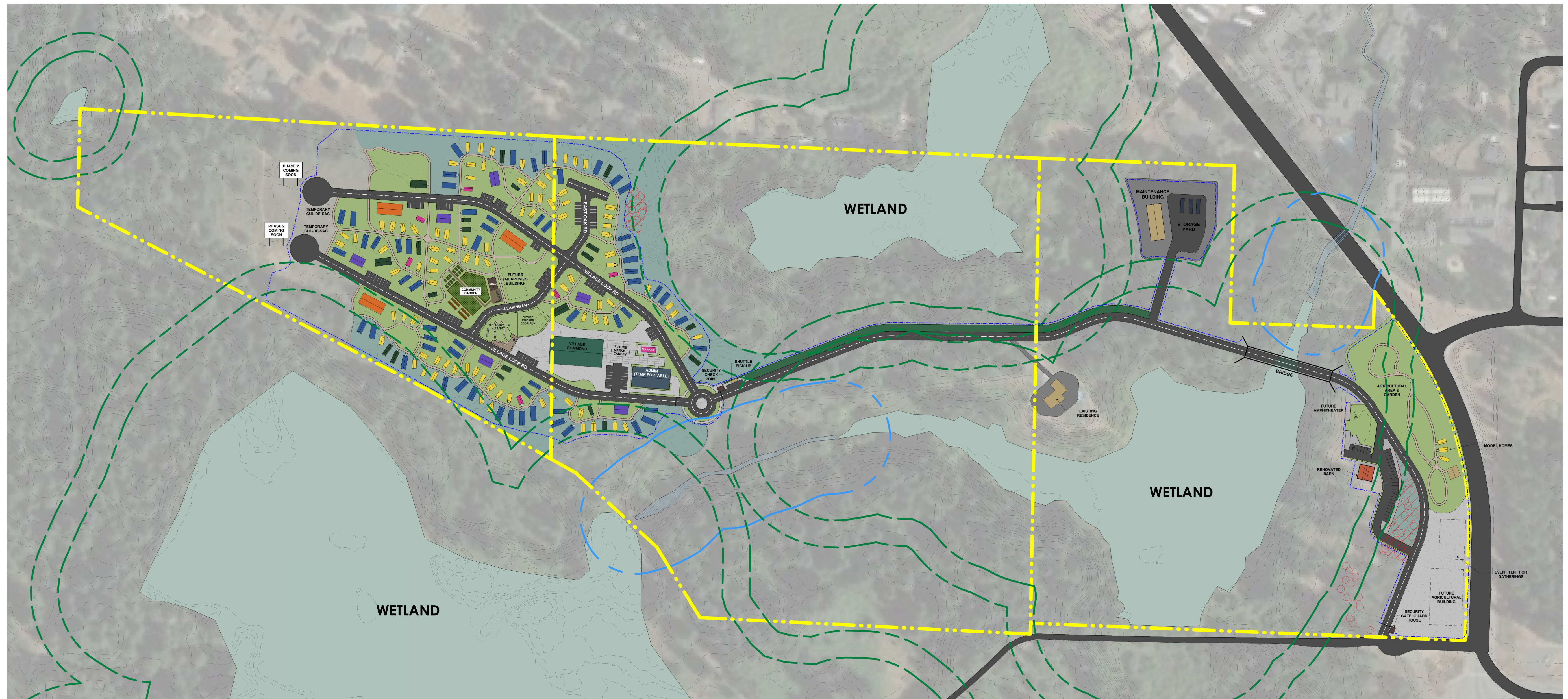
- 200 SF (MODEL A)
- 399 SF (MODEL B)
- 800 SF (MODEL C)

AMENITIES

- BATH/ LAUNDRY
- COMMUNAL KITCHEN



SITE PLAN_PHASE 1B



SUMMARY

Item	Phase 1a	Phase 1b	Phase 1c	Phase 2	Full Build Out
HOUSING					
Micro Units (200 SF)	30	30	30		
Park Model (399 SF)	20	20	20		
Enterprise Unit	2	2	2		
Volunteer Residence A	3	3	3		
Volunteer Residence B	3	3	3		
Volunteer Residence C	1	1	1		
TOTALS	59	59	59		
AMENITIES					
Bath Laundry	2	2	2		6
Communal Kitchen	1	1	1		3

LEGEND

	PROPERTY LINE		WETLANDS
	WETLAND BUFFER		STREAMS
	STREAM BUFFER		LANDSCAPE BUFFER
	WALKING PATH		EXISTING OAK TREES CLUSTER *SHOWN APPROXIMATELY*
	FENCING		

VILLAGE UNITS

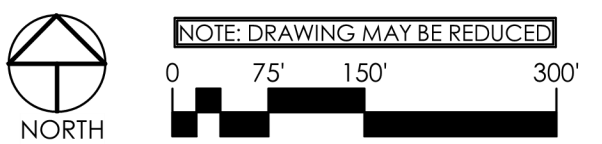
	200 SF MODEL
	399 SF MODEL
	200 SF (MICRO-ENTERPRISE, SALONS, LIBRARY)

VOLUNTEER RESIDENT UNITS

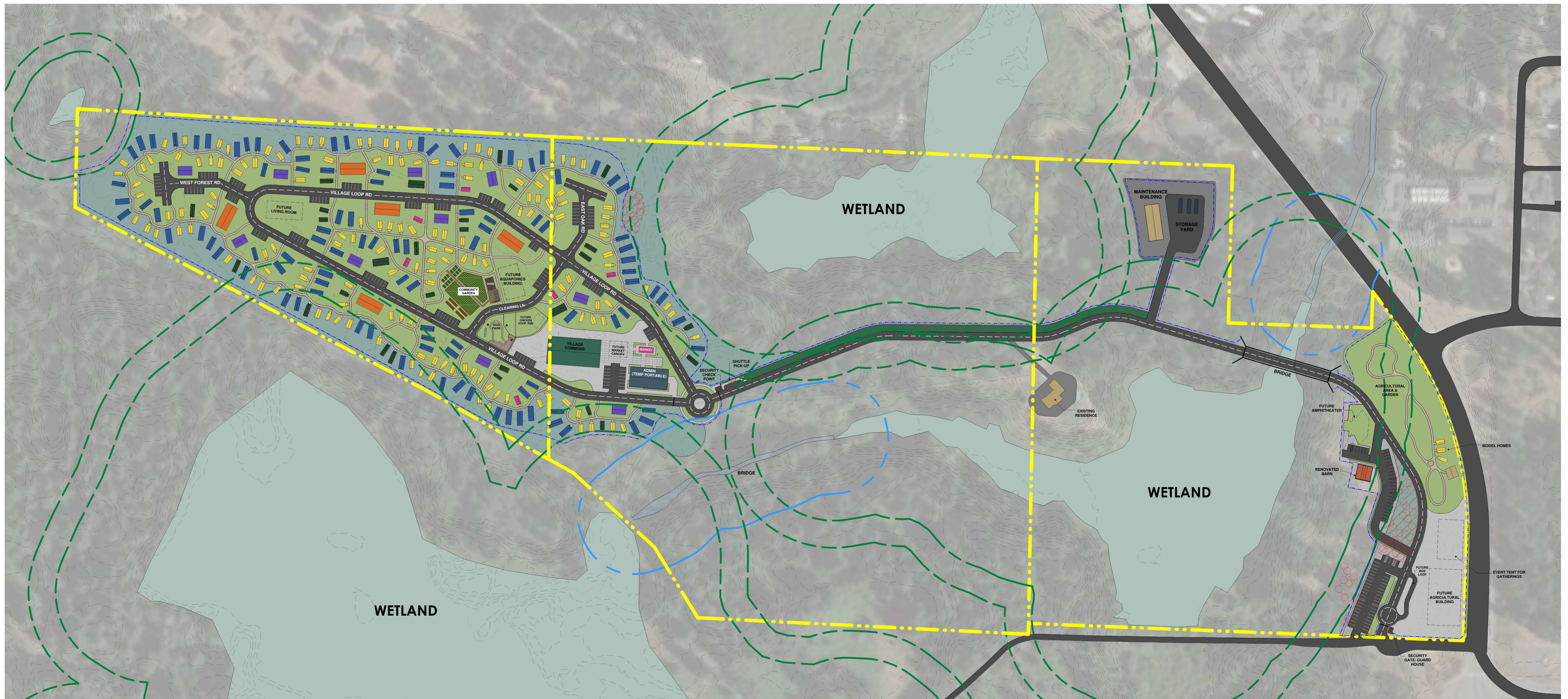
	200 SF (MODEL A)
	399 SF (MODEL B)
	800 SF (MODEL C)

AMENITIES

	BATH/ LAUNDRY
	COMMUNAL KITCHEN



SITE PLAN_PHASE 1C



SUMMARY

Item	Phase 1a	Phase 1b	Phase 1c	Phase 2	Full Build Out
HOUSING					
Micro Units (200 SF)	30	30	30	60	150
Park Model (399 SF)	20	20	20	40	100
Enterprise Unit	2	2	2	0	6
Volunteer Residence A	3	3	3	3	12
Volunteer Residence B	3	3	3	4	13
Volunteer Residence C	1	1	1	0	3
TOTALS	59	59	59	107	284
AMENITIES					
Bath Laundry	2	2	2	4	10
Communal Kitchen	1	1	1	2	5

LEGEND

- PROPERTY LINE
- WETLAND BUFFER
- STREAM BUFFER
- WALKING PATH
- FENCING
- WETLANDS
- STREAMS
- LANDSCAPE BUFFER
- EXISTING OAK TREES CLUSTER *SHOWN APPROXIMATELY*

VILLAGE UNITS

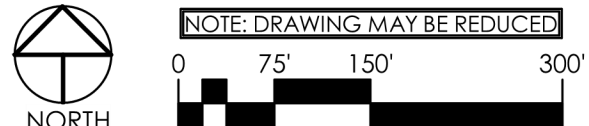
- 200 SF MODEL
- 399 SF MODEL
- 200 SF (MICRO-ENTERPRISE, SALONS, LIBRARY)

VOLUNTEER RESIDENT UNITS

- 200 SF (MODEL A)
- 399 SF (MODEL B)
- 800 SF (MODEL C)

AMENITIES

- BATH/ LAUNDRY
- COMMUNAL KITCHEN



SITE PLAN_PHASE 2

Appendix G

Capital Budget and Purchase and Sale Agreement



September 27th, 2022

Pierce County
930 Tacoma Avenue S.
Tacoma, WA 98402

To whom it may concern;

ASH Development is excited to submit the attached proposal to you. We bring over 40 years of experience developing and building significant projects in Pierce County. We are highly confident in our proposal both from a scheduling and cost prospective.

This proposal is subject to change based on Pierce County review. Our proposal is good for 60 days from receipt of this proposal.

Please do not hesitate in giving me a call at 253-606-6799 if you have any questions.

Sincerely,

A handwritten signature in black ink that reads "Greg Helle". The signature is written in a cursive, flowing style.

Greg Helle
ASH Development

P.O. Box 280
Puyallup, WA 98371



The following outlines the estimated timeline and costs for a phased approach to providing a village concept to address the long-term needs in the battle against homelessness. We are confident that this proven approach will meet the long term needs of those in our community that find themselves in need of long term solutions to their current situation.

The proposal is broken down into four distinct phases; Phase 1-A, 1-B, 1-C and 2.

Phase 1-A

1. Period: Nov. 2022 - Fall 2024
2. Scope
 - Land Purchase
 - Design and permitting
 - Site clearing, prep and fencing
 - New road from entrance to West Village; bridge
 - Utilities: power, water, septic
 - East Village:
 - 3-5 model units
 - renovate barn (visitors center)
 - tent (gatherings)
 - West Village:
 - 50 Formerly Homeless (FH) living units
 - 7 resident volunteers (including one cottage)
 - 2 micro units for clinic/enterprises (convert later FH housing)
 - 1 park model for minimarket (convert to FH housing)
 - 2 laundry & shower
 - 1 communal kitchen/gathering
 - Temporary administration building (portable)



3. Cost:

Description	Cost	Total
Land Purchase	\$3,700,000	
Design and permitting	\$2,000,000	
Site clearing/prep	\$1,500,000	
Road and utilities	\$5,500,000	
Subtotal		\$12,700,000
Barn renovation	\$1,000,000	
Tent	\$50,000	
Subtotal		\$1,050,000
Living units, including resident volunteers, minimart (60)	\$3,500,000	
Laundry & shower (2)	\$1,500,000	
Communal kitchen/gathering	\$1,000,000	
Subtotal		\$6,000,000
Portable (admin)	\$100,000	
Maintenance Building	\$1,000,000	
Farm Prep	\$750,000	
Dog Park	\$25,000	
Subtotal		\$1,875,000
Hard Cost Total		\$21,625,000
Soft costs (taxes, design, permitting) 25%	\$5,406,250	
Subtotal of all costs		\$27,031,250
Escalation @ 3.0%	\$810,938	
Subtotal		\$27,842,188
Less 15% in kind donations	(\$4,176,328)	
Total Phase 1-A Costs		\$23,665,860

Phase 1-B

P.O. Box 280
Puyallup, WA 98371



1. Period: Jan. 2025 - Dec. 2025
2. Scope:
 - West Village
 - Extension of road/utilities
 - 50 FH living units
 - 7 resident volunteers (including cottage)
 - 2 micro units/clinic
 - 2 laundry/shower
 - 1 communal kitchen/gathering
 - Village Commons (multi-use: gathering, clinical, case-management)
3. Cost:

Description	Cost	Total
Extension of road/utilities	\$3,000,000	
Living units, including resident volunteers, micros services (59)	\$3,450,000	
Laundry/shower (2)	\$1,500,000	
Communal kitchen/gathering	\$1,000,000	
Village Commons	\$5,000,000	
Hard Cost Total		\$13,950,000
Soft costs (taxes, design, permitting) 25%	\$3,487,500	
Subtotal of all costs		\$17,437,500
Escalation 5%	\$871,875	
Subtotal		\$18,309,375
Less 15% in kind donations	(\$2,746,406)	
Total Phase 1-B Costs		\$15,562,969

Phase 1-C

P.O. Box 280
Puyallup, WA 98371



1. Period: Spring 2026-Spring 2027
2. Scope:
 - West Village
 - 50 FH living units
 - 7 resident volunteers (including cottage)
 - 2 micro units for clinic/enterprises (convert later FH housing)
 - 2 laundry & shower
 - 1 communal kitchen/gathering
3. Cost:

Description	Cost	Total
Extension of road/utilities	\$3,000,000	
Living units, including resident volunteers, micros services (59)	\$3,450,000	
Laundry/shower (2)	\$1,500,000	
Communal kitchen/gathering	\$1,000,000	
Hard Cost Total		\$8,950,000
Soft costs (taxes, design, permitting) 25%	\$2,237,500	
Subtotal of all costs		\$11,187,500
Escalation 7%	\$783,125	
Subtotal		\$11,970,625
Less 15% in kind donations	(\$1,795,594)	
Total Phase 1-C Costs		\$10,175,031



Totals Phases 1A-1C

1. Living units- 150
2. Micro units clinics/market: 6
3. Living units-resident volunteers: 21
4. Communal kitchen/gatherings: 3
5. Laundry/Showers: 6
6. Support Buildings: 4 (including portables)
7. Period: Nov. 2022 - Spring 2027
8. **Total cost: \$49,403,860**



Phase 2

1. Period: Spring 2027 - Fall 2028
2. Scope:
 - Build remaining: 100 FA living units and 7 resident volunteers
 - Laundry/showers: 4
 - Communal kitchen/gathering: 2
3. Costs:

Description	Cost	Total
Living units, including resident volunteers, micros services (107)	\$6,450,000	
Laundry/shower (4)	\$3,000,000	
Communal kitchen/gathering(2)	\$2,000,000	
Hard Cost Total		\$11,450,000
Soft costs (taxes, design, permitting) 25%	\$2,862,500	
Subtotal of all costs		\$14,312,500
Escalation 9.5%	\$1,359,688	
Subtotal		\$15,672,188
Less 15% in kind donations	(\$2,350,828)	
Total Phase 2 Costs		\$13,321,360



Totals Phases 1-A, 1-B, 1-C and 2

- 256 FA living units
- 28 resident volunteers living units
- Communal kitchen/gathering: 5
- Shower/Laundry: 10
- Support buildings: 4
 - renovate barn
 - tent (farmers market)
 - portable administration
 - Village Commons
- Period: Spring 2027-Summer 2028.
- **Total cost: \$62,725,220 (\$245,000/unit)**

EXECUTIVE VICE PRESIDENT

INDUSTRY INVOLVEMENT

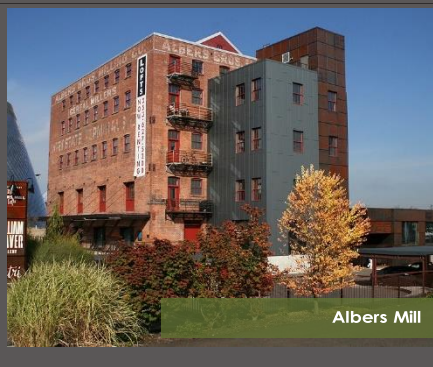
Member, Washington State Office of the Superintendent of Public Instruction's Cost Advisory Board

Member, Puyallup High School Cost Advisory Board

Good Samaritan Foundation Board

Tacoma/Pierce County Chamber of Commerce Board Member

1998 Southern District Vice President, Associated General



PROFESSIONAL SUMMARY

Greg Helle, member, of Ash Development has developed projects for more than 30 years, including multi-family residential, senior care facilities and single-family developments. In addition to being a partner in Ash, Greg is Helle is a retired principal owner of Absher Construction Company, Pierce County's largest general contractor. In his 40 years of experience at Absher, Greg led multiple large-site developments across the Puget Sound, including affordable housing redevelopments for Tacoma Housing Authority, Seattle Housing Authority, and King County Housing Authority. These projects span many acres and include all of the permitting, infrastructure, roadway/right of way, and housing components that are part of building a community. In addition, Greg has been a member of other development LLC that have made significant contributions to the local Tacoma/Pierce County area including the redevelopment of Tacoma's Pacific Plaza.

An active community supporter, Greg is passionate about causes that improve the lives of children. For the past 13 years he has actively worked with Feed My Starving Children, a worldwide nonprofit organization that provides meals for malnourished children. He and his wife have personally made multiple trips to Haiti to distribute food to starving children. The Helles also founded the Kids Out of Cars ministry to move children from homelessness into safe, permanent housing. Greg is a two-term board member of the Mary Bridge Good Samaritan Children's Therapy Unit foundation.

PROJECT EXPERIENCE

- **East Town Crossing, Puyallup, WA**
190 unit, multi-family development with commercial space; in progress
- **Bay Terrace Public Housing Redevelopment Phase I, Tacoma, WA**
A \$16.7M Certified LEED Gold townhomes and community center, and LEED Silver 70-unit apartments with parking garage
- **Bay Terrace Public Housing Redevelopment Phase II, Tacoma, WA**
A \$15.3M development including a 3-unit townhome, 4-unit townhome, and 67-unit multi-family building with surface-level parking
- **Tacoma Rescue Mission, WA**
A \$4.5M renovation of a 7,000 SF storage facility to a 2-story, 50 overnight bed (72 emergency beds) women's shelter including kitchen, laundry, shower facilities, storage lockers, and parking
- **Pacific Plaza Renovation, Tacoma, WA**
A \$25M LEED Platinum mixed-use development including two new floors of Class A office space, one new floor of parking, and 483 new/renovated parking stalls
- **Albers Mill, Tacoma, WA**
A \$7.2M 32-unit upper-end apartments and an art gallery listed on the National Historic Register

REAL ESTATE PURCHASE AND SALE AGREEMENT
August 3, 2022

Greg & Cyndi Helle and/or assigns, (hereinafter referred to as “Purchaser), hereby agree to purchase and Sean D. Ober, a single man as his separate estate (hereinafter referred to as “Seller), hereby agrees to sell, all in accordance with the following terms, provisions, and conditions, certain undeveloped real property including existing single-family residence and outbuildings located in Pierce County Washington and consisting of approximately 85.73 acres. Said real property is hereinafter referred to as “Real Property” and is legally described on **Exhibit A** (See Attachment)

1. **PURCHASE PRICE.** The purchase price for the Real property is Three Million, Seven Hundred Thousand dollars (\$3,700,000.00)

2. **EARNEST MONEY.** Purchaser hereby deposits with Escrow a Check in the amount of Twenty-Five Thousand (\$25,000.00) as Earnest Money. Upon removal of the Feasibility Contingency, Escrow is instructed to immediately release all earnest money to Seller which shall be applicable to the purchase price but non-refundable except in the event of default by Seller.

3. **PAYMENT OF PURCHASE PRICE.** The purchase price shall be paid as follows: Purchaser agrees to pay the full Purchase Price at closing to include Sellers receipted earnest money, according to the Terms and Conditions of this agreement.

