



White Center
Community
Development
Association

WHITE CENTER
COMMUNITY DEVELOPMENT ASSOCIATION
BUSINESS PLAN
2003 - 2007

White Center Community Development Association
9615 - 16th Avenue SW Seattle, Washington 98106
Tel: (206) 412-5376 Fax: (206) 260-8892
www.wccda.org

Plan Revision 3.2
June 10, 2003

TABLE OF CONTENTS

Executive Summary	4
Vision, Mission, Values & Goals.....	4
Business Lines	5
Five Year Objectives	5
Economic Revitalization	5
Affordable Housing and Property Development.....	6
Community Building	6
Organizational Development.....	7
Situation Analysis	7
History of White Center.....	8
Present Day White Center	8
Economic Base.....	10
New Initiatives.....	11
The Making Connections Project.....	11
White Center Community Development Association.....	11
Recent Developments.....	11
Methodology, Principles & Opportunities	13
Business Lines	14
Geographic Concentration Strategy	14
Business Line 1: Economic Revitalization	15
Business Line 2: Affordable Housing and Property Development.....	19
Business Line 3: Community Building	22
Success Factors.....	25
Credibility	25

Community Participation.....	25
Project Selection.....	25
Evaluation.....	25
Organizational Development	26
Internal Goals.....	30
Diversity.....	31
Board of Directors.....	32
Staff.....	34
Committees.....	35
Training.....	36
Organizational Memberships and Affiliations.....	36
Oragnizational History	36
Financing	38
Financial Status.....	38
Fiscal Responsibility and Mission.....	39
Financial Oversight.....	39
Financial Management.....	39
Resource Development.....	40
Revenue & Expense, 2002 - 2005.....	41

Executive Summary

Following two years of collaborative effort, fifty leaders of the White Center community formed the White Center Community Development Association (WCCDA) in February 2002. These leaders were concerned about the increasingly fractured sense of community within White Center, a declining economic base, and the loss of affordable, quality housing. WCCDA was charged with developing community-based capacity to address a variety of issues that affect the quality of life for White Center residents, with a focus on economic development and the availability of quality affordable housing. In its first year, WCCDA accomplished all of its initial objectives, including the launch of an international market that firmly established the association's identity as a community-based organization. To bring this vision to life, WCCDA will support White Center residents in controlling the destiny of their own community.

As the community evolves and develops, WCCDA will periodically re-examine its strategies and adjust course to best address changing needs. Throughout all its programs, WCCDA will focus on developing positive outcomes for every individual, family, and business within the community. In particular, WCCDA will work with individuals, families, and businesses to preserve White Center's unique character as an international community and welcoming gateway for immigrant and refugee families.

White Center Community Development Association will develop its programs in support of the following vision, mission, and values statements:

Vision, Mission, Values & Goals

Vision

WCCDA's vision is a flourishing White Center where all residents have opportunities to thrive economically, socially & politically.

Mission

WCCDA's mission is to build community, improving the quality of life for White Center residents through community-based economic redevelopment, affordable housing, and advocacy.

Values

As a community-initiated and community-based organization, WCCDA will implement its programs in adherence to the following values:

- Ethnic, cultural and economic diversity make White Center a healthy and desirable community.
- Community change should benefit current and future residents, especially those most vulnerable.
- Residents should find community support in their search for opportunity and meaning.

Goals for White Center

Building on the direction recommended by the founding community leaders, the White Center Community Development Association will focus the following long-term goals:

- Residents feel safe

- Residents are empowered to affect their lives and community
- White Center remains an economically diverse community
- White Center remains a racially and ethnically diverse community
- White Center residents have opportunities to improve their economic circumstances
- White Center residents of all incomes live in quality affordable housing
- White Center residents obtain regularly needed goods and services in a walkable downtown core

This business plan describes an incremental, phased approach to accomplishing these goals, with an emphasis on specific programs that the WCCDA will initiate over the next five years.

Business Lines

Because White Center faces multiple challenges, the WCCDA understands that any successful plan will take many years to unfold. For this reason, the WCCDA has developed three business lines that support its objectives and strategies over the long-term. The three business lines and associated five-year objectives are described below:

- Economic Revitalization
- Affordable Housing & Property Development
- Community Building

Five Year Objectives

Economic Revitalization

Older White Center residents remember a time when responsible parents might allow young children to wander freely in White Center's pedestrian-oriented downtown business district (downtown White Center). No parent would permit this today. WCCDA will focus initial revitalization programs on the downtown area due to the disproportionate impact that high crime and unsightly appearance of this area has on the reputation and livability of all of White Center. WCCDA'S vision for downtown White Center is a clean, safe, pedestrian-oriented place for families where residents find all of the goods, services and cultural opportunities they need on a daily basis and the downtown area is known regionally as a marketplace for a wide range of international food, services and cultural activity. Over the next five years, the WCCDA will focus on the following economic revitalization objectives in downtown White Center:

- Physical Revitalization & Preservation
- Activity Generation such as Markets & Festivals
- Enhancing Pedestrian & Transit Orientation

Affordable Housing and Property Development

Development and ownership of affordable housing is central to WCCDA's mission and necessary to establish a predictable revenue stream for the organization. WCCDA will focus its efforts on preserving and developing housing for low-income individuals and families. The development of new mixed-use housing and commercial development in downtown White Center will be used to drive economic revitalization. For the first five years, WCCDA will concentrate on developing housing for people with the capacity to live independently, with special attention given to making buildings and units friendly to White Center's large immigrant and refugee population and to large or extended families. WCCDA's vision is a White Center that is preserved as a mixed-income and ethnically diverse community where no residents are forced to relocate to find quality affordable housing. Over the next five years, the WCCDA will focus on the following housing and property development objectives:

- Assess housing conditions to appropriately target housing development activities
- Develop mixed-use affordable housing and commercial properties in downtown White Center that also support economic revitalization and safety outcomes
- Preserve affordable housing near downtown White Center
- Preserve the historic character of a small pedestrian-oriented area of downtown White Center

Community Building

Community building programs will create a broad, resilient, and sustainable base of support for community-based activities in White Center. This support will in turn encourage widespread donations of money, time, and materials, increased credibility with funders, and better mobilization of residents in support of community projects. WCCDA will embed community building programs in every economic revitalization and affordable housing project. WCCDA's vision is of a White Center where residents are engaged in the community, enjoy neighborly relations, feel safe in their daily lives, and feel included in community activities.

Over the next five years, the WCCDA will focus on three community building objectives:

- Establish WCCDA as a center for information & collaboration
- Improve Public Safety
- Establish a holistic view of White Center as a Healthy Community through an initiative that emphasizes positive activity generation as the basis for community, economic and health outcomes

WCCDA Operating Strategy

The White Center Community Development Association has adopted a phased, incremental approach to developing a five-year strategic plan. Under this approach, programs build upon the success of prior programs, beginning in year two. While this approach puts considerable pressure on the WCCDA to accomplish each of its strategies within the allotted time, it has the advantage of enabling the WCCDA to operate within well-defined, fixed financing boundaries. In addition, the phased approach accelerates the organization's movement toward self-sufficiency.

Organizational Development

WCCDA takes a systematic approach to organizational development and is committed to measurable outcomes, CDC industry best practices, and extensive technical assistance and training.

Organization

The twelve member current board of directors has a balance of community representation, skills and experience. WCCDA will expand the board to its limit of nineteen directors in 2004, with an emphasis on increasing ethnic and minority diversity.

WCCDA currently has a full time executive director and Main Street program manager and a part-time event coordinator. In 2004, WCCDA plans to add a service volunteer for community outreach. A crime prevention coordinator will be hired when funds are available. A housing developer will be hired when the first affordable housing project is underway.

WCCDA enters 2004 with a strong and committed board, experienced and dedicated staff, solid funding, excellent community relationships, and strong organizational momentum.

Financing

WCCDA is well-supported financially with a total of \$145,000 in unrestricted operational support at the beginning of 2003. A substantial portion of this money, \$70,000, is carried over from 2002. Multi-year operational support from the Annie E. Casey Foundation and federal funds through Impact Capital are expected to provide \$75,000 in 2003 and 2004. Additional unrestricted operational support is expected in 2003 and 2004 from foundations related to banking institutions and other foundations interested in developing local capacity to impact affordable housing, community development and local business activity. Unrestricted operational support from foundations is expected to decline over time. WCCDA will develop new sources of unrestricted income from local private sources.

WCCDA will gradually increased earned income to support its ongoing projects. Earned income will come primarily from housing development fees, the administration of contracts and event revenue. This plan outlines specific strategies for accomplishing WCCDA's financial objectives.

SITUATION ANALYSIS

White Center Community Development Association (WCCDA) serves an area of unincorporated King County, along with small portions of Seattle and Burien, Washington, bounded by SW Trenton Street to the north, Highway 509 to the east, SW 128th Street to the south, and 30th Avenue SW to the west. Approximately 25,000 people live within this area.

Geographically, White Center is six miles south of downtown Seattle and well served by roads and transit. Topographically isolated by steep hills and sandwiched between the Duwamish River and Puget Sound, White Center's exact location is mysterious to many Seattle-area residents. However, White Center's welcoming and diverse population, relatively large residential lots, and fifteen-minute commute to downtown Seattle have recently attracted attention proportionate with the metropolitan area's increasing diversity, real estate prices and traffic problems.

History of White Center

White Center has historically served as poor, inner-ring suburb that developed intermittently and unsuccessfully from 1900 through the 1930's. The area boomed during and after World War II as a bedroom community for workers in the Duwamish industrial area. White Center was hit hard by the large Boeing layoff in 1971 and the local economy never fully recovered.

White Center's history as an entertainment destination dates to the early 1900's when taverns, nightclubs, card rooms, pool halls, and a boxing ring located just outside of Seattle city limits in unincorporated King County to avoid blue laws. This history of edgy entertainment has led to an enduring image of White Center as a honky-tonk district where respectable people go for a good time but not to live. White Center's "main street", 16th Avenue SW, has four taverns, one licensed restaurant, two nightclubs and three adult bookstores in its most pedestrian-friendly two block stretch. White Center's edgy image has been reinforced by the appellation "Rat City," a phrase whose origins are debated but whose demeaning impact on residents is not. There is disagreement among residents over whether to accept this moniker and make light of it or try to make it disappear from memory and use. The recent release of "Rat City Ale" by a local brewery may settle the matter.

Present Day White Center

Local Jurisdictions

Politically, White Center is in an unstable situation as a poor unincorporated area located between a large older city to the north, Seattle, and a small new city to the west, Burien, both of which face considerable financial difficulties. King County, also in financial distress, currently provides subsidies of over \$2 million per year, exclusive of capital improvements, to the unincorporated area of White Center. The State Growth Management Act mandates that King County have all its urban areas incorporated into new or existing cities by 2006. White Center currently has neither the tax base to support incorporation nor assets sufficient to attract annexation suitors. In addition, White Center residents are deeply divided over White Center's political future and poorly informed on the current situation and possibilities.

Access to Services

White Center suffers from declining services provided by King County and a state tax system that makes it very difficult to develop new funding sources for services in unincorporated areas of metropolitan counties.

Residents of White Center are less likely to vote and less likely to be American citizens than residents of King County as a whole. Lack of electoral participation may indirectly contribute to lower levels of police, fire and other services, a substandard public infrastructure, lower levels of maintenance, and other direct and indirect slights.

Much of the White Center area has inadequate or nonexistent storm water drainage that results in flooding and standing water. Wet conditions may result in moldy buildings. Access to sewage lines is often unavailable or excessively expensive. Phone service is substandard and high-speed Internet services are substandard or unavailable. Streets, roads and sidewalks are substandard but not generally dangerous. Street lighting and sidewalk amenities are lacking.

