

# PIERCE COUNTY

CENTER FOR ARTS & TECHNOLOGY

2016  
FEASIBILITY  
REPORT



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# ACKNOWLEDGEMENTS

## PIERCE COUNTY STEERING COMMITTEE

The Pierce County feasibility study was guided by a steering committee comprised of community representatives. These volunteers introduced NCAT to local leaders, served as ambassadors for the project, and worked closely with NCAT to shepherd the study to completion. NCAT thanks the members of the steering committee for their time and participation throughout this process:

Amy McBride	<i>City of Tacoma Arts Division</i>
Brian Humphreys	<i>WorkForce Central</i>
Dale King	<i>Tacoma Public Utilities</i>
Darci Gibson	<i>MultiCare Health System</i>
Deborah Howell	<i>WorkForce Central</i>
Dona Ponepinto	<i>United Way of Pierce County</i>
Ed Ulman	<i>KBTC Public Television</i>
Eric Hahn	<i>General Plastics</i>
Esther Bennett	<i>Washington Division of Vocational Rehabilitation</i>
Frank Hewins	<i>Franklin Pierce Schools</i>
Greg Claycamp	<i>Tacoma Housing Authority</i>
Jane Taylor	<i>The Geneva Foundation</i>
John Hickey	<i>University of Puget Sound</i>
Joshua Garcia	<i>Tacoma Public Schools</i>
Kelly Goodsell	<i>Puget Sound Educational Service District</i>
Kurt Jacobson	<i>Consultant</i>
Linda Nguyen	<i>WorkForce Central</i>
Lois Bernstein	<i>MultiCare Health System</i>
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Mark Martinez	<i>Pierce County Building &amp; Construction Trades Council</i>
Nancy Johnson	<i>Elements of Education</i>
Natalie McNair	<i>True Blue</i>
Nicholas Carr	<i>Office of Congressman Derek Kilmer (WA-6)</i>
Tim Owens	<i>WDC Youth Council</i>

## PIERCE COUNTY COMMUNITY

Throughout the feasibility study, NCAT met with individuals from Pierce County's arts, education, employment, and social service sectors. These community members gave freely of their time and talent, and their insights inform the findings presented in this report. NCAT extends its appreciation to them all.



# EXECUTIVE SUMMARY

## OBJECTIVE

The National Center for Arts & Technology (NCAT) conducted a feasibility study to assess the viability of opening and sustaining a Center for Arts & Technology (CAT) in Pierce County. A CAT is an educational organization that seeks to transform lives through visual arts-based youth development and industry-specific career training. Operating as an affiliate of NCAT, a CAT replicates the Manchester Bidwell Education Model. This model has four components: afterschool visual arts programs for high school youth, demand-driven career training for unemployed and underemployed adults, a world-class facility designed to uplift the human spirit, and an organizational culture that promotes respect of all individuals.

NCAT determines that a CAT is feasible for a community when six factors are satisfied:

**Need:** Are there people in the community who would benefit from the intended outcomes of a CAT?

**Market:** Does the local market have room for the types of programs a CAT provides?

**Site:** Does a suitable site exist that could house a CAT?

**People:** Is a strong network of local talent available to govern, staff, advise, and support a CAT?

**Money:** Are financial resources available to meet the financial needs of a CAT?

**Risks:** Are there risks that threaten a CAT's success, and if so, can they be mitigated?

Based on these factors, NCAT finds that a CAT is a viable project for Pierce County.

## NEED

Persistent education and employment needs indicate that Pierce County residents would benefit from the intended outcomes of a CAT. While academic achievement in Pierce County is generally strong, individual high schools have high concentrations of educational need as indicated by below average graduation rates, high dropout rates, and low levels of postsecondary plans. These needs are most concentrated within Tacoma Public Schools, Clover Park School District, Franklin Pierce Schools, and Bethel School District. Many workers need employment that pays at least a living wage, especially residents of Tacoma, Lakewood, and Parkland, while major local industries need employees who have specialized skill sets attained through postsecondary training.

## MARKET

The local market appears to have room for both a new afterschool visual arts program for high school youth and additional career training programs in certain high-demand occupations, including heavy and tractor trailer truck drivers, HVAC mechanics and installers, and licensed practical nurses (LPNs). Programmatic resources are less available outside of Tacoma and are particularly sparse within the communities of unincorporated Pierce County.

## SITE

Multiple sites are available in Pierce County that are suitable to house a CAT. Property located at 208 Garfield Street in Parkland is highly suitable for a CAT, and additional sites in South Tacoma and Lakewood are also viable options. Each site is accessible to communities with elevated education and employment needs.

## PEOPLE

A strong network of local talent appears to be available to govern, staff, advise, and support a CAT. Candidates for an experienced and balanced board of directors, highly qualified executive director, and mission-driven staff all appear to be available within Pierce County. Advisory committees can likely be assembled for each program, but a CAT will need to be mindful of the local landscape in order to operate successfully. A rich array of community organizations are available to provide wraparound support services for CAT students and are accustomed to working in partnership with initiatives like a CAT.

## MONEY

Although challenges exist in Pierce County's funding landscape, a CAT will likely be able to secure a diverse mix of contributed revenue to meet its financial needs, especially if it locates outside the city limits of Tacoma. Many local and regional philanthropic entities have funding priorities that align clearly with one or more components of a CAT. Depending on specific programmatic and operating decisions, a CAT in Pierce County is estimated to have an annual operating budget of \$1.2 million to \$1.4 million.

## RISKS

Two major risks challenge the success of a CAT in Pierce County: funding and physical location. Securing sufficient funding represents the most serious risk facing a Pierce County CAT and will need to be mitigated through

sustained, strategic fundraising efforts. The physical location of a CAT in Pierce County will determine who is able to access its programs and eligibility for funding. Other critical factors in ensuring a Pierce County CAT's long-term success involve the cultivation of healthy relationships with community partners, including local high schools, employers that correspond with career training offerings, and social service providers that can facilitate wraparound support services for CAT students.

## RECOMMENDATIONS

NCAT recommends that a CAT in Pierce County focus on reaching residents of South Tacoma, Lakewood, Parkland, and other unincorporated communities of northwest Pierce County. NCAT recommends a CAT pursue occupancy of the current Pacific Lutheran University bookstore property located at 208 Garfield Street in Parkland, as it sits in an ideal physical location that is accessible to residents of these recommended target communities. Finally, NCAT recommends that a Pierce County CAT begin operations with two youth arts studios and two career training offerings, specifically a ceramics studio, digital arts studio, LPN career training, and HVAC mechanic career training.



# INTRODUCTION

## PROJECT DESCRIPTION

A Center for Arts and Technology (CAT) is an educational organization that seeks to transform lives through visual arts-based youth development and industry-specific career training. Operating as an affiliate of the National Center for Arts & Technology (NCAT), each CAT replicates the Manchester Bidwell Education Model. This model has four essential components: afterschool visual arts programs for high school youth, demand-driven career training for unemployed and underemployed adults, a world-class facility designed to uplift the human spirit, and an organizational culture that promotes respect of all individuals.

Three philosophies shape the design and delivery of programs at every CAT:

- All people are assets
- Environment shapes behavior
- Creativity fuels enterprise

These philosophies result in learning that shapes human development and empowers individuals to lead meaningful, productive lives. Mentorship is at the heart of the education model, put into practice through low student-to-teacher ratios, instructors who are practicing professionals, experience-based learning, and the celebration of student accomplishments.

Each CAT operates as part of a larger community. Advisory committees consisting of arts education and industry professionals lend guidance to CAT programs. The goal of these advisory committees is to ensure

that CAT programs are aligned with industry standards and are connected to the broader professional community. CATs also work with local providers to deliver wraparound support services for all program participants. NCAT assists each CAT by providing organizational recommendations, programmatic support, and ongoing operational guidance.

## PROJECT BACKGROUND

NCAT only works with interested communities by their invitation. Prior to beginning this feasibility study, local community leaders approached NCAT about the possibility of replicating the Manchester Bidwell Education Model in Tacoma. In October 2013, these leaders visited Pittsburgh, toured the Manchester Bidwell Corporation (MBC) campus, and began discussions with NCAT and MBC leadership. Upon executing an agreement in December 2014 to conduct a feasibility study, NCAT assigned dedicated staff to the project, including Katie Schouten as project manager and youth arts liaison and Melanie Gibson as career training liaison.

NCAT joined WorkForce Central and Pierce County community leaders for a multi-part kickoff event to launch the feasibility study in March 2015. Bill Strickland, MBC founder and CEO, addressed over 100 community and business leaders about the origins of the Manchester Bidwell Education Model and NCAT's current work. Pierce County Executive Pat McCarthy, Mayor of Tacoma Marilyn Strickland, Congressman Denny Heck (WA-10), and Congressman Derek Kilmer (WA-6)

addressed community leaders as well and lent their support to the project.

The March 2015 kickoff event included a breakout session with community leaders interested in serving on the steering committee, including representatives from WorkForce Central and Puget Sound Educational Service District. During this session, the geographic scope of the feasibility study was expanded to include communities throughout Pierce County, not just Tacoma.

Following the kickoff event, an official steering committee convened to guide the Pierce County Center for Arts & Technology feasibility study. Brian Humphreys, strategic initiatives manager with WorkForce Central, serves as convener of the steering committee. He is joined by 23 local business leaders and community professionals who represent an array of sectors, including education, government, social services, philanthropy, arts, and health care. The first full steering committee meeting occurred in June 2015, where NCAT discussed the feasibility study process and the project timeline in Pierce County.

Between June and September 2015, NCAT focused its efforts on creating a community profile, conducting a local needs assessment, and performing a market analysis of service providers in the region. NCAT presented an interim progress report to the full steering committee on September 28, 2015, elicited feedback regarding initial conclusions, and discussed remaining steps in the feasibility study process. Following the September 28 meeting, NCAT collaborated with steering committee members to assess potential sites, human resources, and financial resources for a CAT in Pierce County.

This final report is a compilation of the entirety of NCAT's feasibility study findings and provides professional recommendations regarding the feasibility of a CAT in Pierce County. NCAT will present these findings and recommendations to the steering committee on March 23, 2016.

## METHODOLOGY

NCAT conducts a feasibility study to assess whether a community has the ability to open and sustain a CAT. NCAT determines that a CAT is feasible when six critical factors are satisfied:

1. Need: Are there people in the community who would benefit from the intended outcomes of a CAT?
2. Market: Does the local market have room for the types of programs that a CAT provides?
3. Site: Does a suitable site exist that could house a CAT?
4. People: Is a strong network of local talent available to govern, staff, advise, and support a CAT?
5. Money: Are financial resources available to meet the financial needs of a CAT?
6. Risks: Are there risks that threaten a CAT's success, and if so, can they be mitigated?

To answer these questions, NCAT conducts local interviews, dataset analysis of public and proprietary sources, and document review. In Pierce County, NCAT interviewed 46 local professionals, including individuals from county and city government, public school districts, community colleges, proprietary schools, nonprofit arts organizations, career skills programs, apprenticeship programs, social service agencies, healthcare providers, and funding entities (see appendix B). Examples of data sources used in the feasibility study include the U.S. Census, American Community Survey, Bureau of Labor Statistics, Economic Modeling Specialists International (Emsi), WA Office of Financial Management, WA Education Research & Data Center, WA Office of Superintendent of Public Instruction, and City of Tacoma Human Services Division. Local, regional, and national published reports and news articles provided additional context.

NCAT uses the Manchester Bidwell Education Model as a benchmark with regard to program characteristics, intended outcomes, site specifications, and human resources when conducting its feasibility study. When NCAT makes its final determination as to the

feasibility of opening and sustaining a CAT in a given community, it does so specifically for a CAT that is based on the Manchester Bidwell Education Model.

## COMMUNITY PROFILE

Prior to conducting a feasibility study, NCAT creates a profile of the community that is the subject of the study. The purpose of this initial inquiry is two-fold: 1) to identify pockets of population density inside the community; 2) to establish the presence of socioeconomic conditions that align with the goals of the Manchester Bidwell Education Model. These findings allow NCAT to conduct a focused, rigorous feasibility study, leading to an informed professional recommendation regarding the potential success of a local CAT.

In Pierce County, NCAT asked:

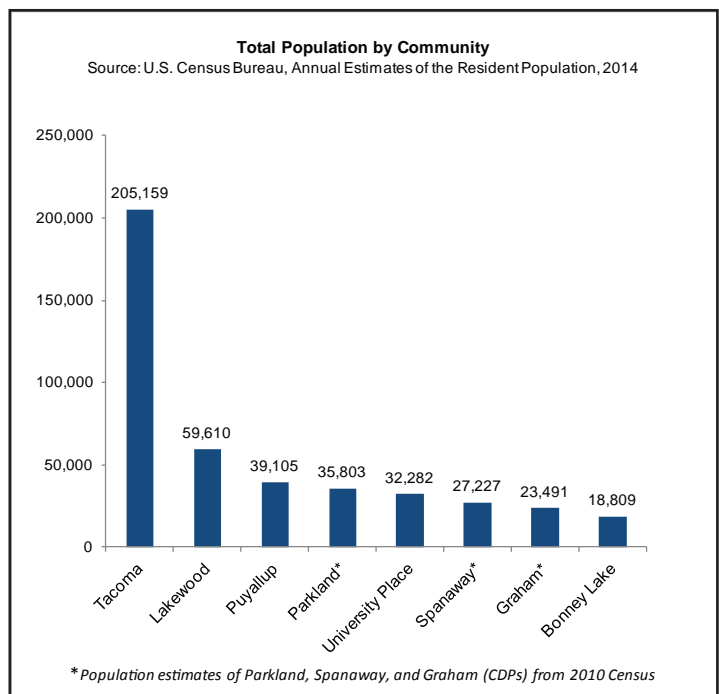
1. What geographic locations inside Pierce County have the population density to support a CAT?
2. Of those places, which display socioeconomic conditions that align with the goals of the Manchester Bidwell Education Model?

To answer these questions, NCAT first identified communities inside Pierce County with populations of 10,000 residents or more. NCAT then assessed the presence of adverse socioeconomic conditions—high rates of poverty, low median household income, low individual earnings, and low levels of educational attainment—in Pierce County's five largest communities. These adverse socioeconomic conditions correspond with the long-term community impacts the Manchester Bidwell Education Model seeks to improve.

## POPULATION DENSITY

Pierce County spans over 1,800 square miles in Washington, from Puget Sound on its western edge to Mount Rainier National Park on the east. It is the second largest county in the state by population (831,928), the only larger county being King County to the

north.<sup>1</sup> Despite its vast geographic area, over half of Pierce County residents are clustered in its northwest corner along Puget Sound. Excluding census designated places (CDPs), Pierce County has five incorporated towns or cities with more than 10,000 residents: Tacoma, Lakewood, Puyallup, University Place, and Bonney Lake.<sup>2</sup> In addition to these five municipalities are several CDPs—communities within unincorporated Pierce County—that have population clusters over 10,000, including the communities of Parkland, Spanaway, and Graham.<sup>3</sup> Joint Base Lewis-McChord is also a significant presence in the county, occupying 87,000 acres of land, supporting over 40,000 military personnel, and currently serving as the largest employer in Pierce County with over 66,000 military and civilian jobs.<sup>4</sup>



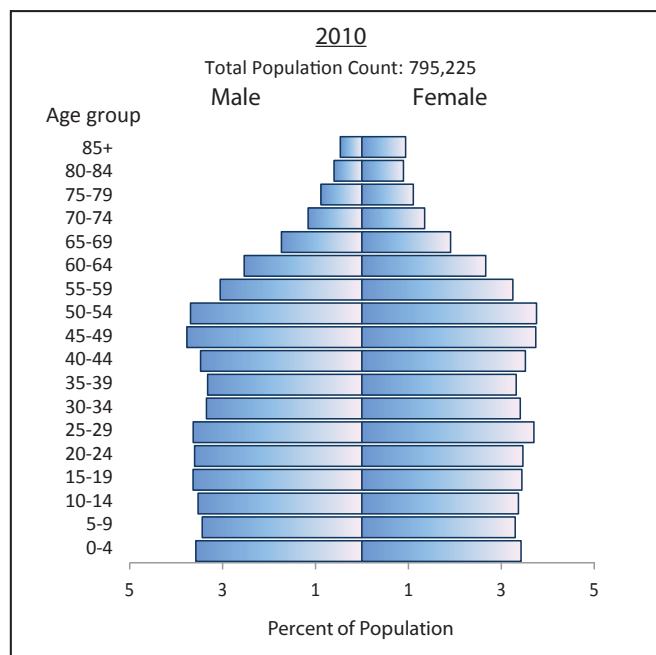
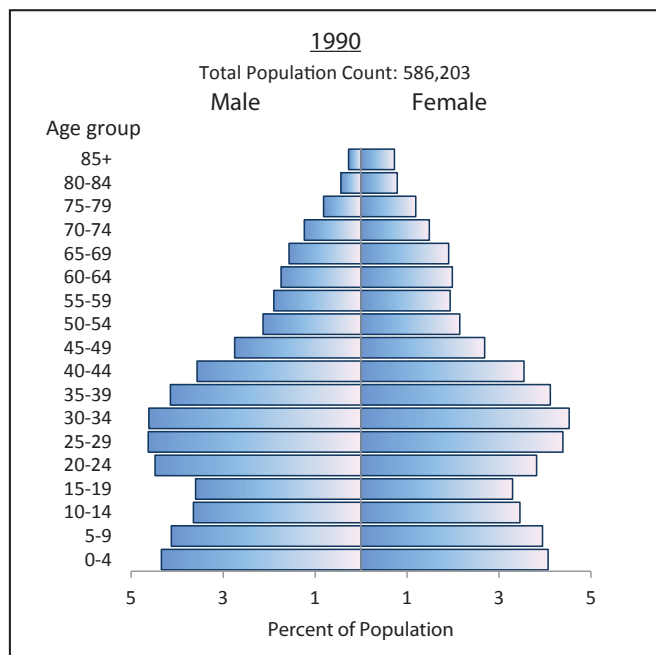
Pierce County is growing, its population having nearly doubled in the last 30 years.<sup>5</sup> Tacoma is by far the most highly populated municipality (204,000), and is more than triple the size of neighboring Lakewood, the next largest city in Pierce County. While Tacoma's population is increasing, it is growing more slowly (3.4%) than both the county (4.6%) and the state of Washington (5.0%). Lakewood is also growing, but at a slower rate (2.5%).<sup>6</sup>

In addition to getting larger, Pierce County is also getting older. As of 2012, approximately 1 in 5 labor force participants were age 55+, twice as many as in 2000.<sup>7</sup> Meanwhile, the percentage of the population age 25–34 has declined and the median age across the county's

entire population increased by more than 5% in just 10 years (2003–2013).<sup>8</sup> The changing age structure of Pierce County suggests that community resources may be challenged in the future to meet the needs of this aging and expanding population. It also points to the increasing importance for each member of the labor force to be able to contribute positively to the community.