4. **CONVEYANCE AND CONDITION OF TITLE.** The title to the Real Property shall be conveyed by Seller to Purchaser at Closing by Statutory Warranty Deed, free and clear of all liens, encumbrances or defects except those approved by Purchaser as provided in the Paragraph titled Title Insurance.

5. **TITLE INSURANCE.** At closing, Seller shall cause Chicago Title Insurance Company “Title Company” to issue an extended form owner’s policy of title insurance to Purchaser in an amount equal to the total purchase price of Real Property.

In this regard, and as soon as reasonably possible following the date of mutual acceptance of this agreement, Seller shall cause Title Company to issue to Purchaser a preliminary commitment for such title insurance policy together with full copies of any exceptions set forth therein (hereinafter “Preliminary Commitment”). Purchaser shall have twenty (20) days after delivery of said Preliminary Commitment within which to notify Seller, in writing of Purchaser’s disapproval of any exceptions shown on the Preliminary Commitment.

In the event of disapproval by Purchaser of any exceptions or defects as set forth in the Preliminary Commitment, Seller shall have thirty (30) days from delivery of Purchaser’s notice to eliminate any disapproved exceptions from the policy of title insurance to be issued in favor of Purchaser provided that monetary encumbrances and liens, if any, shall be paid by Seller at closing.

buyer   seller  -date 08/03/22

08/03/22

If disapproved exceptions are not eliminated within said thirty (30) day period, or if Seller notifies Purchaser in writing that Seller will not eliminate the same, then this agreement shall be terminated, and neither Purchaser nor Seller shall have any further rights, duties, or obligations hereunder except that the Earnest Money Note previously delivered by Purchaser shall be immediately returned to Purchaser, unless within (5) working days of the earlier of (i) the expiration of said thirty (30) day periods, or (ii) the date that Seller notifies Purchaser that Seller will not eliminate the disapproved exceptions, Purchaser waives its prior disapproval and elects to proceed with closing subject to the disapproved exceptions(s).

6. **FEASIBILITY CONTINGENCY.** Purchaser’s obligations under this agreement are contingent and conditioned upon Purchaser’s feasibility study. In this regard, Purchaser shall have until December 31, 2022 (the “Feasibility Period”) to determine, in Purchaser’s sole and absolute discretion, if the Real Property is feasible for development by Purchaser. In the event this Agreement terminates for any reason after acceptance of this Feasibility Contingency, the Earnest Money shall become non-refundable except for in the instance of Seller’s default. In the event that Purchaser enters the Subject Property for its feasibility study, Purchaser shall restore the Subject Property to its same condition prior to Purchaser’s entry.

7. Intentionally Deleted.

8. Intentionally Deleted.

9. **CLOSING OF SALE.** The sale shall be closed after acceptance of Feasibility but no later than January 31, 2023 at the offices of Nelson Escrow (“Escrow Officer, Shirley Wilder”) in Puyallup, Washington.

10. **CLOSING COSTS.**

A. **Seller shall pay:** The premium for an owner’s standard form coverage policy of title insurance in the amount of the purchaser price, State of Washington Real Estate Excise Taxes, one-half (1/2) of the escrow fees and any other fees customarily paid by the Seller in the jurisdiction of the Property.

B. **Purchaser shall pay:** One-half (1/2) of the escrow fees; the additional premium for the extended coverage policy of title insurance together with any incremental costs and expenses required to obtain such extended coverage and any other fees customarily paid by the Purchaser in the jurisdiction of the Property.

C. **Compensating Taxes.** Purchaser and Seller herein agree that in the event compensating taxes, interest, and penalties, may be assessed from removal from any open space or timber classification that Seller shall pay the above at closing.

11. **PRORATIONS.** Real Property taxes shall be prorated between Purchaser and Seller as of the date of closing.

buyer   seller  -date 08/03/22
08/03/22

12. **POSSESSION.** Purchaser shall be entitled to possession of the Real Property at Closing.

13. **REPRESENTATIONS AND WARRANTIES.** Buyer hereby waives the right to receive a Form 17 Seller Disclosure Statement Seller represents and warrants to Purchaser as follows:

A. **Hazardous Materials.** To the best of the Seller’s knowledge, no hazardous or toxic waste or other hazardous materials have been deposited or spilled on or under the Real Property or exists on or under the Real Property. For purposes of this agreement, “Hazardous Material” shall mean any material which is defined as hazardous, toxic, or radioactive in any federal, state, or local statute, regulation, ordinance or law applicable to the Real Property, or which is otherwise publicly regulated for reasons of human health or the environment, including, without limitation, asbestos and petrochemicals.

B. **Notices of Violations.** Seller has not received any notice of the existence of any violation of any applicable covenant, condition or restriction or any applicable statute, ordinance, regulation, order, permit, rule or law, including, without limitation, any building, zoning or environmental restriction or requirement concerning filling, use, construction, maintenance, repair, replacement, operation or occupancy of the Real Property (collectively, “Notices to Violation”). With respect to any such Notice of Violation not disclosed to Purchaser or received after the date of this Agreement (except any such Notice of Violation not disclosed to Purchaser or Notice of Violation caused or otherwise attributable to Purchaser’s activities), Seller agrees to indemnify and save Purchaser harmless from any and all liability, cost, expenses or damage, including loss of value of the Real Property arising out of or in connection with any such Notice of Violation.

C. **Binding Agreements.** There are no agreements in effect with respect to the Real Property that will survive closing, except for the matters which may be disclosed in the Preliminary Commitment.

D. **Mineral Rights.** Except as otherwise disclosed in the Preliminary Commitment for title insurance, to the best of Seller’s knowledge, Seller is the owner of all right, title and interest in and to all oil, gas and other materials pertaining to the Real Property, and the mineral estate with respect thereto has not been severed.

E. **Development Rights.** To the best of Seller’s knowledge, there has been no transfer or severance of any air or view or development rights with respect to the Real Property.

F. **Assessments.** Except as may be otherwise disclosed in the Preliminary Commitment for title insurance, to the best of Seller’s knowledge, there are no assessments for public improvements pending or existing or, to the best of Seller’s knowledge, proposed with respect to the Real Property.

G. **Improvement Liens.** Except as may be disclosed in the Preliminary Commitment for Title Insurance, to the best of Seller’s knowledge, all persons or

buyer GH CH seller [Signature] -date 08/03/22

08/03/22

corporations supplying material, labor or equipment to the Real Property have been paid; there are no actual or allege claims of liens with respect to the Real Property which have not been fully paid and performed in accordance with the terms thereof.

H. **Indemnification.** Seller agrees to indemnify, defend and hold Purchaser harmless from any and all costs or expenses (including reasonable attorney’s fees) incurred by Purchaser on account of the inaccuracy of any of the foregoing representation and warranties.

14. **MISCELLANEOUS.**

A. **Time of Acceptance.** Time is of the essence of this Agreement. This Agreement shall be mutually accepted on or before 6:00pm, PST, August 1, 2022, or shall be null and void.

B. **Incorporation by Reference.** All of any exhibits, documents, and writing referred to in this Agreement are incorporated herein by this reference and are made a part hereof as if set forth in full.

C. **Non-Merger.** The terms, conditions and provisions of this Agreement (including, but not limited to, Seller’s representations and warranties) shall not be deemed merged into any deed and shall survive the closing and continued in full force and effect.

D. **Notices.** All notices required or permitted to be given hereunder shall be in writing and shall be sent by U.S. certified mail, return receipt requested, or personal service, or by facsimile transmission addressed as set forth below.

- (i) All notices to be given to **Seller** shall be addressed as follows:

Sean Ober

1609 176th Street S
Spanaway, WA 98387
seandjtab@gmail.com
Phone: (253) 297-8237

AND

Matthew Link
mblink@mcferranlaw.com
(253) 284-3856

buyer   seller  -date 08/03/22

08/03/22

(ii) All notices to be given to **Purchaser** shall be addressed as follows:

Terry Wise & Associates, Inc.
7622 Waller Rd E
Tacoma, WA 98443
Phone: (253) 312-8360
Agent: Terry Wise
Phone: (253) 312-8360

Any party hereto may, by written notice to the other, designate such other address for the giving of notices as may be necessary. All notices shall be deemed given on the day such notice is personally served, or on the date of the facsimile, or on the third day following the day such notice is mailed in accordance with this paragraph.

Commissions. There are no real estate commissions.

E. **Defaults.**

1) IF PURCHASER DEFAULTS HEREUNDER, SELLER’S SOLE REMEDY SHALL BE LIMITED TO DAMAGES AGAINST PURCHASER IN THE LIQUIDATED AMOUNT OF THE EARNEST MONEY AND EXTENSION PAYMENTS PREVIOUSLY PAID OR DUE TO SELLER. PURCHASER AND SELLER INTEND THAT SAID AMOUNT CONSTITUTES LIQUIDATED DAMAGES ON ACCOUNT OF THE DIFFICULTY IN MEASURING ACTUAL DAMAGES AND THE PARTIES BELIEVE SAID AMOUNT TO BE A FAIR ESTIMATE OF ACTUAL DAMAGES AND THE SELLER SHALL HAVE NO OTHER OR FURTHER CLAIM AGAINST THE PURCHASER IN THE EVENT OF THE PURCHASER’S DEFAULT.

2) **Default of Seller.** In the event the Seller shall be in default as to any terms and provisions of this agreement, or in the event any of the Seller’s warranties or representations shall be untrue or inaccurate in any material respect, then in the event of default by Seller, the Purchaser may, at Purchaser’s option do any of the following:

- a) Terminate the agreement by written notice delivered to Seller at or prior to closing, whereupon the earnest money shall immediately be returned to Purchaser, or
- b) Request specific performance of the agreement against Seller, or
- c) In addition to and not to the exclusion of the remedy of sub-paragraph 1. above, immediately bring an action against the Seller for damages,
- d) Have such other remedies and rights as is available to the Purchaser at law or in equity.

buyer   seller  -date 08/03/22

08/03/22

3) If it is necessary for either Purchaser or Seller to employ an attorney to enforce the rights pursuant to this agreement because of default by the other, the defaulting party shall reimburse the non-defaulting party for, reasonable attorney’s fees, together with all costs of litigation.

If Purchaser or Seller commence a lawsuit to collect any earnest monies or to enforce or declare the meaning of any provision of this Agreement, then the prevailing party in addition to other relief shall be entitled to recover its reasonable attorney’s fees and other costs, including attorney’s fees and costs on appeal.

F. **Authority to Execute this Agreement.** If the Purchaser or Seller is a corporation, partnership, trust, estate, or other entity, the person executing this Agreement on its behalf warrants his or her authority to do so, and to bind Purchaser and/or Seller and any other entities having authority or responsibility for Purchaser and/or Seller.

G. **Binding Effect.** This Agreement shall be binding upon the parties hereto and their respective heirs, successors and assigns.

H. **Date of Mutual Acceptance.** For purposes of this Agreement, the date of mutual acceptance of this Agreement shall be the last date on which the parties to this Agreement have executed this Agreement as indicated below.

I. **Assignment.** Purchaser may assign its rights under this Agreement.

15. **1031 TAX EXCHANGE.** Seller or Purchaser may elect to structure and close this transaction as part of an exchange of real property pursuant to Section 1031 of the Internal Revenue Code. In such event, both parties shall fully cooperate and sign all documents as either party deems necessary or appropriate to structure the transaction as a simultaneous or deferred like-kind exchange benefiting the either the Seller or Purchaser. In connection with such exchange, Seller or Purchaser may assign its rights and obligations hereunder, including, without limitation, assigning any earnest monies, as to all or any portion of the Real Property to an exchange intermediary, may modify this Agreement as appropriate so it becomes an exchange, or may arrange for an exchange intermediary to take title to the property to complete the exchange. Seller or Purchaser shall be obligated for the costs of its exchange intermediary and other costs directly arising from Seller’s or Purchaser’s election to structure the transaction as a 1031 exchange for Seller’s or Purchaser’s benefit which would not otherwise have arisen and Seller’s or Purchaser’s payment obligations under this agreement shall not be increased thereby.

-END-

buyer   seller  -date 08/03/22


08/03/22

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date set forth below.

PURCHASER:

SELLER:

By:  Greg Helle

By:  Lee D. Ober

Date: 08/03/22

Date: 08/03/22

By:  Cyndi Helle

By: _____

Date: 08/03/22

Date: _____

By: _____

Date: _____

buyer  GH  CH seller  LD -date 08/03/22
08/03/22

Exhibit A
Legal Description

Assessors Parcel Numbers #0319294135, 0319293002 and #0319293004

Property Address: 1609 176Th St. S., Spanaway , WA 98387

EXHIBIT "A"
Legal Description

This page is only a part of a 2021 ALTA® Commitment for Title Insurance issued by Chicago Title Insurance Company. This Commitment is not valid without the Notice; the Commitment to Issue Policy; the Commitment Conditions; Schedule A; Schedule B, Part I-Requirements; Schedule B, Part II-Exceptions; and a counter-signature by the Company or its issuing agent that may be in electronic form. Copyright American Land Title Association. All rights reserved.

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ALTA Commitment for Title Insurance w-WA Mod (07/01/2021) Printed: 07.22.22 @ 02:37 PM

Page 3 WA-CT-FNSE-02150.620752-SPS-1-22-0243215-TR

For APN/Parcel ID(s): 031929-3002, 031929-4135 and 031929-3004

PARCEL A:

THAT PORTION OF THE SOUTHEAST QUARTER OF THE SOUTHWEST QUARTER OF SECTION 29, TOWNSHIP 19 NORTH, RANGE 3 EAST, W.M., IN PIERCE COUNTY, WASHINGTON, LYING NORTHERLY OF WASMUND COUNTY ROAD.

PARCEL B:

THAT PART OF THE SOUTHEAST QUARTER OF SOUTHWEST QUARTER OF SECTION 29, TOWNSHIP 19 NORTH, RANGE 3 EAST, OF THE WILLAMETTE MERIDIAN, LYING NORTHERLY OF WASMUND COUNTY ROAD;

ALSO THAT PART OF THE SOUTHWEST QUARTER OF SOUTHEAST QUARTER OF SAID SECTION 29, LYING SOUTHERLY OF SPANAWAY LOOP ROAD;

EXCEPT A CERTAIN TRACT CONVEYED TO WILLIAM C. SCHMECKEL, JR. BY DEED RECORDED IN BOOK, 637 OF DEEDS AT PAGE 517, UNDER AUDITOR'S FILE NUMBER 1257890, IN RECORDS OF SAID COUNTY, DESCRIBED

AS FOLLOWS:

COMMENCING AT A POINT ON THE NORTH LINE OF THE SOUTHWEST QUARTER OF SOUTHEAST QUARTER OF

buyer   seller  -date 08/03/22

08/03/22

SAID SECTION 29, WHERE THE SOUTHERLY AND WESTERLY LINE OF THE SPANAWAY LOOP COUNTY ROAD INTERSECTS SAID NORTH LINE;
 THENCE ALONG SAID SOUTHERLY AND WESTERLY LINE OF SAID ROAD SOUTHEASTERLY A DISTANCE OF 413 FEET;
 THENCE SOUTH 131 FEET;
 THENCE WEST 400 FEET;
 THENCE NORTH 436 FEET, MORE OR LESS, TO THE SAID NORTH LINE;
 THENCE EAST 126 FEET, MORE OR LESS, TO THE POINT OF BEGINNING.
 ALSO EXCEPT THAT PORTION APPROPRIATED BY DRAINAGE DISTRICT #15, IN PIERCE COUNTY SUPERIOR COURT CAUSE NUMBER 44763.
 AND ALSO EXCEPT THAT PORTION CONVEYED TO PIERCE COUNTY, BY DEED RECORDED UNDER RECORDING NO. 200311060886 (RE-RECORD OF 200306271250).
 PARCEL C:
 THAT PART OF THE SOUTHWEST QUARTER OF THE SOUTHWEST QUARTER OF SECTION 29, TOWNSHIP 19 NORTH, RANGE 3 EAST, OF THE W.M., IN THE PIERCE COUNTY, WASHINGTON, LYING NORTHERLY OF 176TH STREET SOUTH (WASMUND COUNTY ROAD).
 EXCEPT 176TH STREET SOUTH (WASMUND COUNTY ROAD).
 SITUATE IN THE COUNTY OF PIERCE, STATE OF WASHINGTON.

buyer   seller  -date 08/03/22
 08/03/22



JP FUNDRAISING SOLUTIONS
For the Love of Humankind

Tacoma Rescue Mission Campaign Planning Study

Presentation
September 2022



**Tacoma
Rescue Mission**

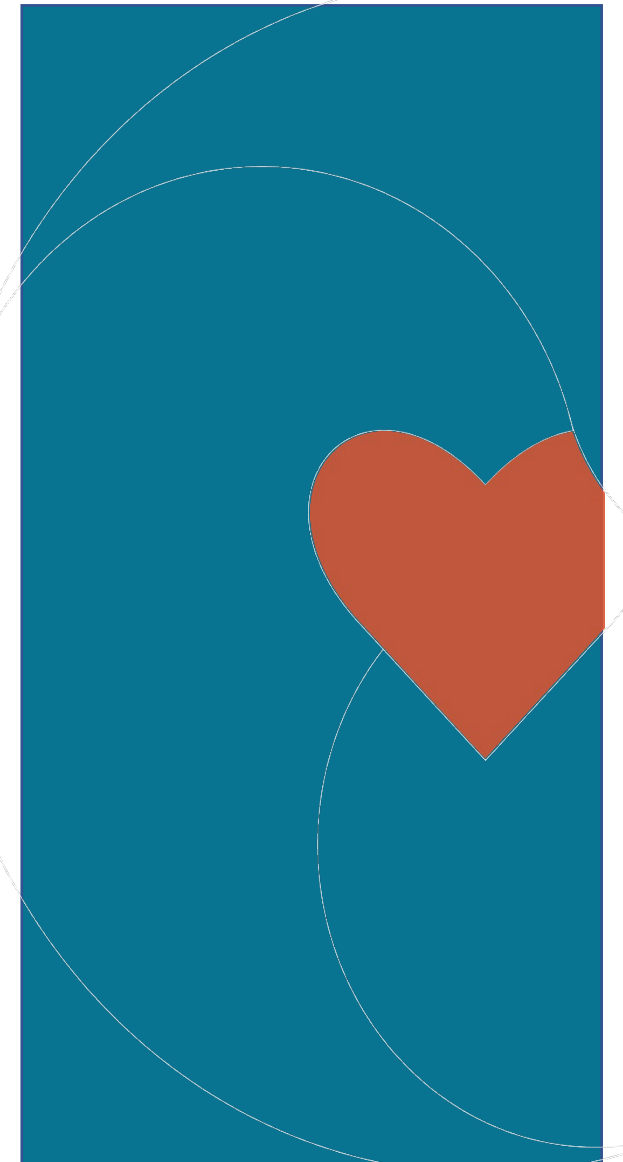
HELP • HOPE • HEALING

Appendix H

Capital Funding Plan

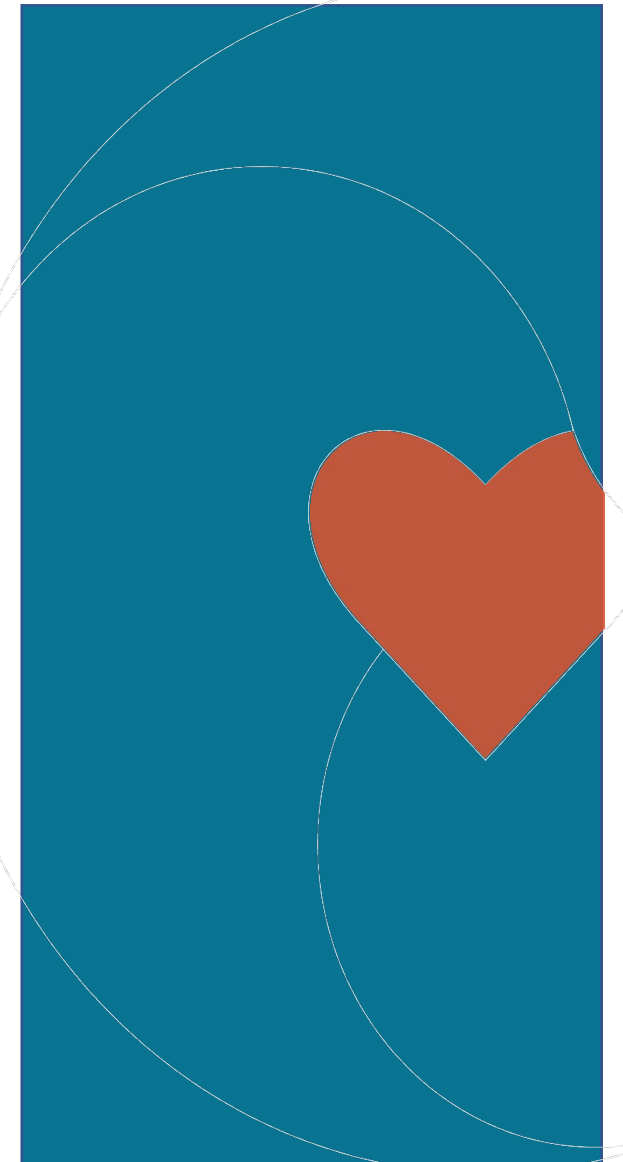
Study Purpose

- Gauge donor interest in Community First Village
- Learn where Tacoma Rescue Mission ranks among its supporters' philanthropic priorities
- Identify potential campaign leaders
- Determine staff and other resources needed
- Estimate achievable campaign 'stretch goal'
- Determine campaign strategy, structure, and timing