White Center is served by a number of nonprofit and government service organizations. Washington State Department of Social and Health Services alone spends \$41 million in White Center each year. However, there has been little capacity for White Center residents to effect change on their own behalf. Existing organizations that serve the community, such as the North Highline Unincorporated Area Council and the White Center Chamber of

Commerce, are hampered by lack of funds, staff, and connections to the community's diversity. These organizations have typically been relegated to an advisory role.

Crime

Every day White Center residents face the reality of high crime and the area has the highest violent crime rates in King County outside of downtown Seattle. The risk of crime and associated dangers keeps many potential residents, shoppers, businesses, and investment from coming to White Center. Much crime is gang- and drug-related and occurs at night and many people who work in White Center during the day remain unaffected by the high crime rate. Public inebriation is prevalent and prostitution is visible throughout the community.

Poverty & Education

The average household income in White Center is \$38,500, the median income is \$28,560 and 17% of households live with income below the Federal Poverty Level. The extent of poverty is masked by the adjacency of high and low income neighborhoods in some census tracts and a relatively high number of undocumented and/or homeless individuals and families. Homelessness is highly visible in White Center. Twenty-four percent of White Center adults lack a high school diploma, a rate that is double that of King County at large.

Youth and Poverty

White Center is home to a large number of families with children, many of them immigrants and refugees or their children. At White Center Heights Elementary School, 85% of students do not speak English at home. Single parents head 37% of all households and most single parents are women. Many of White Center's youth live in poverty. At three of four White Center elementary schools, the use of free/reduced price lunch programs averages 2.5 to 3 times higher than in King County as a whole. High school graduation rates are low, gang involvement is high and alternative education is poorly funded.

A Gateway for Immigrants and Refugees

Socially, White Center is experiencing dramatic and accelerating changes from the arrival and settlement of immigrants and refugees from all over the world. Immigration has transformed White Center from a primarily white neighborhood into Seattle's most culturally diverse community over the past ten years. People of color constitute approximately 49% of White Center's population, up from 15% in 1980. Park Lake Homes, a King County Housing Authority low-income housing project, is a gateway for many immigrant and refugee communities.

Currently, White Center is home to four large populations of immigrants and many smaller ones. The four largest groups are Asian & Pacific Islander with large populations from Vietnam, Cambodia and Samoa; Latinos from Mexico, Guatemala, Honduras and El Salvador; East Africans from Ethiopia, Somalia and Eritrea; and East Europeans from Russia, Bosnia-Herzegovina and the Ukraine. Students in the Highline School District speak 48 primary languages. White Center is also home to a relatively large number of undocumented Latinos.

Immigrant and refugee populations are acculturating and assimilating far more quickly than earlier generations. Many immigrant and refugee parents have difficulty communicating with their children and significant numbers of young people are marrying outside their ethnic group. Multi-ethnic extended families experience both benefits and obstacles. Nine percent of White Center children under 18 are multi-racial, versus 5% for all residents of White Center as a whole and 3% for all residents of King County. Anecdotally, mixed race couples and multiracial individuals appear to be attracted by White Center's radical diversity.

Economic Base

Employment

Regionally, White Center has benefited from economic growth in the Seattle area over the past ten years while lagging King County as a whole. It is likely that White Center residents are suffering disproportionately from the statewide economic downturn.

White Center has few jobs and fewer living wage jobs relative to the county as a whole but excellent access to jobs in downtown Seattle, the Duwamish industrial area, SouthCenter, Renton and the Kent Valley. White Center's small light manufacturing sector is diverse and defies characterization.

Neighboring Communities

An untapped asset of White Center is the presence of wealthier communities to the west along Puget Sound such as Fauntleroy, Arbor Heights and Shorewood.

For a large number of these western neighbors, White Center is the closest shopping district for professional and personal services and an area through which they pass on trips in and out of the area. Many residents of sound-side neighborhoods shop in downtown White Center for hardware and automotive services but go elsewhere for dining, professional and personal services and general merchandise shopping. A second wealthy community, Vashon Island, lies three miles offshore in Puget Sound. The Vashon Island ferry leaves from Fauntleroy dock, due west and easily accessible from White Center. Fauntleroy ferries also travel to the Olympic Peninsula via Southworth. Many Vashon Island residents are unaware that the route from downtown Seattle to the Fauntleroy ferry dock through White Center is easier and faster than the better marked route through West Seattle. The White Center route is mostly uncongested highway driving, faster and has a greater variety of shopping and dining experiences. Strong connections to these wealthier communities would benefit all parties.

One of the unseen assets of the neighboring high-income shore-side communities is a high concentration of home-based businesses. Market studies conducted for Westwood Village Shopping Center found 1400 businesses within a two mile radius in an area with no large areas of commercial zoning. This concentration of home-based businesses may be due to close proximity to Sea-Tac Airport. The presence of these businesses helps explain the recent location of a Staples store and \$16 million of new investment at Westwood Village in the past ten years.

Business & Real Estate

Physically, White Center has a preponderance of deteriorated residential and commercial buildings, extensive but poorly developed parks and open space, and inadequate infrastructure. Residential and commercial property values have increased rapidly in White Center and existing rents are far below the cost of capitalization. The property market is fluid and many renters would face burdensome increases if and when new owners were able to charge rents that support their investments at fair rates of return. Consequently, many residents and business owners are threatened with the possibility of sudden change in their rental structure.

Automobile services, ethnic groceries, restaurants and bars, and professional and neighborhood services dominate the White Center economy. Inexpensive ethnic groceries, specialty shops, and restaurants have perpetuated a value-destination reputation that was previously based on a concentration of thrift stores. Many White Center businesses claim that regular customers travel from up to thirty miles away.

White Center's downtown area has a very low vacancy rate due to relatively low but unsustainable rents and an aggressively entrepreneurial population. Rents have doubled in recent years from \$4 to \$6 per square foot to \$8 to \$12 per square foot for ground floor retail space. A new

strategically located retail pad with parking adjacent to Walgreen's is currently offered at \$24 per square foot. Commercial land values downtown have risen sharply and are now in the \$30 to \$50 dollar range. Single story buildings in good condition sell for approximately \$100 per square foot.

New Initiatives

The Making Connections Project

The Making Connections project of the Annie E. Casey Foundation (AECF) and WCCDA are working to redress the neglect of White Center in different but complementary ways.

The ten-year Making Connections project is based on the simple premise that kids thrive with strong families and supportive communities. The project's efforts in White Center are focused on aligning current White Center service providers more closely with their customers to create an effective network of services that strengthen families. The project has even shown its willingness to initiate new institutions, such as WCCDA, when necessary. In addition, AECF works to improve the ability of immigrant and refugee communities to develop internally, using asset-based models.

White Center Community Development Association

WCCDA is a new community-based organization created to give White Center residents a venue to address community-wide issues and an instrument to act collectively on their own behalf. The need for a community-based development organization is particularly acute at this time because White Center is beginning to face market pressures that have resulted in less affordable housing, reduced opportunity for independent businesses, and rapid unplanned change in similar Seattle neighborhoods. Community development corporations (CDCs) such as WCCDA typically serve their communities in perpetuity and are created, in part, to tap into significant public and private funding targeted toward economic development, neighborhood revitalization, and the preservation and creation of affordable housing. WCCDA is building what AECF calls a "strong and supportive community."

Recent Developments

Despite its many problems, recent developments in White Center have demonstrated the potential for community transformation. These developments include:

- The Making Connections project, described above, continues to invest significant time, energy, and money in organizing the community and facilitating new community-based projects and organizations. AECF's successful efforts to network area leaders in government, nonprofit and private sectors has resulted in a spotlight on White Center that has benefited WCCDA's networking and fundraising activities.
- The King County Housing Authority (KCHA) Hope VI re-development of Park Lake Homes Site 1 replaces 567 units of public subsidized housing with 900 units of mixed-income housing and expanded services. Total new investment in White Center approaches \$300 million. Park Lake Homes is four blocks east of downtown White Center along SW Roxbury, the main access route to White Center from downtown Seattle. Unfortunately, the re-development may result in a net loss of very low-income affordable housing in White Center and possibly diminish White Center as gateway for immigrants and refugees. However, KCHA is now making aggressive moves to increase affordable housing stocks for very low-income families in White Center.
- Mallard Lake Apartments, a deteriorated and poorly managed 338-unit complex just south of downtown White Center, has been acquired for \$15 million by private owners using tax credits arranged by KCHA. The new owners plan a \$5.75 million dollar renovation. The housing will be preserved for many years as affordable housing for people with maximum incomes at 50% and 60% of area median income.

- The Highline School District recently passed its first construction levy in 16 years and will rebuild or substantially improve five schools in White Center. New investment in White Center schools will be approximately \$100 million.
- The new White Center Heights Elementary School will be home to a community school. The White Center Community School Coalition raised over \$500,000 to begin operations in 2003.
- King County Library System has announced plans for a bond issue that will support a new or expanded 10,000 square foot library in White Center.
- Westwood Village Shopping Center, one-half mile northwest of downtown White Center, is redeveloping rapidly and attracting new or expanded presence from national credit tenants such as Staples, Target and Starbucks on the basis of enviable demographics. Rents have increased from less than \$4 per square foot to a minimum of \$15 per square foot in the past ten years. Total new investment in Westwood Village is \$16 million.
- A new Walgreen's store has been built in downtown White Center. The \$5 million (?) development is built to standards not seen in White Center since the 1950's.
- Consolidation of two area Safeway stores has left an empty, deed-restricted, 35,000 square foot grocery store on a large, critical tract in the heart of the pedestrian core of downtown White Center and a larger store west of downtown.
- Over the past seven years, the Delridge Neighborhoods Development Association (DNDA), a neighboring CDC to the north of White Center, has successfully preserved 4 affordable housing projects and built two new mixed-use housing facilities with 19 affordable housing units. The DNDA has also developed institutional and commercial space, including a large public library, and restored large portions of the Longfellow Creek watershed.
- The City of Seattle has appropriated \$100,000 in Community Development Block Grant funds for business revitalization of the South Delridge portion of downtown White Center.
- King County Landmarks has released a historic survey of the portion of downtown White Center located in unincorporated King County and is recommending a small historic district.
- King County Office of Business Relations and Economic Development has released a retail market study of downtown White Center financed with \$50,000 from the Economic Development Agency, a federal program.

The White Center Community Development Association will build upon these positive developments over the next five years.

METHODOLOGY, PRINCIPLES & OPPORTUNITIES

Methodology

The WCCDA five-year business plan is intended to produce significant, positive benefits for individuals, families, and businesses within White Center. WCCDA is developing a model for social and economic change where:

- Target outcomes are selected based on the vision, mission and goals of WCCDA
- Projects are selected to achieve these outcomes directly, by leveraging allied resources, and by influencing the market

The WCCDA will use Community Building to execute outcome-oriented projects in a manner designed to generate broad benefits. WCCDA defines Community Building as developing a geographically defined, community-based, institutional capacity to:

- engage the broadest coalition of residents and stakeholders
- grow a network of relationships among participants
- develop shared values around community concerns
- create an embracing vision of the future and mobilize internal and external assets in pursuit of that vision

Principles

WCCDA embraces the following principles of community building (adapted from The National Community Building Network):

- Integrate community development and human service strategies
- Start from local conditions
- Work from knowledge
- Build on community strengths
- Support families and children
- Foster broad community participation
- Forge partnerships through collaboration
- Require racial, gender and ethnic equity
- Value cultural strengths

Outcomes

WCCDA has identified three key outcomes as necessary for the health and well-being of individuals, families, and businesses of White Center that correspond directly to WCCDA Business Lines. (Note - the italicized items below indicate efforts that WCCDA will support but not lead.) WCCDA will pursue these outcomes directly and indirectly, individually and synergistically, acting alone and in collaboration with many partners.