### Pierce County Population Structure by Age and Gender 1990 and 2010

Source: Tacoma-Pierce County Health Department

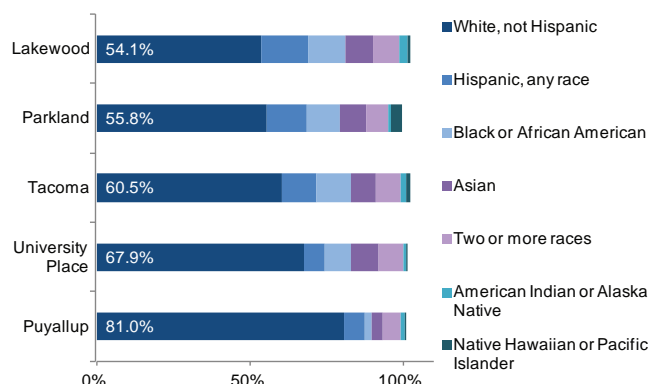


## SOCIOECONOMIC CONDITIONS

Coinciding with the county's recent growth is an increasingly diverse population. While all municipalities in Pierce County (like the state of Washington) are still majority white, racial and ethnic diversity has expanded substantially since 1990.<sup>9</sup> Of Pierce County's largest five communities, the most ethnically diverse is Lakewood (46% ethnic minorities), followed by Parkland and Tacoma (44% and 40% ethnic minorities, respectively).<sup>10</sup> Driving this growth are rapid influxes in the Hispanic, Asian, and Pacific Islander communities. By 2010, Hispanics replaced African Americans as the majority minority across Pierce County.<sup>11</sup> Today, Spanish is the most commonly spoken language across the county other than English, followed closely by Asian and Pacific Islander languages. In all five of Pierce County's largest communities, however, Asian and Pacific Islander language speakers struggle with English proficiency the most—in some instances, at more than twice the rate of Spanish speakers.<sup>12</sup>

### Race and Ethnicity of Five Largest Communities

Source: U.S. Census Bureau, 2010 Census, "Profile of General Population and Housing Characteristics"



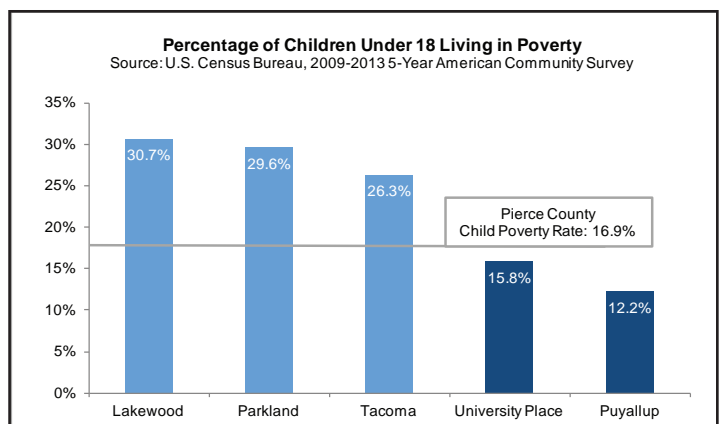
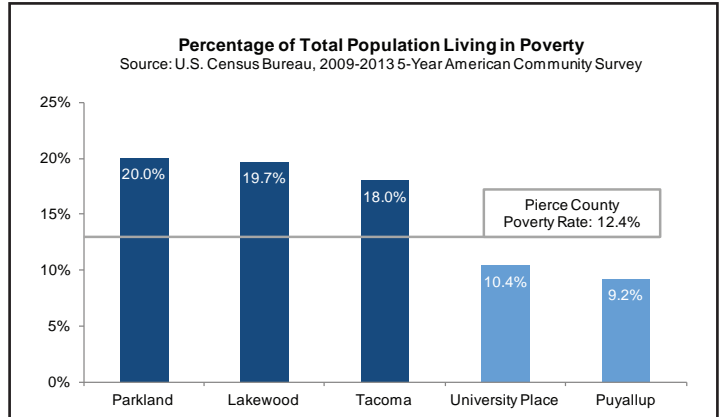
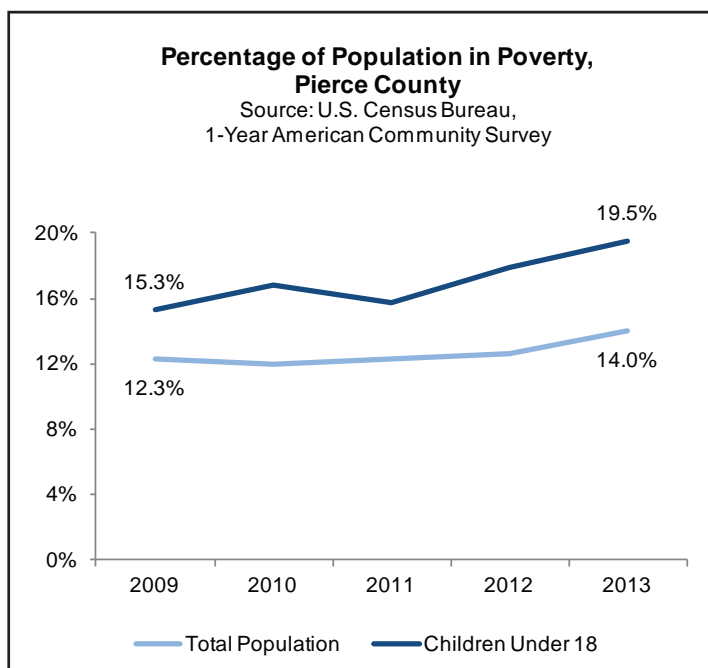
*“Approximately  
17,500 more people  
in Pierce County are  
impoverished today than  
five years ago; about  
half of that increase is  
among children.”*

Other contributing factors to the county's changing population include rising property values in Seattle (King County), resulting in the migration of individuals seeking affordable housing to Pierce County.<sup>13</sup> As of August 2014, over 25% of the labor force traveled to jobs in King County from their homes in Pierce County.<sup>14</sup> Median household income in Pierce County (\$59,204) is currently estimated to sit just slightly below the state (and well below King County's median household income of \$71,811); individual earnings of Pierce County workers have remained relatively flat since 2007.<sup>15</sup>

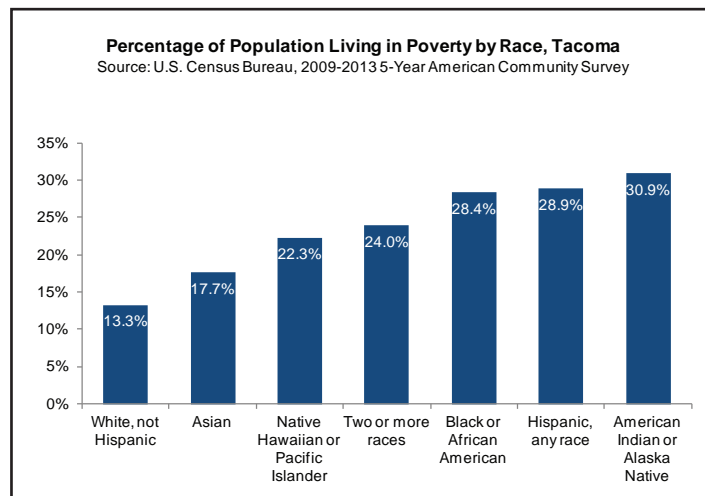
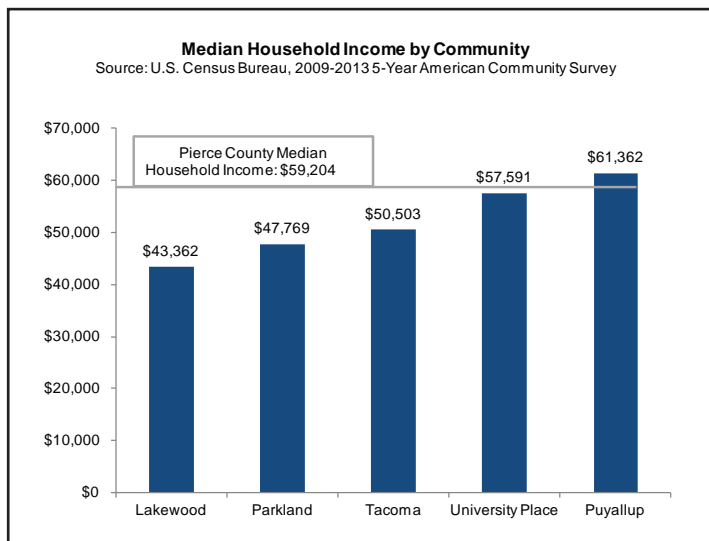
The lack of earnings growth coincides with slowly rising levels of poverty across Pierce County, experienced most greatly by children under 18. Approximately 17,500 more people in Pierce County are impoverished today than five years ago; about half of that increase is among children.<sup>16</sup> Hispanic children experience poverty at a disproportionately high rate (27% of impoverished youth are Hispanic, whereas 10% of the total population is Hispanic) and Hispanics of all ages experience the highest rates of poverty (24%) among Pierce County residents—nearly twice the county rate.<sup>17</sup>

Economic means vary greatly across Pierce County's largest communities. Parkland and Lakewood residents experience the highest levels of poverty, lowest individual earnings,

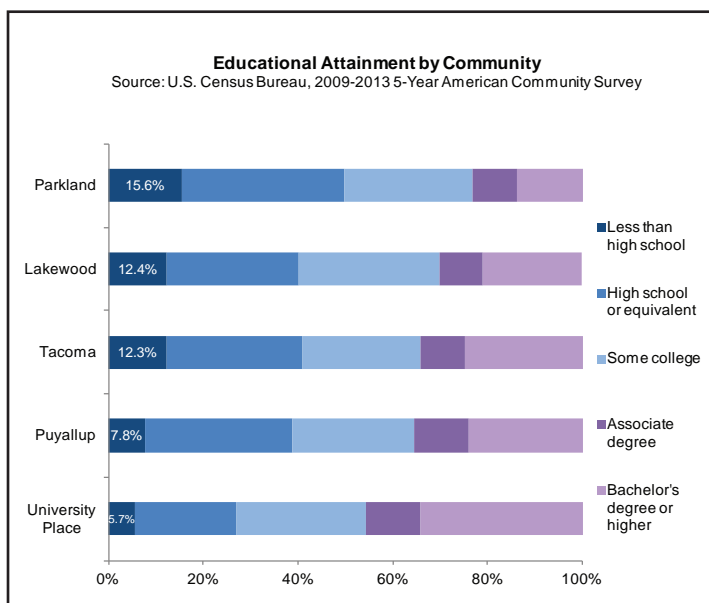
and lowest median household incomes among Pierce County's five largest communities.<sup>18</sup> Parkland residents also have the lowest levels of educational attainment; however, education levels across Pierce County are lower than neighboring King and Thurston counties, as well as the state of Washington. Fewer Pierce County residents attain education past high school and among some population subgroups, such as Hispanic adults living in Tacoma, significant portions have less than a 9th grade education (21%).<sup>19</sup> In contrast to Parkland, Lakewood, and Tacoma, residents of Puyallup and University Place experience less poverty, higher incomes, higher levels of education, and higher rates of home ownership.<sup>20</sup>



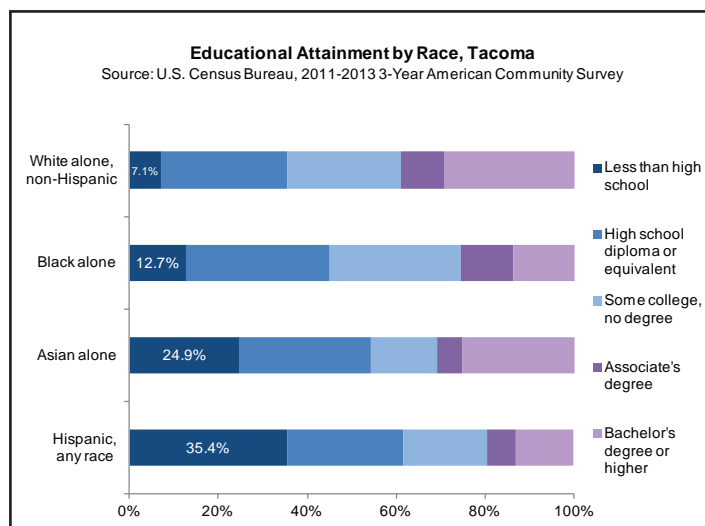




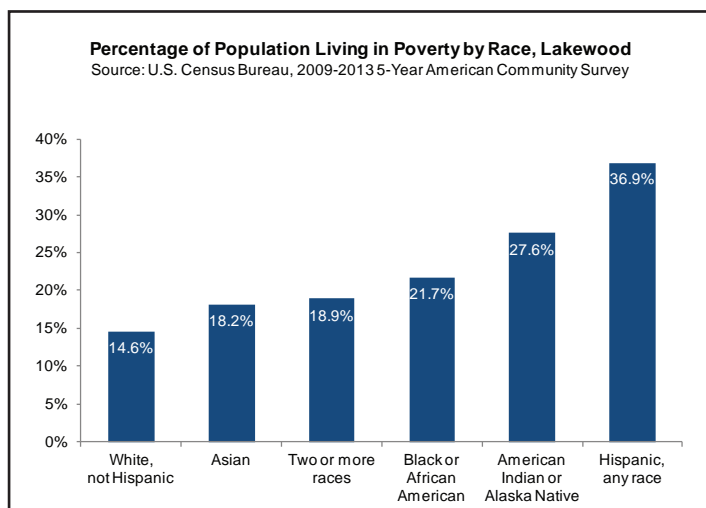
As noted above, Hispanic adults living in Tacoma also have significantly lower levels of education than their neighbors. Over 1 in 5 Hispanics has less than a 9th grade education. An additional 15% of Hispanic adults attended school through 12th grade but do not have a high school diploma. The educational attainment of Asian adults in Tacoma also skews lower than their neighbors. Nearly 1 in 6 Asians has less than a 9th grade education, while an additional 10% attended school through 12th grade but do not have a high school diploma.<sup>23</sup> Across all ethnic groups, Tacoma residents with low educational attainment experience poverty at significantly higher rates than their peers; 30% of adults with less than a high school diploma are impoverished compared to 5% of college graduates (bachelor's degree or higher).<sup>24</sup>



Within Tacoma and Lakewood—Pierce County's largest cities—significant disparities exist among the community's diverse ethnic groups. Among Tacoma residents, individuals who identify as American Indian or Alaska Native (31%), Hispanic (29%), and Black or African American (28%) experience the highest rates of poverty—over 1.5 times the overall city rate.<sup>21</sup> Hispanic (\$41,718) and Black or African American (\$38,298) households also have the lowest levels of median household income, while non-Hispanic white households have the highest (\$54,113).<sup>22</sup>

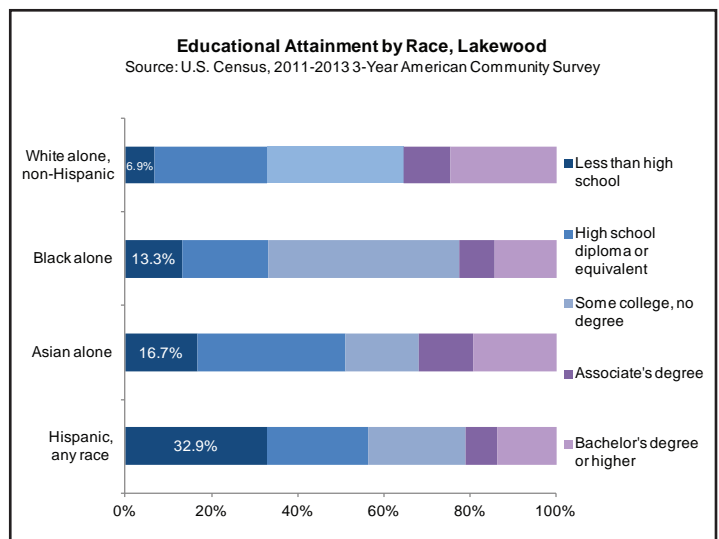


Lakewood residents experience similar disparities. Hispanic community members experience poverty at nearly twice the overall city rate. American Indian or Alaska Native (28%) and Black or African American (22%) residents of Lakewood also experience disproportionately high rates of poverty relative to their neighbors.<sup>25</sup> Asian households, however, have the lowest level of median income (\$29,605), about two-thirds of the city's median household income. Hispanic households have the second lowest (\$35,270).<sup>26</sup>

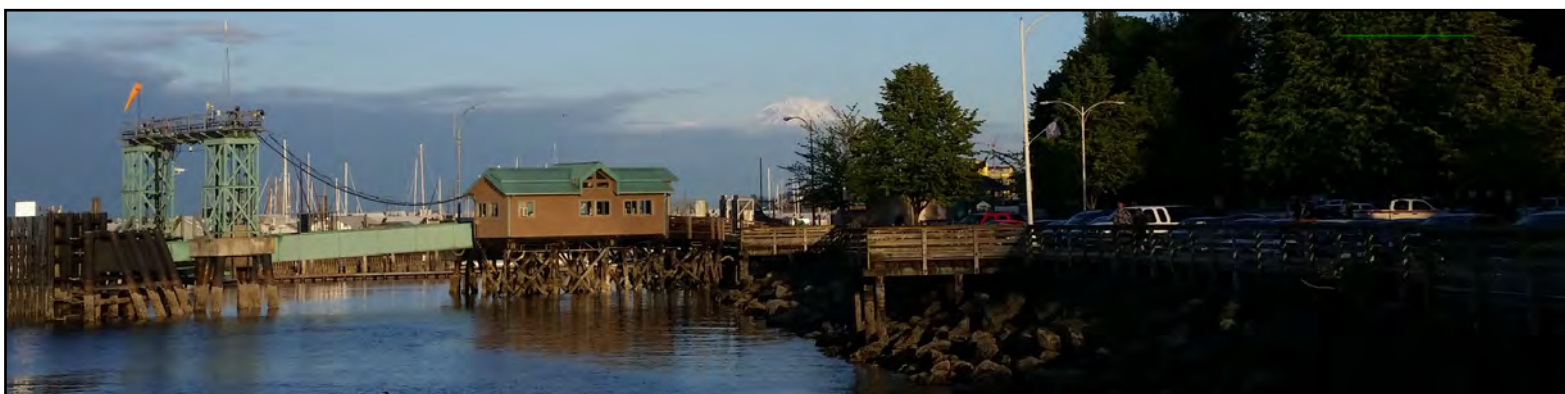


Similar to Tacoma, Hispanic residents of Lakewood have significantly lower levels of education than their neighbors. Over one-third of Hispanic adults do not have a high school diploma or its equivalent. Asian adults have the second lowest levels of educational attainment. Compared to their Hispanic neighbors, more Asian adults earn a high school diploma; however, compared to the rest of the population,

fewer Asians (and Hispanics) complete any education beyond high school.<sup>27</sup> Again, across all ethnic groups, Lakewood residents with low educational attainment experience poverty at significantly higher rates than their peers; 35% of adults with less than a high school diploma are impoverished compared to 4% of college graduates (bachelor's degree or higher).<sup>28</sup>



Together these findings demonstrate that sufficient population density exists in northwest Pierce County to support a CAT, and that among those communities, socioeconomic conditions exist that align with the mission of the Manchester Bidwell Education Model. Because population figures are higher and adverse socioeconomic conditions are more acute in Tacoma, Lakewood, and Parkland, NCAT's feasibility study gives particular attention to these communities.







# FINDINGS

## NEEDS ASSESSMENT

In its needs assessment, NCAT seeks to determine who in a community would benefit from the types of programs that a CAT provides. To make this determination, NCAT considers the intended outcomes of the Manchester Bidwell Education Model and assesses the presence of those outcomes in the local community. Specifically, it considers:

1. What does academic achievement look like in the community?
2. What does employment look like in the community?

These findings allow NCAT to understand the level and nature of need among community members for the resources of a CAT.

## ACADEMIC ACHIEVEMENT

The Manchester Bidwell Education Model uses high quality visual arts education as a tool of engagement to improve educational outcomes among youth. Visual arts programming is delivered through an apprenticeship-inspired structure where students work alongside professional artists in dedicated studio spaces that are equipped with industry-standard resources. Designed for high school students visual arts programming occurs afterschool and is provided at no cost to the student.

When entering a community, NCAT considers the extent to which local youth are not reaching pivotal educational outcomes or who appear to be otherwise disengaged from

learning. While NCAT believes that every young person can benefit from high quality visual arts education, it seeks to determine which segments of a community might benefit most from its programs. As such, NCAT assesses the educational needs of youth in a community by identifying students who are at risk of not graduating from high school in four years, students who are at risk of dropping out, and students without plans beyond high school. In addition to interviews with local educators, NCAT uses the following indicators to assess educational needs among youth:

- Adjusted 4-year cohort graduation rate
- Adjusted cohort dropout rate
- Continuing rate
- Postsecondary plans
- Economic status
- Language proficiency

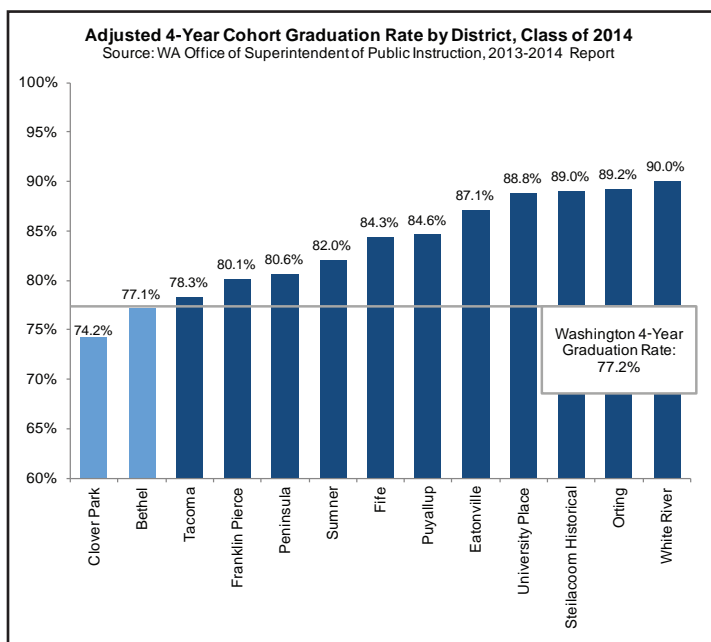
## Results

Youth in Pierce County would benefit from the types of programs a CAT provides. While academic achievement in Pierce County is generally strong, individual high schools have high concentrations of educational need, particularly within Tacoma Public Schools, Clover Park School District, Franklin Pierce Schools, and Bethel School District.