What We Tested

- \$25 million campaign to fund the start-up and initial operations of a supportive community to help restore, heal, and house our county's chronically homeless population
- If successful, the campaign proceeds would be matched by a \$22 million grant from Pierce County and bring a highly effective new model for permanent supportive housing to the Pacific Northwest



Who We Heard From

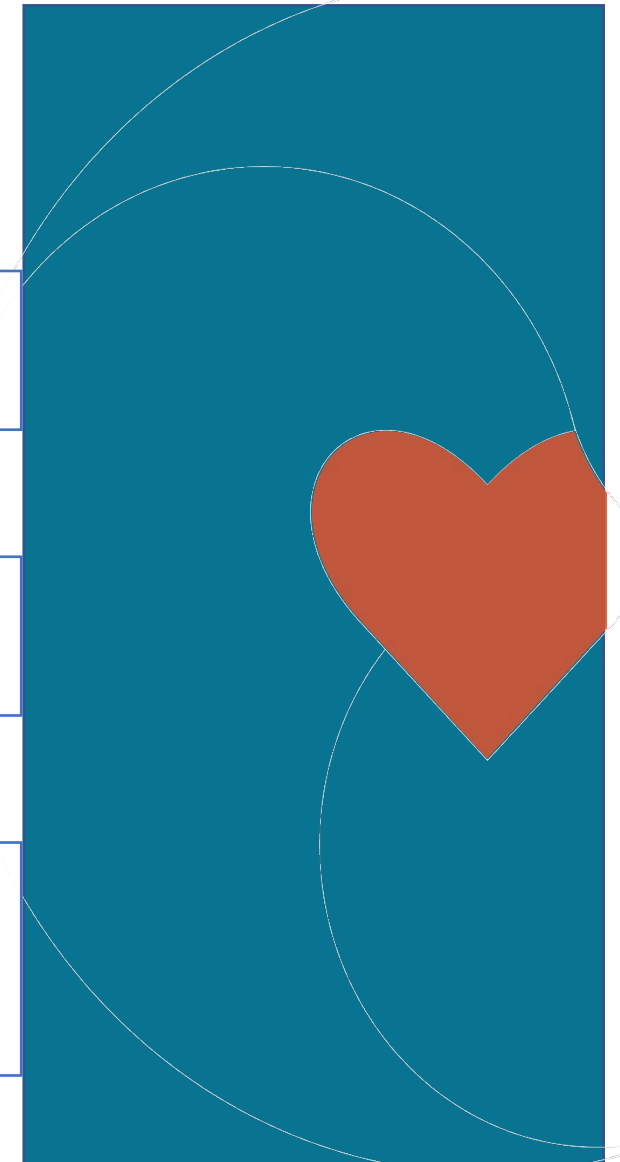
59 study participants

20 interviews with 25 participants

Board focus group with 10 participants

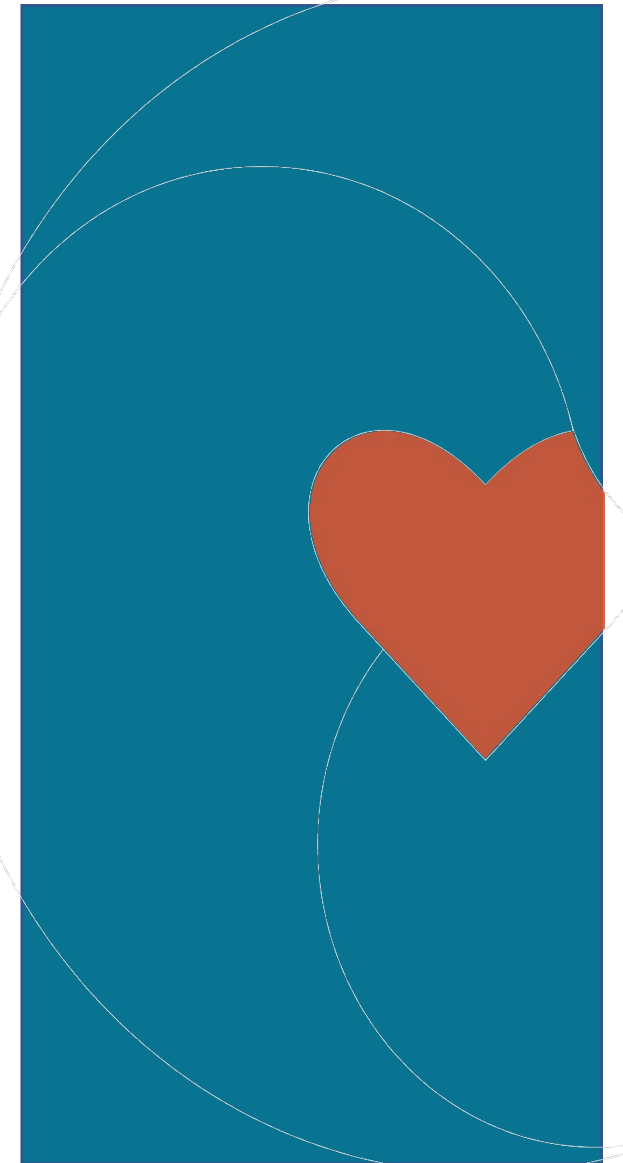
Online supporter survey with 30 participants

- 30 of 639 completed the survey; 4.7% percent response





Key Findings



We identified \$10.35M in support for campaign from lead donors

Potential Giving Indicated	
Self-Identified	\$6,350,000
Estimated gifts	\$4,000,000
Total	\$10,350,000

- Self-identified giving represents 30 gifts, including 2 potential 7-figure gifts and 8 potential 6-figure gifts
- This accounts for the top of a range, if one was provided
- 12 others said they would support but did not offer an amount
- Estimates were taken into account for an additional 30 top prospects considered for the study

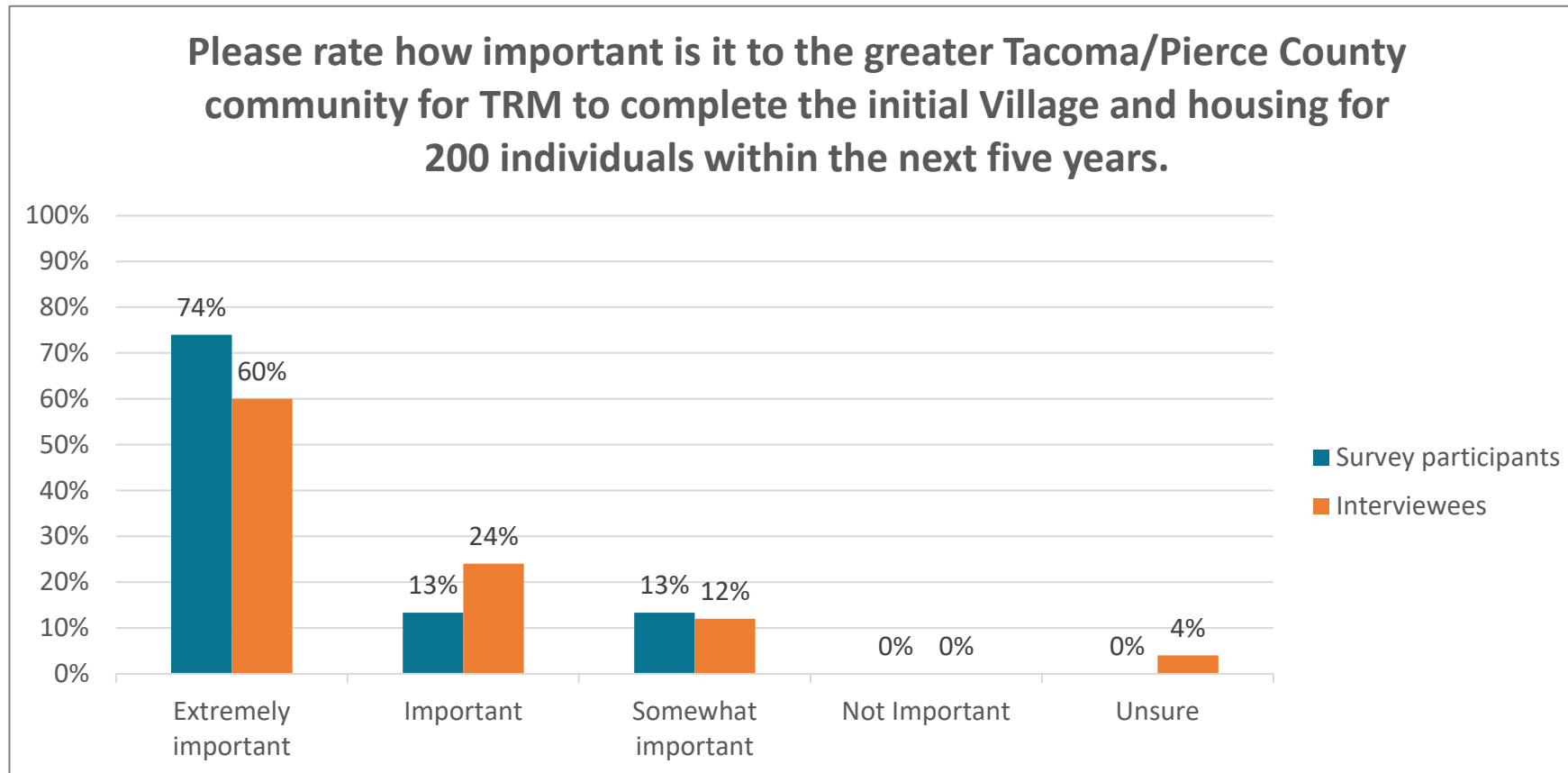
In total, we estimate a philanthropic potential of \$18M for CFV over 4 years

Key Constituency	Estimated Giving
Self-identified & estimated gifts	\$10,350,000
TRM base	\$2,000,000
Construction partners	\$3,500,000
Other philanthropic/regional funders	\$1,150,000
Corporate/health care/business partners	\$500,000
Churches and civic groups	\$500,000
Total	\$18,000,000

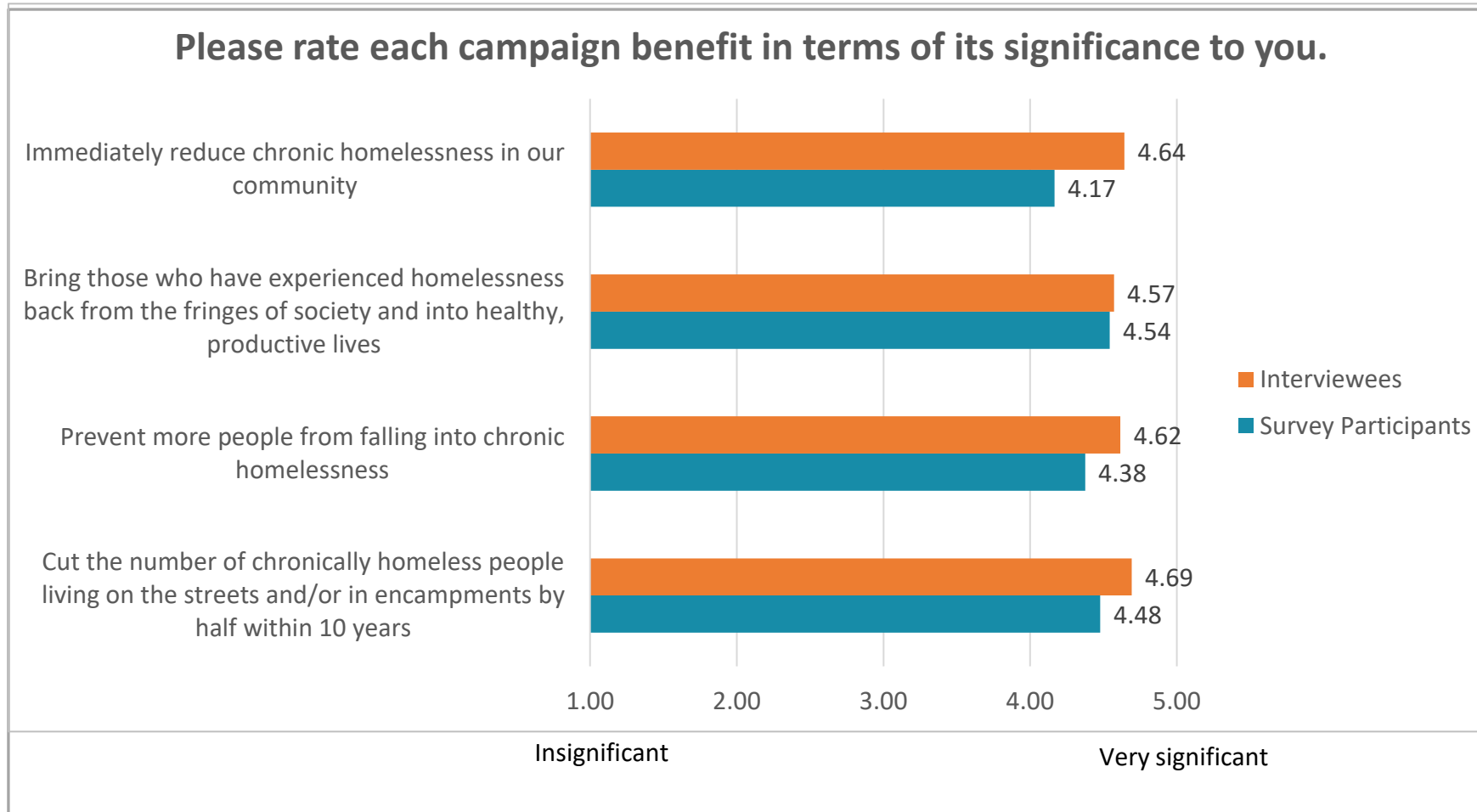
This is a significant indicator of community support and interest—particularly in Pierce County

- Study advisors' list is who's who of PC philanthropists
- Interviewees are intrigued by the plan and “proof of concept” in Austin, TX
- Only solution on the table for chronically homeless
- Interviewees see it as something that can be built upon
- Very positive reaction to County-TRM partnership and Executive leadership

CFV perceived as important to complete within 5 years



All CFV benefits seen as significant



TRM is extremely well-respected and seen as keystone in addressing homelessness

- *“No other organization has a 100-year history with successful programs to help the most vulnerable like TRM.”*
- *“They've done a good job of staying relevant despite new challenges.”*
- *“They don't say no or bend the rules. Their leadership is good and the community trusts them. And, they have an impressive donor base.”*
- *“They have a strong track record and brand.”*

TRM donor base has significant untapped potential

- We examined the wealth capacity of TRM's donor base by conducting a wealth screening of TRM's **15,256 active donors**
- Among these donors, the **average single largest gift** found that a donor made to any organization was **\$12,995**
- For every \$1 a donor gives to TRM, they give \$12 to other orgs
- Based on these results, we know there is **significant philanthropic potential** in TRM's donor base

CFV is already building momentum

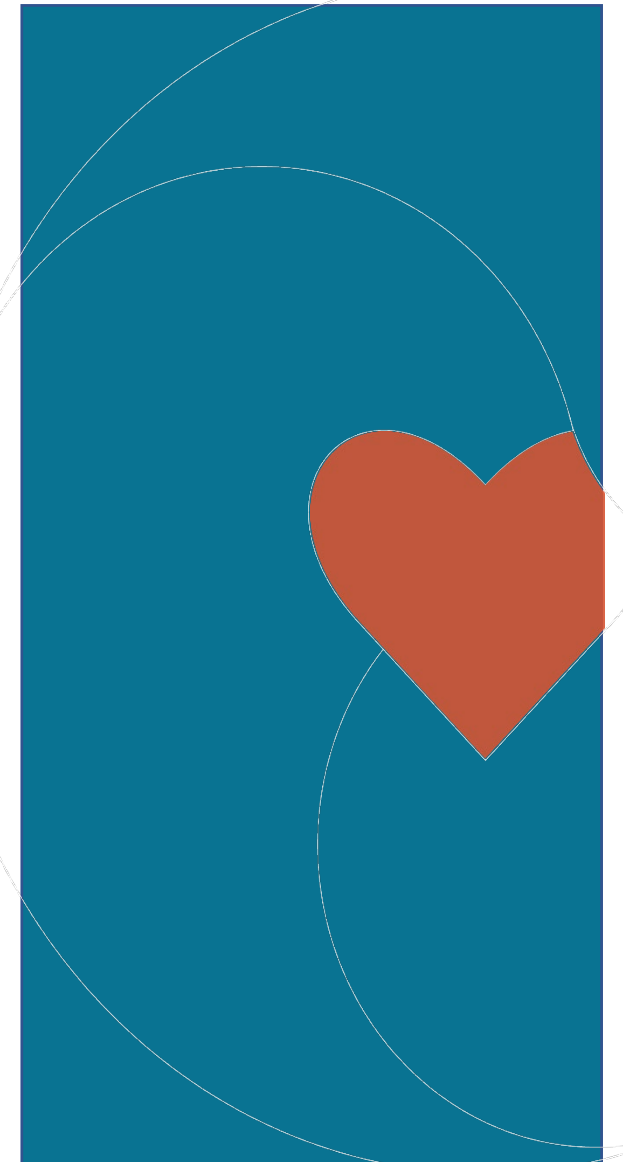
- Steve O'Ban has made several presentations to neighboring cities; is in dialogue with state officials
- Significant positive press about the project (Matt Driscoll)
- Study itself has spread the word about the project
- Several key philanthropic leaders are “all in”

The Bottom Line:

- Community members perceive homelessness as both a devastating and worsening issue in Pierce County and beyond
- As a result, they are very invested not only in identifying solutions, but in helping to make those solutions a reality
- When combined with both Pierce County's commitment to the project and other public funding opportunities, study participants' enthusiasm and early gift indications are promising
- Given these findings, we believe it highly achievable for TRM to raise a minimum of \$18M toward this project from non-government sources
- Time-limited opportunity



Strategic Considerations



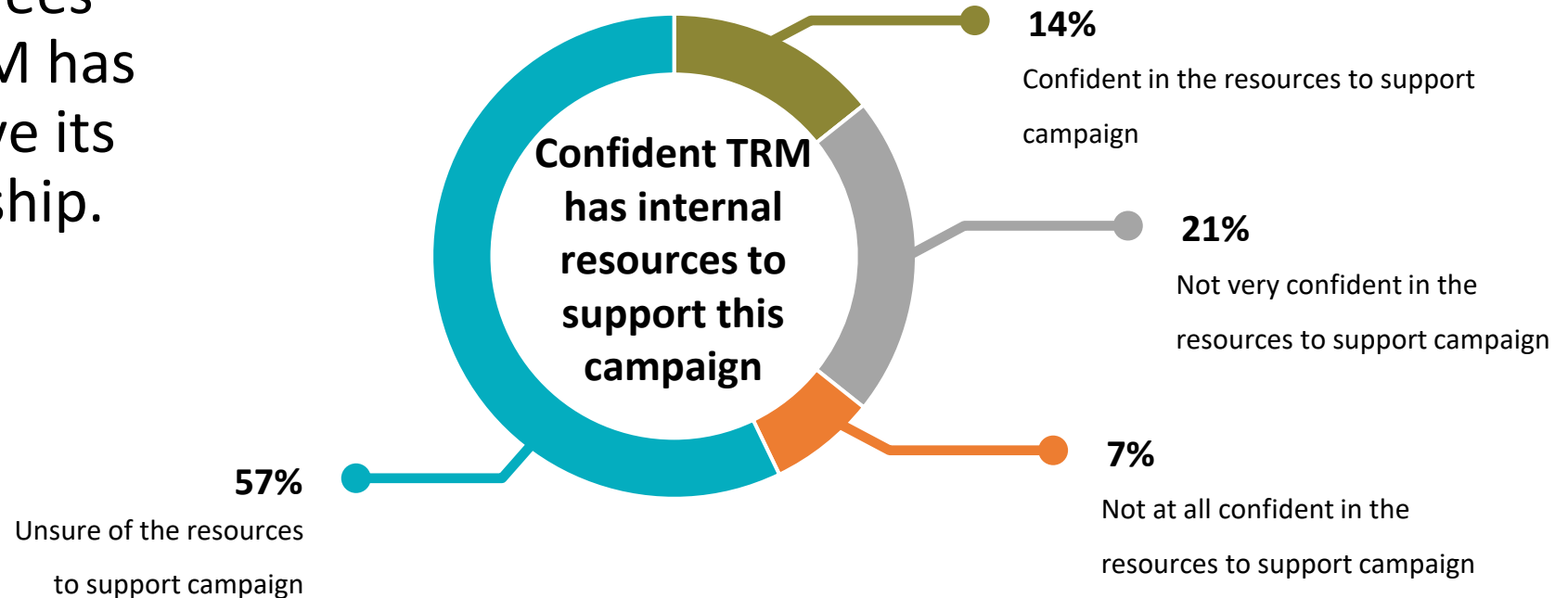
An unprecedented fundraising effort for TRM