- **Participate fully in the community**
 - Expanded cross-cultural opportunities for all groups
 - Reduce both violent and petty crime
 - Increase participation by residents of White Center's low-income census tracts in selected community-wide organizations and events
 - Increase the number of community-wide events that include celebration of White Center's minority cultures
 - *Increase voter registration and voting in White Center's low-income census tracts*

- *Increase the rate of naturalization of immigrants and refugees and their children*
- *Improved English skills among immigrants and refugees*
- **Improve their economic circumstances**
 - Increase total sales in downtown White Center
 - Improve transportation to areas with good jobs
 - *Increase the assets of families and individuals through IDA & EITC programs*
 - *Increase the number of living wage jobs in White Center*
- **Live in quality affordable housing**
 - Increase the number of permanently affordable housing units in White Center
 - *Increase the percentage of low and moderate income families who own their homes*
 - *Decrease the percentage of substandard housing in White Center (requires housing survey)*

WCCDA believes these key outcomes are critical to the long-term health and viability of White Center. Planned projects and their outcomes are identified by business line section that follows.

BUSINESS LINES

This section describes WCCDA's planned projects by business line. The human gain deriving from each project is identified. The activities that support the projects, the milestones that measure the projects and the targets that identify completion of the projects are spelled out in detail. This analytical framework provides WCCDA staff and supporters, along with the White Center community, evidence of incremental progress and ultimate success.

Geographic Concentration Strategy

In the first five years of activity, WCCDA will concentrate efforts on White Center's nine square block pedestrian-oriented area of downtown and the surrounding walking area (an approximately one mile radius centered on SW 98th and 16th Ave. SW). The overarching Geographic Concentration Strategy will maximize the real and perceived impact of limited resources by focusing on White Center's most problematic and visible area through business district revitalization and preservation, activity generation such as festivals and markets, enhancing pedestrian & transit orientation, building mixed-use affordable housing downtown and preserving affordable housing in the surrounding walking community.

Business Line 1: Economic Revitalization

Vision

Downtown White Center is a clean, safe, pedestrian-oriented place for families where residents find all of the goods, services and cultural opportunities they need on a daily basis. The downtown area is known regionally as a marketplace for a wide range of international food, services and cultural activity.

Target Statement

WCCDA owns 4,000 square feet of retail space in a visible location by 2007; runs numerous family-oriented events that highlight White Center's international character and attracts 8,500 visitors to downtown White Center in 2003; establishes programs to improve the appearance of commercial buildings; preserves the historic character of the downtown shopping area; coordinates efforts that keep White Center clean and graffiti-free; coordinates efforts to reduce crime by 20% by 2007; coordinates efforts to improve pedestrian and traffic circulation; and refers 10 businesses to business assistance providers in 2003.

Baseline

Petty and violent crime, dangerous pedestrian conditions, substandard appearance, and the lack of family oriented events has long hindered resident mobility, discouraged community engagement and restricted commercial opportunity in White Center.

Economic Revitalization			
Project/Activities	Milestones	Targets/Interim Targets	Human Gain
Festivals and Markets			
<ul style="list-style-type: none"> • Façade Improvement Grants & Loans 	<ul style="list-style-type: none"> • Funded and operational program by 6/2004 • Seattle funds \$100,000 for business revitalization in Delridge Triangle • Establish design guidelines for non-historic buildings and signage in 2003 • Identify bank and foundation partners and 	<ul style="list-style-type: none"> • Improve the appearance of 6 commercial buildings by 2006 • Preserve historic character of downtown White Center • Deliver two façade improvement grants or loans in 2004 	<ul style="list-style-type: none"> • Improve business climate • Improved quality of life • More attractive downtown core • Greater choice of goods and services • Generate momentum for property and business owners to make improvements on their own

	secure funding by 9/2003		
<ul style="list-style-type: none"> • Improve Appearance • Coordinate existing local efforts to reduce trash and graffiti by 9/2003 • Develop an alliance to establish trash removal codes in King County 	<ul style="list-style-type: none"> • Visible improvement in the presence of trash and graffiti as perceived by business owners by 12/2003 • Coordinate one successful partnership of neighboring businesses to reduce cost of trash removal while increasing service levels by 2003 	<ul style="list-style-type: none"> • Keep White Center clean and graffiti-free • Install new trash cans and develop the ability to ensure regular collection by 12/2003 • Dumpster free alleys by 2005 	<ul style="list-style-type: none"> • Improve safety and the appearance of safety • Improve mobility • Improve business climate
<ul style="list-style-type: none"> • Preserve Historic Character • Review and consider options for historic preservation status in 2003 • Adopt historic preservation strategy in 2003 • KC Landmarks Design Workshop in 2003 • Develop historic district Guidelines by 12/2003 • Apply for King County Historic District designation in 2004 	<ul style="list-style-type: none"> • King County Landmarks designation by 2005 • Federal Landmark status for individual buildings in 2005 • Access preservation-related assistance for one property in 2004 • Site control of one key historic property by 6/2005 	<ul style="list-style-type: none"> • Preserve historic character of downtown White Center • One structure restored to standards by 12/2005 • Two structures restored by 12/2006 	<ul style="list-style-type: none"> • Drive economic development • Set a tone of renewal • Preserve existing character
<ul style="list-style-type: none"> • Develop retail and commercial space in the pedestrian-oriented area of downtown White Center 	See Mixed-Use Affordable Housing Milestones		
<ul style="list-style-type: none"> • Improve Safety of Downtown White Center 	See Community Building Milestones		

Festivals and Markets			
<ul style="list-style-type: none"> • International Festivals 	See International Festivals Under Community Building		
<ul style="list-style-type: none"> • Farmers Market • Solicit participation of 20 farmers including White Center resident and minority farmers by 4/2003 • Obtain all necessary public and private approvals by 4/2003 • Participation by White Center pea patch groups by 6/2003 • Enable purchases by low-income people using state and federal support by 6/2003 • Establish protocols that ease repetitive event production by 12/2003 	<ul style="list-style-type: none"> • Co-marketing agreement with Pike Place Market, Seattle's premier farmers market by 3/2003 • Hire Event Coordinator by 3/2003 • June-October season in 2003 at a visible location within one block of the commercial center at 16th & Roxbury 	<ul style="list-style-type: none"> • Attract 3000 visitors to downtown White Center in 2003 • Budget neutral by 2007 	<ul style="list-style-type: none"> • White Center residents regain normal use of their commercial center. • Petty and violent crime decrease • White Center is a center of cultural life • Cross-cultural exposure and cooperation increases • High-quality produce for low-income people • Moderate and high-income shop in downtown White Center • Increase social and economic opportunity for White Center residents and businesses
<ul style="list-style-type: none"> • CSA Drop-off in Downtown White Center <p>Note: (CSA participants subscribe to receive a large bag of seasonal produce each week for 20 weeks at cost of \$505)</p> <ul style="list-style-type: none"> • Hire Event Coordinator to manage drop-off and pick-up by 3/2003 • Develop physical location for drop-off by 6/2003 • 10 marketing efforts by local businesses aimed at CSA purchasers in 2003 • Provide 60 bags of fresh produce to low-income families in 2003 	<ul style="list-style-type: none"> • Agreement with Pike Place Market to locate a drop-off in downtown White Center. 100 subscribers in 2003 • Capture 10% of CSA purchasers as WCCDA donors 	<ul style="list-style-type: none"> • Attract 2000 visitors to downtown White Center in 2003 • Budget neutral in 2004 	<ul style="list-style-type: none"> • Bring moderate and high-income purchasers to downtown White Center • Increase sales and marketing opportunities for White Center businesses • High-quality produce for low-income people
Enhancing Pedestrian & Transit Orientation			

<ul style="list-style-type: none"> • Plan for pedestrian and automotive traffic improvements in Downtown White Center • Develop partner relationships with relevant departments of King County and the City of Seattle • Map and assess existing conditions in nine block downtown area in 2003 • Make progress on critically needed improvements in 2003 and 2004 • Conduct coordinated community meetings with City and County in 2004 • Identify funding sources and create project plan by 2005 	<ul style="list-style-type: none"> • City and County agree to funding in 2004 • New signalization at 16th and Roxbury in 2003 • New channelization at 17th and Delridge in 2003 • New street furniture and landscaping in 2004 • New sidewalks on 16th Avenue between SW Roxbury and SW 100th by 2004 	<ul style="list-style-type: none"> • Improve pedestrian and traffic circulation • All substandard streets, sidewalks, traffic controls, pedestrian crossings, street and sidewalk lighting, street furniture and landscaping exceed prevailing standards by 2007 	<ul style="list-style-type: none"> • Increase pedestrian activity by increasing safety • Improved commercial activity
<ul style="list-style-type: none"> • Create 6 mid-block connectors as recommended by the King County Retail Market Study • Identify property owners • Prioritize acquisition • Approach property owners and public and private partners and document level of interest • Develop individual strategies for acquiring and developing each site by 2004 including the possibility of using Mixed-Use Affordable Housing projects to acquire and develop critical mid-block connectors 	<ul style="list-style-type: none"> • Pipeline right-of-way for one mid-block connector by 2004 	<ul style="list-style-type: none"> • Improve pedestrian and traffic circulation • Complete one mid-block connector by 2007 	<ul style="list-style-type: none"> • Improve pedestrian connections and activity in downtown White Center by shortening block length • Improved commercial activity

<ul style="list-style-type: none"> • Improve pedestrian connections to Park Lake Homes & Hope VI Project along 98th Street • *Develop partnership with King County Housing Authority, King County, City of Seattle and Public Health - Seattle & King County* • Identify related development opportunities in 2003 • Begin planning physical improvements to 98th St. in 2003 	<ul style="list-style-type: none"> • Hold a community meeting on Hope VI edge conditions in partnership with King County Housing Authority in 2003 • Complete planning for physical improvements on 98th St. in 2004 	<ul style="list-style-type: none"> • Improve pedestrian and traffic circulation • Safe, barrier-free access between downtown White Center and Park Lake Homes by 2007 	<ul style="list-style-type: none"> • Safe, barrier-free access between downtown White Center and the 900 new homes, cultural and educational facilities being developed at Park Lake Homes Hope VI • Increase business opportunity for White Center merchants
<ul style="list-style-type: none"> • Influence increased public funding for service to existing transit hub at 15th Ave. SW & Roxbury • Develop relationship with transit authorities and local governments and understanding of their issues in 2003 • Develop an understanding of local, state and federal funding sources in 2003 • Investigate long-term transit-oriented development possibilities for the Bartell/Safeway block in 2003 	<ul style="list-style-type: none"> • Metro, the City of Seattle and King County commit to transit hub improvements in 2004 	<ul style="list-style-type: none"> • Improve pedestrian and traffic circulation • Appearance and amenities of regional transit hub by 2007 	<ul style="list-style-type: none"> • Improve safety for commuters and other residents • Improve access to jobs for residents

Business Line 2: Affordable Housing and Property Development

Vision

White Center is preserved as a mixed-income and ethnically diverse community where no residents are forced to relocate to find quality affordable housing.