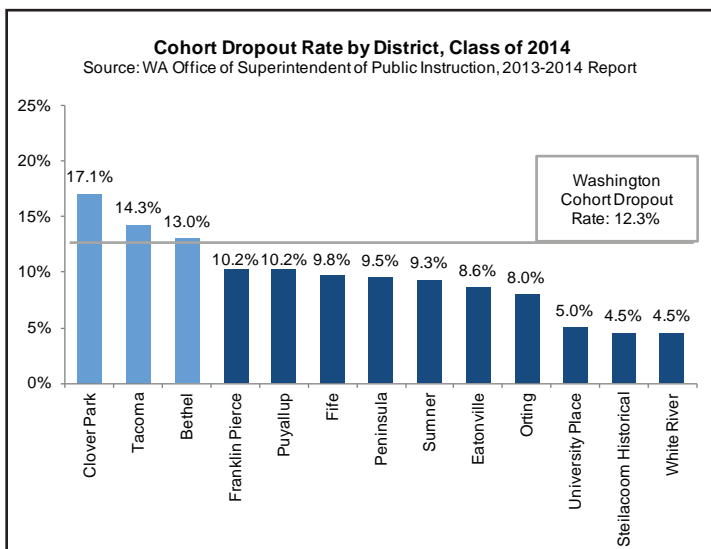
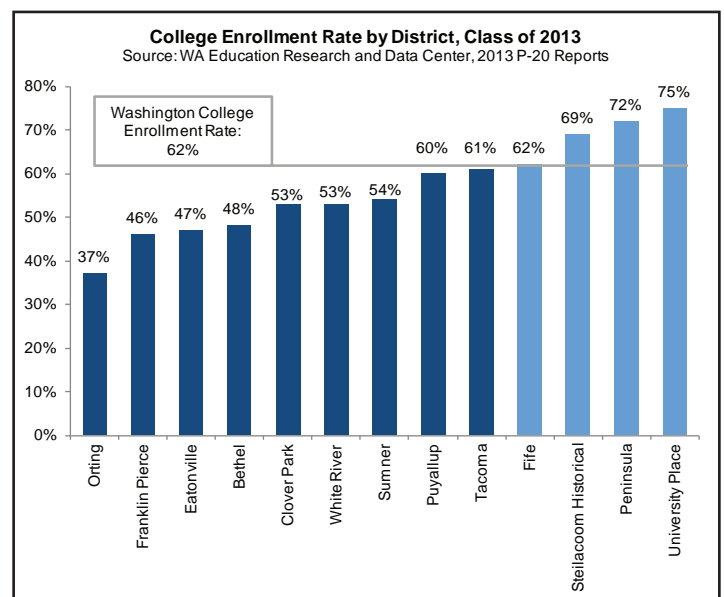
### *Pierce County Education*

Fifteen public school districts serve Pierce County youth.<sup>29</sup> Compared to achievement levels across the state of Washington, Pierce County school districts are strong. Most districts in Pierce County graduate 80% or

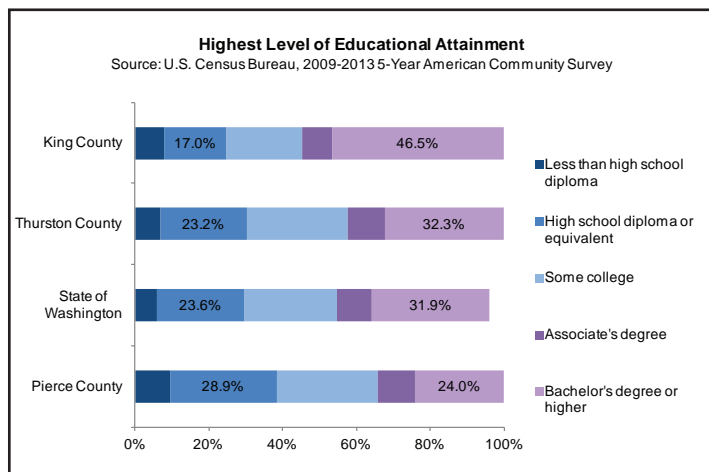
more of their students within four years.<sup>30</sup> Only two districts (Bethel, Clover Park) have four-year graduation rates at or below the state rate and on-time graduation across the county has increased in recent years. Dropout rates among most of the county's districts are lower than the state average and continue to improve.<sup>31</sup> Several Pierce County districts, including Tacoma Public Schools, have been recognized by state and national entities for their innovative educational programs.



Alongside this strong performance, however, is low enrollment in postsecondary education. The most recent data available from the Washington Education Research and Data Center indicate a smaller percentage of Pierce County high school graduates enroll in postsecondary programs compared to their peers across the state. Most Pierce County school districts have college enrollment rates below the state rate with Orting, Eatonville, Franklin Pierce, and Bethel school districts among the lowest.<sup>32</sup> Among Pierce County high school graduates who enroll in college immediately after high school, the majority select two-year programs, usually at public institutions within Washington.<sup>33</sup>

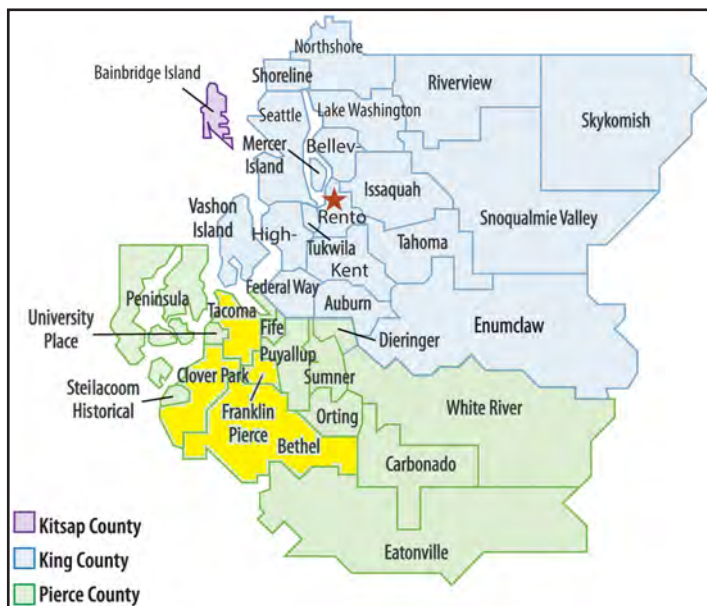


These student figures coincide with lower levels of educational attainment among Pierce County's adult population. When compared to neighboring King and Thurston counties, as well as the state of Washington, fewer Pierce County residents attain any level of education beyond high school and fewer still earn a bachelor's degree.<sup>34</sup> The combination of these most recent data on student academic achievement suggest the county's educational attainment trend is continuing—much of the population will have at least a high school diploma but fewer than average will earn a four-year degree.



When sorted by cohort graduation and dropout rates, the four lowest ranked school districts in Pierce County are Clover Park, Bethel, Tacoma, and Franklin Pierce. College enrollment among high school graduates at each of these four districts falls below the state average as well. The geographic location of these districts overlaps with—but does not precisely mirror—the most populated communities in Pierce County. Tacoma Public Schools serves children living in Tacoma and is the largest school district in the county. Clover Park School District operates all public schools within Lakewood—Pierce County's second largest city and neighbor of Joint Base Lewis-McChord. Bethel School District is a geographically large district (200 square miles) that primarily serves the smaller communities of Spanaway and Graham, and is southerly adjacent to Clover Park. Franklin Pierce Schools is a geographically small district in unincorporated Pierce County, just south of Tacoma's city borders and north of Spanaway, that works with youth living in the Parkland and Midland communities.

*"The county's educational attainment trend is continuing—much of the population will have at least a high school diploma but fewer than average will earn a four-year degree"*

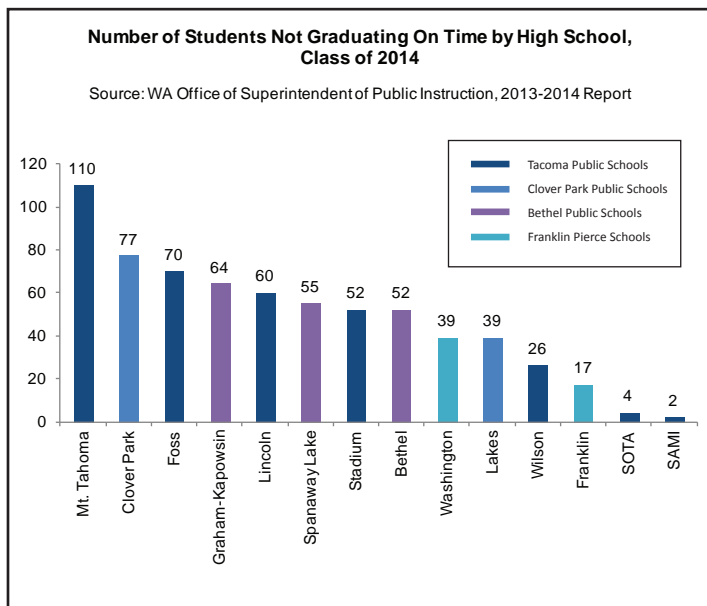


(Map courtesy of Puget Sound Educational Service District)

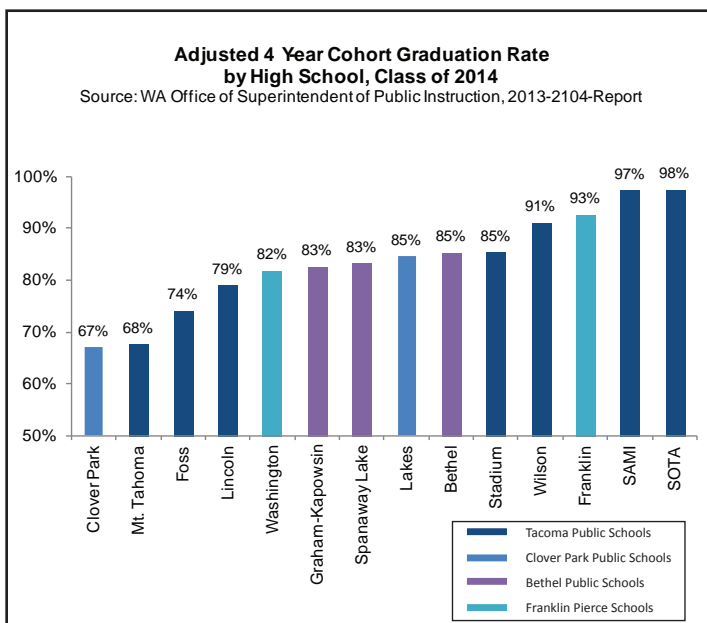
Based on this preliminary assessment, which suggests a higher concentration of students attending Clover Park, Bethel, Tacoma, and Franklin Pierce school districts are at risk of not reaching major academic milestones, the remainder of NCAT's assessment of academic achievement in Pierce County focuses on these four districts. For purposes of comparison, the assessment includes only comprehensive high schools (grades 9–12) and excludes alternative high schools within each district that work with specialized student populations.

### **Achievement Indicator: High School Graduation**

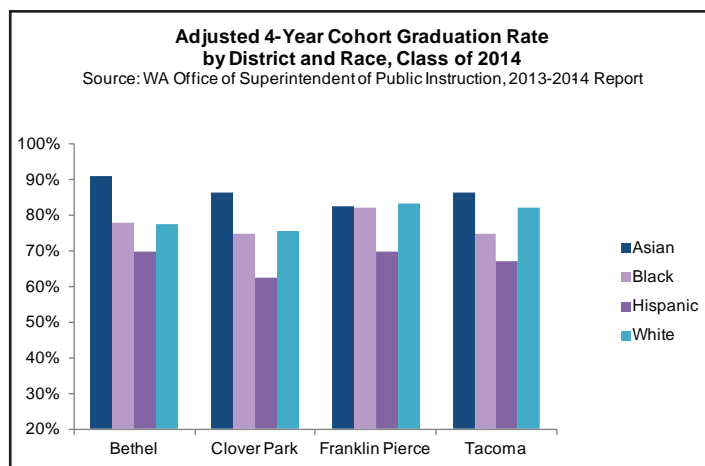
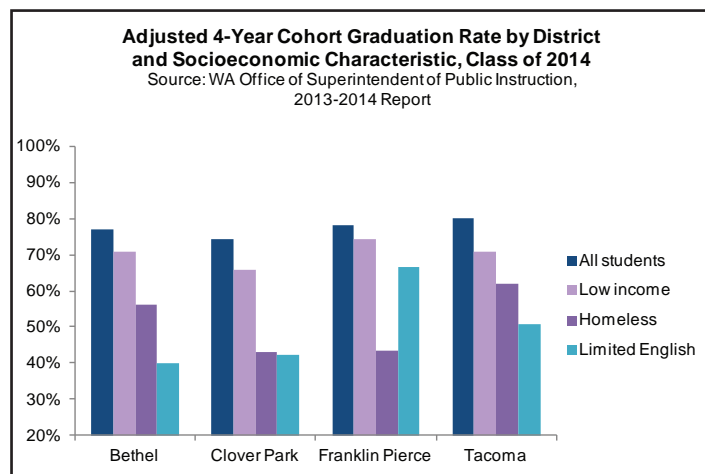
Among the four districts identified by NCAT (Clover Park, Bethel, Tacoma, and Franklin Pierce), 920 students from the Class of 2014 did not graduate on time. Mt. Tahoma High School (110), Clover Park High School (77), and Foss High School (70) have the most students who did not graduate in four years among the high schools included in this study.<sup>35</sup>



Mt. Tahoma High School (68%), Clover Park High School (67%), and Foss High School (74%) also have the lowest likelihood of students graduating on time, as evidenced by their cohort graduation rates. These rates have fluctuated widely in recent years, ranging from 61% to 72%. While all three schools saw improvements in the likelihood of on-time graduation between the Classes of 2013 and 2014, the volatility of the last several years suggests that ongoing challenges exist.

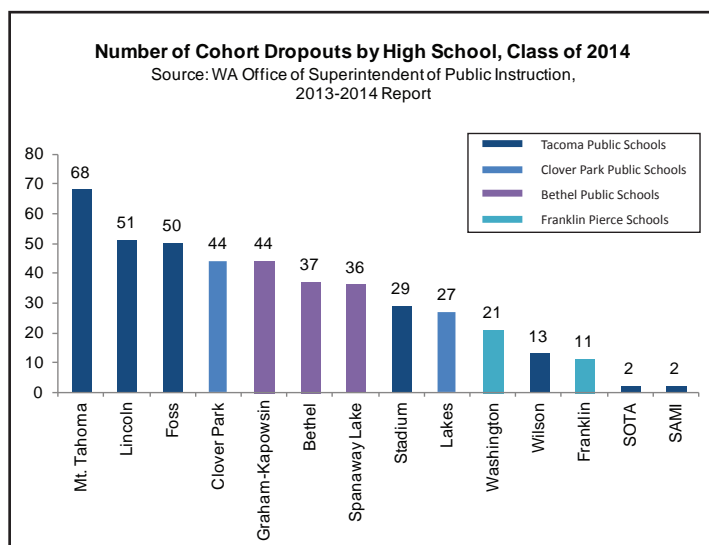
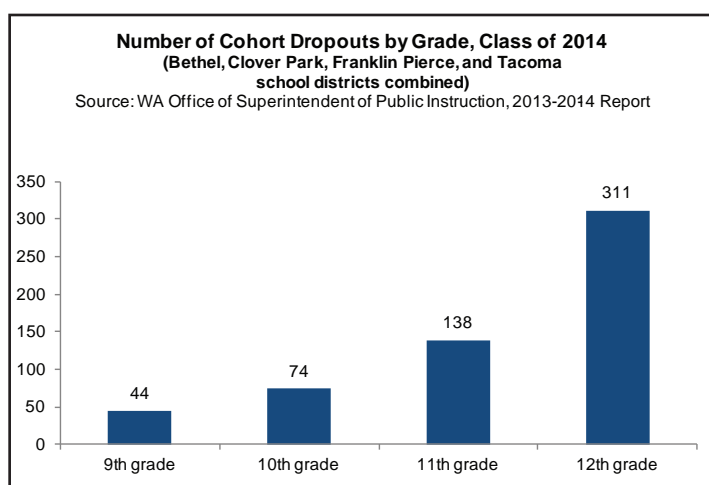


Students experiencing certain life circumstances are more likely not to graduate from high school. Among the Class of 2014, students who were homeless, spoke limited English, or lived in a low-income home were more likely than their peers not to graduate. Hispanic students—who are statistically more likely in Tacoma and Lakewood to live in a low-income home where English is not spoken well—are more likely not to graduate than any other racial or ethnic group. For example, at Clover Park High School, where Hispanic students are the largest ethnic group and comprise nearly one-third of the study body, 58% of Hispanic students in the Class of 2014 graduated—nearly 10 percentage points less than all students and the lowest of any racial or ethnic group. At all high schools across all four of the focus school districts, Asian students were most likely to graduate and female students graduated more often than their male peers.



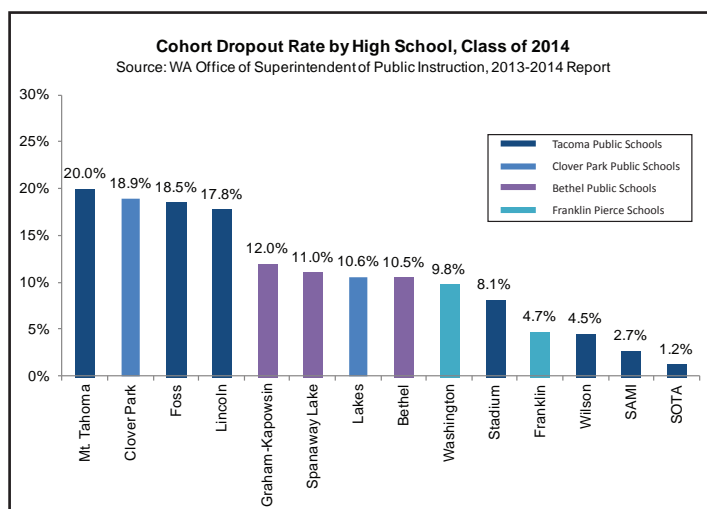
## Achievement Indicator: High School Drop Outs

Among the 920 students from the Class of 2014 who did not graduate on time, 567 dropped out (about 62%). The majority of these students left during their senior year, having completed most of their high school education but not earning a diploma. Mt. Tahoma (68), Lincoln (51), and Foss high schools (50), all within Tacoma, had the most students drop out from the Class of 2014.



While Clover Park High School in Lakewood had fewer students drop out from the Class of 2014, the likelihood of dropping out was among the highest of any high school considered in this study. Nearly 20% of students at Clover

Park High School dropped out from the Class of 2014, on par with Mt. Tahoma and Foss high schools in Tacoma. Joined by Lincoln High School (Tacoma), these four schools are the only comprehensive high schools considered in this study to have dropout rates above the state average (12%).



Students who drop out of high school in these districts are more likely to speak limited English or to be homeless. At both Mt. Tahoma High School (Tacoma) and Clover Park High School (Lakewood), over one-third of students with limited English abilities dropped out from the Class of 2014. At Lincoln High School (Tacoma) over half of students with limited English abilities dropped out. While homeless students comprise a smaller percentage of the student body at these schools, they are considerably more likely to drop out than their peers.