While the CFV project is quickly building momentum and philanthropic indicators are strong, TRM is new to fundraising initiatives of this size

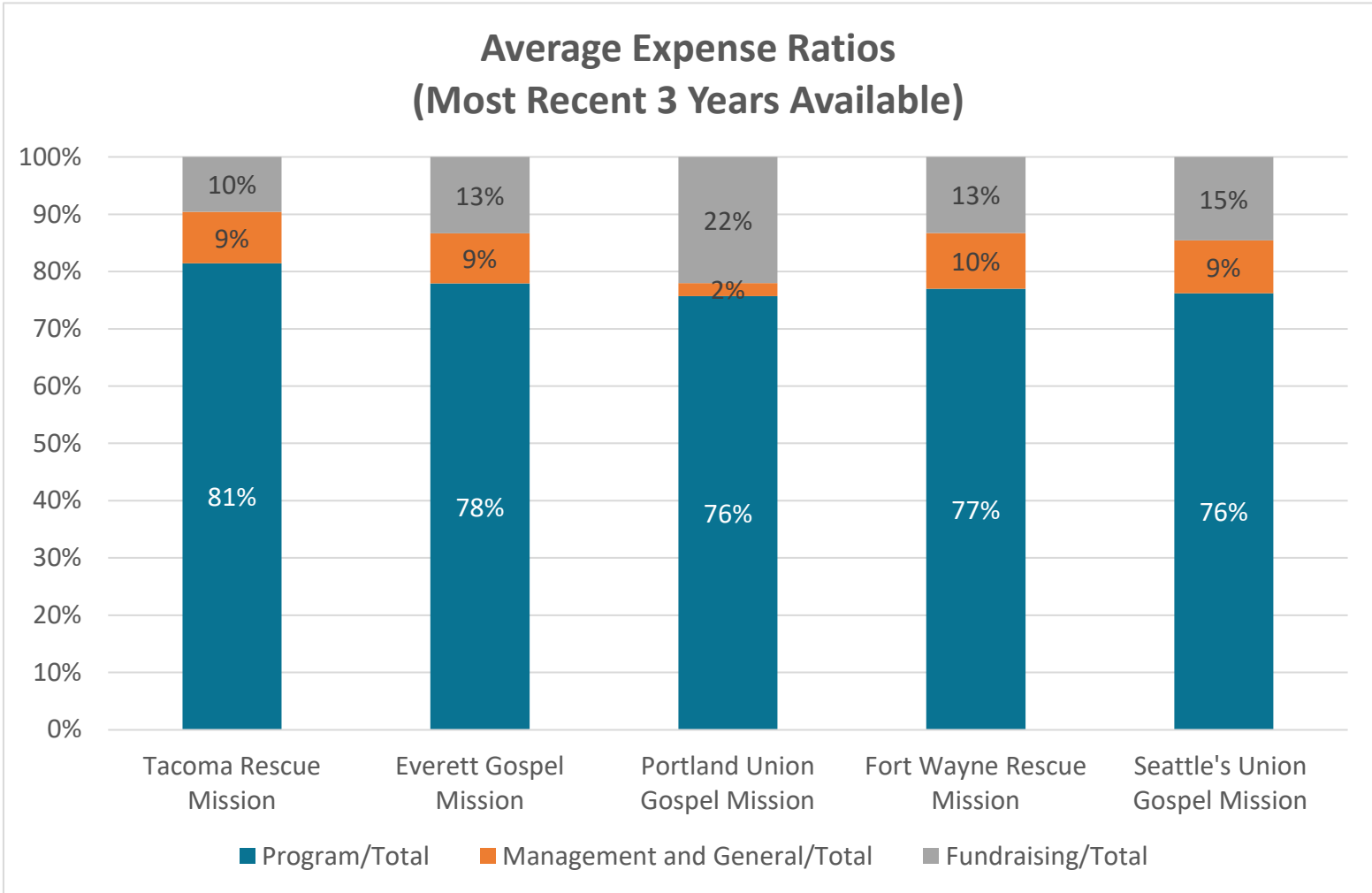
- Study participants see TRM's leadership as extremely capable and integral to the CFV project, but they also recognize both staff and board leaders will need additional support to lead a large campaign
- The board itself is cognizant of its core responsibilities to already existing TRM programs, ranking CFV as only its 3rd highest priority right now
- Our internal assessment revealed that TRM is under-investing in fundraising staff and resources compared to its peers and has gaps in its fundraising infrastructure

Interviewees unsure or not confident about TRM's internal resources to support a campaign of this size

- Some interviewees shared that TRM has room to improve its donor stewardship.

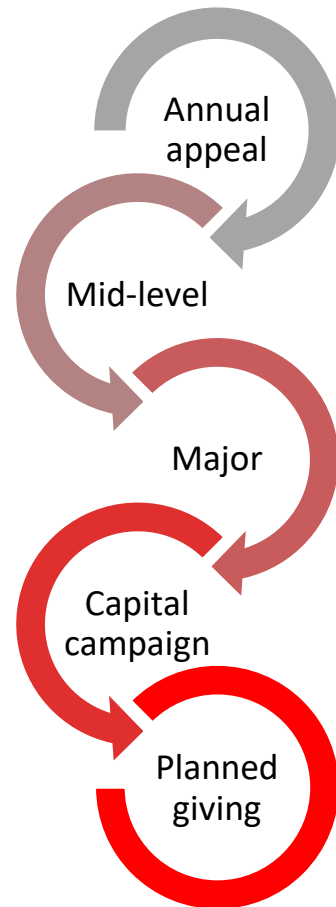


TRM underspends on fundraising compared to peers

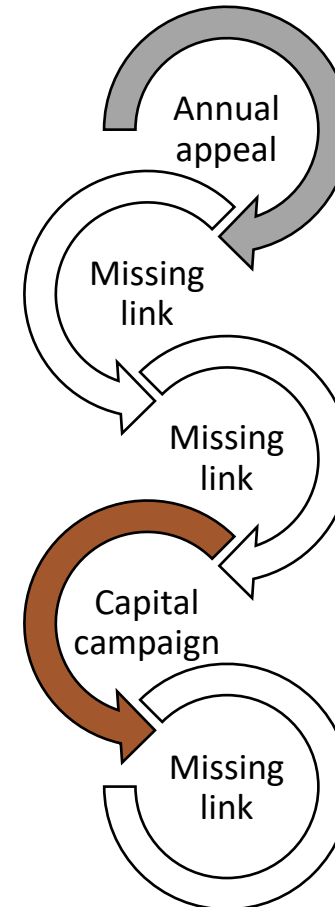


TRM has missing links in its development function

Ideal Pathway for Engaging Donors



TRM's Current Donor Pathway



TRM has strong planned giving potential

- TRM has **1,700+ individual donors** who are excellent planned giving prospects
- About half of the interviewees asked have or would include TRM in their estate plans

Have you included Tacoma Rescue Mission in your estate plans, or would you consider doing so?

	Survey participants
Yes, but I have not shared this information with TRM	3
No, but I might consider it in the future	13
No, I am not interested in including TRM in my estate plans	8
Unsure	1

Building fundraising infrastructure and staff capacity through and for this effort is an investment in TRM's future

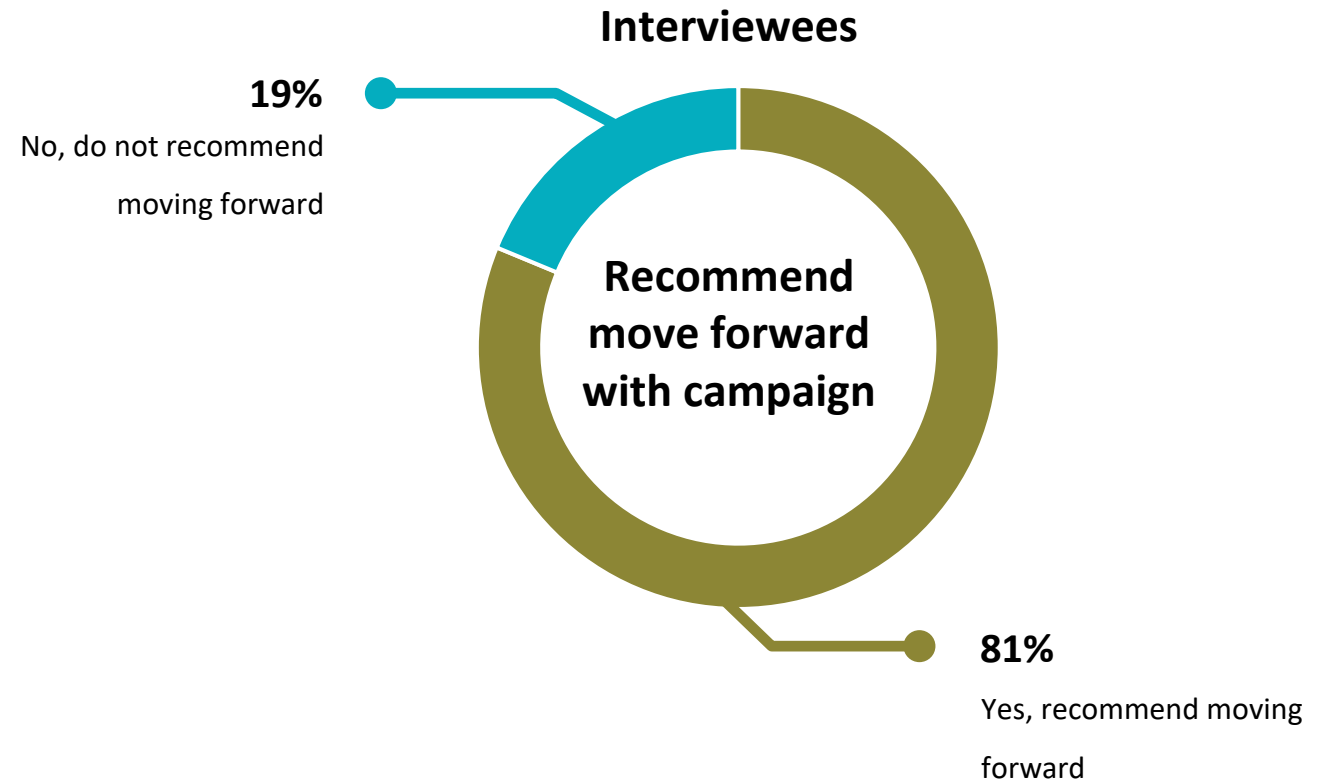
- TRM has a strong base of donors with potential to give substantially more than they are currently
- Consistent supporters who have given over time also represent great planned giving potential that TRM has not yet unlocked
- By filling in the gaps in its fundraising infrastructure and doubling down on intentional relationship management, TRM can establish practices that will support a healthy donor pipeline long after this CFV effort

Investing in development staffing and systems will propel TRM's growth

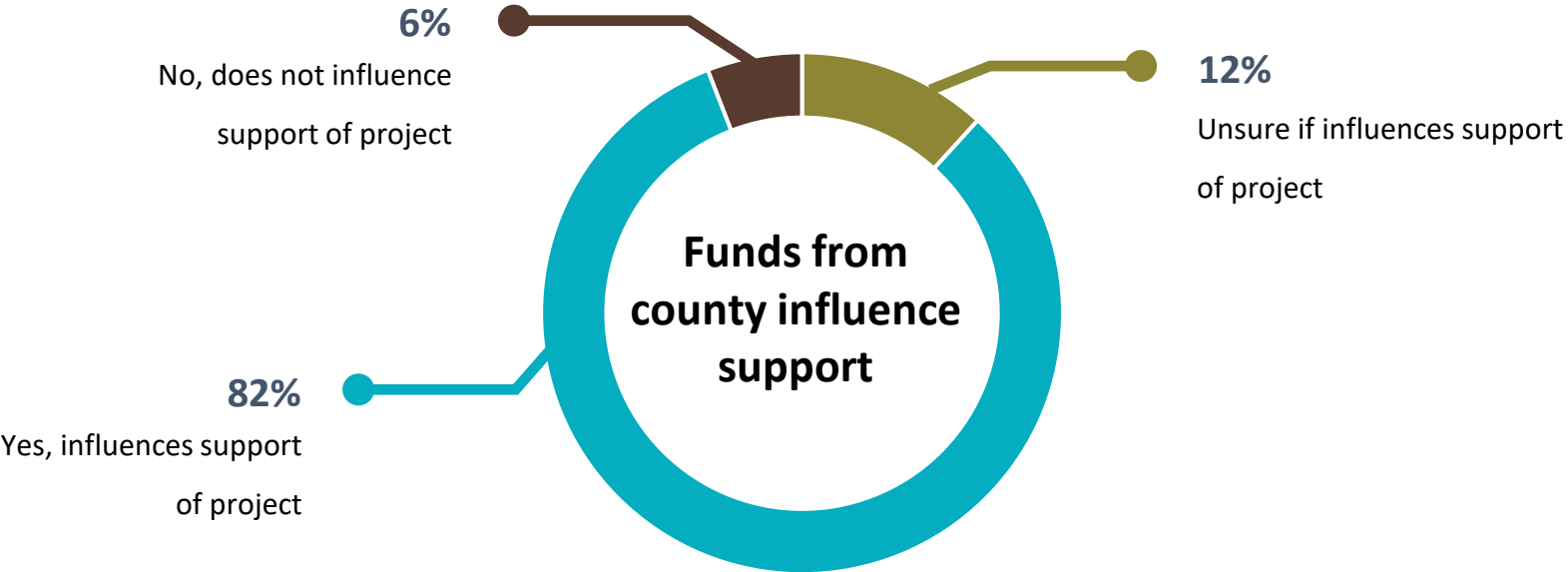
- Invest in development staff by hiring the following positions:
 - Senior Director of Development (hire ASAP)
 - Data Prospect Manager (hire in 3 months)
 - Campaign Director and Coordinator (hire as soon as campaign launches)
 - Planned Giving Officer (hire in 2-3 years)
- Build TRM's Board to lead fundraising
 - Increase the number of board members and create a fundraising committee
 - Recruit board members with fundraising skills, backgrounds, and connections
- Personalize donor experiences through segmenting, portfolio management, giving societies, and a monthly giving program

Donor are ready to hear more from TRM: 81% interviewees recommended TRM move forward with a campaign

- *“We have to as a community. Right pieces and right players...biggest alignment I've seen for some time.”*
- *“Assuming the feasibility studies come back with positive results.”*
- *“Can they partner effectively with the County? I don't want TRM to lose Christ-centered approach.”*

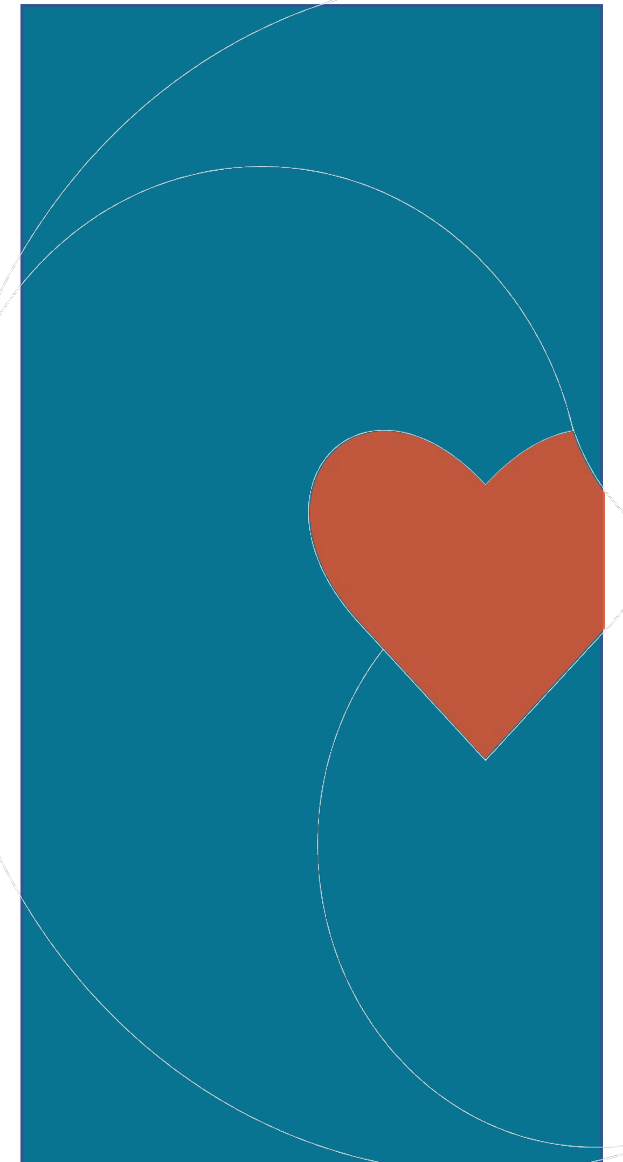


Matching funds from Pierce County were influential for 82% interviewees





Key Recommendations



In Context: CFV As Part of TRM's 4-year Fundraising Agenda

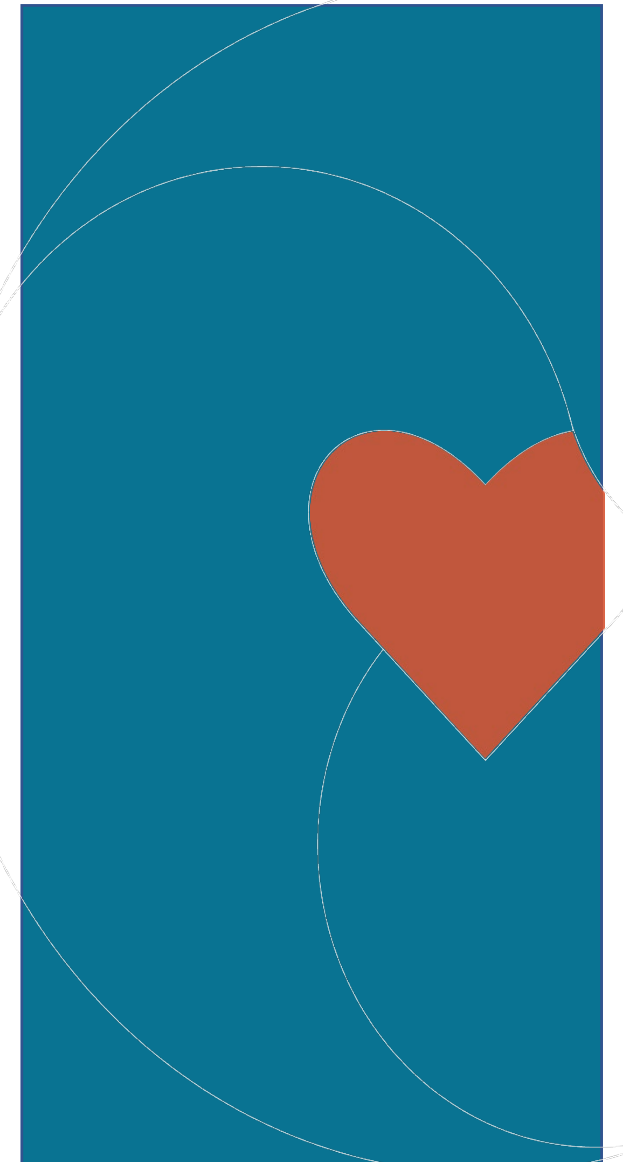
- \$19M in annual support
- \$18M start-up philanthropic funding for CFV
- \$15M public funding for the men's shelter
- Secure 50+ planned gift notifications

Obstacles uncovered

- Some felt per-resident cost was extremely high (~\$235,000)
- Concern it was “drop in a bucket”
- Will this attract more homeless people to move to PC?