Target Statement

WCCDA owns 40 units of affordable housing by 2007 with a mix of units targeted toward preserving White Center's mixed-income and ethnic diversity and including new mixed-use construction downtown and housing preservation in the surrounding area that drives economic development and sets a tone of renewal. (affordable housing = 30-80% of Area Median Income)

Baseline

White Center currently has many affordable housing units in public and private ownership. A large percentage of privately held single family and multi-family units are in substandard condition. White Center property values have risen past the point where market forces can create affordable

housing and most single family homes are already too expensive for low and moderate income families. WCCDA expects White Center to lose thousands of affordable housing units in the next decade as rents begin to reflect increased property values and homeowners sell. A housing survey is essential for baseline information on housing types, quantity and quality.

Affordable Housing and Property Development			
Project/Activities	Milestones	Targets/Interim Targets	Human Gain
Assessment			
<ul style="list-style-type: none"> • Housing Survey • Identify a survey model by 6/2003 • Identify useful questions in existing surveys by 9/2003 • Research possible survey partners, such as interns or student projects, by 9/2003 • Establish GIS database by 11/2003 • Input available data from existing sources by 12/2003 • Develop plan for completing survey in 2004 	<ul style="list-style-type: none"> • Public information portion of Housing Survey in updateable form by 12/2003 • Adopt interim housing targets by 3/2004 • Complete comprehensive housing survey by 12/2004 	<ul style="list-style-type: none"> • Adopt final housing targets by 3/2005 • Determination of which populations to serve • Determination of which housing to preserve 	<ul style="list-style-type: none"> • WCCDA resources effectively target the most needed gaps in housing cost and type • The choices between housing preservation and new development are responsive to target populations • Preserve mixed income and ethnic diversity
New Affordable Housing			
<ul style="list-style-type: none"> • Develop Mixed-Use Affordable Housing Downtown • Staff develops expertise on mixed-use affordable housing in 2003 • Site Selection and negotiation • Site Control • Predevelopment Financing • Select Fee Developer • Design & Community Involvement • Construction documents • Bid Process • Construction Financing • Management Contract • Permanent Financing 	<ul style="list-style-type: none"> • ED receives NDC/LISC Multi-Family Affordable Housing Finance Certificate in 2003 • Site Control by 8/2003 • Fee Development Partner selected by 10/2003 • Predevelopment Financing by 12/2003 • Pre-lease commercial by 5/2004 • Construction financing by 6/2004 • Occupancy by 3/2005 	<ul style="list-style-type: none"> • Own 20 new units of targeted affordable housing in one mixed-use project in the downtown pedestrian core by 2005 • Own 4,000 square feet of highly visible retail space (see Economic Revitalization) 	<ul style="list-style-type: none"> • Set a tone of renewal and establish momentum for physical improvements • Maintain income and ethnic diversity in White Center • Improve safety through “eyes on the street” • Drive Economic Revitalization • Establish a resident base from which to organize further improvements • Generate activity by increasing number of

<ul style="list-style-type: none"> • Occupancy • Lease-up 	<ul style="list-style-type: none"> • Lease-up by 6/2005 		residents and quantity of commercial space
Preserved Affordable Housing			
<ul style="list-style-type: none"> • Preserve Affordable Housing Near Downtown • Hire staff with expertise in financing the preservation of multi-family affordable housing in 2004 • Staff develops expertise in managing multi-family affordable housing in 2004 • Site Selection and negotiation • Site Control • Management Contract • Predevelopment Financing • Design & Community Involvement • Construction documents • Bid Process • Construction Financing • Permanent Financing • Lease-up & Occupancy 	<ul style="list-style-type: none"> • Mail a letter of interest to all landlords in the target area by 9/2003 • Identify prospective sites by 12/2003 • Site Control of first site by 6/2004 	<ul style="list-style-type: none"> • Own 20 units of housing preserved within a one mile radius of the downtown pedestrian core by 2007 • Occupancy of first project by 6/2006 	<ul style="list-style-type: none"> • Maintain income and ethnic diversity in White Center • Set a tone of renewal
Historic Preservation			
<ul style="list-style-type: none"> • Preserve Historic Character <p>(Some historic properties may be developed with Affordable Housing – however, this is a priority of WCCDA only in three cases where key historic properties include existing housing)</p> <ul style="list-style-type: none"> • See Economic Revitalization Section above • Review and consider options for historic preservation status in 2003 • Adopt historic preservation strategy in 2003 • KC Landmarks Design Workshop in 2003 • Develop historic district Guidelines by 	<ul style="list-style-type: none"> • King County/Seattle Landmarks cooperate in preservation planning process in 2003 • King County Landmarks designation by 2005 • Federal Landmark status for individual buildings in 2006 • Access preservation-related assistance for one property in 2004 • Site control of one key 	<ul style="list-style-type: none"> • Preserve historic character of downtown White Center • Own key historic properties or assist in the transfer to preservation-friendly ownership • One structure restored to standards by 12/2005 • Two structures restored by 12/2006 • King County Landmarks designation in 2004 • Federal Landmark status 	<ul style="list-style-type: none"> • Drive economic development • Set a tone of renewal • Preserve existing character • Increase pride-of-place among residents and business owners • Increase activity by adding a physical basis for cultural tourism in White Center

<p>3/2004</p> <ul style="list-style-type: none"> Apply for King County Historic District designation in 2004 	<p>historic property by 6/2005</p>	<p>for individual buildings in 2004</p> <ul style="list-style-type: none"> One restoration complete by 2005 Restoration of Triangle Tavern and Rosella's Apartment by 2007 	
---	------------------------------------	--	--

Business Line 3: Community Building

Vision

White Center residents are engaged in the community, enjoy neighborly relations, feel safe in their daily lives, and feel included in community activities.

Target Statement

WCCDA is a highly accessible and visible presence in the community; a source of information and a center for community organizing; runs programs that offer residents and organizations the opportunity to learn, play and work together across racial, ethnic, language, religious and generational barriers; and runs programs that result in improved safety.

White Center residents are increasingly positive in their answers to the following questions year after year*:

- How much do you feel that you are a part of the community? (adult survey question)
- How would you rate relations of people with different backgrounds and from different cultures in your community? (adult survey question)
- How safe do you feel walking to and from school? (child survey question)

Baseline

*A baseline will be established in 2003 with the completion of the first year in a planned 10-year survey of 800 White Center households by the Annie E. Casey Foundation.

Strategies

- Civic Education: Partner with other WC organizations to provide information on matters of broad community concern through poster campaigns, lending library, and other resource and referral methods.
- Leadership Breakfasts: By bringing community leaders together at WCCDA's office on a regular basis, WCCDA will be able to reduce tension among community segments and improve the ability of the community to organize and execute projects.
- Advocacy: WCCDA will identify issues of community concern through periodic community meetings to develop solutions or strategies for community problems based on broad community involvement.

Community Building			
Project/Activities	Milestones	Targets/Interim Targets	Human Gain
WCCDA as Center for Information and Collaboration			
<ul style="list-style-type: none"> • WCCDA Storefront 	<ul style="list-style-type: none"> • Lease and refurbish office by 6/2003 • Secure volunteer service worker to assist with referral services by 2004 	<ul style="list-style-type: none"> • WCCDA is a visible and accessible presence in the community • WCCDA is a resource for information • Storefront logs 1000 visitors from 4/1 to 12/31/2003 	<ul style="list-style-type: none"> • Improved access by residents and businesses to services • Community meeting space • Nerve center for community
<ul style="list-style-type: none"> • International Festivals <ol style="list-style-type: none"> 1. Cambodian New Year 1. International Car Show 2. Latino Festival 3. Pacific Islander Festival 4. Vietnamese Mid-Autumn Children's Festival 5. Multi-cultural, Fashions & Fabrics • Identify and partner with local organizations, individuals and businesses to lead programming committee efforts four months prior to each event. • Establish written protocols for event production in 2003 <p>Develop sophisticated project planning and budgeting tools</p>	<ul style="list-style-type: none"> • Co-production activity with ten ethnic organizations • Recruit three new board members from 2003 participants that increase WCCDA diversity in 2004 • Obtain all necessary public and private approvals, including street use permits • Hire Event Coordinator by March 2003 	<ul style="list-style-type: none"> • Attract 3000 visitors to downtown White Center in 2003 • 20 vendors/festival in 2003 with 10 vendors/festival from White Center • \$16,340 in earned income in 2003 • \$3,000 in-kind donations in 2003 • \$10,000 in project-specific grant income in 2003 • Budget neutral in 2005 	<ul style="list-style-type: none"> • Expanded the use of downtown White Center as a center of cultural life. • Increase cross-cultural exposure and cooperation Highlight White Center's International Character • Increase the number and variety of culturally relevant venues • Promote pride in White Center's diversity • Provide low-barrier entrepreneurial opportunities for local residents • Increased positive activity helps decrease petty and violent crime
<ul style="list-style-type: none"> • Collaborate with organizations that are change agents in White Center • Formal collaborations with major ethnic groups in White Center, including Cambodian, Vietnamese, Latino and Pacific Islander groups in 2003 	<ul style="list-style-type: none"> • Partner with representative ethnic organizations to present six International Festivals in 2003 • Cultivate partners for Robert Wood Johnson 	<ul style="list-style-type: none"> • Document ten collaborations and partnerships that contribute to positive change in White Center in 2003 	<ul style="list-style-type: none"> • Visibility • Credibility • Improved ability to raise funds to sustain operations

<ul style="list-style-type: none"> • Formal collaborations with at least one East African and one East European group in 2003 • Partner with the White Center Chamber of Commerce, NHUAC, government and neighborhood groups to fight crime • Partner with KCHA, Public Health-Seattle/King County, King County, and the City of Seattle on economic development issues 	<p>Active Living by Design grant application</p> <ul style="list-style-type: none"> • Participation in the Weed and Seed application process 		
<ul style="list-style-type: none"> • WCCDA Storefront Partnerships • Partner with direct service organizations to provide better access to information and services • *United Way provides free tax return service to improve EITC returns * • *Center for Career Development provides jobs counseling* • *King County provides economic development assistance* • *Seattle Chamber /Employment Security provides coordination between employers and job seekers • *Community Capital Development provides business advice and loans to White Center business owners * 	<ul style="list-style-type: none"> • Five referral partners utilize storefronts in 2003 • Secure volunteer service worker to assist with referral services by 2004 	<ul style="list-style-type: none"> • 10 business referrals to partners in 2003 result in significant assistance 	<ul style="list-style-type: none"> • Assist United Way in facilitating \$500,000 EITC income to White Center residents in 2003 while exposing residents to credit restructuring, IDA opportunities, and financial literacy education • Provide White Center residents with easy access to multilingual job counseling • Provide White Center business owners with access to free advice at a mini-business assistance center located in WCCDA offices
Public Safety			
<ul style="list-style-type: none"> • Coordinate efforts to improve safety and appearance • Coordinate existing community and crime prevention organizations • Organize block-watch and reporting measures in the target area by 12/2003 • Participate in Weed and Seed application process in 2003 	<ul style="list-style-type: none"> • Hire Crime Prevention Coordinator in 2004 • Organize volunteer phase of Alcohol Impact Area by 12/2004 	<ul style="list-style-type: none"> • Coordinate efforts to reduce petty and violent crime rates by 20% by 2007 • Residents feel dramatically safer in their daily lives as measured by 2007 as measured by ongoing ten-year survey 	<ul style="list-style-type: none"> • Increased safety • Increased mobility and health, especially for vulnerable populations • Reduce stress • Improve business climate
Healthy Community Initiative			

<ul style="list-style-type: none"> • WCCDA plans for Active Living • Cultivates KCHA, Public Health, City and County as partners for 5-year, \$200,000 Robert Wood Johns Active Living by Design • Incorporate Active Living principles into other Activity-generating projects 	<ul style="list-style-type: none"> • Short-listed for Active Living Grant in 3/2003 • Awarded Active Living Grant in 7/2003 • Hire Active Living Planner in 2003 (contingent on award) 	<ul style="list-style-type: none"> • Increased opportunity for activity in White Center • Increased activity by White Center residents 	<ul style="list-style-type: none"> • Improved community health (as measured over ten years by ongoing surveys) • Increased activity results in greater safety and improved business climate • Increased outdoor activity improves relations between groups
---	---	--	---

SUCCESS FACTORS

Credibility

Recognizing its limitations as a new organization, WCCDA will concentrate its activities in the first five years to establish WCCDA as a credible and sustainable institution in the eyes of residents and funders.