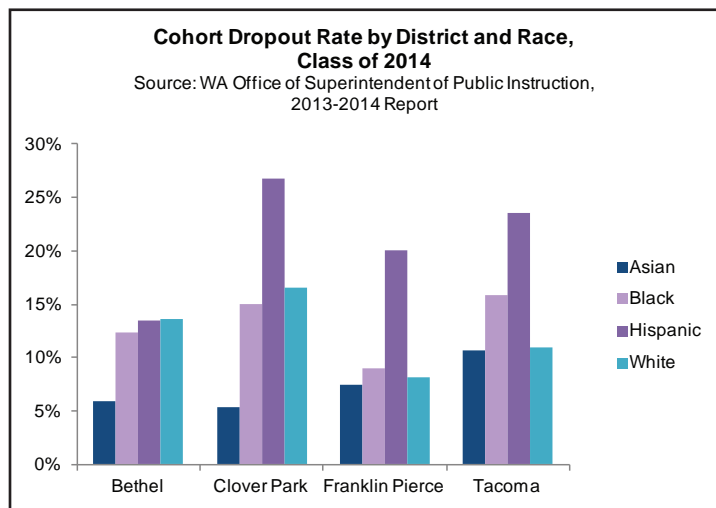
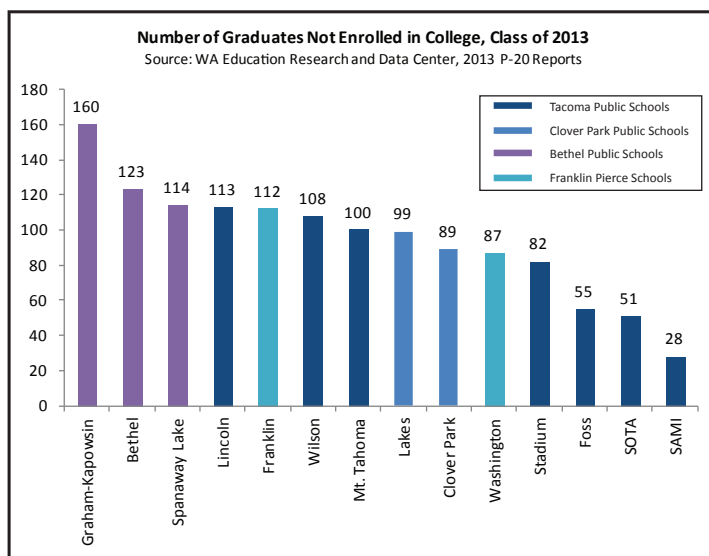
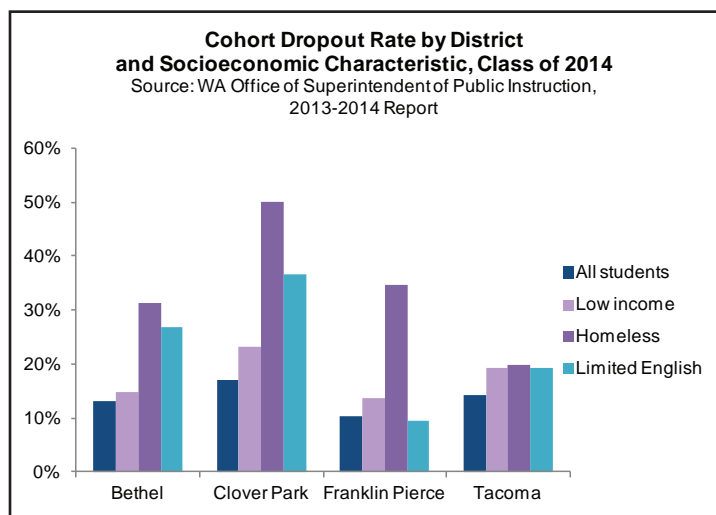
At each of the four high schools with dropout rates above the state average (Mt. Tahoma, Clover Park, Foss, and Lincoln), no racial or ethnic group consistently drops outs more than another. Hispanic students tend to drop out more frequently than their peers—but not always. At Clover Park High School, nearly 30% of Hispanic students in the Class of 2014 dropped out; 13% continued to a fifth year. At Lincoln High School, over a quarter of Hispanic students in the Class of 2014 dropped out; none continued to a fifth year. But at Mt. Tahoma High School, which has the most dropouts of any school considered in this study,

Black or African American students drop out as frequently as Hispanic students. At Foss High School, Black or African American students drop out the most frequently, followed by white students.

With the exception of Asian students dropping out the least of any student group (demographic or economic), no consistent dropout pattern exists by race at either the school or district level. Taken together, these findings suggest that economic factors have a stronger association with dropping out than factors associated with racial or ethnic identity.

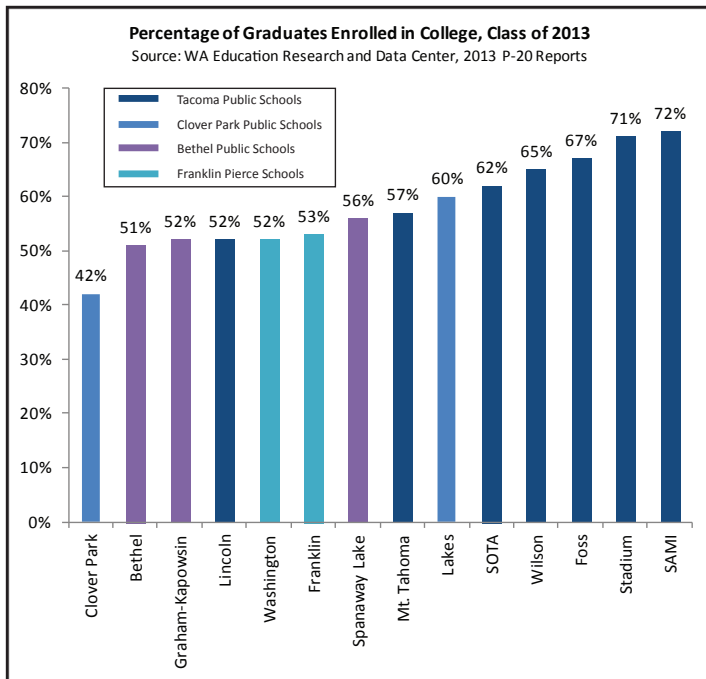
### ***Achievement Indicator: College Enrollment***

Across the Clover Park, Bethel, Tacoma, and Franklin Pierce school districts, the Class of 2013 included 3,449 graduates. Among these high school graduates, approximately 1,585 (about 46%) did not enroll in either a two- or four-year college program upon graduation.<sup>36</sup> Graham-Kapowsin High School, Bethel High School, and Spanaway Lake High School, all part of the Bethel School District, had the most graduates who did not enroll in college. They were followed by Lincoln High School and Franklin Pierce High School. High schools with the fewest students who did not enroll in college were all in Tacoma: Science and Math Institute, School of the Arts, and Foss.<sup>37</sup>

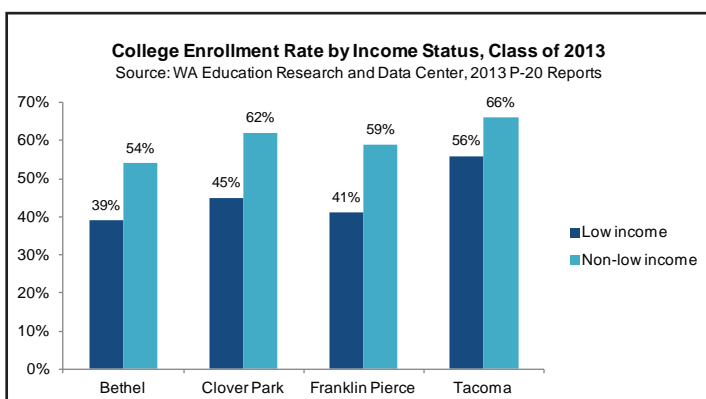


Whereas Tacoma and Clover Park high schools tend to have the highest likelihood of students not graduating in four years, Bethel and Franklin Pierce high schools—where on-time graduation is much more likely—have the highest likelihood of graduates not enrolling in college. All four districts have college enrollment rates below the state average, with Franklin Pierce (46%) having the lowest rate of the four districts considered in this study. Among specific high schools, students at Bethel, Graham-Kapowsin, Washington, Franklin Pierce, and Lincoln high schools have a similarly low likelihood (about 50%) of enrolling in college upon graduation.<sup>38</sup>





Not surprisingly, students from low-income homes (as identified by participation in the federal free and reduced lunch program) are far less likely to enroll in college than their financially better-off peers. Students identifying as Hispanic generally are less likely to enroll in college upon graduation, but the amount of variation that exists in enrollment patterns by race and ethnicity suggests a stronger association exists with economic factors than demographic ones. The only pattern to hold constant across schools is high college enrollment at four-year institutions among Asian students—notable in that it diverges from low education attainment levels currently seen among the Asian adult populations in Tacoma, Lakewood, and Parkland.<sup>39</sup>



Taken together, these findings suggest that overlapping educational needs exist among public high schools in Tacoma (especially Mt. Tahoma High School), Lakewood (especially CloverPark High School), and the unincorporated communities of Parkland, Midland, Spanaway, and Graham (Franklin Pierce and Bethel school districts). Academic achievement in these communities varies by school and by student group, with economic circumstances appearing to have the closest association with academic success. Current academic indicators from the Class of 2013 and the Class of 2014 suggest that low-income Hispanic students—particularly those who speak limited English—have the highest likelihood of missing key educational milestones.

## EMPLOYMENT

The Manchester Bidwell Education Model empowers unemployed, underemployed, and transitioning adults to lead productive, meaningful lives through demand-driven career training programs. These programs focus on middle-skill occupations (jobs that can be entered with less than a college degree but more than a high school diploma) that are currently in demand in the local market, pay a living wage, place employees on a career pathway, and provide a dignified work environment. Career training programs are designed for individuals with a high school diploma or its equivalent and are provided at no cost to the student.

To understand employment needs in a community, NCAT considers both who is looking for work and who is looking for workers. Its evaluation seeks to identify who would most benefit from a CAT's career training programs, where they live, and potential sources of employment that meet the criteria of the Manchester Bidwell Education Model. In addition to interviews with local leaders, NCAT uses the following indicators to assess employment needs in a community:

- Unemployment rate
- Annual job openings
- Industry projections
- Occupation projections

- Size of the labor force
- Educational attainment of the labor force
- Economic status of the labor force

## Results

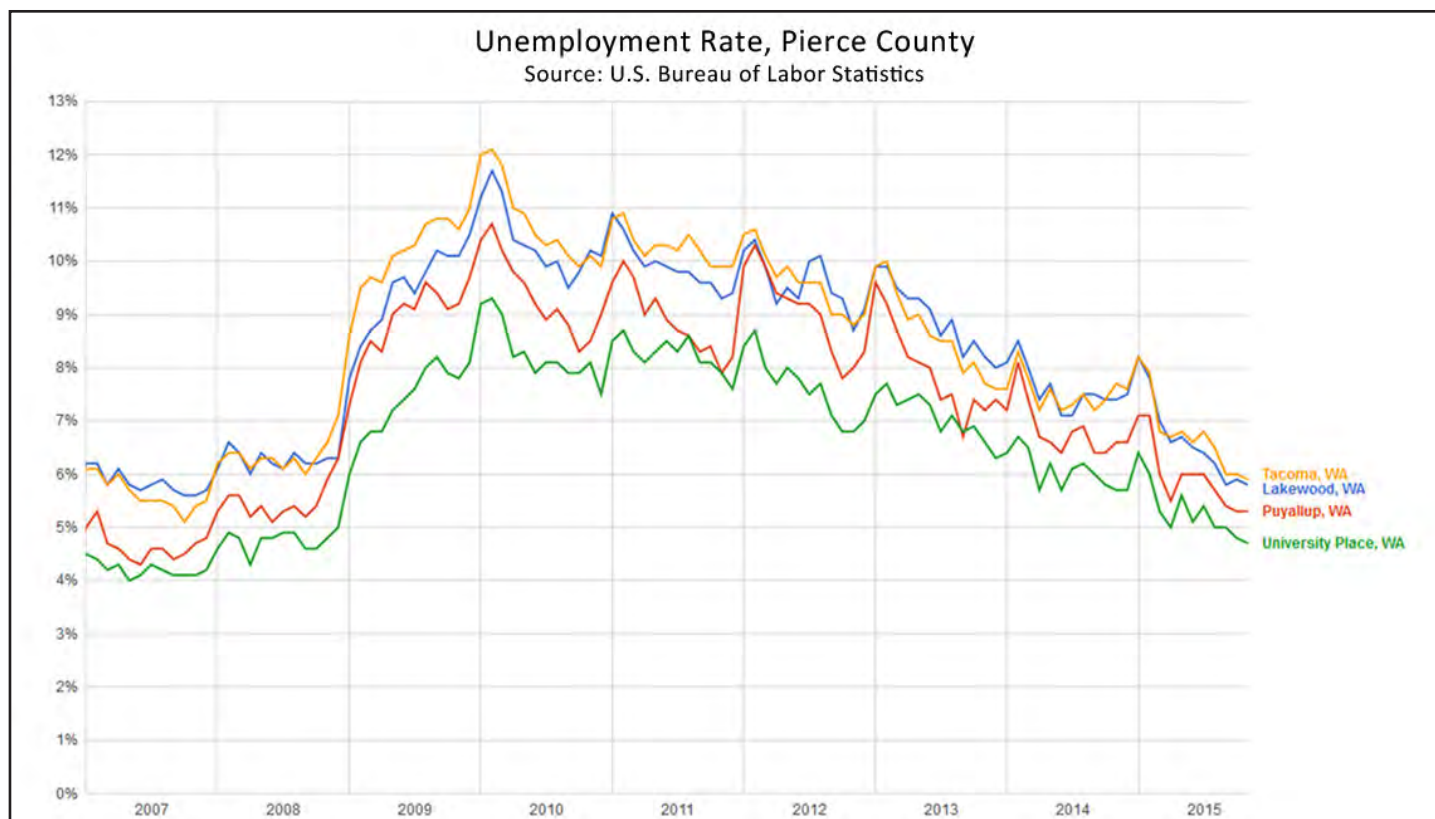
Workers and employers in Pierce County would both benefit from the types of programs a CAT provides. Many workers need employment that pays a living wage, particularly residents of Tacoma, Lakewood, and Parkland, while major local employers need employees with specialized skill sets that require training beyond high school.

### Labor Force

As of November 2015, over 22,000 members of Pierce County's labor force were without work (5.7%). Now less than half its peak rate of 12% in 2010, unemployment in Pierce County has returned to pre-recession levels. However, unemployment in Pierce County remains higher than King County (4.6%), Washington state (5.4%) and the nation (4.8%).<sup>40</sup>

Pierce County's four largest incorporated cities (Tacoma, Lakewood, Puyallup, and University Place) are home to approximately 9,300 adults without jobs.<sup>41</sup> Unemployment rates are highest in Tacoma and Lakewood, at 5.9% and 5.8% respectively, and continue to remain above county, state, and national figures.<sup>42</sup> Puyallup, while having unemployment rates below county figures, persists in having above-average unemployment rates compared to the state and the nation, and has not quite reached pre-recession levels. University Place has the least unemployment of these four cities and, as before the recession of the mid-2000s, trends lower than its neighboring cities, the county, Washington state, and the U.S.<sup>43</sup>

Ethnic group populations in Pierce County's largest communities experience unemployment at disproportionately high levels. In Tacoma, American Indian, Black, and Hispanic residents are more likely to be without work than their neighbors—nearly twice as often. In Parkland, Native Hawaiian and Black residents experience the highest levels of





unemployment. In Lakewood, Asian and Hispanic residents experience unemployment much more frequently than their neighbors. White residents experience the lowest levels of unemployment in each of these communities, and across Pierce County as a whole.<sup>44</sup>

Unemployment is experienced most greatly by Pierce County residents with low educational attainment. For example, labor force members who have only a high school diploma or its equivalent are twice as likely to be unemployed as those with a bachelor's degree or higher.<sup>45</sup> The disparity is even greater within Tacoma and Lakewood, where labor force members having only a high school diploma experience unemployment at triple the rate of those who have a bachelor's degree or higher. Among Tacoma and Lakewood residents with less than a high school diploma, unemployment occurs even more frequently.<sup>46</sup>

Together these findings indicate that while employment needs of Pierce County residents have improved in recent years, many adults are still in need of work, especially within Tacoma and Lakewood, and especially among individuals with a high school diploma, its equivalent, or less.

## Economic Drivers

Pierce County's economy is driven by a mix of government, manufacturing, and service-based industries. The federal government is the largest employer in Pierce County, with Joint Base Lewis McChord (JBLM) employing approximately 66,000 military and civilian workers.<sup>47</sup> Both JBLM and the Port of Tacoma—which supports 29,000 jobs in the region—are tied to longstanding Pierce County industries such as manufacturing, construction, warehousing, skilled trades, and shipping.<sup>48</sup> While Pierce County's economy has shifted in recent years toward an increasingly service-based economy, many of these longstanding industries remain significant players.

In addition to government, five major industries play a particularly important role in Pierce County's current economy: wholesale trade, transportation and warehousing, construction, health care and social assistance, and select manufacturing sectors. Each of these industries provides thousands of jobs within the county, has grown at above average rates in recent years, is projected to continue to grow, offers compensation at or above local average individual earnings, and is more concentrated in Pierce County than in other communities across the country.

### Wholesale Trade

Wholesale trade includes establishments that sell goods without alteration of the products between buying and selling. Goods are usually bought and sold in bulk, and many wholesale businesses operate in warehouse spaces.

Access to the Port of Tacoma supports a high concentration of wholesale trade in Pierce County. Between 2011 and 2015, Pierce County's wholesale trade industry grew by 23% to include over 13,000 jobs. Economic modeling predicts

Pierce County Driver Industries					
Source: EMSI 2015.3					
	Total Jobs 2015	Job Growth 2011-2015	Job Growth 2011-2015 % Change	Projected Growth 2015-2024	Projected Growth 2015-2024 % Change
Health Care & Social Assistance	47,352	9,633	26%	7,375	16%
Construction	22,044	5,280	31%	5,979	27%
Transportation & Warehousing	13,213	2,300	21%	3,858	29%
Wholesale Trade	13,181	2,473	23%	1,722	13%
Manufacturing					
Aerospace	2,549	383	18%	229	9%
Wood	1,668	425	34%	148	9%
Concrete Products	1,043	187	22%	296	28%
Food	1,000	554	124%	477	48%
Plastics	842	306	57%	318	38%
Architectural Metals	527	161	44%	284	33%
Petroleum and Coal Products	469	63	16%	69	15%

the industry will grow an additional 13% over the next ten years, yielding approximately 1,700 new jobs. The largest occupations employed by wholesale trade are sales representatives, laborers, stock clerks, heavy and tractor trailer truck drivers, and light truck or delivery service drivers. The majority of occupations employed by the industry typically require a high school diploma only or a four-year college degree.<sup>49</sup>

### *Construction*

Construction includes businesses that build commercial buildings, residences, utility systems, and highways. A large and growing industry in Pierce County before the recession, construction has been rebounding in recent years due to increased demand for housing as workers relocate to Pierce County from JBLM and King County. Projects involving public works and the Port of Tacoma are also driving job creation in the construction industry.<sup>50</sup>

In 2015, Pierce County's construction industry included over 22,000 jobs, up 31% since 2011. It is projected to grow by 27% over the next ten years, adding nearly 6,000 more jobs in Pierce County. Electricians, construction laborers, carpenters, and first line supervisors are the largest occupations employed within Pierce County's construction industry. None of these occupations typically require education beyond high school but all of them require on-the-job training.<sup>51</sup>

### *Health Care and Social Assistance*

Health care and social assistance includes ambulatory health care services, hospitals, nursing and residential care facilities, and social assistance for individuals. Although the health care industry is only slightly more concentrated in Pierce County than elsewhere in the country, local leaders have identified it as a strategic cluster for workforce development based on the high number of well-paying jobs, continued growth, and amount of middle-skill positions available.<sup>52</sup>

As the home of two major hospitals, MultiCare Health System and CHI Franciscan Health,

Pierce County is the regional provider of health care for the South Puget Sound region.<sup>53</sup> Pierce County's health care industry has grown 26% in the last five years and employs over 47,000 workers. The industry is projected to increase another 16% by 2024 to nearly 55,000 jobs. Occupations currently employing the most people in Pierce County's health care industry include registered nurses, personal care aids, nursing assistants, receptionists and information clerks, home health aides, licensed practical nurses, social and human services assistants, rehabilitation counselors, and medical assistants. While some of these occupations can be entered with a high school diploma only, many require a postsecondary certificate or associate's degree.<sup>54</sup>

### *Manufacturing*

Select sectors within manufacturing currently play an important role in moving Pierce County's economy forward and are predicted to continue to do so. Those sectors include aerospace, concrete, architectural metals, plastics, wood, petroleum and coal products, and food manufacturing. Each of these sectors is more highly concentrated in Pierce County than in other parts of the country, employs hundreds of people, and is growing significantly faster than average. Combined these eight sectors currently provide over 8,000 jobs and are projected to grow by 22% over the next ten years, yielding an additional 1,800 jobs in Pierce County.<sup>55</sup>

Major occupations employed by these eight manufacturing sectors include: heavy and tractor trailer truck drivers; laborers and material movers; first-line supervisors; molders, shapers, and casters; sawing machine setters and operators; inspectors, testers, sorters, and weighers; industrial truck and tractor operators; industry machinery mechanists; machinists; packers and packagers; and team assemblers. The vast majority of these occupations can typically be entered with a high school diploma only and involve on-the-job training. Occupations employed in smaller numbers such as engineers, logisticians, production managers, and financial analysts require a four-year college degree or higher.