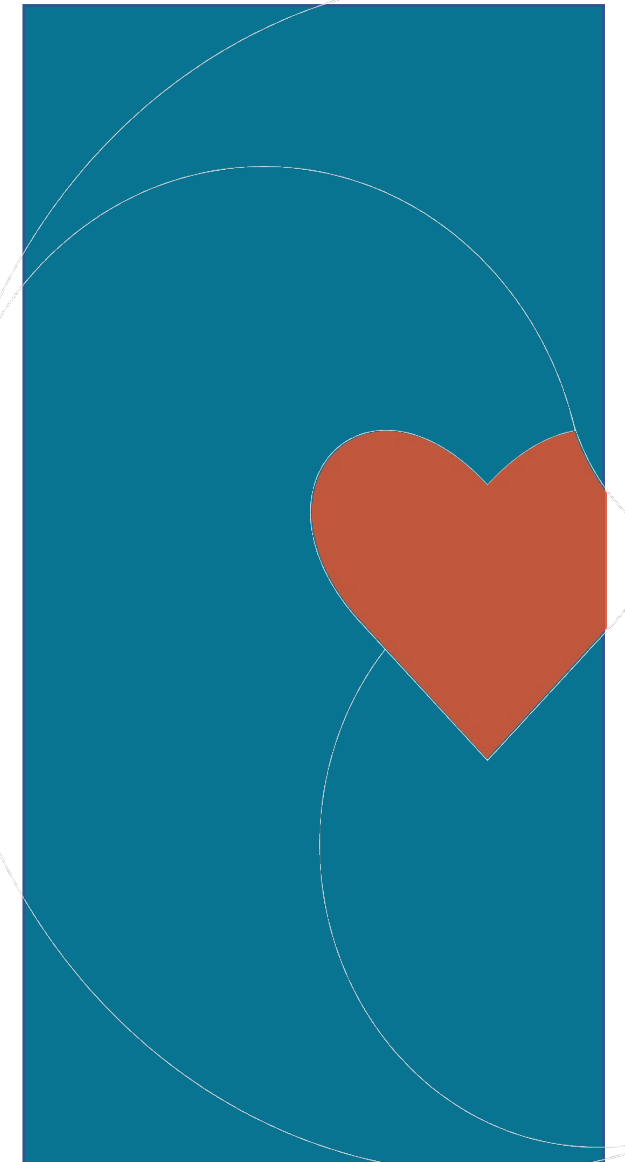
Questions about.....

- How to pay for CFV’s ongoing operations
- The criteria for selecting residents
- Alliance between faith-based and gov’t entities



How to address obstacles

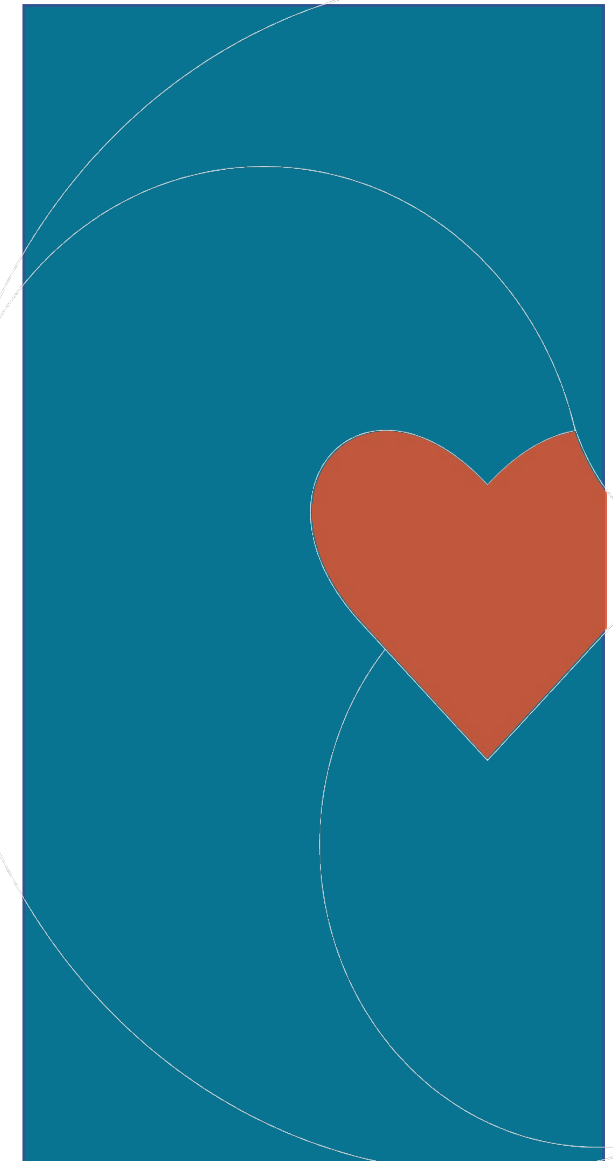
- Direct \$22M County funding to pay for infrastructure costs
- Donor support goes directly to “heads on beds”
- Phase project to demonstrate proof of concept in PC
- Shore up plan to use PCHA housing vouchers and related sources to cover operations
- Position CFV as a critical, missing piece of community’s response to homelessness



Donor Recommendations

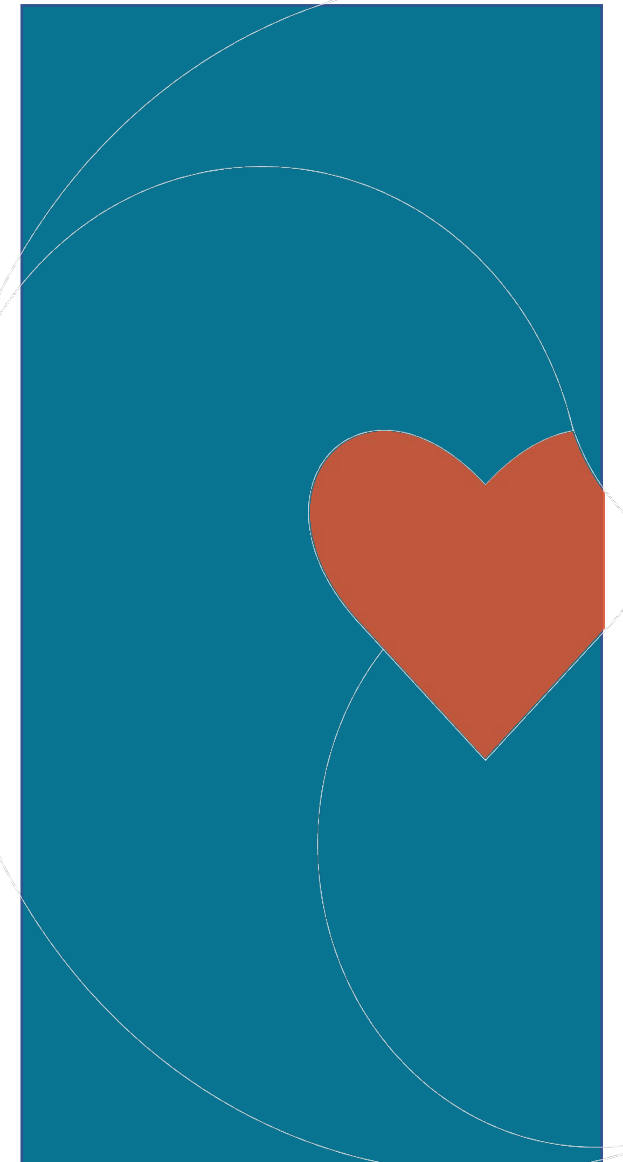
- Convene a funders forum bringing together key influencers and philanthropists who expressed an interest in CFV
- Develop tailored strategies to engage with every major donor constituency

Constituency	Strategy
Philanthropic partners who can provide lead commitments	Funders forum, personal meetings, formal processes
TRM's donor base	Personal asks + special appeals
Church partners	Volunteer-led effort
Construction partners	Volunteer-led effort
Civic group partners	Talking tour and formal processes



Campaign Costs

- Allocate 4-5% of campaign goal to support costs of the campaign (\$720,000-900,000)
- Recommended expenditures
 - Campaign Director
 - Campaign Coordinator
 - Campaign Counsel
 - Materials, events



Proposed Timeline

Phase	Key Activities
Project Confirmation <i>Now-end of 2022</i>	<ul style="list-style-type: none"> ○ Present study results to County and confirm County’s investment for CFV ○ Confirm public funding for men’s shelter ○ Board officially accepts study recommendations and adopts plan for moving forward with comprehensive campaign ○ Begin one-on-one conversations with potential campaign leaders ○ Share study results and next steps with study participants
Advancement and Early Lead Gifts <i>2023</i>	<ul style="list-style-type: none"> ○ Refine case for support and prepare campaign collateral ○ Develop campaign and project budgets ○ Identify and cultivate top 60 lead donors/funders ○ Secure up to 12-20 early lead gifts ○ Recruit and engage Campaign Steering Committee ○ Conduct Board Gifts Campaign and secure 100% participation ○ Develop plans to engage key donor constituencies
Lead and Major Gifts <i>2024-2025</i>	<ul style="list-style-type: none"> ○ Invite TRM giving partners to become “Investing partners” for campaign effort ○ Broaden cultivation and asks to include Major Gift Donors, \$10K+ ○ Continually share campaign progress with key constituencies ○ Assess/revise communications plan
Community Gifts <i>2026 (concluding in June)</i>	<ul style="list-style-type: none"> ○ Focus on broader community engagement ○ Direct mail, social media channels ○ Invite special gifts of all sizes ○ Celebrate campaign success!

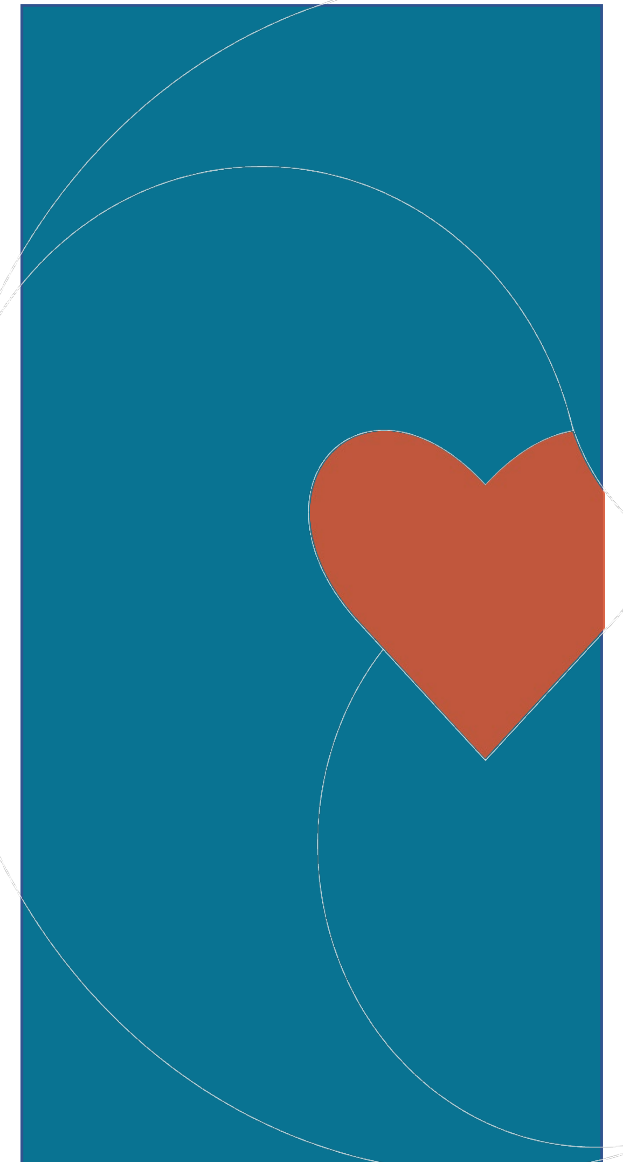
Final Thoughts

- Support for CFV and TRM is very strong
- Community is looking for answers to homelessness
- Skepticism exists, but there are ways to address it
- TRM board must embrace CFV as a strategic priority
- TRM must be willing to invest in its development infrastructure beyond CFV project
- Pierce County must invest \$22M and be an active partner in securing additional public funds



Thank You!

- Questions/Responses



JAMES PLOURDE

JP FUNDRAISING SOLUTIONS

JPLOURDE@JPFUNDRAISING.COM



James Plourde is the principal and founder of JP Fundraising Solutions. He launched the firm in July 2020 to better serve the fundraising needs of the nonprofit community in the greater Puget Sound region. James has more than 30 years of development and marketing experience and has led several successful multimillion-dollar campaigns both as a consultant and an in-house fundraiser. James is sought after for his collaborative, personable style and co-creative approach to training and motivating staff and volunteers.

James held leadership roles in three capital campaigns at Pacific Lutheran University (2000-2011), supervised annual and capital fundraising and public relations for Charles Wright Academy (1995-2000), and led corporate and foundation relations at Franciscan Foundation (1986-1995). Before creating JP Fundraising Solutions, James worked as a Vice President and consultant for Campbell and Company (2011-2020). James is committed to the advancement of the nonprofit sector and speaks regularly at conferences and workshops in the region.

James is past president of Association of Fundraising Professionals South Sound, a member of the South Sound Philanthropy Summit planning committee, and served on the board of the Children’s Museum of Tacoma.

James holds a Bachelor of Science in English from Southern Connecticut State University, a Master of Arts in Transforming Spirituality from Seattle University, and a Master of Science in Journalism from the University of Oregon.

RECENT PIERCE COUNTY CLIENTS SERVED

Next Chapter	Bellarmino Preparatory School
MultiCare Health System	Key Peninsula Partners
KNKX Public Radio	Bryant Neighborhood Center
Comprehensive Life Resources	Harbor History Museum
Charles Wright Academy	Pierce College
Catholic Community Services	Tacoma Rescue Mission

Appendix I

Projected Operating Budget

Community First Village
Operating Budget
26 M

2022

Projected Staff	Proposed Comp	Phase 0 (Pre-Occupying)	Permits, Constru	
Title	"2022 Dollars"	FTE	Cost	FTE
Executive Director**	\$150,000.00	0.17	\$25,500.00	0.5
Operations Director	\$130,000.00	0	\$0.00	0
Finance	\$130,000.00	0.05	\$6,500.00	0.25
Amin Assist.	\$60,000.00	0	\$0.00	0
HR Director	\$130,000.00	0	\$0.00	0
Development Director	\$130,000.00	0.17	\$22,100.00	0.5
Ast. Development Dir.	\$60,000.00	0	\$0.00	0
Volunteer Manager	\$70,000.00	0	\$0.00	0
Assistant Volunteer Manager	\$55,000.00	0	\$0.00	0
Marketing Officer	\$90,000.00	0	\$0.00	0
Grant Writer	\$65,000.00	0	\$0.00	0
Property Manager	\$85,000.00	0	\$0.00	0
Ast. Property Management	\$70,000.00	0	\$0.00	0
Case Manager	\$60,000.00	0	\$0.00	0
Facilities Manager	\$90,000.00	0	\$0.00	0
Ast. Facilities Manager	\$55,000.00	0	\$0.00	0
Microenterprise Director	\$95,000.00	0	\$0.00	0
Ast. Microentrprise Director	\$75,000.00	0	\$0.00	0
Community Engagement Director	\$80,000.00	0	\$0.00	0
Access Gate Operator	\$60,000.00	0	\$0.00	0
Guest Services (Security)	\$65,000.00	0	\$0.00	0
SUB TOTAL			\$54,100.00	
			2022	
COST PER YEAR			\$54,100.00	
				26 M
				2022
	Projected Amount	Phase 0 (Pre-Occupying)	Permits, Constru	
IT Support	\$30,000.00	0.15	\$4,500.00	0.2
Utilities	\$200,000.00	0	\$0.00	0.5
Supplies	\$50,000.00	0.05	\$2,500.00	0.5
Repairs	\$30,000.00	0	\$0.00	0
Equipment Rental	\$20,000.00	0	\$0.00	0.15
Licenses	\$10,000.00	0	\$0.00	1
Advertisement / PR	\$20,000.00	0.1	\$2,000.00	0.5
Professional Fees	\$50,000.00	0.1	\$5,000.00	0.5
Insurance	\$50,000.00	1	\$50,000.00	1
Compensation Residents (Jobs)	\$345,600.00	0	\$0.00	0
Transportation (Internal)	\$25,000.00	0	\$0.00	0.1

SUB TOTAL			\$64,000.00	
			2022	
COST PER YEAR			\$64,000.00	
			2022	
TOTAL OPERATIONAL COST PER YEAR			\$118,100.00	

\$231,500.00		\$233,750.00		\$117,468.00	\$476,696.00
2023		2024			2025
\$231,500.00		\$351,218.00			\$476,696.00
2023		2024			2025
\$494,000.00		\$1,172,468.00			\$953,392.00

12 Months (Jan 26-Apr 27)

4 Months (Jan 27-Apr 27)

20 Months (M

2026		2027 (4 Months)		2027 (8 Months)	
Phase 1C (177 Residents Total)				Phase 1C (285 Residents Total)	
FTE	Cost	FTE	Cost	FTE	Cost
1	\$150,000.00	0.34	\$51,000.00	0.67	\$100,500.00
1	\$130,000.00	0.34	\$44,200.00	0.67	\$87,100.00
1	\$130,000.00	0.34	\$44,200.00	0.67	\$87,100.00
1	\$60,000.00	0.34	\$20,400.00	0.67	\$40,200.00
1	\$130,000.00	0.34	\$44,200.00	0.67	\$87,100.00
1	\$130,000.00	0.34	\$44,200.00	0.67	\$87,100.00
2	\$120,000.00	0.67	\$120,000.00	1.33	\$120,000.00
1	\$70,000.00	0.34	\$23,800.00	0.67	\$46,900.00
1	\$55,000.00	0.34	\$18,700.00	0.67	\$36,850.00
1	\$90,000.00	0.34	\$30,600.00	0.67	\$60,300.00
1	\$65,000.00	0.34	\$22,100.00	0.67	\$43,550.00
1	\$85,000.00	0.34	\$28,900.00	0.67	\$56,950.00
1	\$70,000.00	0.34	\$23,800.00	0.67	\$46,900.00
3	\$180,000.00	1.7	\$102,000.00	3.4	\$204,000.00
1	\$90,000.00	0.34	\$30,600.00	0.67	\$60,300.00
2	\$110,000.00	0.67	\$36,850.00	1.33	\$73,150.00
1	\$95,000.00	0.34	\$32,300.00	0.67	\$63,650.00
2	\$150,000.00	0.67	\$50,250.00	1.33	\$99,750.00
1	\$80,000.00	0.34	\$27,200.00	0.67	\$53,600.00
4.2	\$252,000.00	1.4	\$84,000.00	2.8	\$168,000.00
2	\$130,000.00	0.67	\$43,550.00	1.33	\$86,450.00
	\$2,242,000.00		\$879,300.00		\$1,455,000.00
	2026		2027		
	\$2,242,000.00		\$2,334,300.00		

12 Months (Jan 26-Apr 27)

4 Months (Jan 27-Apr 27)

20 Months (M

2026		2027 (4 Months)		2027 (8 Months)	
Phase 1C (177 Residents Total)				Phase 1C (285 Residents Total)	
FTE	Cost	FTE	Cost	FTE	Cost
1	\$30,000.00	0.33	\$9,900.00	0.66	\$19,800.00
0.25	\$50,000.00	0.25	\$50,000.00	0.25	\$50,000.00
1	\$50,000.00	0.33	\$16,500.00	0.66	\$33,000.00
1	\$30,000.00	0.33	\$9,900.00	0.66	\$19,800.00
1	\$20,000.00	0.33	\$6,600.00	0.66	\$13,200.00
1	\$10,000.00	0.33	\$3,300.00	0.66	\$6,600.00
1	\$20,000.00	0.33	\$6,600.00	0.66	\$13,200.00
1	\$50,000.00	0.33	\$16,500.00	0.66	\$33,000.00
1	\$50,000.00	1	\$50,000.00	0	\$0.00
0.62	\$214,272.00	0.15	\$51,840.00	0.66	\$228,096.00
1	\$25,000.00	0.33	\$8,250.00	0.66	\$16,500.00

	\$549,272.00		\$229,390.00		\$433,196.00
	2026		2027		
	\$549,272.00		\$662,586.00		
	2026		2027		
	\$2,791,272.00		\$2,996,886.00		

ay 27 -Dec 28)

12 Months (Jan 29 - Dec 29

2028		2029	
Phase 2 (285 Residents Total)		Completed (285 Residents Total)	
FTE	Cost	FTE	Cost
1	\$150,000.00	1	\$25,500.00
1	\$130,000.00	1	\$130,000.00
1	\$130,000.00	1	\$130,000.00
1	\$60,000.00	1	\$60,000.00
1	\$130,000.00	1	\$130,000.00
1	\$130,000.00	1	\$130,000.00
2	\$120,000.00	2	\$120,000.00
1	\$70,000.00	1	\$70,000.00
1	\$55,000.00	1	\$55,000.00
1	\$90,000.00	1	\$90,000.00
1	\$65,000.00	1	\$65,000.00
1	\$85,000.00	1	\$85,000.00
1	\$70,000.00	1	\$70,000.00
5	\$300,000.00	5	\$300,000.00
1	\$90,000.00	1	\$90,000.00
2	\$110,000.00	2	\$110,000.00
1	\$95,000.00	1	\$95,000.00
2	\$150,000.00	2	\$150,000.00
1	\$80,000.00	1	\$80,000.00
4.2	\$252,000.00	4.2	\$252,000.00
2	\$130,000.00	2	\$130,000.00
	\$2,110,000.00		\$2,367,500.00
	2028		2029
	\$2,362,000.00		\$2,367,500.00

ay 27 -Dec 28)

12 Months (Jan 29 - Dec 29

2028		2029	
Phase 2 (285 Residents Total)		Completed (285 Residents Total)	
1	\$30,000.00	1	\$30,000.00
1	\$200,000.00	1	\$200,000.00
1	\$50,000.00	1	\$50,000.00
1	\$30,000.00	1	\$30,000.00
1	\$20,000.00	1	\$20,000.00
1	\$10,000.00	1	\$10,000.00
1	\$20,000.00	1	\$20,000.00
1	\$50,000.00	1	\$50,000.00
1	\$50,000.00	1	\$50,000.00
1	\$345,600.00	1	\$345,600.00
1	\$25,000.00	1	\$25,000.00