WCCDA believes that concentrating its limited resources on White Center's most intractable obstacles to social and economic development will maximize its impact on the entire White Center area. WCCDA believes that White Center's most intractable problem is the high crime, poor condition and bad reputation of the pedestrian-oriented downtown core and surrounding walking-distance community and that strong economic revitalization is not possible while this area retains the reality and/or reputation of a blighted, high-crime area.

Community Participation

WCCDA operates in a political environment. To propel change, WCCDA must have the cooperation of the majority of players. In White Center's case, major players include the residents, religious and ethnic organizations, nonprofits, business owners, property owners, county and city officials and service providers, policymakers, funders, developers and opinion-makers. Aligning such a variety of players for change requires both purpose and principle.

Project Selection

WCCDA understands that its success depends upon rational project selection process. The selection of early projects assumes paramount importance as a matter of strategy and survival. WCCDA will rigorously examine proposed projects, carefully weighing presumed benefits against known risks. The criteria are used to evaluate projects based on their response to WCCDA's overall vision and mission, direct objectives, secondary benefits, and contribution to current and future organizational capacity. Project Selection Criteria may be found in Appendix C. Organizational Development.

EVALUATION

WCCDA will identify and measure outcomes for each of its goals and activities. Some measures may be subjective, especially when dealing with Goal 3, Community Building. Other measures will be hard, as with production of affordable housing units.

Rapid demographic changes in White Center could easily make some measures misleading. For instance, since both residential and commercial gentrification is already occurring, measuring an increase in per capita income may only document the displacement of lower income residents by higher income residents. In a second complication, WCCDA will engage in activities such as affordable housing that subsidize low-income residents and that empower residents to escape subsidies. This will shift population demographics. Third, White Center has a large population of new immigrants and refugees, populations that are often highly mobile in their first years in the U.S. This makes it difficult to establish baselines for follow-on measurement.

WCCDA is working with the Annie E. Casey Foundation and Organizational Research Services to develop questions for an AECF-sponsored 10-year study of 800 families in the White Center area. This study will provide unusually good answers to the question of whether the quality-of-life improves for current low-income residents of White Center, including those who later move. The exact format of the research is not complete, but the questionnaire is extensive and follow-ups will be done every two years.

ORGANIZATIONAL DEVELOPMENT

Vision

White Center Community Development Association is viewed as a positive change agent; successfully completes the projects and goals it sets; is viewed by its resident customers as responsive to and representative of the community; and is respected trusted by internal and external interests. White Center Community Development Association financial practices and strategies form the basis for successful programs and contribute to an excellent reputation among funders, financial partners, vendors and customers and long-term financial stability.

Target Statement

White Center Community Development Association implements CDC best practices; follows adopted plans and budgets; has a board, committees and volunteers that reflect White Center's diversity; develops the skills required to execute business lines; forms collaborations and partnerships that contribute to positive change in White Center; and advocates for White Center interests in a manner that enhances White Center's reputation. White Center Community Development Association integrates financial and business line planning; meets obligations to funders and regulators; sets and meets goals for revenue and expense; allocates and reports by business line; implements strategies for fundraising and revenue diversification; and is protected from loss by bonding and insurance.

Baseline

WCCDA was incorporated and received 501(c)(3) tax-exempt status in 2002; successfully opened an office and hired an Executive Director and Main Street Manager, expanded the board of Directors from 7 to 12; and established high visibility and good relations with the community, funders and partners. WCCDA did not adopt a budget, business plan or extensive policies and procedures in 2002. WCCDA had no internal financial capacity or checking account in 2002. WCCDA operated without an adopted budget or business plan in 2002. WCCDA raised \$165,000 in funding; carried \$80,000 in assets into 2003.

Organizational Development			
Project/Activities	Milestones	Targets/Interim Targets	Human Gain
Management Capacity			
<ul style="list-style-type: none"> • Enlarge and diversify Board of Directors Membership • Develop Board job description and interview forms by 1/2003 • Identify Board Members to lead recruitment by 3/2003 • Develop skill and diversity board matrices by 3/2003 	<ul style="list-style-type: none"> • Diversity of the Board of Directors increases while growing in size from 12 to 19 in 2003 	<ul style="list-style-type: none"> • Board, committee and volunteer composition reflects the diversity of White Center 	<ul style="list-style-type: none"> • Increased institutional ability to understand and respond to the community
<ul style="list-style-type: none"> • Adopt CDC Best Practices <p>Policy and procedures complete and adopted by the following dates:</p> <ul style="list-style-type: none"> ○ Finance – 6/2003 ○ HR – 6/2003 ○ Governance – 9/2003 ○ Volunteer – 9/2003 ○ Fund Dev. – 9/2003 ○ Real Estate – 12/2003 ○ Asset Mgmt. – 12/2004 	<ul style="list-style-type: none"> • Adopt governance practices and operating procedures by 12/2003 (excluding Asset Management) • Staff and Board complete CapMap Modules in 2003 finance, personnel, governance, & real estate • Adopt Asset Management governance practices and operating procedures by 12/2004 	<ul style="list-style-type: none"> • Implement CDC best practices 	<ul style="list-style-type: none"> • Stability of services • Lower risk to organization
<ul style="list-style-type: none"> • Adopt Business Plan and Budget • (Business plan was drafted in 2002) • Business lines identified (2002) • Projects identified (2002) • Budgets developed for projects by 3/2003 • Review with funders by 3/2003 	<ul style="list-style-type: none"> • Business Plan and Budget recommended to board by Ad-Hoc Business Plan Committee by 4/3/2003 • Budget adopted by 4/10/2003 	<ul style="list-style-type: none"> • Follows adopted plans • Follow adopted budgets 	<ul style="list-style-type: none"> • Clarity of purpose • Increased understanding of the organization among residents and funders • Financial accountability and transparency strengthens community support
<ul style="list-style-type: none"> • Provide Training for Staff, Board & Volunteers at All Levels 	<ul style="list-style-type: none"> • Board completes fundraising training • ED receives housing 	<ul style="list-style-type: none"> • Increased Organizational Effectiveness 	<ul style="list-style-type: none"> • Board and volunteer satisfaction • Low staff turnover

	<ul style="list-style-type: none"> development certification Main Street Manager attends state and national Main Street conferences 		
Finance			
<ul style="list-style-type: none"> Plan, set, track and meet financial goals by business lines *Organize committee structure by business line in 2003* *Align staff positions by business line in 2003* *Develop budgets by business line in 2003* *Review budgeted to actual revenue and expense by business line on a monthly basis* Develop revised and improved budgeting processes incorporating learning from 2003 by 12/2003 	<ul style="list-style-type: none"> Adopt Business Plan by 4/2003 	<ul style="list-style-type: none"> Integrate financial and business line planning Set and meet goals for revenues and expenses Allocate and report by business line 	<ul style="list-style-type: none"> Long-term financial stability Stability of services Lower risk to organization Improve cash flow Increased unrestricted funds Increase assets
<ul style="list-style-type: none"> Manage Reporting Obligations Develop Excel-based tracking system for reporting obligations to legal, government and funding sources. Track qualifications required, application deadlines, decision dates, reporting obligations and acknowledgements for funders in 2003 	<ul style="list-style-type: none"> 100% satisfaction with reporting by funders in 2003 100% on-time compliance with regulators in 2003 	<ul style="list-style-type: none"> Meets obligations to funders and regulators 	<ul style="list-style-type: none"> Long-term financial stability Solidify community buy-in Diversify unearned revenue Long-term financial stability
<ul style="list-style-type: none"> Financial Independence *ED and Treasurer complete Nonprofit Financial Mgmt Training* Standardize cash management in March 2003 Open checking account in March 2003 Develop financial controls for handling cash generated by events Select bookkeeper and accountant by May 2003 	<ul style="list-style-type: none"> Move from DNDA to Bookkeeper/Accountant by June 30, 2003 No difficulties obtaining the level of audit review recommended for 2003 	<ul style="list-style-type: none"> Adopt financial management best practices and controls 	<ul style="list-style-type: none"> Increased oversight and accountability

<ul style="list-style-type: none"> • Select accounting system by June 2003 • ED trained in basic use of accounting system by 9/2003 • ED receives additional training in accounting and financial management by 12/2003 • Internally prepare standard reports for funders and board governance by 12/2003 • An accurate accounting system, strong financial controls & accurate and timely reporting for 6/2003 to 12/2003 			
Diverse Funding Base			
<ul style="list-style-type: none"> • Private Fundraising • Form fundraising committee in 2003 • Build FileMaker-based system for tracking donors donor base of 1000 prospects by 6/2003 • Develop strong relations with donors • Solicit donors by educational phone call late in the year 	<ul style="list-style-type: none"> • Pledge 100% of the Board of Directors to significant giving by 6/2003 • Solicit donor base twice by mail in 2003 • Identify and solicit 100 major donors one-on-one in 2003 	<ul style="list-style-type: none"> • Implement strategies for fundraising and revenue diversification • Raise \$15,000 through private donations in 2003 • Raise \$25,000 through private donations in 2005 • Raise \$35,000 through private donations in 2007 	<ul style="list-style-type: none"> • Long-term financial stability
<ul style="list-style-type: none"> • Global Supper Fundraiser (July 12th dinner provided by local vendors; tables down the center of main street; dancing) • Hire event coordinator by 3/2003 • Secure street use permit by 4/2003 • Volunteer subcommittee active by 4/2003 	<ul style="list-style-type: none"> • Secure 20 donor vendors by 5/2003 • Secure 20 table captains • Secure participation and donated labor from 15 local food and beverage vendors • Identify 50 new major donor prospects in 2003 	<ul style="list-style-type: none"> • Implement strategies for fundraising and revenue diversification • Raise \$10,000 in 2003 • Raise \$20,000 in 2005 • Raise \$30,000 in 2007 	<ul style="list-style-type: none"> • Highlight White Center's International Character • Reclaim Main Street for the entire community • Attract moderate to high income shoppers and diners to the downtown area
<ul style="list-style-type: none"> • Foundation Fundraising • Develop system for identifying, tracking and evaluating foundations for support of the organization or its projects, strategies or business lines 	<ul style="list-style-type: none"> • \$500,000 in new grant apps in 2003 • Renewed funding from existing foundation funders at same or higher levels 	<ul style="list-style-type: none"> • Implement strategies for fundraising and revenue diversification • Receive grants of \$100,000 from new funders in 2003 	<ul style="list-style-type: none"> • Diversify unearned revenue

	(where allowed)	<ul style="list-style-type: none"> Receive grants from at least five new funders in 2003 	
Internal & External Relations			
<ul style="list-style-type: none"> Develop relational database of all contacts Convert to eBase/Filemaker Pro database Use database to deliver track individual interest in programs Use database to execute communications by email, print and phone 	<ul style="list-style-type: none"> Database grows to 1000 contacts in 2003 Half of White Center residents are aware of WCCDA's activities and/or events in 2003 500 residents have a general understanding of WCCDA's business 	<ul style="list-style-type: none"> Ability to efficiently reach constituents by email, phone and mail 	<ul style="list-style-type: none"> Visibility Credibility Enables advocacy and fundraising Increased understanding of the organization among residents and funders Organizational stability through improved fundraising
<ul style="list-style-type: none"> Develop Public Relation Tools Logos Stationary Newsletter Website Translation strategies 	<ul style="list-style-type: none"> Quarterly print/email newsletter begins publication by 6/2003 Web site operational by 9/2003 	<ul style="list-style-type: none"> WCCDA is responsive to and representative of the community WCCDA is viewed as a positive change agent 	<ul style="list-style-type: none"> Visibility Credibility Increased understanding of the organization among residents and funders Increased advocacy Fair share of services

Internal Goals

White Center Community Development (WCCDA) is a lead Community Development Corporation (CDC) governed by a nineteen-person board of directors and holding a not-for-profit, tax-exempt 501(c)(3) organization incorporated in the State of Washington. As a new, professionally staffed organization, WCCDA has internal and external organizational development goals critical to the short-term success and long-term viability of the organization.