## Transportation and Warehousing

Transportation and warehousing includes establishments dealing with modes of storage and transportation for goods, people, and products. In Pierce County the transportation and warehousing industry has grown 21% in the last five years and currently employs over 13,000 workers. Future growth is tied to the growth of the Port of Tacoma and is projected to expand by 29% in the next ten years.<sup>56</sup> The most jobs employed by the industry are heavy and tractor trailer truck drivers, laborers, freight, stock, and material movers, and industrial truck and tractor operators. With the exception of heavy and tractor trailer truck drivers, which require a postsecondary certificate, the overwhelming majority of jobs employed by the transportation and warehousing industry can be entered with a high school diploma or less and involve short-term on-the-job training.

### Middle-Skill Jobs

Given the benchmarks of the Manchester Bidwell Education Model, NCAT focuses its assessment on occupations that not only are in demand locally, but also that can be entered at the middle-skill level. Middle-skill jobs require education beyond high school but less than a college degree. They also typically pay a living wage at entry, often have the possibility to pay a family wage as experience accumulates, and are the first step of a career pathway—ultimately putting employees on a path toward professional and financial sustainability.

NCAT identified 15 middle-skill occupations that are currently employed by Pierce County's five major driver industries. The majority of

these jobs fall within the health care industry, which employs workers in at least 11 distinct middle-skill occupations. Among the middle-skill occupations identified within the health care industry, demand appears to be greatest in Pierce County for nursing assistants, medical assistants, and licensed practical nurses (LPNs). Each of these occupations currently employs large numbers of workers (1,000 or more), pays at least a local living wage, had positive growth over the last five years, and is predicted to have moderate future growth. Interviews with healthcare representatives from several major local employers confirm the need for qualified nursing assistants, medical assistants, and LPNs. Interviewees indicate that local employers are particularly interested in hiring LPNs, as they have broader functionality than a medical assistant. Job posting figures indicate that employers may be having a hard time locating enough qualified candidates to fill open LPN and nursing assistant positions; interviewees confirm that challenge to be true.

Two other middle-skill occupations employed by the health care industry—phlebotomists and massage therapists—also pay a local living wage, have grown at above average rates in recent years, and have strong predicted future growth. However, the volume of demand for phlebotomists and massage therapists is relatively small in Pierce County. Each occupation currently employs approximately 250 workers within the health care industry and is estimated to have 10-20 job openings annually. Job posting figures are also rather low, suggesting that employers can easily locate qualified candidates for the positions they have open. The remaining middle-skill occupations employed by Pierce County's health care industry are not in demand, in that they are experiencing relatively little growth, have fewer job openings annually, and appear to have sufficient qualified candidates to fill vacant positions.

NCAT identified four middle-skill occupations employed by Pierce County's remaining driver industries: heavy and tractor

Pierce County Living Wages			
Source: Massachusetts Institute of Technology, Living Wage Calculator, 2015			
	1 Adult	1 Adult 1 Child	1 Adult 2 Children
Living Wage	\$10.29	\$22.68	\$26.84
Poverty Wage	\$5.00	\$7.00	\$9.00
Minimum Wage	\$9.32	\$9.32	\$9.32



trailer truck drivers, HVAC mechanics and installers, first-line supervisors of production and operating workers, and aircraft mechanics and service technicians. Of these four middle-skill occupations, the greatest demand exists in Pierce County for heavy tractor and trailer truck drivers. Several of Pierce County's driver industries hire for the position in large numbers, including within transportation and warehousing, wholesale trade, construction, and manufacturing. Nearly 4,700 truck driver jobs were employed across all industries in Pierce County in 2015; economic modeling estimates that figure will rise to 5,560 jobs by 2024. Current job posting figures indicate employers may be having a harder time finding qualified candidates to fill open positions, of which there are an estimated 240 annually. While the heavy tractor and trailer truck driver occupation pays a local living wage, few truck drivers in Pierce County currently earn a family wage (the estimated local living wage needed to support one adult and two children).

Heating, ventilation, and air conditioning (HVAC) mechanics is another middle-skill occupation that is growing in Pierce County. Driving demand for HVAC mechanics in

Pierce County is the expanding construction industry, which included over 600 HVAC jobs within the industry in 2015—an increase of 36% compared to five years earlier. Across all industries in Pierce County, HVAC jobs are predicted to increase to nearly 1,000 positions by 2024. Estimated job openings for HVAC mechanics and installers range from 40 to 60 annually, and job posting figures suggest that employers currently are able to locate qualified candidates to fill vacant positions. Pay is strong for HVAC mechanics and installers, with the majority of HVAC workers in Pierce County earning a family wage.<sup>57</sup>

The remaining two middle-skill occupations employed by Pierce County's driver industries are not in demand. Aircraft mechanics earn a family wage, but jobs are currently in decline and are predicted to decrease further in the near future. First line supervisors of production and operating workers have seen modest growth in recent years, which is expected to continue through at least 2024, but are hired in relatively low numbers annually.<sup>58</sup> The position also typically requires multiple years of job experience, making it a pathway position for incumbent workers more than an entry-level position for a middle-skill candidate.

Middle-Skill Occupations: Recent and Projected Growth All Industries							
Source: EMSI 2015.3							
	Total Jobs 2011	Total Jobs 2015	Job Growth 2011-2015	Job Growth 2011-2015 % Change	Projected Total Jobs 2024	Projected Growth 2015-2024	Projected Growth 2015-2024 % Change
Aircraft mechanics and service techs	401	362	-39	-10%	355	-7	-2%
Dental assistants	913	986	73	8%	1,052	129	10%
First-line supervisors, production	893	973	80	9%	1,066	93	10%
Heavy and tractor trailer truck drivers	4,013	4,693	680	17%	5,560	867	18%
HVAC mechanics and installers	649	816	167	26%	963	147	18%
LPNs and LVNs	1,429	1,507	78	5%	1,621	114	8%
Massage therapists	492	571	79	16%	698	127	22%
Medical assistants	1,198	1,246	48	4%	1,375	129	10%
Medical records and health info techs	500	530	30	6%	593	63	12%
Medical transcriptionists	289	315	26	9%	338	23	7%
Nursing assistants	2,292	2,397	105	5%	2,662	265	11%
Ophthalmic medical technicians	103	106	3	3%	110	4	4%
Phlebotomists	240	269	29	12%	306	37	14%
Psychiatric technicians	362	383	21	6%	379	-4	-1%
Surgical technologists	282	303	21	7%	345	42	14%



Middle-Skill Occupations: Local Wages			
Source: EMSI 2015.3			
	25th Percentile Hourly Earnings	Median Hourly Earnings	75th Percentile Hourly Earnings
Aircraft mechanics and service techs	\$26.39	\$28.81	\$31.00
Dental assistants	16.53	19.76	22.43
First-line supervisors, production	22.74	29.07	36.76
Heavy and tractor trailer truck drivers	17.43	20.19	23.04
HVAC mechanics and installers	24.60	28.18	34.91
LPNs and LVNs	20.76	22.83	25.74
Massage therapists	16.63	19.12	24.90
Medical assistants	15.03	16.92	19.07
Medical records and health info techs	15.85	19.00	23.45
Medical transcriptionists	12.56	16.72	22.31
Nursing assistants	11.34	13.63	16.57
Ophthalmic medical technicians	16.21	19.91	22.67
Phlebotomists	13.54	15.49	17.83
Psychiatric technicians	15.26	17.27	19.82
Surgical technologists	19.59	23.84	27.61

Overlapping employment needs exist among Pierce County's employers and the labor force. Many workers, especially in Parkland, Lakewood, and Tacoma, currently need jobs that pay a living wage. Employers have job openings at many levels, including at the middle-skill level, and need workers with specific skill sets that require training beyond high school but less than a college degree. Middle-skill jobs with particularly strong demand in Pierce County now and in the near future are heavy tractor and trailer truck drivers, HVAC mechanics and installers, nursing assistants, medical assistants, and LPNs.

## MARKET ANALYSIS

In its market analysis, NCAT estimates if the local market has room for the types of programs that a CAT provides. To make this determination, NCAT considers the level of potential demand for a CAT's programs relative to the current supply of similar types of programs in the community. The amount of young people in a community who do not achieve pivotal educational outcomes like high school graduation, as determined in the needs assessment section of the feasibility study, provides an estimate of potential demand for a CAT's afterschool programs. Similarly, the amount of unemployed and underemployed adults in a community, also determined in the needs assessment section of the feasibility

study, provides an estimate of potential demand for a CAT's career training programs. The remainder of NCAT's market analysis looks at existing programs in the community that work with these same populations. Using the Manchester Bidwell Education Model as a benchmark, NCAT assesses the presence of programs with similar characteristics to determine if and how a CAT would be substantially different from current offerings.

## AFTERSCHOOL ARTS PROGRAMS

The Manchester Bidwell Education Model defines certain characteristics as fundamental to its youth arts programs. These characteristics include:

- Professional artists as teachers
- High school students as participants
- Visual arts offerings
- Dedicated studio spaces
- Industry-standard equipment
- Continuous arts experiences
- Low student-to-teacher ratio
- Mentorship embedded in program
- No cost to the student
- World-class facility
- Program occurs afterschool

These program characteristics create an inclusive, empowering educational experience where young people develop a higher sense of self. By using tactile artistic processes that result in tangible outcomes, program participants develop social and behavioral skills that contribute to broader educational success—skills like perseverance, resilience, patience, and self-discipline.<sup>59</sup>

## Results

The local market appears to have room for a new afterschool visual arts program for high school youth. While many programs work with Pierce County youth, the majority do not provide visual arts education and are concentrated in North End, West End, and Central Tacoma. Fewer resources are available to youth who live outside Tacoma and are particularly sparse within the communities of unincorporated Pierce County.

### ***Out-of-School Programs***

NCAT reviewed out-of-school offerings at approximately 40 organizations currently serving youth in the Clover Park, Bethel, Tacoma, and Franklin Pierce school communities (see appendix C). Of these organizations, few provide visual arts programs for high school youth. Among existing visual arts programs, the majority are designed for elementary age youth (K–8) or for adults. Some adult programming (all fee-based), such as at Open Arts Studio, SPUN, and the Tacoma Metal Arts Center, invites high school age youth

programs focus on postsecondary plans, career coaching, internship placements, and academic support, such as the Metropolitan Development Council's TRiO educational programs (TRiO College Bound and TRiO Talent Search). The community also offers robust performing arts options (usually fee-based) for interested teens, including professionally led acting studios at the Broadway Center for the Performing Arts, multiple ensembles associated with the Tacoma Youth Symphony, and dance education ranging from ballet to hip hop at Freedom Dance Center.



to participate if they are accompanied by an adult. Among programs that span multiple grade levels, such as those offered by Metro Parks Tacoma and the Boys and Girls Club of South Puget Sound, interviews with local leaders suggest that fewer high school age youth participate compared to elementary and middle school youth.

The focus area of the market analysis contains an array of out-of-school offerings for high school youth in non-visual arts topics. Of the organizations NCAT reviewed, at least 25 include some form of high school age programming. Many of these existing

NCAT identified two local organizations that currently offer arts programs with similar characteristics as the Manchester Bidwell Education Model. Hilltop Artists is a tuition-free program for youth in grades 7–12, and offers both in-school and afterschool classes in glass art, including glassblowing and bead making. Founded by glass artists Dale Chihuly and Kathy Kaperick in 1994, Hilltop Artists aims to use glass arts “to connect young people from diverse cultural and economic backgrounds to better futures.” The organization currently runs nine programs that serve an estimated 500 students annually.<sup>60</sup> Classes are held in professional-grade hot shops located at Jason Lee

Middle School (Tacoma Public Schools), Wilson High School (Tacoma Public Schools), and Ford Middle School (Franklin Pierce Schools). The afterschool program at Wilson High School operates Monday through Thursday, from the end of the school day until 4:00 p.m. While the program is open to any high school student that is able to be at Wilson from 2:30 p.m. until 4:00 p.m., its hours limit the ability of students at several other local high schools to attend. For example, Foss High School and Lincoln High School (Tacoma Public Schools) dismiss students at 3:05 p.m., making students ineligible to participate. Local leaders unanimously praise Hilltop Artists for

its positive impact on Tacoma youth; however, they also note that in practice, participation is largely limited to students who attend the schools at which the hot shops are located.

The second organization with similar characteristics as the Manchester Bidwell Education Model is Fab-5. Founded in 2000, Fab-5 is an urban art nonprofit targeting underserved youth ages 12–24. Professional artists teach classes in DJing, breakdance, and graffiti art on Tuesday through Thursday evenings (5:00–7:00 p.m.), with an open studio on Friday. All classes are provided at no cost to the student, including Fab-5’s summer program L.I.F.E., a three-month series of workshops culminating in a live production by students, instructors, and community partners. Fab-5 estimates that its programs directly reach about 250 students annually, the majority (70%) of whom are male. Its primary student base is ethnically diverse and is comprised of youth from the East Side, South End, and Hilltop neighborhoods of Tacoma, Parkland, and Spanaway.<sup>61</sup>

One additional visual arts programs is available locally that overlaps with the Manchester Bidwell Education Model but that does not appear to be substantially similar. The National Fine Arts Program offered at the Boys & Girls Club of South Puget Sound is a year-round program available to youth ages 6–18 that provides instruction in drawing, painting, printmaking, collage, mixed media, and sculpture. The program is not designed specifically for high school youth, nor does it appear to be led by professional artists in dedicated studio spaces. While further details about program design, delivery, and participation are unavailable, insight from local leaders suggests the program is sufficiently different from the Manchester Bidwell Education Model.

*“Every interview conducted by NCAT confirmed that fewer resources are available in South Tacoma, Eastside Tacoma, and in unincorporated Pierce County.”*

The locations of the out-of-school programs reviewed by NCAT in the market analysis indicate that program availability differs by municipality and neighborhood. North End and Central Tacoma (including downtown Tacoma and the Hilltop neighborhood) appear to have the most services currently available. Mapping done by the City of Tacoma Arts Division shows a dense cluster of arts projects and programs between downtown Tacoma and Hilltop. In contrast, South Tacoma, Eastside, and South End consist of dispersed public art installations and mural projects, with few ongoing arts programs.<sup>62</sup> Mapping done by the City of Tacoma Human Services Division identifies the geographic spread of programming and shows a similar pattern: clusters of youth programming in Central Tacoma, with relatively few programs in the far southern reaches of the city and sparse programming outside of Tacoma’s southern borders.<sup>63</sup> Every interview conducted by NCAT confirmed that fewer resources are available in South Tacoma, Eastside Tacoma, and in unincorporated Pierce County.

### ***In-School Arts Education***

The first point of access to visual arts education for most high school youth is at the public school they attend. Therefore, NCAT includes a review of current visual arts education offerings at the high schools included in the scope of the feasibility study as part of its market analysis. In schools where students have continuous arts experiences through integrated arts curriculum, for example, additional afterschool arts programming may be duplicative.

The four school districts included in this feasibility study (Clover Park, Bethel, Tacoma, and Franklin Pierce) each require students to complete at least one full year of fine arts (performing or visual) in order to graduate,

Visual Arts Education Offerings							
School	District	Ceramics	Painting	Drawing	Digital Arts	Photography	Glass Arts
Bethel School District		X	X	X	X	X	
Clover Park High School	Clover Park School District		X	X	X	X	
Lakes High School	Clover Park School District	X	X	X	X	X	X
Franklin Pierce High School	Franklin Pierce School District	X	X	X	X		X
Washington High School	Franklin Pierce School District	X	X	X	X	X	
Foss High School	Tacoma Public Schools	X	X	X			X
Lincoln High School	Tacoma Public Schools		X	X	X		
Mt. Tahoma High School	Tacoma Public Schools	X	X	X	X	X	
Stadium High School	Tacoma Public Schools	X	X	X	X	X	X
Wilson High School	Tacoma Public Schools	X	X	X	X	X	X

in accordance with statewide regulations established by the Washington State Board of Education.<sup>64</sup> Graduation rates indicate the majority of high school students in these districts completes at least the minimum requirement, though it is unknown how many students go beyond the minimum requirement or what proportion elect to take performing arts rather than visual arts courses.<sup>65</sup>

All high schools within these four districts have multiple visual arts offerings available to students, though the breadth of offerings differs by school. Digital arts education is available at every high school and includes graphic design, digital photography, and video production. Studio design arts (painting, drawing, textiles, and other two-dimensional media) are also offered at most high schools, usually at multiple levels (introductory, advanced, and sometimes, AP) and are reported to be quite popular with students. Ceramics and glass arts are available less frequently. In many instances, additional materials fees are required to participate in high school visual arts courses. Local arts educators also indicate that the breadth of visual arts offerings at their schools has decreased in recent years due to cost, including popular courses like animation, glass arts, and sculpture. Local educators report that students frequently ask to work with clay and identify ceramics as a top choice for a CAT in Pierce County due to high student interest and limited availability in the schools.

Two Tacoma high schools currently integrate arts education across the curriculum, Tacoma

School of the Arts (SOTA) and the Science and Math Institute (SAMI). Both of these schools, which are collaborations with Elements of Education and classified among Tacoma Public Schools' "Innovative Schools," rely heavily on integrated arts learning and are embedded with community organizations. SOTA is located in downtown Tacoma, where students learn onsite at many of the school's partner institutions, including the Tacoma Art Museum, Museum of Glass, Rialto Theatre, and Broadway Center for the Performing Arts. SAMI is located within Point Defiance Park, and includes onsite learning with Metro Parks Tacoma and the Point Defiance Zoo & Aquarium. Both schools combine the arts, science, math, and technology in an inquiry-based curriculum design. Access to these schools, however, is limited. Each school has a small cohort (155 students or less) and students can only enter the school in grade nine.

In response to high demand for SOTA and SAMI, a new public high school, the School of Industrial Design, Engineering, and Art (iDEA), is scheduled to open next school year (Fall 2016). iDEA is the third collaboration between Elements of Education and Tacoma Public Schools, and will use a similar model of education as SOTA and SAMI. It will be located in the former Park Avenue School in South End Tacoma and include joint workspaces with local design and engineering professionals. Like SOTA and SAMI, iDEA will use integrated arts education and will also be limited to 155 students per cohort.