	\$830,600.00		\$830,600.00	
	2028		2029	
	\$830,600.00		\$830,600.00	
	2028		2029	
	\$3,192,600.00		\$3,198,100.00	

Appendix J

Capital and Operating Revenue

Face Sheet

Contract Number: SFY23- 46141-007

**Housing Division
Rights of Way Initiative**

Subrecipient
 Contractor

1. Contractor The Rescue Mission PO Box 1912, Tacoma, WA 98401 425 S Tacoma Way, Tacoma, WA 98402		2. Contractor Doing Business As (as applicable) N/A	
3. Contractor Representative Duke Paulson Executive Director Phone: 253-383-4493 X1129 Fax: 253-383-0142 dukep@trm.org		4. COMMERCE Representative Nathan Peppin 1011 Plum ST SE Director of Homelessness on State Olympia, WA 98501 Property (360) 489-5825 nathan.peppin@commerce.wa.gov	
5. Contract Amount \$1,500,000	6. Funding Source Federal: <input checked="" type="checkbox"/> State: <input type="checkbox"/> Other: <input type="checkbox"/> N/A: <input type="checkbox"/>	7. Start Date 9/1/2022	8. End Date 6/30/2023
9. Federal Funds (as applicable) \$1,500,000		Federal Agency: US Treasury	ALN 21.027
Indirect Rate			
10%			
10. Tax ID # 91-565014	11. SWV # 0007844-00	12. UBI # 601139752	13. UEI # QXHNYU8ZMB85
14. Contract Purpose Establishing an agreement between the Tacoma Rescue Mission and Commerce to achieve housing stability for individuals and families relocated from rights of way. COMMERCE, defined as the Department of Commerce, and the Contractor, as defined above, acknowledge and accept the terms of this Contract and attachments and have executed this Contract on the date below to start as of the date and year referenced above. The rights and obligations of both parties to this Contract are governed by this Contract and the following other documents incorporated by reference: Contractor Terms and Conditions including Attachment "A" – Scope of Work, Attachment "B" – Budget			
FOR CONTRACTOR _____ Name, Title _____ Signature _____ Date		FOR COMMERCE _____ Corina Grigoras, Assistant Director _____ Date APPROVED AS TO FORM ONLY BY ASSISTANT ATTORNEY GENERAL APPROVAL ON FILE	



DEPARTMENT OF VETERANS AFFAIRS
Puget Sound Health Care System
1660 South Columbian Way
Seattle, WA 98108-1597

American Lake Division
Tacoma WA 98493-5000

In Reply Refer To: 663/S-SWS-211

Seattle Division
Seattle WA 98108-1597

James W. Stretz, Executive Director
Pierce County Housing Authority
603 South Polk Street
Tacoma, WA 98444

Dear James Stretz,

I am pleased to submit this letter of support on behalf of the Pierce County Housing Authority (PCHA) application to convert up to 25 HUD-VASH tenant-based vouchers to project-based vouchers for Pierce County's project currently called The Community First Village. The Community First Village is modeled after a successful permanent housing program in Austin, TX with the same name.

The Community First Village will have 250 microhomes to permanently house chronically homeless Veterans and non-Veterans through purposeful work, restorative relationship and vibrant community. Onsite mental health and substance use services, security, and employment support will be provided to residents, which will be provided by Tacoma Rescue Mission. Staff and volunteers will live alongside formerly homeless residents in 30 additional microhomes, with the goal to better foster a sense of community and belonging, which has been key in the Austin, TX model. Estimated completion of Pierce County's Community First Village is July 2023.

PCHA continues to be a fantastic HUD-VASH program partner, working hard with VA Puget Sound Health Care System and the larger community toward the goal of ending Veteran homelessness. The VA Puget Sound Health Care System is a strong supporter of and partner with PCHA. Given the large number of vulnerable chronically homeless Veterans in Pierce County, transitioning the tenant-based vouchers to project-based vouchers will allow for secured affordable, permanent supportive housing for Veterans, which will assist our collective effort to end Veteran homelessness. VA Puget Sound supports this voucher transition and looks forward to continued collaboration with your agency.

Should you have any questions about this letter, please contact Laura Rollins, Program Manager of Community Housing and Outreach Services (Pierce, Snohomish and Balance of State), VA Puget Sound, at 206-849-5467.

Sincerely,

Thomas S. Bundt, PhD, FACHE, Acting Director

CC: Tamara Meade, Director of Supportive Housing Programs, Pierce County Housing Authority.

Pierce County Housing Authority

PAYMENT STANDARD

Section 8 HCV/LIPH

EFFECTIVE: December 1, 2021

(110 % of HUD 2022 FINAL FMR's)

0 Bedroom	\$1162.00
1 Bedroom	\$1278.00
2 Bedroom	\$1632.00
3 Bedroom	\$2319.00
4 Bedroom	\$2794.00
5 Bedroom	\$3213.00
6 Bedroom	\$3632.00
7 Bedroom	\$4051.00
8 Bedroom	\$4470.00

SRO- \$871.00

****SRO 75% of the 0 Bedroom payment standard****

LIPH Maximum Rent's (100% of the FMR's)

3 Bedrooms	\$1686	(same as the Flat Rents)
4 Bedrooms	\$2032	(same as the Flat Rents)

LIPH Flat Rent Base Amounts (100 % of the FMR's; Flat rents are the Flat rent below minus the UA for the specific unit, see UA spreadsheet)

3 Bedrooms	\$1686.00	(80% of the current FMR's)
4 Bedrooms	\$2032.00	(80% of the current FMR's)

Appendix K
Community Letters of Support



Mailing: PO Box 5907, Tacoma, WA 98415
Physical: 603 South 13th Street, Tacoma, WA 98405
253 301 2134 | valeovocation.org

To Whom it May Concern:

As the founder and leader of a workforce development organization that specializes in providing dignified work opportunities to some of our communities most vulnerable residents, it is clear that housing alone will not solve homelessness. Humans are inherently a species that needs community to thrive, and the community first village that the Tacoma Rescue Mission has proposed is a model that will undoubtedly change the trajectory of chronic homelessness for so many who seek not only to end their experience with houselessness, but to find community in which they truly belong.

Valeo is in support of a community first village in Pierce County and commits to using our expertise in providing dignified employment opportunities to individuals experiencing homelessness as a dignified way for residents to access earned income. Valeo will partner with The Rescue Mission to develop creative employment opportunities for residents of this village and looks forward to building community within this new, innovative community.

Please feel free to contact me directly:

A handwritten signature in black ink, appearing to read "SJ", with a large, stylized flourish extending to the right.

Sherri Jensen (she/her/hers)

CEO

Cell: 253.691.2846

Office: 253.301.2134

603 S 13th St, Tacoma 98405

www.valeovocation.org



"Staffing, with a social purpose"



August 15, 2022

Duke Paulson
Executive Director
Tacoma Rescue Mission
425 South Tacoma Way
Tacoma, WA 98402

Dear Duke,

Goodwill of the Olympics & Rainier Region is heartened to learn of the plans for a Community First Village in Pierce County.

As we seek to provide job training, education, and career pathway services to people in need across our region, we recognize that housing stability is a key foundational element of any person's capacity to engage in learning and work. For that reason, we support the objectives and initial plans that have been developed for a Community First Village in Pierce County. Moreover, we are very interested in the potential to contribute our workforce development expertise and provide job training and placement services to Community First Village residents.

We are willing to provide input to the final proposal, due on October 1, 2022, for a Community First Village in Pierce County. Please let us know how we can be most helpful.

Thank you,

A handwritten signature in black ink that reads "Lori F. Harnick".

Lori Forte Harnick
President & CEO



MultiCare Health System

820 A Street, Tacoma, WA 98402

PO Box 5299, Tacoma, WA 98415-0299 ~ multicare.org

September 9, 2022

Derek Young
Pierce County Council Chair

RE: Support for a Pierce County Community First Village

Dear Chair Young,

MultiCare is one of the largest private not-for-profit health care systems in the state of Washington. Our comprehensive health system serves patients across the Pacific Northwest and we are passionate about our mission: Partnering for a Healing and Healthy Future. MultiCare is very active in efforts to support our community partners engaged with persons experiencing homelessness, mental health crises and addiction.

Because of our engagement with partners such as Pierce County and the Tacoma Rescue Mission, MultiCare is committed to supporting the Community First Village model as a new and innovative approach to providing long term housing and supportive services to the chronically homeless population in Pierce County.

When a Community First Village is constructed, it is the intention of MultiCare to be a partner in helping to provide, through our network and partners, access to both behavioral health and physical health services for the residents at a Community First Village in Pierce County.

Sincerely,

A handwritten signature in black ink, appearing to read "William G. Robertson".

William G. "Bill" Robertson
Chief Executive Officer



Jason Whalen
Mayor

Mary Moss
Deputy Mayor

Don Anderson
Councilmember

Patti Belle
Councilmember

Paul Bocchi
Councilmember

Michael D. Brandstetter
Councilmember

Linda Farmer
Councilmember

John J. Caulfield
City Manager

August 24, 2022

Derek Young, Chair
Pierce County Council
930 Tacoma Ave. South, Rm 1045
Tacoma, WA 98402

Bruce Dammeier, Executive
Pierce County
930 Tacoma Ave South, Rm 737
Tacoma, WA 98402

Dear Chair Young and Executive Dammeier:

The City of Lakewood supports establishing a planned community of microhomes, work opportunities, and onsite mental health care and addiction recovery to provide successful permanent housing for the chronically homeless.

The 2022 Pierce County Homeless Point in Time Count results identified 1,851 people, but the official estimate for homelessness in Pierce County is much larger - 4,300 individuals. Of that number, 23% (426 of the 1,851 or 989 of the 4,300) are considered chronically homeless.

In Lakewood, 87 people were counted who stated that their last reported zip code was within the City during the 2022 Point in Time Count. Extrapolating from Pierce County's estimated total of 989 chronically homeless people, Lakewood could have as many as 57 chronically homeless living in its borders. Even one person having to live this way is wrong.

Lakewood supports the selection of Tacoma Rescue Mission as the organization to run the planned community. TRM has been a partner with Lakewood for years and will no doubt continue to provide excellent and successful homelessness services for the individuals living in this community.

The City thanks the Pierce County Council and Executive for your leadership and setting aside \$22 million for this needed housing solution, and urges the Council to approve full funding for the planned community once it receives a credible project development and funding proposal later this year.

Thank you,

Jason Whalen, Mayor

cc: Mary Moss, Deputy Mayor
Don Anderson, Councilmember
Patti Belle, Councilmember
Paul Bocchi, Councilmember
Michael Brandstetter, Councilmember
Linda Farmer, Councilmember
John Caulfield, City Manager



PACIFIC LUTHERAN UNIVERSITY

OFFICE OF THE PRESIDENT
12180 PARK AVENUE SOUTH
TACOMA, WA 98447

P 253.535.7101
president@plu.edu

September 21, 2022

Derek Young
Pierce County Council Chair

RE: Support for a Pierce County Community First Village

Dear Council Chair Young and Council Members,

I'm writing on behalf of the Pacific Lutheran University community in support of the development of the Community First Village. At PLU we believe that lifelong learning, meaningful vocation, and service to community are foundations of a meaningful and satisfying life. We know that safe, long-term housing is a critical first-step to stability, health, and vitality.

We urgently need more housing in Pierce County and I believe that the Community First Village would help meet that need. We understand the proposed location of the village may be within proximity to PLU and we stand ready to partner with the county, MultiCare and others to support this project. PLU programs like our School of Nursing and Department of Social Work would be well positioned to help serve this community. As would our Parkland Literacy Center and Couple and Family Therapy Center. PLU's Office of Alumni and Student Engagement would be equally prepared to partner in providing opportunities for students to engage with Community First Village through internship and community service.

Thank you very much for considering this endorsement as you consider this exciting opportunity.

Kindly,

Allan Belton
President, Pacific Lutheran University

Dear County Executive Dammeier and County Council Members:

I understand that the County Council shortly will receive and review the development plan it requested to create in Pierce County a *Community First! Village* providing permanent housing for chronically homeless county residents. I hope, and expect, that the plan will merit and receive the Council's approval. Done right and done well, such a village would be transforming. It would transform the lives of its residents, which need transformation. The village would also be a necessary and innovative change in the county's attempts to address homelessness. Pierce County, like thousands of other communities in the nation, has been trying for years. It is time to try something new. A *Community First! Village* is an excellent chance to do that with a model that has shown its worth in the important metrics of safety, stability, recovery, income progression, and community acceptance.

The model – fashioned after its successful exemplar in Austin, Texas - is distinctive even among best practices. Its distinction arises from its foundational view that housing by itself will not solve chronic homelessness. The model is based upon the premise that a leading cause of homelessness is the “profound, catastrophic loss of family”. In a restorative response, *Community First! Village* offers a community of not only permanent housing, but also the relationships that make a community. These relations include neighbors who also come from homelessness. Notably, they include other neighbors who do not come from homelessness. They include on-site service providers and community volunteers. The model includes an expectation that residents will pay rent and contribute. It provides chances for residents to earn a dignified wage. In all these ways, the *Community First! Village* model seems to work because, in its founding ethic, design, and operation, it shows residents that they are not alone, and that they matter.

The Council's approval of the plan would be the Council's third endorsement of the *Community First! Village* model. Its first endorsement came on November 23, 2021, with its adoption of the biennial 2022 – 2023 budget. *See* Ordinance No. 2021-100s2. That budget contained a conditional appropriation of \$22.3 million for development costs of the village. *Id.* at page 12. In that appropriation the Council also called for the development plan that the Council will shortly receive. The Council's second endorsement came on March 15, 2022, when it adopted the Comprehensive Plan to End Homelessness. *See* Resolution No. R2022-22s. That plan calls for permanent housing using the *Community First! Village* model. *See* Strategy 6.4.

The Council should expect the plan to answer the customary but important questions about capital cost financing, stable funding for operations, scale, services and service partners, and administration. Those questions should be manageable, especially with the formidable community partners that the County will have in this work. Those questions should be manageable with the Council's resolve to get this done.

Thank you.

Michael

Michael Mirra

(253) 345-0582 CELL

michaelmirratacoma@outlook.com

August 27, 2022

Derek Young, Chair
Pierce County Council
930 Tacoma Ave. South, Rm 1045
Tacoma, WA 98402

Bruce Dammeier, Executive
Pierce County
930 Tacoma Ave South, Rm 737
Tacoma, WA 98402

To Chair Young and Executive Dammeier:

I'm writing to express our support for establishing a "Community First Village" in Pierce County, a project based on a successful model using national best practices, with the goal to permanently house a hard-to-serve population.

From Associated Ministries' vantage point as the co-managers our community's Coordinated Entry System, as well as programs such as Rapid Rehousing, Eviction Prevention and others, our staff understands the struggle to find permanent housing for many of our clients in challenging situations. We believe this project is a vitally-needed resource that will provide housing options for those under 30% of area median income. The Community First Village is an innovative solution for many clients and is a resource that will strengthen the rest of our homeless system.

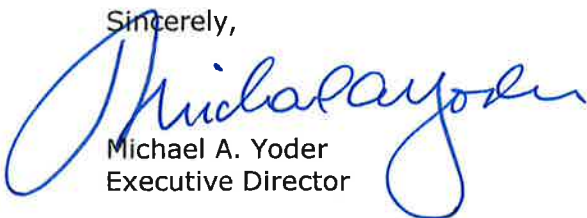
Critical to the success of this project are the wrap-around services that will be available to residents within the Village's community setting, including onsite case management, behavioral health services and work opportunities; interventions that are keys to maintaining permanent housing for those who have been chronically homeless or have other barriers.

As one of Pierce County's leading agencies working every day with those who are unhoused, we are very aware that, ultimately, there is only ONE solution to homelessness... and that is permanent housing.

Associated Ministries thanks the Pierce County Council and Executive for their leadership to set aside significant resources for this much-needed permanent housing solution, and we urge the Council to move forward with allocating the funding and other supports that are called for in the feasibility report and proposal prepared by the Tacoma Rescue Mission.

Be assured of our commitment to be an enthusiastic partner in providing supportive services for the residents at Pierce County's Community First Village!

Sincerely,



Michael A. Yoder
Executive Director



September 22, 2022

Dear Chair Derek Young and Executive Bruce Dammeier:

My name is Dan Garber, and I am the 2022 President for the Master Builders Association of Pierce County (MBAPC). The MBAPC represents over 850 businesses and their 10,000+ employees. Our membership is committed to lowering the cost of housing in Pierce County.

We strongly support establishing a planned community of microhomes, work opportunities, and onsite mental health care and addiction recovery, patterned after Community First Village near Austin, Texas, to address one of the biggest challenges to homelessness in Pierce County: successful permanent housing for the chronically homeless. We applaud the Pierce County Council and Executive for your leadership and setting aside \$22 million for this needed housing solution and urge the Council to approve full funding once it receives a credible project development and funding proposal later this year.

If this vital County funding is approved, I know our members would rally around and support a Village with donated labor and services to build microhomes and support buildings, as many builders have done in Austin. Thank you for your consideration of these comments.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Garber", with a long horizontal flourish extending to the right.

Dan Garber
2022 President
Master Builders Association of Peirce County

www.masterbuilderspierce.com

Sept. 30, 2022

The Honorable Bruce Dammeier, Executive

Office of the Executive
County-City Building, Room 737
930 Tacoma Ave., S.
Tacoma, WA 98402-2100

The Honorable Derek Young, Council Chair

Pierce County Council
County-City Building, Room 1046
930 Tacoma Ave., S.
Tacoma, WA 98402-2100

Re: Letter of Support for Community First Village in Pierce County

Dear Executive Dammeier and Chairman Young:

Elevate Health, the Accountable Community of Health (ACH) for Pierce County, writes today in strong support of an emerging proposal for establishment of a Community First Village (CFV) in Pierce County. We understand this project has been authored by the County and the Tacoma Rescue Mission and will soon come before the County Council for consideration.

Elevate Health enthusiastically endorses the plan, which calls for 256 microhomes in a community setting for the formerly chronically homeless, including onsite behavioral health services, 28 resident volunteers to help build community, opportunities to earn a dignified wage, case-management, and other onsite services.

This project aligns well with Elevate Health's overarching mission to improve whole-person health for all residents of Pierce County and most importantly, would represent a significant and positive step in the County's long-term goal to dramatically reduce homelessness. We are particularly enthusiastic about the proposed co-location of behavioral health services.

As we all know, without housing, physical and mental health are nearly impossible to sustain. People experiencing homelessness are an underserved population, having significant health care needs and using hospital services at higher rates and for longer periods of time than their housed counterparts. This population tends to rely not only on emergency departments and hospitals for care, but also utilizes emergency medical services in non-urgent, non-emergent situations.

The CFV model has been highly successful in places such as Austin, Texas, and elsewhere across the nation. In light of this – and given that such projects provide permanent shelter for some of the hardest to serve populations in any community – Elevate Health believes this model could help address similar issues in Pierce County.

Thank you for your attention and consideration. This project would not only benefit the individuals and families exiting homelessness, but also would represent a major step for Pierce County as a whole. We at Elevate Health are committed to supporting this much needed project.

Respectfully,

Gena Morgan

Gena Morgan, Executive Director
Elevate Health of Pierce County
gena@elevatehealth.org
253-302-5508



CATHOLIC COMMUNITY SERVICES
SERVING PEOPLE OF ALL BELIEFS

Derek Young
Pierce County Council Chair

RE: Support for a Pierce County Community First Village

Dear Chairperson Young,

I am writing to express Catholic Community Services support of Community First Village project. As the largest local nonprofit provider of services to the poor and vulnerable in Washington State, we recognize the incredible need for expanded housing opportunities for our chronically homeless friends and neighbors.

While no single solution to our ongoing crisis in relation to housing affordability, the reality exists that there is the need for more system capacity across each demographic we serve. While we operate a variety of supportive housing programs for the chronically homeless, the need continues to vastly outstrip available suitable housing.

We look forward to collaborating in any way we can with the Community First Village, including providing support for eligible clients from our coordinated entry, rapid rehousing, diversion, and behavioral health teams.

I am happy to answer any questions you may have, or discuss the housing and service needs of our poor and vulnerable friends and neighbors throughout Pierce County at any time. I can be reached at 253-502-2688.