As a lead CDC, WCCDA's institutional role is to improve the quality of life of White Center's low-income residents. WCCDA will utilize organizing strategies that maximize the involvement of residents and increase local capacity to act. To implement this approach, WCCDA will seek opportunities to improve the condition of the community and will respond when the community faces a collective threat.

WCCDA will establish best practices in all areas of organizational development by the end of 2003. WCCDA is adopting policies and procedures of well-regarded existing CDCs and using LISC CapMap modules to guide organizational development. Policies and procedures are being adopted from CDCs who have recently concluded such reviews.

WCCDA's primary organizational development goal is to build an organization that is culturally competent, financially stable and professionally capable of successfully engaging in community building, property development, and economic revitalization in White Center. Additional organizational development goals include:

- Structure WCCDA to encompass the full diversity of the White Center community in representation and participation as a natural outcome of its manner of doing business
- Establish trust through alignment with local residents through broad participation in WCCDA's projects, committees and Board of Directors
- Develop strong collaborative relationships with mutual assistance societies and other non-profit associations, non-profit service organizations and service arms of government, and business and property owners who have the ability to contribute to positive change -
- Establish WCCDA as an organization where disparate elements of the White Center community work together and take action on issues of broad concern
- Position WCCDA as a legitimate and effective advocate for the White Center community with local residents, business owners, nonprofit associations and organizations, foundations, and arms of government

Designated Roles

In addition to being a not-for-profit Community Development Corporation, WCCDA has also positioned itself for specialized roles that expand its ability to accept federal funding and act on behalf of the community. These include:

- **Community Housing Development Organization (CHDO).** A CHDO is a private nonprofit, community-based service organization whose primary purpose is to provide and develop decent, affordable housing for the community it serves. CHDOs are required to have substantial board representation by low-income residents or residents of any income who live in low-income neighborhoods. Certified CHDOs are eligible for HOME funding, designated funds through HUD. All CHDOs are automatically CBDOs.
- **Community-Based Development Organization (CBDO).** CBDOs are eligible for certain types of HUD funding and tax credit programs. WCCDA is a CBDO by virtue of CHDO status.
- **Community Development Enterprise nonprofit (CDE).** A CDE is eligible to benefit from transactions involving New Market Tax Credits, a new incentive for investors and third-party developers.

Diversity

WCCDA is exploring how changes in organizational structure can align with the full diversity of the community. At this time, WCCDA is taking the following actions to increase diversity in every area of the organization, including the board, committees, projects and staff:

- Recruit intensively in racial and ethnic minority communities
- Developing relationships with leaders in racial and ethnic minority communities
- Develop programs, such as the Farmer's Market and International Festivals, that demonstrate a direct commitment to communities while drawing people and organizations from racial and ethnic minority communities close to WCCDA

- Develop programs, such as the Weatherization and Repair marketing program, that directly benefit people in racial and ethnic minority communities
- Work closely with racial and ethnic minority business owners and entrepreneurs to improve conditions in downtown White Center

Board of Directors

WCCDA is committed to developing a board that reflects the racial and ethnic diversity of the community, while obtaining the skills and access necessary to successfully govern the organization. WCCDA was incorporated in 2002 with seven board members and currently has twelve board members. Seven vacant board seats will be filled in a deliberate manner by the end of 2004. Current board members are listed below.

Executive Committee

- **Tim Healy, President**, has been a partner in the White Center law firm of Satterberg, Healy & Eckhoudt since 1990. Tim is active in the White Center Neighborhood and is currently an elected member of the North Highline Unincorporated Area Council and treasurer of the Friends of the Highline School District Bond Committee. In the past, Tim has served as treasurer of the Friends of North Highline Fire Department Bond Committee, Vice President of the White Center Chamber of Commerce and President of the Highline Exchange Club in addition to serving on several White Center related steering committees established by King County.
- **Peggy Weiss, Vice President**, is the Art Program Coordinator for Harborview Medical Center where she is responsible for building a permanent art collection and developing a master plan for art at the hospital. Peggy's consultant work involves the development of programs that provide direct artistic benefit to the community and contribute to the economic health and vitality of Seattle's working artists. Peggy has lived in White Center for fifteen years, participating in a variety of public and private efforts to bring resources, services and improvements to the neighborhood. Her successes include working toward the construction of new sidewalks, the development of a graphic identity for the community, the construction of a new playground, and the enhancement of a small neighborhood park. In 1992, Peggy founded the annual White Center Garden Tour to create a network of community gardeners and generate positive publicity about White Center. More than 9000 visitors have attended the tour, which remains the only free garden tour in the region, thanks to local corporate sponsorship. Peggy is an experienced fundraiser and an effective community organizer.
- **Bonnie Liebel, interim Secretary**, is a partner in S & L Realty, a White Center institution since 1953. Bonnie is an authority on White Center history, Secretary of the White Center Chamber of Commerce, former Commissioner of Water District 61, served on the committee that formed the North Highline Community Council and on the Resident Leadership Council that formed WCCDA and the Community School Coalition.
- **Tina Vlasaty, Treasurer**, has served as a Business Lender at Cascadia Revolving Fund since 2000. Tina was previously a commercial lender at ShoreBank in Chicago. Prior to banking, Tina spent 5 years in the nonprofit sector, with the majority of that time spent in White Center. She worked with social service agencies in a variety of areas, including supported employment, welfare-to-work and teen health. Tina earned a Master of Business Administration from Washington University in St. Louis in 1998. She has served on the board of the Southwest Neighborhood Learning Center in the High Point Neighborhood of Seattle. Tina brings financial skills and experience in organizational development and enthusiasm for the White Center community to the board of WCCDA.
- **Mabel Fatialofa-Magalei, At-Large**, has been Co-Pastor of the White Center Samoan Assembly for the past three years. She has served on the boards of several Pacific Islander community organizations, including the South Pacific Network Alliance. For the second year, Mabel

has organized the Pacific Islander Youth Summer Program, a 9-5 summer school for all grades that combines academic skills with Pacific Island language and cultural education. Over one hundred children are enrolled this year. Prior to beginning her ministry, Mabel worked as a civil rights attorney in California. She brings to the CDA board community organizing skills, legal expertise and a strong connection to faith-based and Pacific Islander communities.

Directors

- **Dan Carlson** is a senior lecturer and director of the Public Service Clinics at the Daniel J. Evans School of Public Affairs. Dan's work focuses in the areas of community and economic development and transportation and land use. Over the past few years, Dan has provided advice, assistance, and evaluation to the City of Seattle's Enterprise Community program and the community development corporations working in the city's most distressed neighborhoods. He has also developed Neighborhood Revitalization Strategies for the International, Central, Southeast, Delridge, and Pioneer Square communities that were adopted by the City Council. Dan draws on thirty years' experience in the public and non-profit sectors as a big city mayoral aide, foundation executive director, county planner, educator, applied researcher and small businessperson.
- **Beth Dwyer** is an Associate and Project manager at GGLO Architecture and Interior Design. Beth has served as a fundraiser for Campaign for Youth-YMCA for the last three years and served as Co-President of Arbor Heights PTSA from 2000-2002. Her professional experience as a retail/mixed use and housing architect as well as her urban planning and development experience will be a valuable asset to the CDC. Beth has also been working on a professional level with many neighborhood groups regarding community development within their areas.
- **Josie Jones** manages the finances, internal systems and human resource programming for the Seattle public affairs firm Pyramid Communications. A Seattle native, Josie is a resident of White Center where she is raising her three teenage children. Josie is very active in her family church, the New Covenant Christian Center, where she volunteers for the center's Children's Church, a Sunday school program for the congregation's youngest members. Josie is also resource center coordinator at the Center for Empowerment, a nonprofit organization started by the church and overlooks job placement services and training, a food bank, personal finance classes and a congregation skills database. The database matches technical skills and services of church members with people who need free or discounted services and labor.
- **Robert Leykam** is a registered architect and Associate at NBBJ Architects. He has been a resident in White Center for four years. Robert has participated in a block watch program (resulting in the demolition of a drug house) and served in an advisory role to Habitat's demonstration housing project in White Center. He has volunteered to serve on the community task force for the Park Lake Homes Hope VI project and worked with Washington State LISC and King County to select a consultant and define the scope of the retail analysis study for the White center business core. Robert brings to the board a basic understanding of community development strategies, as well as the process of Board governance. Robert helps connect the WCCDA to design resources through his professional contacts.
- **Sibelle Nguyen** is a former resident of White Center and a consultant for various community-based, youth initiatives. Sibelle serves as a business advisor to Bubble Bliss, a youth owned and operated bubble tea and espresso cart. Under the local Making Connections initiative of the Annie E. Casey Foundation, she is both a Trusted Advocate for Youth, a student community-driven research project coordinator at Evergreen High School. Prior to this she served as an AmeriCorps Volunteer, running an after school tutoring and mentoring program serving K-12 students in and around Park Lakes Homes Site II. Other experience includes working in and with various small businesses and F1000 corporations, as a project consultant primarily around the quality of information effectiveness and efficiency.

- **Russ Pritchard** serves the community as the Chief of North Highline Fire District. Russ knows the community well – he has lived in White Center all his life. He joined the fire department 38 years ago as a volunteer and has held his current position as Chief for the past six years. Russ has been involved in over 50 committees on the state and county level for fire codes and ordinances. He is currently in his fifth term as a member of the King County Fire Appeals Board (appointed by the past three different King County Executives). Russ has served as President and Vice President of the North Highline Unincorporated Area Council and is currently President of the White Center Chamber of Commerce.
- **Stephen Reilly** works with the New Start gang prevention program and with the Community Alliance for Youth. Stephen has lived in White Center for the past four years and has spent much of his time organizing around youth and public safety issues in the community. Stephen is an elected member of the North Highline Unincorporated Area Council.

Staff

WCCDA is has two full-time employees, Executive Director David Schraer and Main Street Manager Antoinette Carter, and one part-time employee, Event Coordinator John Morovich. Subject to funding and to accommodate growth in programs and projects, staff and consultants will be added at the following pace over the first three years:

Executive Director	Full-time, exempt	Hired May 15 th , 2002
Main Street Manager	Full-time, exempt	Hired October 15 th , 2002
Event Coordinator	Part-time, hourly	Hired March 15 th , 2003
Accountant/Bookkeeper	Consulting	June, 2003 (3-11/02)
Front Desk Referral (Service Vol.)	Full-time, off-book	2004
Housing Developer #1	Full-time, exempt	Contingent on project funding
Crime Prevention Coordinator	Full-time, exempt	Contingent on project funding

The trigger for hiring Housing Developer #1 will be reasonably anticipated fees generated from development projects. The trigger for hiring a Crime Prevention Coordinator is funding from Weed & Seed and/or LISC crime prevention programs.