## CAREER TRAINING PROGRAMS

The Manchester Bidwell Education Model defines certain characteristics as fundamental to its adult career training programs. These characteristics include:

- Demand-driven training
- Career-specific skills
- Specialized learning spaces
- Simulated work environment
- No cost to the student
- Low student-to-teacher ratio
- Mentorship
- Small campus
- Job placement assistance
- Student support services
- Short-term (1 year or less)
- Cohort design

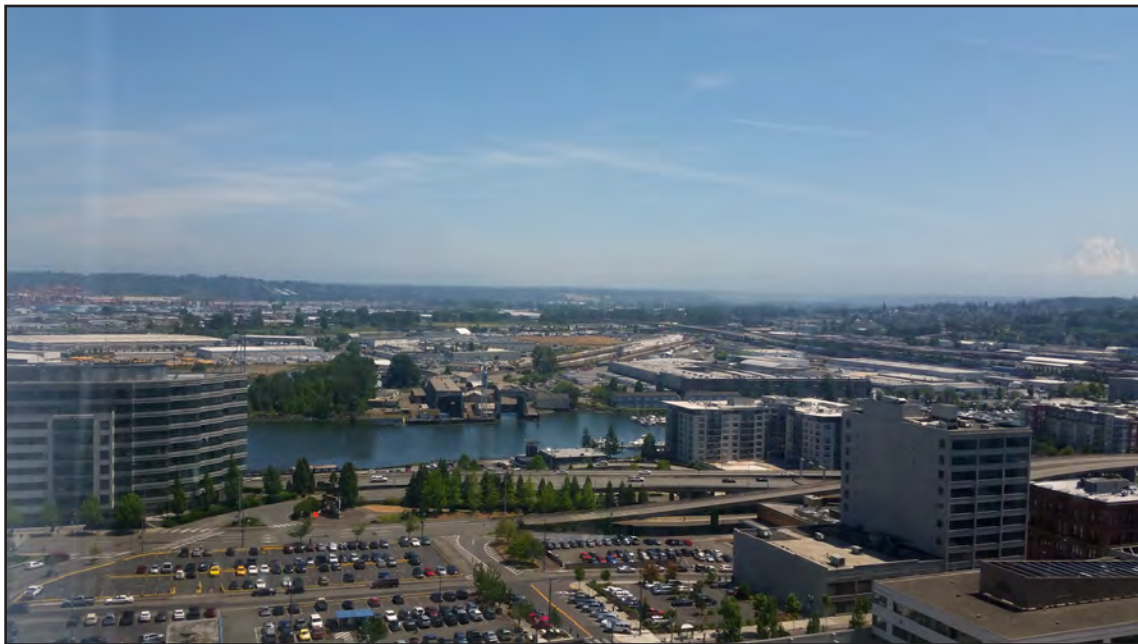
The Manchester Bidwell Education Model only provides career training for middle-skill occupations that pay at least a living wage, place employees on a career path, and provide a dignified work environment. As determined in the needs assessment, local jobs with particularly strong growth that match the career characteristics of the Manchester Bidwell Education Model include heavy tractor and trailer truck drivers, HVAC mechanics and installers, nursing assistants, medical assistants, and LPNs. To determine if the local market has sufficient room for new training programs in these occupations, NCAT identified current training programs in those fields and evaluated them using the program characteristics identified above. NCAT then assessed if current programs outputs (the annual number of students who complete training) significantly outpace employer demand to fill jobs within that occupation.

## Results

The local market has room for additional career training programs in certain high-demand occupations, including heavy and tractor trailer truck drivers, HVAC mechanics and installers, and LPNs.

### *Career Training Providers*

Four local schools offer career training using similar program characteristics as the Manchester Bidwell Education Model: Bates Technical College, Clover Park Technical College, Everest College, and Pierce College. Bates Technical College has three locations in Tacoma: Downtown Tacoma, South Tacoma, and a central campus near the Hilltop neighborhood. Clover Park Technical College has two campuses, its main campus in Lakewood and a second campus near Puyallup. Everest College is part of a national chain of schools with a branch in downtown Tacoma. Pierce College has three locations: Puyallup,



Steilacoom, and JBLM. All four schools create a learning environment that is similar to the Manchester Bidwell Education Model in that students attend classes daily in specialized learning spaces with a low student-to-teacher ratio. They also receive job placement

assistance and complete training in a short period of time, usually one year or less. While students pay tuition to attend career training programs at these institutions, costs are made more affordable through Title IV and other funding for those who qualify. Costs at Everest, which are significantly higher than costs at Bates, Clover Park, and Pierce, restrict participation only to those who can afford it. A CAT differentiates itself from all four of these schools by offering training at no cost to students, embedding soft skills training through mentorship and cohort program design, and partnering with community organizations to create a network of wraparound support services for students.

*“The career training market for medical assistants in Pierce County is fully saturated”*

Many other resources are available in Pierce County to assist adults with their career pursuits. However, none are substantially similar to a CAT. Tacoma Community College is located in West End Tacoma, with a branch campus in Gig Harbor. It offers twelve career training programs at various certificate and degree levels. Career training programs at Tacoma Community College utilize a traditional academic structure that does not prioritize hands-on learning or soft skills training in the same way as a CAT.

Several public and nonprofit programs in Pierce County focus on getting citizens back to work but do not offer specific career training. Instead these programs provide classes in resume writing, basic job skills, interview skills, and other life skills that aid career development. Examples of these programs in northwest Pierce County include Courage360, Central Latino, and South Sound Community and Military Partnerships. Some career-focused organizations, like Cares of Washington, partner with career training providers such as Bates Technical College and act as case managers and/or career coaches for program participants. Strong partnerships with colleges and schools allow these organizations to help unemployed and transitioning workers obtain training for new jobs.

Industry-driven pre-apprenticeship programs also provide career training opportunities in Pierce County. Participants in pre-apprenticeship programs complete classroom-based coursework that prepares them for state-approved apprenticeship in a number of occupations. After pre-apprenticeship students secure jobs, their employer can place them in an apprenticeship program that provides a mentor, structured pay scale, and the opportunity to earn a college degree by the end of the apprenticeship. Pierce County pre-apprenticeship programs have proven successful in industries such as aerospace, construction, and other manufacturing occupations by helping participants to secure employment and to be selected by employers for apprenticeship.

### ***Program Outputs***

#### *Heavy and Tractor Trailer Truck Drivers*

Bates Technical College is the only provider in Pierce County that offers training for heavy and tractor trailer truck drivers. Its certificate program in commercial truck driving leads to a Class A commercial driving license (CDL) and had 94 completions in 2014.<sup>66</sup> Given the high demand for heavy and tractor trailer truck drivers and relatively low completion figures, the Pierce County career training market appears to have room for additional training for this occupation.

#### *HVAC Mechanics and Installers*

Two providers currently offer training for HVAC mechanics and installers in Pierce County. Clover Park Technical College offers both a certificate program and an associate degree program in HVAC. Bates Technical College offers an associate degree program only. Combined, these three programs had 32 completions in 2014.<sup>67</sup> The high demand for HVAC mechanics and installers in Pierce County in conjunction with low program completions suggests

the market has room for additional training programs in HVAC.

### *Nursing Assistants*

Four providers currently offer training for nursing assistants in Pierce County, all at the certificate level: Bates, Clover Park, Tacoma Community College, and Pierce College. Collectively, these programs had 166 completions in 2014.<sup>68</sup> These completion levels appear to be keeping pace with current openings, suggesting the market may have little room for additional training programs. Interviews with local employers further indicate that while turnover among nursing assistants is high, resulting in many job openings, the current talent pipeline is sufficient to fill vacant positions.

### *Medical Assistants*

All five colleges identified in this analysis (Bates, Clover Park, Tacoma Community College, Pierce College, and Everest) provide career training for medical assistants. With the exception of Clover Park and Everest, existing programs focus on administrative medical assistant duties only. Clover Park and Everest offer both administrative and clinical tracks; students select one track to complete. None of the five schools offer a joint program that provides both administrative and clinical training.

Combined, these five schools reported 616 medical assistant completions in 2014. The majority of program completions were at the certificate level, with additional completions at the associate degree level.<sup>69</sup> These high completion figures coupled with feedback from local employers indicate the career training market for medical assistants is fully saturated in Pierce County.

### *Licensed Practical Nurses (LPNs)*

Two providers currently offer LPN training in Pierce County: Bates Technical College and

Clover Park Technical College. Bates provides training at the associate degree level, while Clover Park provides training at the certificate level. In 2014, the two schools reported 187 completions combined, which were evenly split between the two programs.<sup>70</sup> However, included among these 187 completions are students who attained their LPN as part of a registered nurse (RN) program. Local employers indicate that LPNs are among their top workforce needs currently and that competition for qualified LPNs is likely to be a key issue in the future.<sup>71</sup> This feedback in combination with moderate completion figures suggest that the training market has room for additional LPN career training programs.

2014 Program Completion by Occupation and School					
Source: EMSI 2015.3					
	Heavy and Tractor-Trailer Truck Drivers	HVAC Mechanic	Nursing Assistant	Medical Assistant	Licensed Practical Nurses
Bates Technical College	94	7	33	12	96
Clover Park Technical College	0	25	104	44	91
Everest	0	0	0	310	0
Pierce College	0	0	7	78	0
Tacoma Community College	0	0	22	172	0
<b>Total 2014 Completions</b>	<b>94</b>	<b>32</b>	<b>166</b>	<b>616</b>	<b>187</b>

### *Training Gaps*

Among the occupations reviewed in this analysis, Pierce County's career training market appears to have the most room for additional training programs for heavy and tractor trailer truck drivers, HVAC mechanics and installers, and LPNs. Interviews with local employers confirm increasing demand for these occupations and the need for additional qualified workers. Both local and long haul truck drivers are needed in Pierce County, with employers explaining that one difficulty in locating qualified drivers is the need for workers to have clean driving records. Local professionals note that within the construction industry, HVAC mechanics and installers will be "very busy" in the future due to the projected start of many local projects, as well as the diverse skill sets of HVAC professionals in welding, sheet metal, and systems. Finally,



healthcare employers point to a present and increasing need for LPNs. They explain that in some situations LPN job candidates are preferred over medical assistant job candidates due to the increased functionality gained by hiring an LPN. Employers also identify that current skilled nursing programs (LPNs and RNs) are not able to accommodate the volume of interested and eligible applicants they receive. Lastly, health care employers note that as health systems move toward community-based health management structures (a more dispersed structure than hospitals), additional LPNs will be needed. This demand will be seen especially in ambulatory care areas such as nursing homes, community clinics, and other medical care facilities outside of hospitals.

## SITE ANALYSIS

In the site analysis, NCAT determines if suitable sites are available to house a CAT. For a site to be suitable, it must be accessible to the CAT's intended target population, near public transportation and major thoroughfares, and in safe environs for both youth and adults. The ideal physical property is 10,000–25,000 square feet, ADA compliant, has windows that allow ample natural light to penetrate the building, includes a large and open reception area, and contains enough space to display both professional and student artwork.



Additional consideration is given to the site's proximity to program-related employers, potential community partners, organizations offering similar services, and parking for CAT staff and students.

To determine the availability of suitable sites for a CAT in Pierce County, a site committee consisting of NCAT leadership and Pierce County steering committee members identified 20 properties located in proximity to the intersection of Interstate 5 and State Route 512 that are available for purchase or lease. NCAT then narrowed the preliminary property list based on square footage, environs, and accessibility to South Tacoma, Lakewood, and Parkland residents. The remaining buildings received additional assessment via onsite visits from site committee members and NCAT's consulting architect. After these onsite visits were complete, NCAT reviewed input from all parties to reach a determination as to the suitability of each site.

## Results

At least two properties are currently available in Pierce County that are suitable sites for a CAT. Property A, located at 208 Garfield Street in Parkland, is highly suitable for a CAT. Additional sites, including Property B located at 3866 S. 74th Street in Tacoma, are also suitable to house a CAT.

### ***Property A: 208 Garfield Street South***

#### *Physical Description*

Property A is the current Pacific Lutheran University (PLU) bookstore located at 208 Garfield Street South in Parkland, less than one mile south of State Route 512. The bookstore property is a 15,582 square foot, two-story structure, which is joined with the 208 Garfield restaurant via a common wall. It was constructed in 2007 and has been solely occupied by PLU. The building has had no renovations since construction other than tenant improvements. The main entrance is located on the north side of the building, with a secondary entrance at the south side of the building fronting the main parking lot. The

building is ADA compliant, with an existing hydraulic elevator that provides access to both floors of the building. In addition to the elevator, the two floors are joined by an open stairwell in the center of the space. The property features a combination of open reception spaces, private offices, conference rooms, classrooms, support spaces, and floor-to-ceiling windows at the north and south entrances (see appendix D).

Property A is part of Garfield Commons, a multi-property development co-owned by PLU (49%) and Lorig Associates (51%). Parking for all of Garfield Commons is accommodated via a surface lot fronting the south side of the bookstore. A total of 75 parking spaces are available, including four designated handicap accessible spaces. Additional street parking is available along Garfield Street.

### *Suitability*

Property A overwhelmingly meets all criteria for a suitable site to house a CAT. Its location is accessible to Parkland, Spanaway, South End Tacoma, South Tacoma, and Lakewood residents via multiple transportation routes. The Parkland Transit Center is one street over from the property and provides access to Pierce County Transit bus routes 45 and 55. Bus route 45 transports riders along Yakima Avenue from Parkland through South End Tacoma to Downtown Tacoma; bus route 55 runs from Parkland to Tacoma Mall in South Tacoma. Pierce County Transit bus route 1, which runs along Pacific Avenue, is also available at the corner of Property A's street. Bus route 1 transports riders south to Spanaway and north to Tacoma, passing through Downtown Tacoma and terminating at Tacoma Community College Transit Center in West End Tacoma. Bus route 204, which has stops along 112th Street (0.8 miles from Property A) connects Parkland to the Lakewood Transit Center.



Property A is also located near multiple major thoroughfares, including Pacific Avenue, 112th Street South, State Route 512, and Interstate 5, making it easily accessible by car with or without traveling on the highway. Washington High School (Parkland) and Franklin Pierce High School (Parkland) are each within a 5-10 minute drive of the property. Clover Park High School (Lakewood), Lincoln High School (Tacoma), and Mt. Tahoma High School (Tacoma) are each within a 15-20 minute drive of the property.

Property A is located within a relatively safe environment for both youth and adults. Situated adjacent to PLU's campus, the property is located in one of Pierce County's designated urban growth initiative zones, which is receiving updated lighting, sidewalks, and other street beautification. Published crime statistics report relatively few incidents of violent crime within a half-mile radius of Property A (27 total incidents in 2015). Property crimes are more frequent, primarily theft and vandalism, though all forms of property crime have decreased since 2014.<sup>72</sup>

The physical space is exceptionally well suited for a CAT. Abundant natural light reaches the interior space through existing windows. Large, open spaces are plentiful. The combination of existing office spaces, classrooms, conference rooms, and support spaces could be well adapted to the uses of a CAT. At over 15,000 square feet, Property A is a healthy size for a CAT at inception and allows room for growth. The property's integration with the PLU community provides great potential for partnership and aligns with multiple goals of a CAT's youth arts and career training programs.

Multiple site committee members commented on how well suited Property A is for a CAT, sharing thoughts such as “Somebody drew this up with a CAT in mind” and “Too good to be true.” Site committee members expressed mild concern about the amount of parking available, while also noting that they did not have any trouble parking when they visited the property. Of the many communities that could access Property A, the site committee noted that Lakewood residents might have a slightly more difficult time due to having to cross Interstate 5. Site committee members also described the location as potentially being more physically and culturally distant from Eastside Tacoma residents.

Site Suitability: 208 Garfield Street South (Parkland)			
	Strong	Medium	Weak
Proximity to target communities	X		
Near public transit	X		
Near major thoroughfares	X		
Safe location	X		
Ample square feet	X		
Parking available	X		
Natural light	X		
Reception area/open spaces	X		
ADA compliant	X		

#### *Availability*

The PLU bookstore currently occupies Property A under a lease with Garfield Commons that expires January 31, 2022. PLU is looking to either sublease, or as co-owner of Garfield Commons with Rolig Associates, execute a new direct lease. PLU is aiming to make a decision on occupancy by May 31, 2016, and plans to relocate the bookstore before the start of the 2016-2017 school year. Its current lease rate is \$19.06/square foot and is scheduled to increase to \$20.97/square foot on February 1, 2017, through the expiration of the lease. The current lease rate includes some utilities and parking. It does not include common area maintenance expenses, which are estimated at \$3.75/square foot annually.

#### **Property B: 3866 S. 74th Street**

##### *Physical Description*

Property B is the first floor of the former First American Plaza building located at 3866 S. 74th Street in South Tacoma, approximately one mile west of Interstate 5. The building is a freestanding 23,815 square foot, two-story structure. It was constructed in 1995, renovated in the mid-2000s, and purchased by its current owner in March 2015. The main entrance is located on the north side of the building along 74th Street, with a secondary entrance at the south side of the building along a vehicular access way. The building is currently ADA compliant, with walkways, curbs, steps, and ramps in good condition (see appendix E). An existing hydraulic elevator provides access to both floors of the building.

The first floor is approximately 12,000 square feet and features a central lobby with existing reception desk, a combination of open and private offices, conference rooms, a break room, and support spaces (see appendix F). The second floor is currently occupied by a private dental practice (Willamette Dental).

Parking for the building is accommodated via a surface lot fronting the north and east sides of the building, with additional parking provided via a surface lot behind the adjacent building. A total of 138 parking spaces are available for both the first and second floor occupants of the building.







### *Suitability*

Property B meets nearly all criteria for a suitable site to house a CAT. Its location is accessible to South Tacoma, Lakewood, and Parkland residents and it can be reached by multiple transportation routes. Pierce County Transit bus route 202 runs along 74th Street, with a stop in front of the building. Bus route 202 transports riders to the Lakewood Transit Center, through South Tacoma, and to the 72nd Street Transit Center in Eastside Tacoma (at Portland Avenue). Property B is also located near multiple major thoroughfares, including South Tacoma Way, Interstate 5, and 72nd Street, making it easily accessible by car. Mt. Tahoma High School (also on 74th Street) is less than one mile straight west of Property B; Lincoln High School (Tacoma), Clover Park High School (Lakewood), and Washington High School (Parkland) are each within a 10-15 minute drive of the property.

Property B is located within a relatively safe environment for both youth and adults. Site committee members familiar with the area indicate the environs are safe and neighborly and that they each feel comfortable walking alone through the area. Published crime statistics report relatively few incidents of violent crime within a half-mile radius of Property B (22 incidents in 2015). Property crime, while more frequent, is relatively low compared to city levels, although the area has experienced a slight increase in theft and vandalism since 2014.<sup>73</sup>

The physical space is moderately suitable for a CAT. Limited natural light reaches the interior space through existing windows. The first floor, if leased in its entirety, is large enough to house a CAT at its inception, but, at just under 12,000 square feet, may prove small as the organization evolves. Expansion potential onsite is limited, as the second floor would need to become available in order to expand. However, the first floor contains a combination of large, open areas and periphery office spaces that could be well adapted to the uses of a CAT.

The site committee noted that while Property B is acceptable on several criteria, including location, safety, and accessibility, it does not feel integrated with the larger community. The committee also expressed concern that due to the building's physical restrictions, Property B may not be able to be renovated to a world-class standard in keeping with the Manchester Bidwell Education Model. Lastly, while the building is ADA compliant, site committee members noted that access to the building from the bus stop is impaired, as tree roots appear to have caused the street sidewalk sections to separate, thereby preventing a wheelchair user or other individuals with mobility issues from traveling unassisted from the street sidewalk to the building's main entrance.

Site Suitability: 3866 S. 74th Street (South Tacoma)			
	Strong	Medium	Weak
Proximity to target communities	X		
Near public transit		X	
Near major thoroughfares	X		
Safe location	X		
Ample square feet		X	
Parking available	X		
Natural light			X
Reception area/open spaces	X		
ADA compliant	X		

### *Availability*

Property B is currently vacant and available for lease. The asking price is \$20/square foot modified gross and includes property tax,

insurance, and common area maintenance. Utilities are not included.

### ***Additional Site Availability***

At the time of writing this report, a third property became available that may be suitable to house a CAT, pending further assessment. The newly available property is the second floor of the Lakewood Towne Center Office Building, a freestanding structure located at 5712 Main Street SW. Approximately 15,000 square feet are available for lease. The second floor features a combination of large, open office areas, a private conference room, lounge area with full kitchen, and floor-to-ceiling windows. It also includes 2,000 square feet of shell space ready for build-out per tenant specifications (see appendix G).

The Lakewood Towne Center Office Building sits approximately two miles west of the intersection of Interstate 5 and State Route 512 and appears to be accessible to Lakewood, South Tacoma, and Parkland residents. It is on the outskirts of Lakewood Town Center, a shopping development that also houses the Lakewood Transit Center (one-half mile from the office building). Multiple Pierce County Transit bus routes can be accessed at the Lakewood Transit Center, including route 3 (through South Tacoma to Downtown Tacoma), route 202 (through South Tacoma, South End Tacoma, and Eastside Tacoma), and route 204 (from Lakewood to Parkland). Clover Park High School (Lakewood) is one-half mile from the property. Mt. Tahoma High School (Tacoma), Washington High School (Parkland), and Franklin Pierce High School (Parkland) are

each within a 10-15 minute drive of the property; Lincoln High School (Tacoma) is a 20-25 minute drive.