Sincerely,

Michael Curry
VP and Agency Director
Catholic Community Services of Western Washington



Art Wang, Chair
Lori Harnick, Vice Chair
Priscilla Lisicich, Secretary
Brian Green, Treasurer
Jacques Colon
Beverly Cox
Kim Fisher
Tory Green
Ivan Harrell
Ryan Mello
Ali Modarres
Ahlmahz Negash
Lyle Quasim
Wayne Williams
Richard Woo
Michael Yoder

Kathi Littmann
President and CEO

Derek Young, Chair
Pierce County Council
930 Tacoma Ave. South, Rm 1045
Tacoma, WA 98402

Bruce Dammeier, Executive
Pierce County
930 Tacoma Ave South, Rm 737
Tacoma, WA 98402

September 30, 2022

Dear Chair Young and Executive Dammeier:

Greater Tacoma Community Foundation (GTCF) is writing in support of Tacoma Rescue Mission and Pierce County's effort to establish and fund a local Community First Village. As a catalyst, connector, and knowledge facilitator, GTCF recognizes the many ways in which accessible, safe, stable housing is foundational to a racially equitable, thriving Pierce County. Through conversations with the County and The Rescue Mission, GTCF understands the following:

- The Community First Village will offer a continuum of housing to serve adults who are chronically homeless as well as those experiencing transitional or situational homelessness

In undertaking this effort, GTCF urges The Rescue Mission and County to test how a coordinated, cross-sector approach could move the community theory of action from serving those who are housed to providing sufficient housing solution options to serve those experiencing homelessness.

GTCF supports an aligned set of solutions to address the system barriers that have created insufficient resources across the county. Community First Village is one of the many approaches needed to address the magnitude and the diversity of homelessness in Pierce County.

Please contact Seth Kirby, Chief Impact Officer, at 253.345.4812 or skirby@gtcf.org if you have any questions about GTCF's work with the Tacoma Rescue Mission.

Sincerely,

Kathi Littmann
President & CEO





GREATER ECONOMIC VITALITY FOR ALL.

Partnering to prepare and grow the Pierce County workforce to align it with employer needs.

October 3, 2022

Derek Young, Chair
Pierce County Council
930 Tacoma Ave. South, Rm 1045
Tacoma, WA 98402

Bruce Dammeier, Executive
Pierce County
930 Tacoma Ave South, Rm 737
Tacoma, WA 98402

Dear Chair Young and Executive Dammeier:

WorkForce Central is pleased to offer this letter of support for establishing a Community First Village here in Pierce County.

WorkForce Central's mission is to steward the Pierce County Workforce Development System. We bridge the gap between job seekers, employers, and community organizations to build a robust workforce pipeline and ensure economic vitality across the region. As part of this mission, we must address the need for housing which is a critical component that stabilizes folks who are ready to re-enter the workforce.

Community First Village model is a new and innovative approach to providing long term housing and supportive services to the chronically homeless population in Pierce County. Their proposal for 256 microhomes for formerly chronic homeless in a community setting, with onsite behavioral health services, twenty-eight resident volunteers to help build community, opportunities to earn a dignified wage, case-management, and other onsite services addresses the critical need for stable housing and wrap around services.

Community First Village is a master planned community of permanent housing designed to provide hope, dignity, and purpose to the chronically homeless through purposeful work, restorative relationships, and vibrant community. Its fundamental value is that homelessness is a human issue that requires a human response.

Thank you for your consideration of this proposal. Please feel free to reach out to me with any questions you may have.

Sincerely,

A handwritten signature in blue ink, appearing to read "Katie Condit".

Katie Condit
CEO, WorkForce Central



Appendix L

Parkland- Spanaway Temporary Housing Enrollment Data



Parkland/Spanaway Data Request

Completed by: Heather Knous-Westfall
Date: 9/14/2022
Data Source(s): Homeless Management Information System (HMIS) for Pierce County, WA
Data Current Through: 7/31/2022

Average Length of Stay in Temporary Housing Projects

Temporary Housing = Emergency Shelter, Safe Haven, or Transitional Housing

Length of Stay = Number of days between the entry and exit date for the enrollment

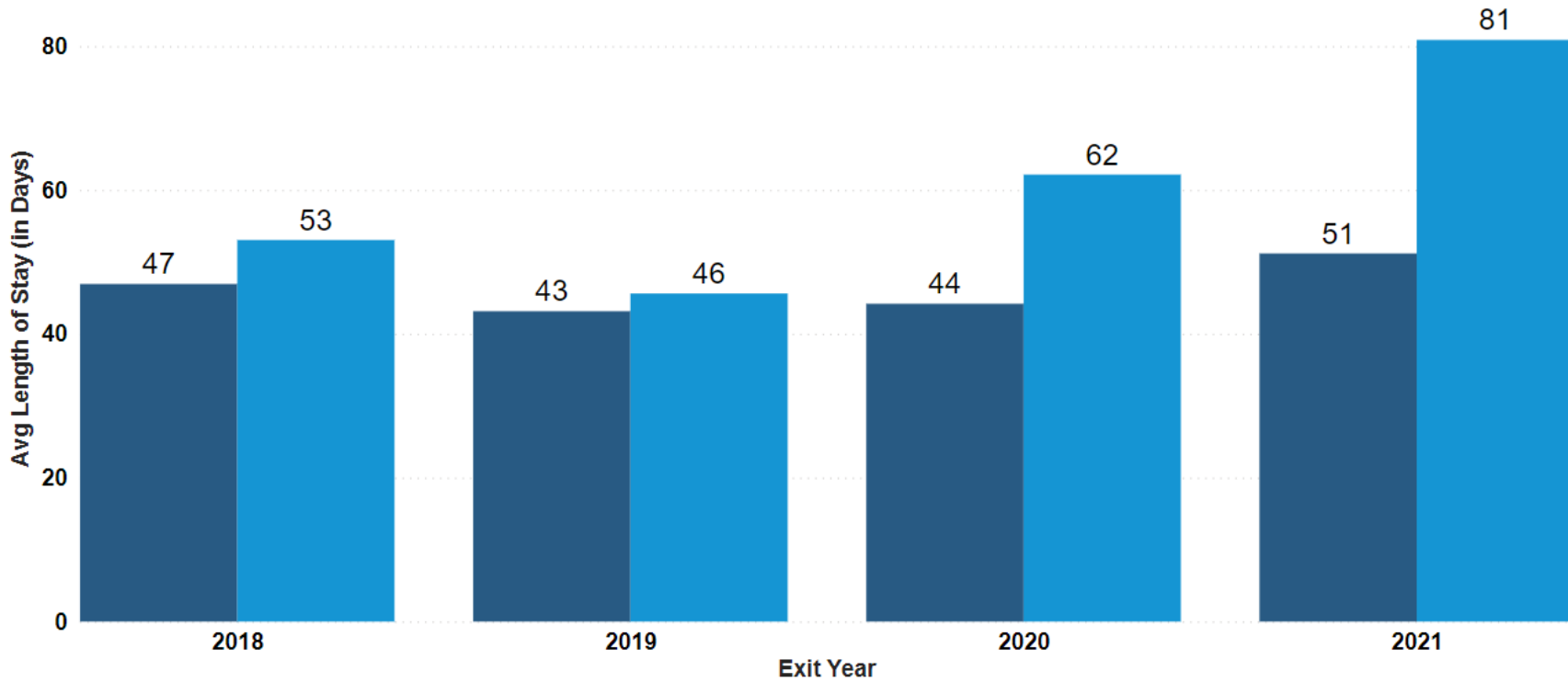
Average length of stay for those who last slept in Parkland or Spanaway prior to enrollment is higher than those who last slept in other locations. Additionally, the average length of stay has increased over the past few years. In 2021, the average length of stay in temporary housing was 30 days longer for those who last slept in Parkland or Spanaway prior to enrollment, compared to those who last slept in other locations.

See next page for bar chart.



Average Length of Stay in Temporary Housing* Based on City Last Slept in Prior to Enrollment

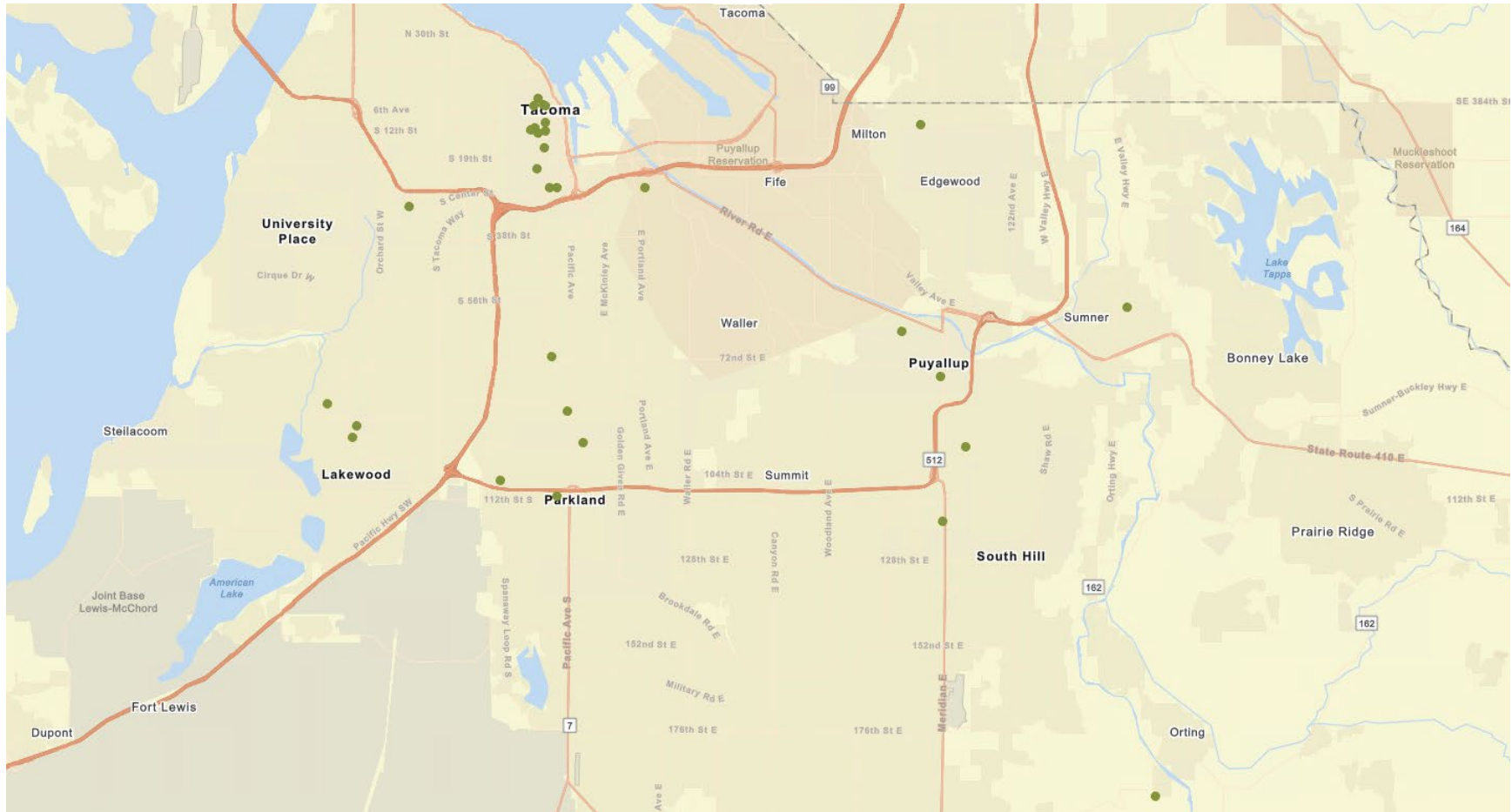
● All Other Locations ● Parkland/Spanaway



Temporary Housing = Emergency Shelter, Safe Haven, or Transitional Housing

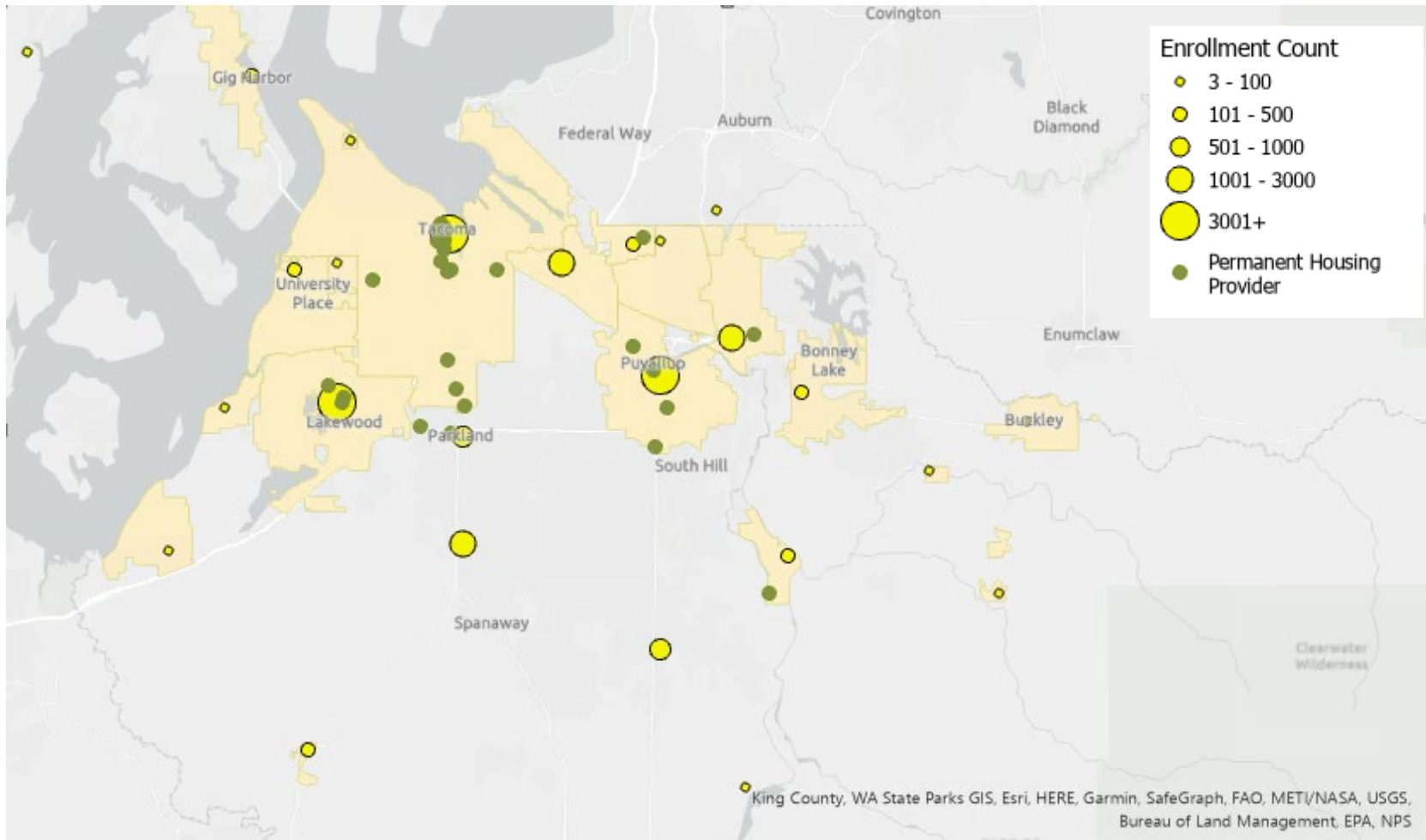
Map of Permanent Housing Providers

Note: Address locations may not be accurate and may represent the provider's address, and not the housing locations. This data is unfortunately not maintained and is therefore not reliable.



Map of Permanent Housing Providers with an Overlay of the Number of Enrollments from 2020-Jul 2022 Based on City Last Slept In Prior to Enrollment

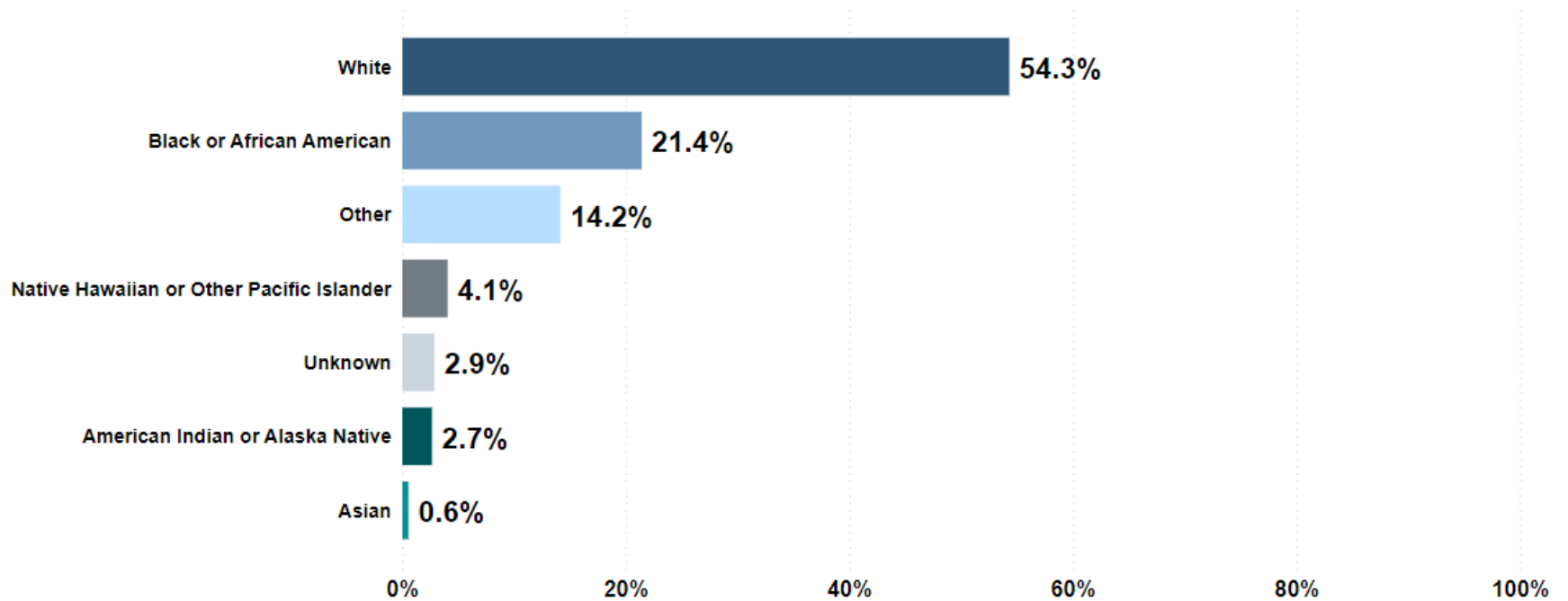
Spanaway had the 5th highest number of new enrollments from 2020-Jul 2022, while Parkland had the 7th highest. Spanaway does not currently have any permanent housing providers. However, as noted above, addresses are not maintained in HMIS and therefore may not be accurate. According to the 2020 American Community Survey, Parkland and Spanaway have the 4th and 5th largest populations in Pierce County respectively.



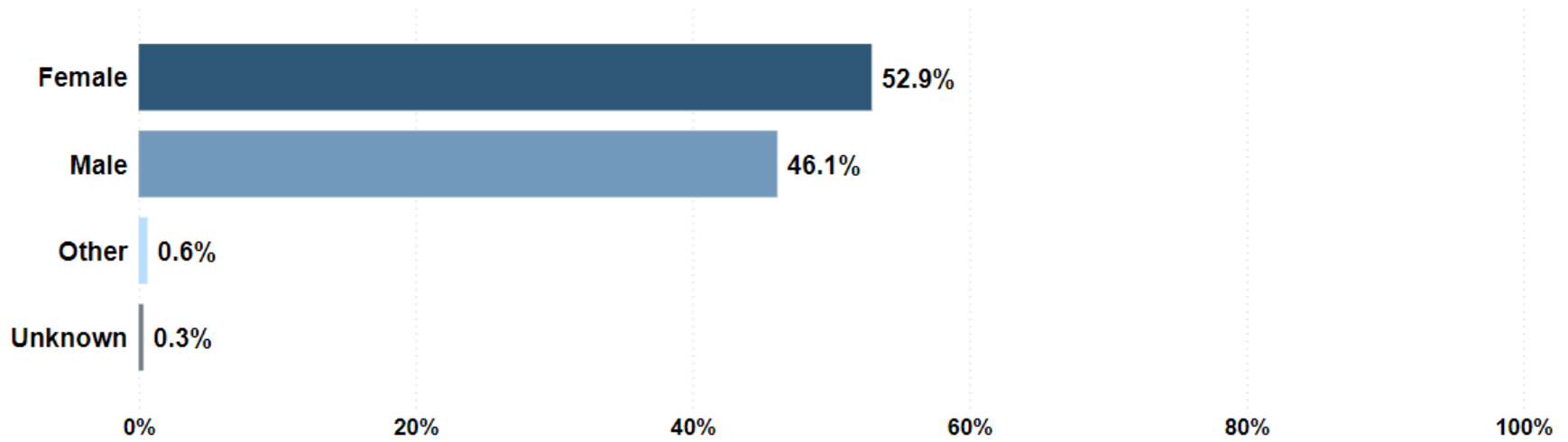
New Enrollments – Counts and Demographic Breakdown

From 2020 to Jul 2022, there were 76,115 new enrollments across all programs in the Pierce County Homeless Management Information System (HMIS). There were 2,713 new enrollments where the client indicated they had last slept in Parkland or Spanaway prior to enrollment. Below is the demographic breakdown for these 2,713 enrollments.