- **David Schraer, Executive Director**, is an architect with over twenty years of experience, including fifteen years as a sole proprietor working with commercial real estate developers and large-scale property management companies. David founded and served as the first Executive Director of Queen City Community Development Corporation, a community development corporation serving Seattle’s lesbian, gay, bisexual and transgender community in 1996. Queen City has 62 nonprofit organizational members and recently opened the Seattle LGBT Community Center. David worked on cultural and historic preservation as a Peace Corps Volunteer at the Ministry of National Heritage in the Sultanate of Oman.
- **Antoinette Carter, Main Street Manager**, was Community Development Coordinator for the El Cajon Community Development Corporation near San Diego. While in El Cajon, Antoinette directed the International Women’s Kitchen, a business incubator program for immigrant and refugee women. She also organized large-scale neighborhood revitalization projects and coordinated community special events. Antoinette has had a unique array of experiences with a variety of non-profit organizations including case management for at-risk

youth and disabled adults and as an AmeriCorps VISTA volunteer with the City of San Diego. Antoinette is a LISC-certified Affordable Housing and Community Development specialist.

- **John Morovich, Event Coordinator**, is a lifelong West Seattle resident. For the last 30 years, he has worked preserving Croatian folk culture as a musician, researcher, teacher, and event coordinator. Since 1983, in cooperation with Croatian Fraternal Union Lodge 439, he has coordinated Croatian and Bosnian humanitarian aid projects, chaired the annual Croatian Day Picnic and “Fiesta Tri Kralja”, an event that has generated over \$50,000 for St. Theresa’s Orphanage in Zagreb. He is also the Artistic Director of the 45-member Seattle Jr. Tamburitza youth folklore ensemble. He was recently awarded the Washington State Arts Commission Folk Arts Fellowship and Jack Straw Artist Support Grant. He serves on the Croatian Consulate Advisory Board and volunteers at Ethnic Heritage Council events and at the Northwest Regional Folklife Festival.

Committees

WCCDA has adopted an abbreviated committee structure reflecting its goals and objectives:

- Executive Committee
- Fundraising
- Economic Revitalization
- Affordable Housing & Property Development

Concurrent with organizational expansion, the committee structure will expand over the coming years.

Two of WCCDA’s three business lines have standing committees. Currently, an Ad-Hoc Business Plan Committee is meeting regularly and will disband when the business plan is adopted. A standing committee for the third business line, Community Building, will be added when activities in this area justify an independent effort. Currently, many community building activities are directly related to economic revitalization.

Many activities of the Economic Revitalization and Affordable Housing & Property Development Committees will overlap. In general, the Economic Revitalization Committee will lead on issues that are mostly of interest to the business community and where the committee’s core expertise on business, promotional and economic affairs is most applicable. The Affordable Housing & Property Development Committee will lead on issues that have consequence for the larger community, including urban planning, historic preservation and property development where the committee’s core expertise in planning, design, construction and development is most relevant. In many cases, the Economic Revitalization Committee will help represent the Main Street business interests to the Affordable Housing & Property Development Committee.

Executive Committee

The Executive Committee provides management oversight for WCCDA and the Board of Directors. The Chair of the Executive Committee is the President of the Board of Directors. The membership of the Executive Committee is comprised of the officers of the WCCDA Board of Directors and such other WCCDA board members as selected by the Board of Directors to be at-large members of the committee.

The Executive Committee leads the board in establishing and maintaining a financially independent and sustainable organization that has the resources and capacity to meet its mission. The Executive Committee has primary responsibility for board recruitment, retention and orientation and the establishment of policies and procedures relating to governance, financial practice and human resources and oversight responsibility for all other activities of the organization.

Fundraising Committee

The Fundraising Committee is responsible for WCCDA's private fundraising initiatives. The committee organizes WCCDA's volunteer-driven fundraising events and campaigns and supervises WCCDA's organization-wide public relations and communications efforts.

Economic Revitalization Committee

The Economic Revitalization Committee is charged with improving the quality of life of White Center residents by revitalizing the business environment. WCCDA has instituted a **Main Street** program as the basis for downtown economic revitalization. Main Street activities will eventually be covered by four subcommittees covering design, promotion, safety and economic revitalization. The Main Street program and its committees will remain specific to the downtown area even when WCCDA expands its economic revitalization activities to the larger White Center area. In the future, other areas of White Center, such as Top Hat, may benefit from distinct initiatives.

Affordable Housing & Property Development Committee

The Affordable Housing & Property Development Committee is responsible for planning changes to the urban built environment in and around White Center. The committees will supervise WCCDA activities in urban planning, housing development, commercial development, and historic preservation to preserve and develop affordable housing; promote quality urban planning; seek responsible and progressive investment; advocate for the preservation of historically, socially and culturally significant resources; and support excellence in design and service delivery that enhances the profile and reputation of the community.

Training

WCCDA is committed to developing its staff and volunteer capacity through mission-driven training. WCCDA has received or scheduled training or technical assistance from the LISC Urban Main Street Program, the Annie E. Casey Foundation, the Washington Mutual Foundation, the National Development Council, NPower, Organizational Research Services, Jan Glick & Associates, the United Way, and the Nonprofit Assistance Center.

Organizational Memberships and Affiliations

WCCDA is developing organizational relationships that further its ability to accomplish its mission. WCCDA is a member of the Impact Capital Collaborative and receives support from the Annie E. Casey Making Connections project. WCCDA is planning to join the Housing Development Consortium, Northwest Development Officers Association and the Urban Main Street Program of LISC in 2003.

WCCDA HISTORY

White Center Community Development Association (WCCDA) is one outcome of two year collaboration between the Annie E. Casey Foundation, King County and the White Center Resident Leadership Council (RLC) to facilitate positive long-term change through the creation of new community-based institutions. The RLC, composed of fifty White Center leaders, moved to create three new institutions for the community – a Community Development Corporation, a Community School and a Culture Center project. WCCDA is committed to supporting the work of the community school and culture center groups and a continued role in leadership development for the RLC.

A not-for-profit Community Development Corporation (CDC) structure was chosen for WCCDA because this organizational model has proven success in engaging community participation, building community assets, and spurring neighborhood revitalization. In addition, CDCs benefit from a well-developed support system of funding and technical assistance from nonprofit, foundation, corporate, and government sources.

WCCDA was successfully launched in 2002 with an initial operating budget sufficient to begin activities. Unrestricted organizational support grants for 2002 totaled \$160,000, including \$50,000 from the Annie E. Casey Foundation, \$50,000 from Washington Mutual Foundation, \$30,000 from the Seattle Foundation, \$25,000 from Impact Capital/LISC, and \$5,000 from the US Bancorp Foundation. An additional \$10,800 HUD/Home grant through Impact Capital was awarded for technical assistance. WCCDA received considerable technical assistance and training from Impact Capital and benefited from substantial indirect expenditures by Annie E. Casey Foundation and King County. WCCDA plans to increase organizational support for 2003 to \$276,425.

WCCDA moved to a storefront location in the heart of White Center's downtown pedestrian core in February 2003. WCCDA will sublet portions of this space to the Center for Career Alternatives (CCA) and allows other nonprofit and governmental organizations to provide free community services from the offices. CCA's staff will provide WCCDA with informal access to language and cultural competencies that would otherwise be difficult to obtain.

WCCDA's Board has approved a full schedule of Farmers Markets and International Festivals for 2003. The Farmers Market is the first co-marketing venture of a neighborhood market with Pike Place Market, Seattle's premier Farmers Market. The first International Festival, the Cambodian New Year Festival was held Saturday, April 12th. The festival was organized by dozens of Cambodian volunteers and attracted over one thousand people to traditional and modern entertainment on two stages in the heart of downtown White Center. WCCDA's extensive support for the community-driven event included community organizing, logistics, infrastructure, promotion and financing.

Accomplishments

- Incorporated February 20th, 2002
- Tax exempt Status/501(c)(3) awarded October 11th 2002
- Initial Board of 7 expanded to 12 over the course of the year
- \$177,500 in cash support for 2002
- Visible downtown storefront office established
- Partnerships developed with five direct service providers to provide tax, business assistance and employment counseling to White Center residents WCCDA's office in 2003
- Staff hired:
 - Executive Director David Schraer hired May 15th 2002
 - Main Street Manager Antoinette Carter hired October 15th 2002
 - Event Coordinator John Morovich hired March 15th 2003
- Internships and academic work:
 - UW BEDP MBA Intern Lisa Phounsavath developed the 2002 International Festival
 - UW MPA Fellow Michael Horner researches equitable development in 2003
 - UW BEDP MBA Internship awarded for 2003 to develop a Community Technology Plan and a Case for External Investment
- Studies:

- A Retail Market Study commissioned by King County identifies provides a base for understanding economic conditions in White Center
- King County Landmarks Commission completed an historic survey of the downtown area in 2002 and recommended a small historic district.
- Grant Activity:
 - WCCDA is short-listed for a five-year \$200,000 Robert Woods Johnson Active Living by Design Grant. WCCDA is leading Public Health Seattle-King County, King County Housing Authority, King County, and the City of Seattle in making this application.
 - WCCDA is participating in a joint Seattle-King County Weed & Seed grant application, the first Weed & Seed application to cross jurisdictional lines.
- Projects:
 - Farmers Markets – a full season of 19 Farmers Markets starts June 21st in a co-marketing venture with Pike Place Market, Seattle’s premier Farmers Market
 - International Festivals – a series of six International Festivals was inaugurated with the Cambodian New Year Festival Saturday, April 12th. The festival was organized by dozens of Cambodian volunteers and attracted over one thousand people to traditional and modern entertainment stages in the heart of downtown White Center. WCCDA’s extensive support for the community-driven event included community organizing, logistics, infrastructure, promotion and financing.
 - Main Street
 - Application has been made for the first phase of Main Street Certification
 - City of Seattle has awarded \$100,000 for business district improvements north of SW Roxbury

FINANCING

Financial Status

Building on momentum generated by the Annie E. Casey Making Connections project and the support of its relationship with Impact Capital, WCCDA was successful in generating funds in 2002. WCCDA projects revenues of \$276,425 for 2003, including cash and commitments carried forward from 2002. A review of potential funding government, corporate and foundation sources for WCCDA projects will be undertaken in 2003. WCCDA has nominally renewable grants from two organizations, The Annie E. Casey Foundation and Impact Capital, totaling \$75,000 for 2004 and 2005. WCCDA will implement individual and major donor campaigns and hold its first fundraising events in 2003 with campaigns targeted at public sources, private foundations, corporations, major donors and individual donors.

WCCDA expects to receive its first fee income from real estate development in 2005. Other WCCDA projects, such as the Farmer’s Markets and International Festivals are not expected to produce earned income in their first years of operation. Community Building initiatives such as the Civic Education campaign projects are not expected to earn income and will be supported by direct grants or project income from Economic Revitalization or Affordable Housing projects.

Looking ahead, WCCDA plans to:

- Inaugurate event-based fundraising in 2003 and expand events each year.
- Implement donor campaigns in 2003, and grow them steadily.

- Collect its first development fees in 2005.
- Earn commercial management income beginning in 2006.
- Build a diverse funding base that gradually decreases dependence upon grant support.