The second floor of the Lakewood Towne Center Office Building is currently vacant and available for lease. The asking price is \$17/ square foot NNN. Triple net expenses, including property tax, insurance, and common area maintenance, are quoted at \$7/square foot

Site Suitability: 5712 Main Street SW (Lakewood)			
	Strong	Medium	Weak
Proximity to target communities	X		
Near public transit	X		
Near major thoroughfares	X		
Safe location	Not yet determined		
Ample square feet	X		
Parking available	X		
Natural light	X		
Reception area/open spaces	X		
ADA compliant	X		

## **HUMAN RESOURCES ANALYSIS**

In its human resources analysis, NCAT asks if a strong network of local talent is available to govern, staff, advise and support a CAT. In particular, NCAT considers:

- Are there willing candidates for a CAT board of directors?
- Are there suitable candidates in the community who could function as executive director of a CAT?
- Will a CAT be able to find qualified candidates to staff the organization?
- Will a CAT be able to assemble advisory committees for each of its programs?
- Are community partners available to facilitate wraparound support services for CAT students?

To answer these questions in Pierce County, a human resources committee consisting of NCAT leadership and Pierce County steering committee members investigated each of the types of human resources needed for a CAT.





NCAT began by surveying the full steering committee to assess the likely availability of leadership for a CAT, including an experienced and balanced board of directors and a qualified executive director. NCAT then discussed initial staffing for a Pierce County CAT with the human resources committee and queried local leaders on the availability of corresponding talent.

Collaboration with the human resources committee and other local leaders lent insight on the practice and participation of advisory committees in the region. Lastly, through conversations with the human resources committee and resources such as United Way's 2-1-1 NCAT identified potential community partners to provide wraparound services for CAT students in the following areas:

- Housing
- Food assistance
- Childcare
- Health care
- Transportation
- Academic remediation
- GED testing
- Counseling

## Results

A strong network of local talent appears to be available to govern, staff, advise, and support a CAT. Candidates for an experienced and balanced board of directors, highly qualified executive director, and mission-driven staff all appear to be available within Pierce County. Advisory committees can likely be assembled for each program, but will need to be mindful of the local landscape in order to operate successfully. A rich array of community organizations are available to provide wraparound support services for CAT students and are accustomed to working in partnership with initiatives like a CAT.



### ***Board of Directors***

A CAT in Pierce County will likely be able to assemble an experienced and balanced board of directors. Of the 16 steering committee members who responded to the Pierce County CAT leadership survey, 11 members indicated they are willing to serve on the board of directors for a Pierce County CAT. Most of the interested respondents have ten or more years of experience serving on nonprofit boards and include a mix of senior level management, nonprofit, workforce development, and education professionals (see appendix H).

A strong board of directors for a CAT includes representation from the diverse professional areas on which the organization will need to draw. Survey responses indicate a Pierce County CAT should be able to assemble such representation. Respondents can recommend at least four or more qualified candidates to join a Pierce County CAT board of directors from each of the ten professions queried:

- Lawyers
- Financial professionals
- Human resources professionals
- Senior level management professionals
- Senior level nonprofit professionals
- Public education leaders
- Marketing/communications professionals
- Fundraising/philanthropy professionals
- Workforce development professionals
- Regional arts service providers

### Executive Director

A small but highly qualified pool of candidates appears to be available in Pierce County that could function as executive director of a CAT. Most survey respondents identified one to three candidates who they would recommend for executive director. The majority of respondents' top choices for executive director have over ten years of senior leadership experience in the nonprofit and public sectors. Many candidates identified have professional experience in education and/or workforce development, and are described as having either "some" or "a lot" of fundraising experience. Other comments regarding candidates identified as top choices for executive director include "highly respected," "community leader," "passionate," "effective," "genuine," and "motivated." Discussions with the human resources committee indicate that with a competitive salary, a Pierce County CAT should be able to secure top talent to lead the organization.

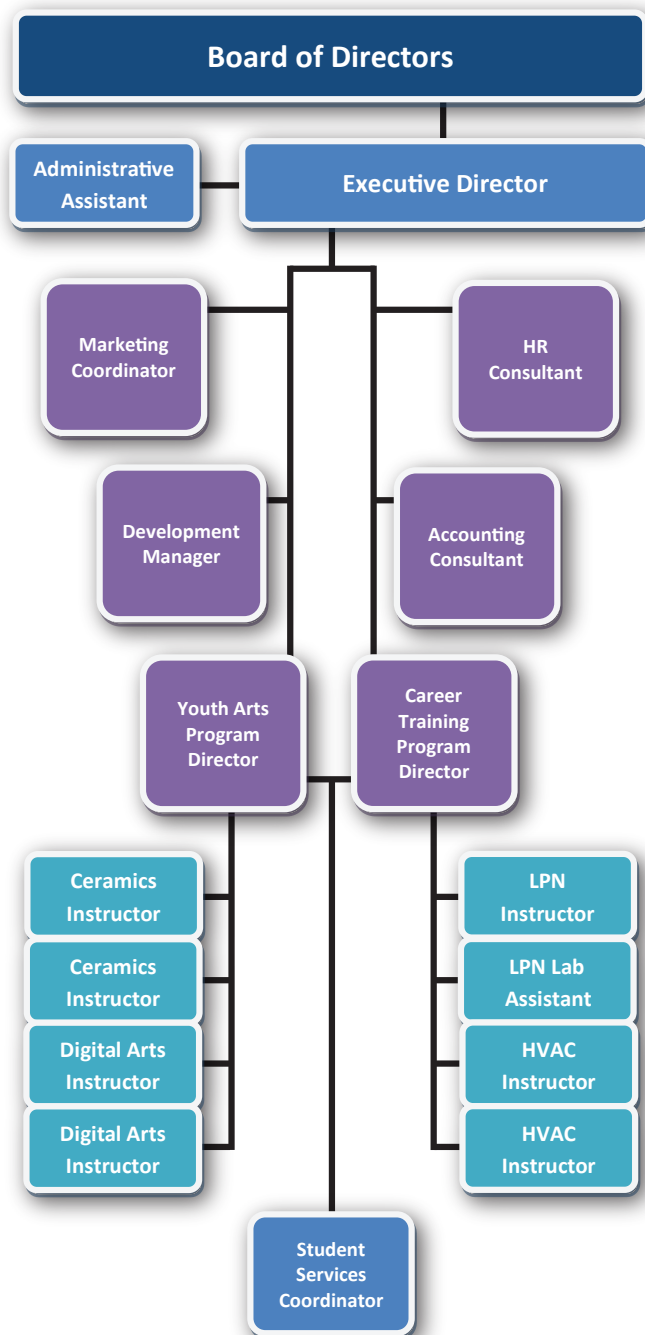
### Staff

A Pierce County CAT is likely to find qualified candidates to staff the organization. According to interviews with local leaders in related sectors, a well-qualified pool of talent should be available that is interested in working at an organization like a CAT. Local nonprofit leaders have been able to successfully staff their organizations with mission-driven employees using common recruiting tools like Idealist.org and community-based resources like WorkForce Central's job boards. Similar to hiring an executive director, discussions with the human resources committee indicate that as long as the CAT offers reasonable compensation, it should be able to find qualified personnel to staff the organization.

NCAT's conversations with the human resources committee and other local leaders also identified the importance of hiring local talent with strong connections in the community for a Pierce County CAT. The prospect of hiring out-of-town candidates for staff positions, particularly more senior positions like program director, raised concerns about the ability to integrate the CAT with the surrounding

community. Because a CAT is part of a national network, staffing it with local talent is a priority in cultivating its unique, local identity.

Pierce County CAT Sample Organizational Chart



### ***Advisory Committees***

A Pierce County CAT should be able to assemble advisory committees for each of its programs given certain caveats. According to the human resources committee, community members appear to be fatigued from serving on local advisory committees. The use of advisory committees in Pierce County is a common and well accepted practice, but many of the same people are reported to serve on the region's existing advisory committees. Often the objectives of these advisory committees are vague, reportedly leaving participants uncertain as to what or why they are dedicating their time.

Despite this reported fatigue, a CAT can likely assemble effective advisory committees if it is extremely clear about what each advisory committee will be doing. Human resources committee members believe that individuals will be more interested in serving on a CAT's advisory committees if they have specific responsibilities attached to mission-driven goals. One local leader reports successfully using "pop-up" advisory committees on an as-needed basis rather than a standing advisory committee. A CAT may also benefit from seeking participation from mid-level professionals rather than relying primarily on senior leadership.

Several local professionals interviewed by NCAT throughout the feasibility study expressed interest in participating on advisory committees for a Pierce County CAT, including representatives from arts education and health care. Other interviewees indicated that they can nominate qualified participants for a CAT's advisory committees in addition to and/or in place of participating themselves.

### ***Support Services***

Many community organizations are available in Pierce County to facilitate wraparound support services for CAT students. A CAT typically works with existing organizations to leverage resources already present in the community to avoid duplicating services. Multiple organizations in Pierce County provide each

of the types of support services CAT students may need, including housing, food assistance, childcare, health care, transportation, veteran services, academic remediation, GED testing, and counseling (see appendix I).

Conversations throughout the feasibility study, including with the human resources committee, reveal Pierce County to have a highly collaborative culture. The region is currently focused on aligning resources among existing organizations, including social service providers. The organizations identified as providing the types of support services that CAT students may need are each accustomed to partnering with organizations like a CAT. Forging formal partnerships between a CAT and these community organizations to facilitate wraparound support services for CAT students appears by all accounts to be highly likely.

## **FINANCIAL ANALYSIS**

NCAT's financial analysis asks if financial resources are available to meet the financial needs of a CAT. It considers potential sources of contributed revenue in the community, as well as other relevant financing tools. It also estimates annual operating expenses for a CAT based on various operating scenarios. Because initial capital costs are largely tied to the specific building a CAT ultimately occupies, capital expenses are excluded from this analysis.

Contributed support from foundations, individuals, corporations, government, and other granting agencies is anticipated to cover all expenses during a CAT's early years of operation. Opportunities for earned revenue, including fee-for-service contracts and social enterprise, are typically examined as the CAT evolves.

To understand if financial resources are available to meet the financial needs of a CAT in Pierce County, NCAT investigated potential sources of contributed revenue and estimated administrative, programmatic, and facility expenses for a local CAT. A philanthropy committee consisting of NCAT leadership

and steering committee members identified potential contributed revenue sources, including foundations, corporations, and individuals, based on the alignment of a CAT's mission with the current funding priorities of each entity. The philanthropy committee also identified trends in local and regional giving that could impact the availability of contributed revenue for a CAT. Interviews with representatives from U.S. Bank and its Community Development Corporation provided information on a Pierce County CAT's eligibility for the New Markets Tax Credit and other potential financing tools. WorkForce Central's Executive Board and representatives from the Greater Tacoma Community Foundation provided additional insights and context regarding funding opportunities in Pierce County.

## Results

Although challenges exist in Pierce County's funding landscape, a CAT will likely be able to secure a diverse mix of contributed revenue to meet its financial needs, especially if it locates outside the city limits of Tacoma.

### Financial Resources

NCAT reviewed 33 funding entities identified through independent research and in collaboration with the philanthropy committee (see appendix J). Of the 33 funding entities reviewed, 15 have funding priorities that align clearly with one or more components of a CAT. Entities identified to date that

appear to have the strongest alignment are the Bamford Foundation, Boeing, and the Sequoia Foundation. The Bamford Foundation focuses its giving to Tacoma and the South Puget Sound region through four program areas, including expanded learning opportunities for youth and access to higher education and job training.<sup>74</sup> Boeing's community engagement efforts in Washington focus grantmaking in King, Pierce, and Snohomish counties through six program areas, including arts education for young people and workforce development for

low-income residents in high-demand sectors such as health care and manufacturing.<sup>75</sup> The Sequoia Foundation supports organizations and efforts based in and serving Pierce County residents through four program areas, all of which align with a CAT's mission: children and youth development (maintain availability of high quality youth serving programs); community building and development (promote and build improved community systems, spur community and economic development); culture and the arts (enhance accessibility of cultural and artistic experiences, promote artistic and cultural development of young people); self-sufficiency (help individuals become increasingly stable, self-sufficient, and successful).<sup>76</sup>

In addition to the specific funding entities identified, local leaders interviewed throughout the feasibility study indicate that a mix of types of contributed revenue resources are available for an organization like a CAT, including foundations, corporations, and individual donors. They point to the successful completion of other capital campaigns in the region as evidence of committed interest from many local and regional players in solving the types of community development issues a CAT addresses. Local leaders also unanimously assert that funding is more readily available for initiatives in unincorporated Pierce County than for initiatives within Tacoma due to the lack of services currently available to residents of unincorporated Pierce County.

*"The location of a Pierce County CAT will impact funding available to it"*

Philanthropy committee members and other local leaders advise that certain dynamics affecting the funding landscape have the potential to negatively impact a CAT's ability to secure contributed revenue. Several capital campaigns are underway in the region, which may impede the availability of major gifts from some local donors. Also impacting the availability of major gifts is a reported shift away from multi-year grants among some in the foundation community in favor of smaller, one-time awards. Conversation is



reported to be increasing around the long-term sustainability of existing nonprofit organizations, coupled with speculation that local funding sources are fatigued. Adding to that conversation are several new initiatives that are planned to launch in the near future, as well as the attitude among some that the region does not need additional nonprofits but instead needs to better utilize services that are currently available.

The location of a Pierce County CAT will also impact funding available to it. If the organization locates inside Tacoma city limits, modest awards may be available through the City of Tacoma Arts Division and/or the Human Services Department. If the organization locates in unincorporated Pierce County, funding for facility renovation may be available through county sources. Depending on the particular census tract the CAT physically sits within, New Markets Tax Credit (NMTC) financing may also be available. NMTC provides “last-in” gap financing to projects in low-income communities in an effort to grow and sustain healthy local economies. NMTC investors, usually regulated financial institutions, receive a 39% tax credit realized over a seven-year period. NMTC investors in turn make awards to projects that have measurable economic development and workforce outcomes in low-income communities. A CAT is potentially a strong fit for the NMTC program due to its focus on career training, the creation of new jobs to staff the CAT, and positive impact on the lives of low-income residents. Representatives from U.S. Bancorp Community Development Corporation confirmed that both properties of interest identified to date (see site analysis) meet the minimum eligibility requirements for the NMTC program. However, the property at 208 Garfield Street South in Parkland sits within a severely distressed area, as determined by low median family income of residents in that census tract, making it a more highly preferred prospect for NMTC financing.

### **Financial Needs**

NCAT developed three potential operating scenarios for a Pierce County CAT, using findings from the needs assessment, market

analysis, and site analysis. Based on these scenarios, NCAT estimates a CAT in Pierce County will have an annual operating budget of \$1.2 million to \$1.4 million.

#### *Scenario A*

Building: 208 Garfield Street, Parkland  
Arts Studio 1: Ceramics Studio  
Arts Studio 2: Digital Arts Studio w/Tech Suite  
Career Training 1: Licensed Practical Nurse  
Career Training 2: HVAC Mechanic

#### *Scenario B*

Building: 208 Garfield Street, Parkland  
Arts Studio 1: Ceramics Studio  
Arts Studio 2: Design Arts  
Career Training 1: Licensed Practical Nurse  
Career Training 2: HVAC Mechanic

#### *Scenario C*

Building: 208 Garfield Street, Parkland  
Arts Studio 1: Ceramics Studio  
Arts Studio 2: None  
Career Training 1: Licensed Practical Nurse  
Career Training 2: None

Operating scenarios A and B, which each include two arts studios and two career training offerings, have substantially similar costs. Operating scenario C costs about \$250,000 less but only provides half the amount of programming. Facility costs are calculated using the highest tier of PLU’s currently negotiated rates (\$20.97/S.F.), which covers the remainder of its existing lease through January 31, 2022. PLU representatives have indicated that the university is potentially willing to negotiate a reduced rate, therefore the facility lease cost presented here may be high. The lease rate for the property at 3866 S. 74th Street in South Tacoma is comparable to the lease rate used in these estimates but does not include any utilities; facility costs will therefore be higher for the South Tacoma property. Program costs for LPN and HVAC career training are most likely to vary from the estimates provided. Neither program is currently offered in the NCAT network; the estimates presented here are based on market research only rather than



**Operating Expense Summary:  
Scenario A**

**ADMINISTRATIVE**

Personnel	\$ 207,117
Consulting Fees	201,454
Administrative Service Expenses	<u>79,800</u>

**TOTAL ADMINISTRATIVE 488,371**

**PROGRAMS**

Youth Arts	
Personnel	199,845
Educational Supplies & Materials	11,440
Career Training	
Personnel	273,625
Educational Supplies & Materials	<u>51,033</u>

**TOTAL PROGRAMS 535,943**

**FACILITIES**

Lease/mortgage	326,700
Utilities	14,345
Maintenance	58,432
Property insurance	5,000
Parking fees	-
Other	<u>12,000</u>

**TOTAL FACILITIES 416,477**

**TOTAL OPERATING EXPENSES \$1,440,791**

**Operating Expense Summary:  
Scenario B**

**ADMINISTRATIVE**

Personnel	\$ 207,117
Consulting Fees	201,454
Administrative Service Expenses	<u>79,800</u>

**TOTAL ADMINISTRATIVE 488,371**

**PROGRAMS**

Youth Arts	
Personnel	199,845
Educational Supplies & Materials	11,838
Career Training	
Personnel	273,625
Educational Supplies & Materials	<u>51,033</u>

**TOTAL PROGRAMS 536,341**

**FACILITIES**

Lease/mortgage	326,700
Utilities	14,345
Maintenance	58,432
Property insurance	5,000
Parking fees	-
Other	<u>12,000</u>

**TOTAL FACILITIES 416,477**

**TOTAL OPERATING EXPENSES \$1,441,189**





### Operating Expense Summary: Scenario C

#### ADMINISTRATIVE

Personnel	\$ 275,867
Consulting Fees	201,454
Administrative Service Expenses	79,800

**TOTAL ADMINISTRATIVE 557,121**

#### PROGRAMS

Youth Arts	
Personnel	80,235
Educational Supplies & Materials	4,456
Career Training	
Personnel	117,125
Educational Supplies & Materials	26,033

**TOTAL PROGRAMS 227,849**

#### FACILITIES

Lease/mortgage	326,700
Utilities	14,345
Maintenance	58,432
Property insurance	5,000
Parking fees	-
Other	12,000

**TOTAL FACILITIES 416,477**

**TOTAL OPERATING EXPENSES \$1,201,447**

actual costs incurred at other CATs. Educational supplies and materials will fluctuate for both youth arts and career training programs based on specific operational decisions of a CAT. Detailed operating expenses for each scenario appear as appendix K.

## RISK ANALYSIS

At the conclusion of its feasibility study, NCAT reviews all findings and assesses risks that may threaten a CAT's success, as well as how they can be mitigated. In Pierce County, two major risks challenge the success of a CAT: funding and physical location. Standard barriers to entry and several critical success factors will also impact the viability of a CAT in Pierce County.

## FUNDING

A Pierce County CAT will depend on contributed revenue for its capital campaigns and ongoing operations. Competition for contributed revenue in the region is strong, with many worthy endeavors vying for the same funds and several new initiatives poised to join the nonprofit market in the near future. Adding to the competition for local contributed revenue is an apparent shift away from multi-year grants and major gifts from some funding entities and an increased interest in the ability of nonprofit organizations to be self-sufficient.

The ability of a CAT in Pierce County to secure a diverse portfolio of sustained, contributed revenue is a major risk facing the project but not an unordinary one. Several strategies exist to place the CAT on sound financial footing, including the development and implementation of a strategic fundraising plan at the inception of the organization. It is imperative that strategic planning for funding begin as quickly as possible and is continuously evaluated, adapted, and sustained throughout the life of the CAT. A fundraising subcommittee of the board of directors is critical in this effort, as is retaining highly qualified development staff as the CAT evolves. The CAT, including its board of directors, can also help to mitigate this risk by cultivating relationships with major players in

the funding market who can provide access to opportunities for contributed revenue, and by availing itself of the advice of local fundraising professionals that have offered their services to this project. Carefully considering the timing of its capital campaigns, thinking creatively about its approach to funding, and extending its sights beyond the local philanthropic landscape will help a Pierce County CAT to further mitigate this risk.

## PHYSICAL LOCATION

The physical location of a CAT in Pierce County will determine who is able to access its programs with regards to geographic proximity, transportation routes, and social or mental barriers. The CAT's location will also determine the organization's eligibility for some funding, including from the City of Tacoma, Pierce County, New Markets Tax Credit financing, and many foundations.