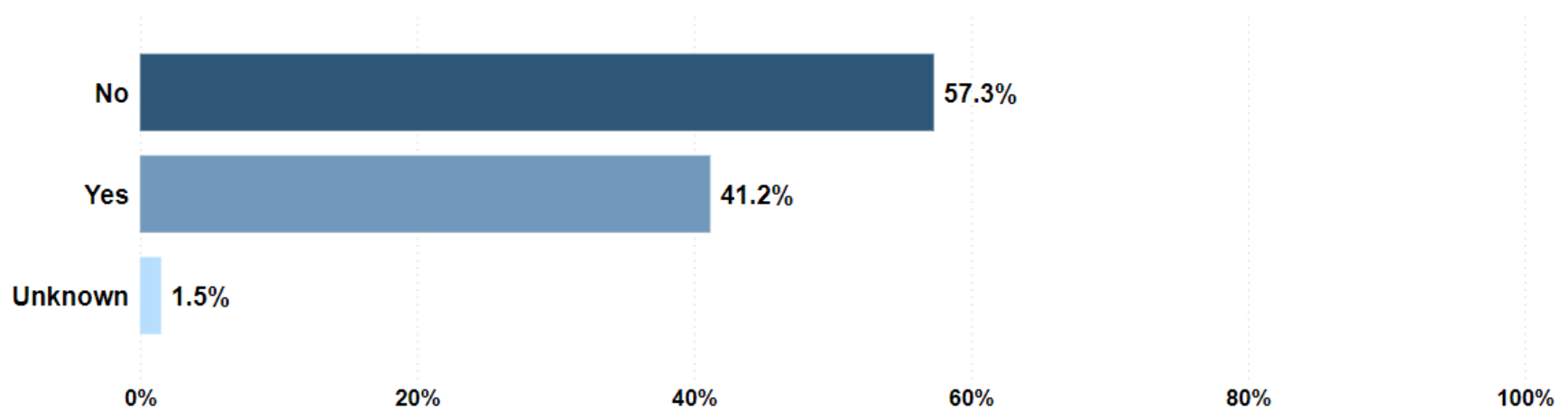
New Enrollments by Race with Parkland or Spanaway as Last City Slept In, 2020-Jul 2022



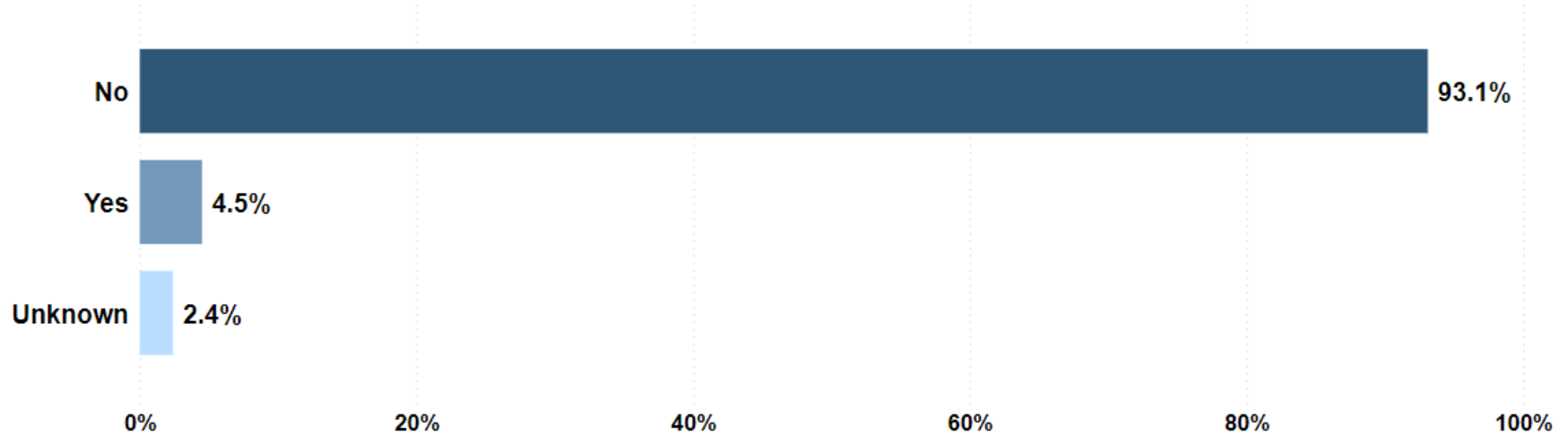
New Enrollments by Gender with Parkland or Spanaway as Last City Slept In, 2020-Jul 2022



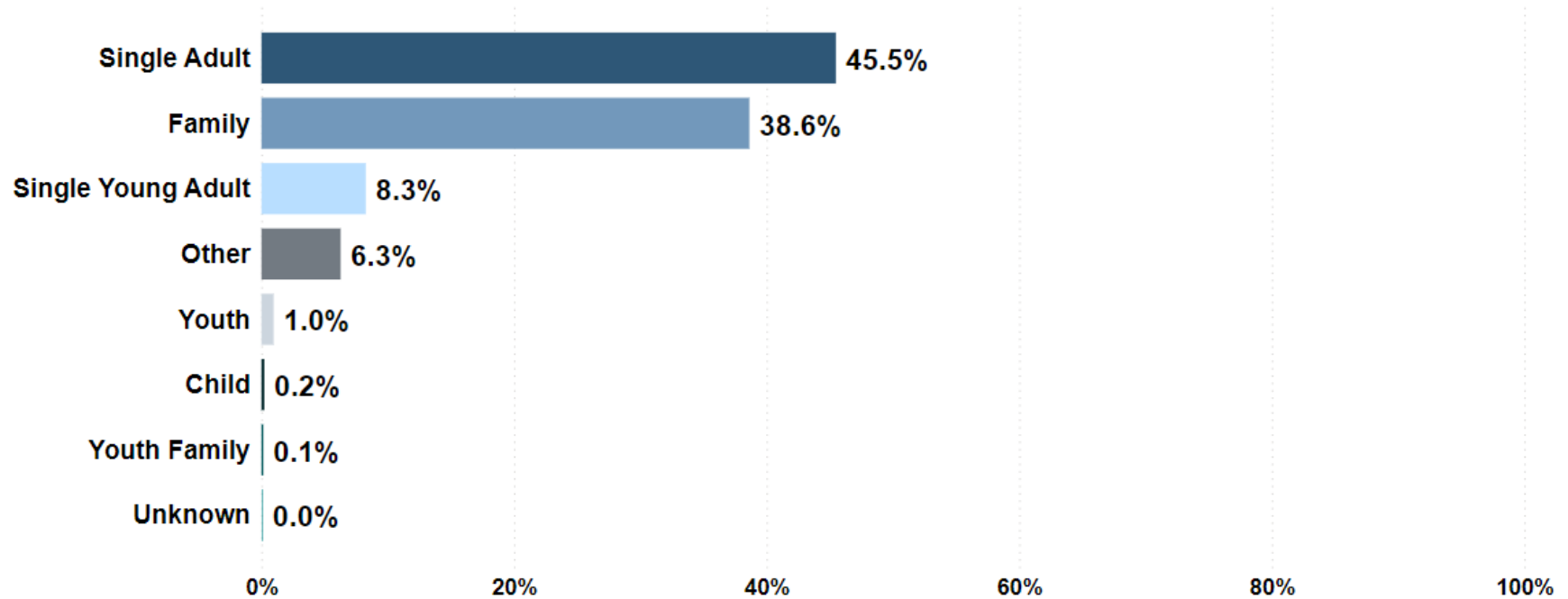
New Enrollments by Domestic Violence Survivor Status with Parkland or Spanaway as Last City Slept In, 2020-Jul 2022



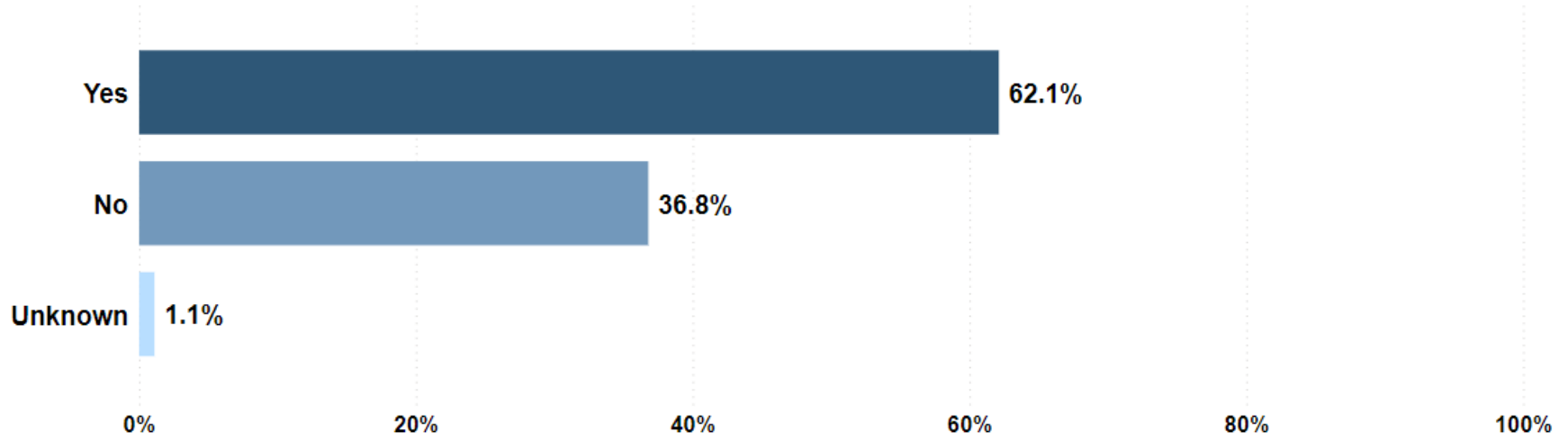
New Enrollments by Veteran Status with Parkland or Spanaway as Last City Slept In, 2020-Jul 2022



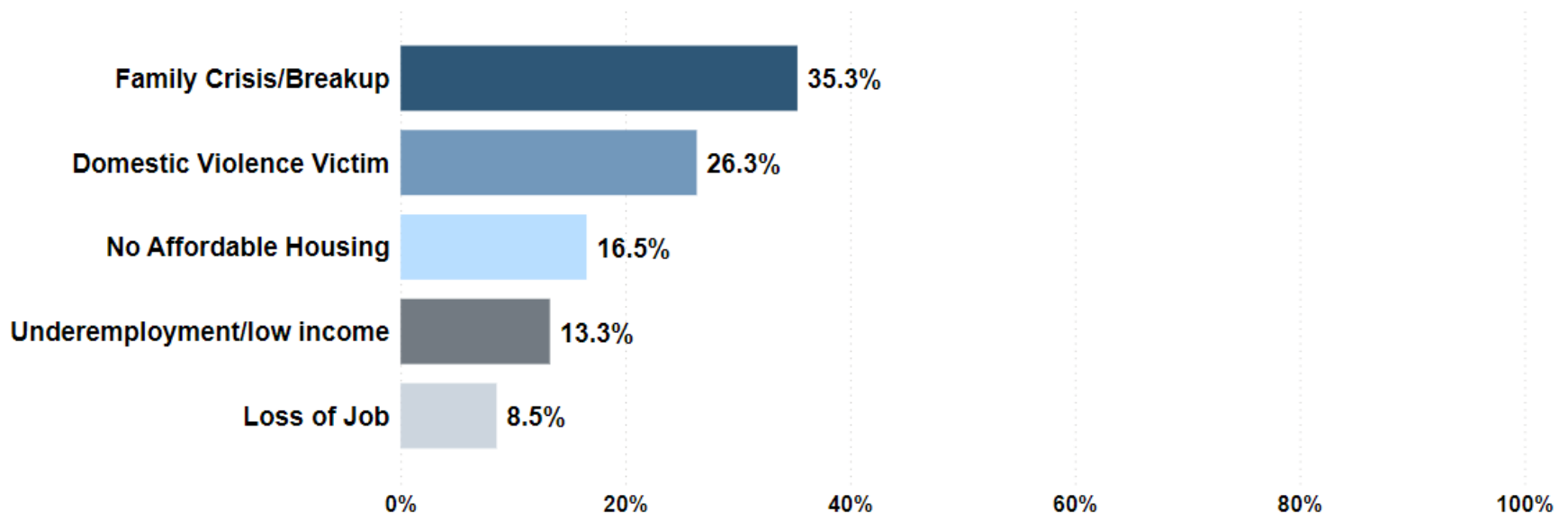
New Enrollments by Household Type with Parkland or Spanaway as Last City Slept In, 2020-Jul 2022



New Enrollments by Disability Status with Parkland or Spanaway as Last City Slept In, 2020-Jul 2022



Top 5 Primary Reasons for Homelessness for New Enrollments with Parkland or Spanaway as Last City Slept In, 2020-Jul 2022



Appendix M

Public Engagement Plan

Community Engagement

Developing a community of this size and significance means engaging the community will be paramount to its acceptance and eventual success. It is worth noting that the Austin community has enthusiastically embraced the Community First! Village as funders, volunteers, and customers of their commercial enterprises.

Assuming a positive vote of the Council, the work to broadly engage the community begins with a community meeting planned for the PLU campus. At this forum, individuals from the nearby vicinity, as well as local community organizations, will have an opportunity to learn more about the planned community and ask questions.

The table below is an initial draft rollout plan that will be augmented with Councilmember input as well as feedback from the provider community. The eventual engagement plan will be comprehensive, inclusive, accessible, and transparent.

Village Community Engagement Rollout

Date	Organization	Contact Person	Lead	Channel
Week of October 10	Council	Chair Young	Alice	1:1 meetings
Week following Council vote	Coalition to End Homelessness	Rob Huff	Heather	Group meeting
End of October	Bordering homes		Libby	Postcard invitation to meeting at PLU
Mid – November	Nisqually tribe		Sarah Colleen* Heather	Meeting with tribal leadership
Mid – November	Puyallup tribe		Sarah Colleen	Meeting with tribal leadership
Mid – November	JBLM		Steve	Meeting with base leaders
Mid- November	Faith Leaders in Bethel	Tom Siegel	Heather	PLU Community Forum

Date	Organization	Contact Person	Lead	Channel
Mid-November	Associated Ministries	Mike Yoder	Heather	PLU Community Forum
Mid-November	Parkland Spanaway Kiwanis		Steve	PLU Community Forum
Mid-November	Area businesses		Steve	PLU Community Forum
Mid-November	PLU administration	Allen Belton	Steve	PLU Community Forum
Date TBD Mid-November	Community list (page 4)		Steve TRM	PLU Community Forum
Mid – November through January	Safe Streets		Alice	Spanaway group meeting
Mid – November through January	Bethel SD	Tom Siegel	Heather	Meeting with district leaders
Mid – November through January	Parkland Spanaway Rotary	Kevin Gleim	Heather	Weekly meeting
Mid – November through January	Tacoma Pierce County Chamber	Andrea Reay	Heather	1:1
Mid – November through January	EDB	Bruce Kendall	Steve	1:1
Mid – November through January	Mid County Leadership	Beverly Martin	Heather	Group meeting
Mid – November through January	Cities and Towns	Paul Loveless	Heather	Monthly meeting
Mid – November through January	Nonprofits		Heather	Various

Date	Organization	Contact Person	Lead	Channel
Mid – November through January	Care Providers		Heather	Various

Deliverables (including translated versions):

- Website
- Video
- Fact Sheet/FAQs
- Postcard
- Online letter for gathering signatures
- PPT presentation
- TRM proposal
- Community meetings

Appendix N

County/TRM Contract Term Sheet

Outreach and invitation to community forum to:

American Legion, Elk Plain Post #118, Elk Plain Grange, 7pm, 1st and 3rd Tuesdays.

Bethel #27 – Job’s Daughters International, 2nd and 4th Mondays at Dryer Masonic Center (306 134th Street South) Contact – (253) 359-6591
or nsfjobies@gmail.com www.waiojd.org

Bethel Family Center 253-683-6850
weekdays http://www.bethelsd.org/community/family_center

Fraternal Order of Eagles #3563 Span-A-Park 253-847-4390 1st & 3rd Thursday 7:30 p.m. Aerie #3563 22316 Mountain Highway, Spanaway <http://www.foe.com/index.aspx>

Frederickson Clover Creek Community Council, President Terry Hurd, 3rd Saturday of each month at 9am, at Christ Community Church, 8016 176th St. E., <http://fcccc.us/>

Graham Business Association 360-832-2451 3rd Wednesday 7:15 – 9:00 a.m. Graham Fire & Rescue Station 21-4 23014 70th Ave E, Graham, WA 98338 <http://grahambusiness.org/> <https://www.facebook.com/grahambusiness>

Kiwanis of South Pierce County – 1st & 3rd Tuesdays, 5:30 PM at Farrelli’s, 176th & Canyon – Mike@ mgoodellwood@aol.com <https://www.facebook.com/clovercreekcc/posts/1435241223174980>

Midland Community Association 253-693-8272 1st Tuesday 7 p.m. 1614 99th Street East, Midland, WA 98445 <http://midlandcommunityassociation.wordpress.com/> Midland.Community.Association@gmail.com

Parkland-Spanaway Kiwanis 253-531-1069 Every Thursday noon Paradise Village Bowl 12505 Pacific Ave., Parkland <http://sites.kiwanis.org/Kiwanis/en/home.aspx>

Parkland-Spanaway Rotary Club Every Tuesday Noon at Paradise Bowl, Parkland <http://www.rotary.org/en/Pages/ridefault.aspx>

Prairie House Museum 253-536-6655 currently closed until COVID subsides, Prairie House Museum 812 E. 176th Street in Spanaway <http://www.celebratespanaway.com/PrairieHouse.htm>

Roy Pioneer Rodeo Association (253) 843-2242 8710 Huggins Greig Road, Roy, WA 98580 <http://royrodeo.com/> roy_rodeo@hotmail.com

Spana/Park Senior Center, inside the Marymount grounds, behind the gym, 325 152nd St E, Tacoma, WA 98445, (253) 537-4854, 10am to 4pm - Pancake Breakfasts on 2nd Saturday monthly

Spanaway Community Association 253-847-8000 TBD,
contact pierceprairiepost@hotmail.com

Spanaway Historical Society 360-832-6662 Third Sunday 2 – 4 p.m. Prairie House Museum 812 E. 176th Street in Spanaway <http://www.celebratespanaway.com/PrairieHouse.htm>

Spanaway Lions Club 2nd and 4th Tuesdays at 7:00 pm – Social Hour 6:30pm, Denny's – 20420 Mountain Hwy East, Spanaway, WA 98387 <http://spanawaylions.org/>

Spanaway-Parkland Early Risers Lions Club 253-847-8281 1st & 3rd Tuesday 7:30 a.m. Country Rose Café 15803 Pacific Avenue

Spanaway Parkland Lions Club, 1st & 3rd Tuesday – 6:30 PM, American Legion Post #2 11204 Park Ave South Tacoma, WA 98444

Summit Waller Community Association, Larry Volland, President, summitwaller@gmail.com. Meetings 1st Tuesday at 7 p.m., Mid-County Community Center, 10205 44th Avenue East, Tacoma, WA 98446 <http://www.summitwaller.net/>

Roy Lions Club 253-843-0100 3rd Wednesday 7:0 p.m. Roy Grange, 102 Water St., Roy

Limited Summary of Terms

Developer: The Rescue Mission
Project Name: Pierce County Village
Property Address: Need
Property Parcel(s): Need
Property description(s): Need

General Terms and Conditions:

- Developer must comply with all applicable federal, state, and local requirements related to the development and construction of the project.
- Changes to this limited summary of terms are subject to review and approval by Developer and Pierce County.

Development Terms and Conditions:

- Developer will acquire fee simple title to the property.
- Developer will complete all necessary infrastructure improvements needed for the development and operation of the project.

Operation Terms and Conditions:

- Dwelling units for formerly homeless residents will be rented to households whose income is at or below 65% of Area Median Income (AMI). Developer is expected to target residents with lower incomes.
- All dwelling units will be maintained as safe and sanitary and will comply with all federal, state, and local habitability standards and codes.
- All lease agreements must comply with Washington State landlord tenant law.

County Funding Terms and Conditions:

- The County contract will outline milestones for release of County funds in a manner that provides the County assurances that the minimum 150 living units for the formerly homeless, and support buildings, will be completed on a timeline agreed to by the County and Developer.
- County funding shall be secured by a forgivable 30 year term loan. A Note, Deed of Trust, and Restrictive Covenant shall be executed. The Deed of Trust and Covenant shall be recorded with the Pierce County Auditor and constitute a restriction on the use of the property for a period of 30 years.
- Unless agreed to by the County, the loan shall be repaid if the Developer ceases to operate the site as affordable housing at 65% AMI for formerly homeless residents for 30 years beginning upon date of the completed contract.