Fiscal Responsibility and Mission

WCCDA believes that its role as a lead CDC in a low-income community is incompatible with fully sustainable financial operations. While it may be possible to eventually break-even on affordable housing projects, public markets and other projects, socially responsible efforts aimed at improving conditions in low-income neighborhoods have no track record of producing surplus funds from which to create new programs.

Small organizations and those with a broad mission, such as WCCDA, are exceptionally burdened. First, a small organization has no economy of scale. Second, the organization's broad mission demands the creation of new programs when funds are available. Programs expand when possible and contract as necessary. WCCDA commits to raising money from all available sources, including locally, wisely investing the money it receives, and enlarging the value of assets (typically affordable housing) held in trust. To the extent possible, WCCDA will steadily seek increasing financial stability through earned income, asset acquisition and funding from a wide diversity of public and private sources.

As an emerging organization with no substantial ongoing projects, WCCDA financial projections are limited to three years.

Financial Oversight

WCCDA's board is well qualified to exercise financial oversight. Several board members have significant professional financial experience. These include President Tim Healy, an attorney who does a significant amount of probate work; Treasurer Tina Vlasaty, a Commercial Lender at Cascadia Revolving Fund; Russ Pritchard, Chief of the 58 person North Highline Fire Department; and Josie Jones, who manages the finances, internal systems and human resource programming for Pyramid Communications.

Financial Management

WCCDA operated under a fiscal agent, Delridge Neighborhoods Development Association, from March through October of 2002. WCCDA received 501(c)(3) status on October 11th, 2002 and has engaged DNDA, under a financial services agreement, for bookkeeping, reporting, payroll and benefits through June 30th, 2003. WCCDA has hired Jeff Anderson, CPA, for accounting and bookkeeping on a consulting basis in June of 2003. DNDA currently maintains independently auditable records for WCCDA based on DNDA's accounting system. For all of 2003, WCCDA will maintain records on a newly established independent accounting system.

WCCDA is following financial practices recommended for CDCs by Technical Assistance for Community Service. WCCDA will use indirect cost allocation in budgeting and produce monthly budget to actual reports by 2004. As a new organization, WCCDA has developed a conservative core budget to support ongoing operations through 2003 at existing funding levels. Each project, such as the Farmer's Market and International Festivals, will have financial goals and a distinct budget from which the success of the project can be tracked. Every project will be required to demonstrate independent value before being added to the consolidated budget. WCCDA will develop budgets for its first two affordable housing projects in 2003 and 2004.

Resource Development

For a Community Development Corporation involved in real estate development, resources involved in operation include cash, credit, use of third-party funds, tax credit value to partners, interest subsidies and both direct and indirect housing subsidies. WCCDA divides resources into five areas for planning purposes: Private Fundraising; Foundations & Third-Party Donor Campaigns; Government & Intermediaries; Credit; and Tax Credits.

Private Fundraising

WCCDA will aggressively raise unrestricted funds from private sources. WCCDA's plans for building a diverse funding base are founded on the reality that CDCs must generate predictable ongoing revenue. The most stable of these sources are local private donations. Fundraising is also a symbol of commitment for supporters – both giving and soliciting reinforce the commitment of an individual to the organization. For a new organization, WCCDA is well positioned for private fund raising. WCCDA staff is experienced in Individual Donor Campaigns, Major Donor Campaigns, and Event Fundraising and WCCDA's Board of Directors and volunteers include willing individuals with substantial fundraising experience and connections. Fund Raising training for board members, volunteers and staff will be provided. Recognition and thank-you protocols will be faithfully observed. Beginning in 2003 WCCDA will execute the following activities to raise funds from private donors:

- **Fundraising Events.** Events are an excellent way to educate the community about an organization's activities and build volunteerism. WCCDA plans one small and one large event for 2003. The small event will involve an artistic performance and hors d'oeuvres or dessert. The large event will be a dinner held in lieu of the August International Festival. The dinner will be held on "Main Street" (16th Avenue Southwest between SW Roxbury and SW 98th) and have the dual purpose of raising funds and reclaiming the evening hours on main street for families and children. Growth in donor campaigns will be driven by people who learn about WCCDA through its annual events.
- **Individual Donor Campaign.** Board members will make an annual contribution that is, for each member, significant. Board giving is the basis for solicitation of contributions from community members. Newsletters, frequent mailings and extensive public relations will back the individual Donor Campaign.
- **Major Donor Campaign.** White Center and neighboring communities are home to many people of wealth that have not previously been asked for donations to a community building effort such as a WCCDA and who are directly or indirectly affected by White Center's crime and/or reputation. WCCDA's visionary programs offer these individuals an opportunity to become an integral part of White Center's revitalization and to impact conditions in their own back yard. The Major Donor Campaign is essentially a one-on-one campaign on top of the broader, public relations oriented Individual Donor Campaign with personal correspondence and orchestrated one-on-one asks by Board Members.
- **Business & In-Kind Contributions.** WCCDA will solicit contributions from area businesses. WCCDA will be handicapped in this area by the large number of new and struggling businesses in the immediate community but advantaged by the proximity to large corporations with a stake in White Center's success. Many businesses prefer to make in-kind contributions. In-kind contributions are an excellent source of revenue when they directly replace required cash expenditures. In addition, in-kind contributions create local investment in the success of WCCDA and its programs.

Foundation Support & Third-Party Donor Campaigns

Financial institutions involved in housing lending and their foundations provide significant support to CDCs, including WCCDA. Early funding and support of WCCDA from prominent foundations such as the Annie E. Casey Foundation, the Seattle Foundation, Washington Mutual Foundation

and US Bancorp Foundation will assist WCCDA in reaching new foundations. White Center organizations will also benefit from a funders' tour held December 5th organized by seven leading philanthropic institutions, including Washington Mutual Foundation, Paul G. Allen Foundations, The Gates Foundation, Social Venture Partners, United Way, AECF and Impact Capital. An additional seventeen organizations visited White Center for a total of twenty-four visiting funders. Eight of the twenty-four organizations attended a WCCDA-led tour of downtown White Center. Foundation support is expected to play a substantial role in WCCDA's first five years.

Government & Intermediary Support

Governments at the federal, state and local levels are all significant supporters of Community Development Corporations and affordable housing projects. Much of WCCDA's funding from federal sources will be funneled through and intermediary Impact Capital and its national affiliate, the Local Improvement Support Corporation (LISC). WCCDA will seek funding from federal programs such as Community Development Block Grants (CDBG), HOME and other programs for which WCCDA may qualify from time to time. WCCDA will pursue additional funding of federal and local funds through the State of Washington, King County, the City of Seattle and the City of Burien. WCCDA will become expert in the politics and technicalities of qualifying for government and intermediary funding and in the qualified uses and disbursement procedures such funding entails. Impact Capital will provide substantial intermediary support in obtaining funding under some of these programs.

Credit & Tax Credits

CDCs that focus on affordable housing & property development require access to credit for pre-development, development, and long-term financing. Since Federal funds are often routed through both private and government intermediaries, identifying the source of funds can be confusing. Tax credits play a significant role in the development of affordable housing. WCCDA will develop relationships with private, federal, state and local sources of credit and the political and technical expertise required to tap sources of credit and tax credits.

Revenue and Expense, 2002 – 2005

Source	2002 actual	2003 projected	2004 projected	2005 projected
Rent & Interest	0	6,420	10,200	10,200
Development Fees	0	0	0	30,938
Markets & Festivals	340	16,340	14,000	14,000
Grants & Contracts (Including government, intermediary and foundations with no local interest)	\$25,850	158,615	349,000	349,000
Community Support (Gifts, including those from Foundations with a local interest)	85,000	95,050	120,000	120,000
Other	0	0	0	0

Total Revenue	\$111,190	\$276,425	\$493,200	\$524,138
Payroll	43,644	120,406	176,401	181,693
Occupancy	2,631	32,001	23,600	24,780
Markets & Festivals	1,800	30,538	36,000	36,000
Other	33,933	62,941	184,700	184,700
Total Expenses, w/o reserves	\$82,008	\$245,886	\$414,701	\$427,173
Reserve Fund	0	0	34,600	35,600
Housing Opportunity Fund	0	0	25,000	25,000
Total Expenses, inc. reserves	\$82,008	\$245,886	\$474,300	\$487,773
Net Income	\$29,182	\$30,539	\$18,900	\$36,365

2002:

Revenue:

- Grants & Contracts: 2002 awards included \$50,000 from the Annie E. Casey Foundation (AECF); \$25,000 from Impact Capital/LISC; and \$10,800 from Impact Capital/HUD-Home. Total amounts awarded in this category are \$85,900. \$60,050 of this amount was received and recorded in 2003 leaving \$25,850 booked in 2002.
- Community Support: 2002 includes \$50,000 from Washington Mutual Foundation; \$30,000 from the Seattle Foundation; and \$5,000 from US Bancorp Foundation.

Expenses:

- Payroll: WCCDA hired its first employees in 2002: an Executive Director was hired May 15th and a Main Street Manager was hired October 15th.
- Occupancy: Given WCCDA's low profile in 2002, occupancy expenses were deliberately minimized.
- Other: Training, Equipment and Professional Services constituted the largest miscellaneous line items in 2002.

2003:

Revenue:

- Markets & Festivals: Grants in support of Markets and Festivals are shown in Grants & Contracts. Executive Director and Main Street Manager payroll expense related to Markets & Festivals is shown under Payroll.

Expenses:

- Payroll: Full-time Executive Director and Main Street Manager for the entire year. Part-time Event Coordinator hired March 15th.
- Occupancy: Relocation to visible and centrally-located “main street” storefront, improvements, furnishings, and utilities.
- Other: Training, Equipment and Professional Services constituted the largest miscellaneous line items in 2003.

2004:

Revenue:

- 2003 revenue is largely composed of recurring funding from 2002 sources plus deferred revenue from 2002. WCCDA is receiving grants supporting the Markets and Festivals. Revenue from larger grant applications made in 2003 will typically be received in 2004.
- Grants & Contracts: existing sources are projected to increase funding by 10% over 2003 and \$80,000 in new local city and county government funding is projected.
- Community Support: projected to increase by 25% over 2003 due to increased fundraising from private sources.
- \$95,000 in new source foundation funding is projected.

Expenses:

- Payroll: assumes 3% annual payroll expense increase and one new full-time equivalent employee for 2004. This budget assumed that the new employee will work half-time as a Housing Developer and half-time on grant-related or administrative activities. Managerial payroll related to Markets & Festivals is not shown as part of Markets & Festivals expense.
- Occupancy expense is reduced due to lower tenant improvements.
- “Other” includes \$50,000 in projected grant/contract expense and \$60,000 real estate pre-development expense.

2005:

Revenue:

- Development Fees: Mixed-Use Housing #1: Development fee based on split fees with development partner. Assume \$2.5 million 20 unit housing project with 5,000 sq. ft. of commercial space; 15% development fee; 25% of development fee to WCCDA with 1/3 in 2005 and 2/3 in 2006.
- Other than development fees, revenues are projected to remain constant for 2005. Note: the 2002-2004 three-year commitment for \$25,000/year from Impact Capital and informal 2002-2004 three-year commitment for \$50,000/year from the Annie E. Casey Foundation end in 2004 and must be renewed or replaced.

Expenses:

- Payroll: assumes 3% annual payroll expense increase and no new hires.
- Occupancy will go up due to a COLA provision in the lease, estimated at 5%.

Reserve & Housing Opportunity Funds:

- Funds permitting, WCCDA will deposit 1/12 of total expenses in a reserve fund each year until a fund equal to three months expense is achieved.
- Funds permitting, WCCDA will deposit a portion of surplus funds each year in a Housing Opportunity Fund for future acquisitions.