The risk posed to a CAT by its physical location can be mitigated by considering carefully the

impact on accessibility to program participants and funding when selecting property. Physically siting the CAT so that residents of multiple under-resourced communities can reach it will simultaneously position a Pierce County CAT to achieve its mission and open access to potential funding streams, thereby mitigating this risk. The site subcommittee has identified one property to date that accomplishes this goal. Moving quickly and decisively on the property at 208 Garfield Street in Parkland (Property A), or on any other property that alleviates all identified risks associated with a Pierce County CAT's physical location, has the ability to transform this risk into one of the project's strengths.

## STANDARD BARRIERS TO ENTRY

Like any start-up organization, a CAT in Pierce County faces several standard barriers to entry. These include incorporating a new business, attaining nonprofit status, receiving and maintaining a state license, and ensuring appropriate zoning is in place for the CAT

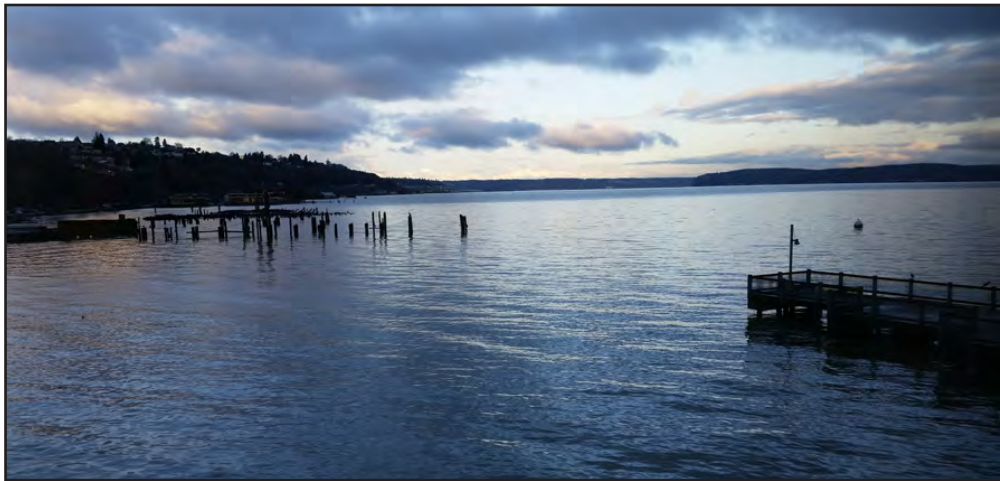


facility. While each of these steps is critical to the formation of a CAT, the level of risk associated with these barriers is low as they can be overcome by satisfying standard regulatory processes.

## CRITICAL SUCCESS FACTORS

The most critical factors in the long-term success of a CAT are rooted in healthy relationships. Active partnerships with local public high schools, including collaboration with high school principals, classroom art teachers, and students, are essential for a CAT to reach its intended youth audience. Without these partnerships, student participation in a CAT's afterschool arts programs will be severely challenged. Tacoma Public Schools, Franklin Pierce Schools, and the Clover Park School District are each aware of, and have expressed interest in, the prospect of a CAT in Pierce County. A CAT can ensure this critical success factor is achieved by continuing to cultivate these relationships and executing memoranda of understanding with each district and its corresponding high schools to formalize the partnership between both parties.

Employer partnerships that correspond with career training offerings are equally critical for a CAT. These partnerships enable the placement of students in externships, as well as assist with job placement of students after graduation. Employer partnerships also provide a key source of information regarding the most up-to-date needs and trends in local industry, knowledge that is used to continuously shape and evaluate career training program design and curriculum. Without effective employer partnerships, a CAT faces the risk of offering career training that is not driven by local industry demand or that is not sufficiently competitive. Several employers are currently interested in a Pierce County CAT and have indicated that some form of collaboration is a viable possibility. A Pierce County CAT can ensure this critical success factor is achieved by continuing to cultivate these relationships and expanding its employer network.



Active advisory committees, a robust social service provider network, and mission-driven staff enable a CAT to make meaningful change in the lives of its students. Advisory committees guide program design, and are especially critical when a CAT offers career training in fields currently not offered elsewhere in the NCAT network. Should a Pierce County CAT offer LPN, HVAC, or truck driver career training, its advisory committees will be pivotal in helping the CAT to develop curriculum, identify industry-standard equipment and materials, facilitate externships, and assist with job placement of graduates. During a student's time at a CAT, partnerships with local social service providers ensure the timely delivery of wraparound support services. Those same partners also serve as an importance source of referrals to CAT programs. Finally, hiring and retaining senior leadership and staff that embody the Manchester Bidwell Education Model has the most direct impact on student success. A Pierce County CAT can ensure these critical success factors are achieved by securing local talent that actively seeks out an understanding of best practices, challenges, and trends within each program discipline offered at the CAT. NCAT also provides onboarding and continued professional development to help ensure these critical success factors are satisfied.





# RECOMMENDATIONS

## TARGET POPULATION

Based on identified educational needs, employment needs, and the geographic distribution of existing services, NCAT recommends that a Pierce County CAT focus its efforts on reaching residents of South Tacoma, Lakewood, Parkland, and other unincorporated communities of northwest Pierce County. The greatest population density in Pierce County exists within its northwest corner near Puget Sound. The cities of Tacoma and Lakewood exhibit high rates of poverty, above average unemployment, low levels of educational attainment, and lower levels of median income compared to other incorporated cities in Pierce County. Adjacent to Tacoma and Lakewood is a section of unincorporated Pierce County, including the community of Parkland, that also experiences high rates of poverty, low rates of college enrollment among youth, and limited availability of social services. Each of these communities is increasingly ethnically diverse and significant economic disparities exist by group, particularly among Hispanic and Asian residents. Academic achievement is improving among youth in these communities, but on average is lower than other districts in the county, particularly with regard to postsecondary education. These overlapping factors present a prime target population for a Pierce County CAT.

## SITE

Based on ideal criteria for a CAT facility, NCAT recommends that a Pierce County CAT pursue

occupancy of the current PLU bookstore property located at 208 Garfield Street in Parkland. The property overwhelmingly meets all criteria for a suitable site to house a CAT. Physical building characteristics make the property at 208 Garfield Street ideally suited for use as a CAT, including its size, natural lighting, excellent condition, and existing layout. The property sits in an ideal location, as it is accessible to residents of every recommended target community via public transit and major thoroughfares and is within safe environs for both youth and adults. The property's adjacency to PLU offers abundant partnership opportunities that align with both youth arts and career training program goals. PLU has expressed significant interest in a CAT occupying the space and is similarly enthusiastic about the prospect of partnering with the organization. Lastly, the property's location in Parkland simultaneously allows a CAT to be integrated within a dynamic community while alleviating actual and perceived service duplication, resulting in greater potential for funding.

## PROGRAMMING

Based on population size, existing service availability, and anticipated operating expenses, NCAT recommends a Pierce County CAT begin operations with two youth arts studios and two career training offerings. Specifically NCAT recommends a Pierce County CAT begin with a ceramics studio, a digital arts studio that includes a tech suite of 3D printers and a laser engraver, LPN career training, and HVAC mechanic career training.

## YOUTH ARTS STUDIOS

Multiple arts educators at high schools within the recommended target communities identify ceramics as being of great interest to students. Both within schools that have ceramics facilities and schools that do not, local educators note that students frequently ask for opportunities to work with clay. Ceramics is less commonly available in the high schools reviewed and the physicality of the medium utilizes a kinesthetic mode of learning not typically found in classroom settings, often engaging students who have disengaged from other learning methods. These factors in combination with the reported availability of local professional ceramic artists make ceramics a strong choice for a CAT.

NCAT recommends complementing a highly physical medium like ceramics with a digital arts studio that includes a tech suite of 3D printers and a laser engraver. Digital arts education is the most frequently offered visual arts medium at the high schools reviewed in this study. A digital arts studio that includes a tech suite advances education currently available to students and provides programming well suited for visual learners. The inclusion of the tech suite also incorporates tactile, three-dimensional outcomes to an otherwise two-dimensional medium.

NCAT recommends partnering with four specific high schools to launch a Pierce County CAT's youth arts studios: Washington High School (Parkland), Clover Park High School (Lakewood), Mt. Tahoma High School (Tacoma), and Lincoln High School (Tacoma). Each of these schools is in proximity to the recommended site at 208 Garfield Street in Parkland and include educators who have expressed significant interest in the project.

## CAREER TRAINING OFFERINGS

LPNs and HVAC mechanics are both employed in large numbers by industries that are moving Pierce County's economy forward. The number of jobs within each occupation has grown in recent years and is predicted to continue to

increase. Demand for qualified candidates in each of these occupations is high as employers look to fill vacancies resulting from the creation of new positions, turnover, and the exit of an aging workforce. While training programs for both of these occupations are currently available in Pierce County, they are not sufficient to meet this increasing demand.

Local employers and other community leaders have expressed excitement at the prospect of additional training in Pierce County for LPNs and HVAC mechanics. Offering career training in these specific occupations to residents of the recommended target communities provides an opportunity for underserved groups to move into occupations where they have historically been underrepresented. This transition is particularly significant for the health care industry as it moves toward a community-based health management structure. This structure places more clinics and medical services in individual neighborhoods and requires a diverse workforce that can authentically relate to the communities it serves.

Finally, LPN and HVAC mechanic jobs typically pay a local living wage at entry and have the potential to provide a family wage as employee experience accumulates. Both occupations also place workers on career pathways that allow for professional and financial growth.

***“That the Pierce County community has exhibited such strong and real collaboration at this early stage puts a CAT in good stead to thrive in the local market”***



## STATEMENT OF VIABILITY

It is NCAT's professional opinion that a CAT in Pierce County is a viable project at this time. There are people in Pierce County who would benefit from the intended outcomes of a CAT and the local market appears to have room for both types of programs (youth arts and career training) that a CAT provides. One highly suitable site exists that could house a CAT, with additional potential sites available. A strong network of local talent is likely available within Pierce County to govern, staff, advise, and support a CAT. While challenges exist in Pierce County's funding landscape, sufficient financial resources appear to be available to meet the financial needs of a CAT. Finally, while a Pierce County CAT faces two major risks—funding and physical location—strategies exist to mitigate them and the project's critical success factors can likely be satisfied. One of the strongest elements NCAT observed in Pierce County throughout the feasibility study is the willingness of community members to work together and to give of themselves. That the Pierce County community has exhibited such strong and real collaboration at this early stage puts a CAT in good stead to thrive in the local market.

## NEXT STEPS

Upon reviewing the findings of the Pierce County CAT feasibility study, the steering committee will decide if the project should move forward into NCAT's next stage of replication, planning. The goal of the planning stage is to prepare a CAT to begin operation and includes the following objectives:

- Form board of directors
- Articulate mission statement
- Incorporate new organization
- Sign NCAT planning agreement
- Finalize programming
- Create business plan
- Secure building
- Develop strategic plan
- Develop fundraising plan
- Execute inaugural capital campaign
- Obtain state license

Should the steering committee decide to move the project forward, NCAT will work in consultation with the board of directors to accomplish these objectives, as well as to hire and train an executive director and CAT staff.





# APPENDIX

## APPENDIX A. NCAT OVERVIEW

The National Center for Arts & Technology (NCAT) was established in 2005 as a division of the Manchester Bidwell Corporation (MBC) to assist interested communities in opening and sustaining educational organizations that replicate the Manchester Bidwell Education Model. The Manchester Bidwell Education Model has been used effectively for over forty years. Conceived by MBC founder and CEO Bill Strickland in 1968, the Manchester Bidwell Education Model deploys successful strategies to address low educational achievement among youth and high unemployment rates among adults. The Manchester Bidwell Education Model's powerful fusion of mentorship, education, beauty, and hope creates a safe space in which students—young and older—can feel comfortable learning. This empowering education model promotes on-time high school graduation among youth, the pursuit of higher education, and effectively transitions individuals from unemployment and underemployment into entry level career opportunities that pay a living wage and provide opportunities for advancement.

The NCAT network includes nine locations in both urban and rural settings, in addition to the founding organization in Pittsburgh, PA. Each Center for Arts & Technology is a locally operated member of the NCAT network:

- Akko, Israel
- Boston, MA
- Brockway, PA
- Buffalo, NY
- Cincinnati, OH
- Cleveland, OH
- Grand Rapids, MI
- New Haven, CT
- San Francisco, CA

NCAT is currently working in consultation with community leaders to establish affiliate centers in Chicago, IL; Sharon, PA; and St. Thomas, USVI. With expressed interest from community leaders both nationally and abroad, the NCAT network, driven by the Manchester Bidwell Education Model, is well positioned to expand.

## APPENDIX B. INTERVIEWEES

Allan Belton	<i>Pacific Lutheran University</i>
Amy McBride	<i>City of Tacoma Arts Division</i>
Bevan Kloppel	<i>Keithley Middle School</i>
Brandon Rogers	<i>Bates Technical College</i>
Bret Carlstad	<i>Pierce County</i>
Brian Humphreys	<i>WorkForce Central</i>
Christopher Jordan	<i>Fab-5</i>
Darci Gibson	<i>MultiCare Health System</i>
David Fischer	<i>Broadway Center for the Performing Arts</i>
Deborah Howell	<i>WorkForce Central</i>
Dona Ponепinto	<i>United Way of Pierce County</i>
Drew Hammond	<i>U.S. Bancorp Community Development Corporation</i>
Ellen Walkowiak	<i>City of Tacoma Economic Development Services Division</i>
Eric Hahn	<i>General Plastics</i>
Esther Bennett	<i>Washington Division of Vocational Rehabilitation</i>
Frank Casey	<i>Clover Park High School</i>
Frank Hewins	<i>Franklin Pierce Schools</i>
Heather Conklin	<i>Lincoln High School</i>
Jay Brower	<i>Bethel School District</i>
Joe Lonergan	<i>City of Tacoma</i>
Joel Zylstra	<i>Pacific Lutheran University</i>
Joshua Garcia	<i>Tacoma Public Schools</i>
Kathi Littmann	<i>Greater Tacoma Community Foundation</i>
Kelly Goodsell	<i>Puget Sound Educational Service District</i>
Kenji Stoll	<i>Fab-5</i>
Kit Evans	<i>Hilltop Artists</i>
Laura Fox	<i>Kidder Mathews</i>
Lauri Gill	<i>CHI Franciscan Health</i>
Linda Nguyen	<i>WorkForce Central</i>
Linda Rost	<i>Mt. Tahoma High School</i>
Lois Bernstein	<i>MultiCare Health System</i>
Lynn Strickland	<i>Aerospace Joint Apprenticeship Committee</i>
Maria Bustria-Glickman	<i>U.S. Bancorp Community Development Corporation</i>
Mark Martinez	<i>Pierce County Building &amp; Construction Council</i>
Martha Matthias	<i>Goodwill Olympics and Rainier HQ</i>
Mary Tuttle	<i>Metro Parks Tacoma</i>
Moreen David	<i>Clover Park School District</i>
Nancy Grabinski-Young	<i>City of Tacoma GIS Analysis &amp; Data Services Division</i>
Nancy Johnson	<i>Elements of Education</i>
Natalie McNair	<i>True Blue Staffing Solutions</i>
Pat McCarthy	<i>Pierce County</i>
Rick Talbert	<i>Pierce County</i>
Selina Hill-Horse	<i>Advanced Health Care</i>
Sherrana Kildun	<i>Greater Tacoma Community Foundation</i>
Terry L. Jones	<i>U.S. Bank</i>
Tim Owens	<i>WDC Youth Council</i>
Tim Stults	<i>Clover Park High School</i>

## APPENDIX C. ORGANIZATIONS

NCAT reviewed programmatic offerings at approximately 75 organizations as part of its market analysis including, but not limited to, the following:

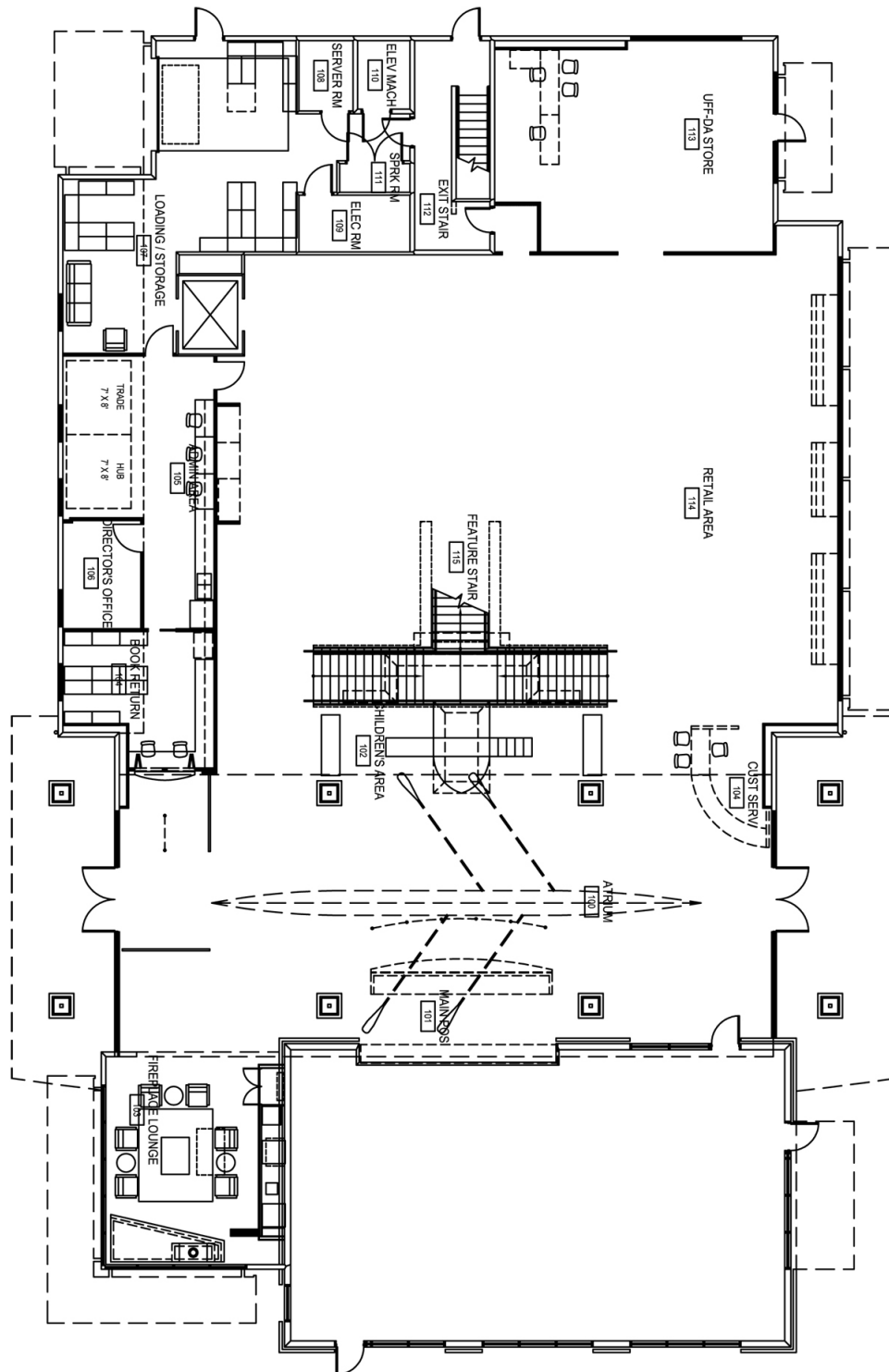
### AFTERSCHOOL PROGRAMS

Arts Impact  
Asia Pacific Cultural Center  
Barefoot Collective  
Boys & Girls Club of South Puget Sound  
Bricks 4 Kidz  
Broadway Center  
Centro Latino  
Champions  
Children's Museum of Tacoma  
City of Tacoma Arts Division  
DASH Center for the Arts (closed)  
Dream Music Project  
Fab-5  
Freedom Dance Center  
GEAR Up  
Goodwill  
Hilltop Artists  
Kid's Country Tacoma  
Kumon Math & Reading Center  
Lakewood YMCA  
Latino Educational Achievement Project (LEAP)  
Manitou Art Center (closed)  
Metro Arts (Metro Parks Tacoma)  
Metro Development Council  
Morgan Family YMCA  
Museum of Glass  
Open Arts Studio  
Peninsula Hands On Art  
REACH Center  
Safe Streets  
SPUN  
Tacoma Art Museum  
Tacoma Arts Place (closed)  
Tacoma Center YMCA  
Tacoma Community House  
Tacoma Metal Arts Center  
Tacoma Youth Theatre  
Tacoma Youth Symphony  
Vidas  
WDC Youth Council

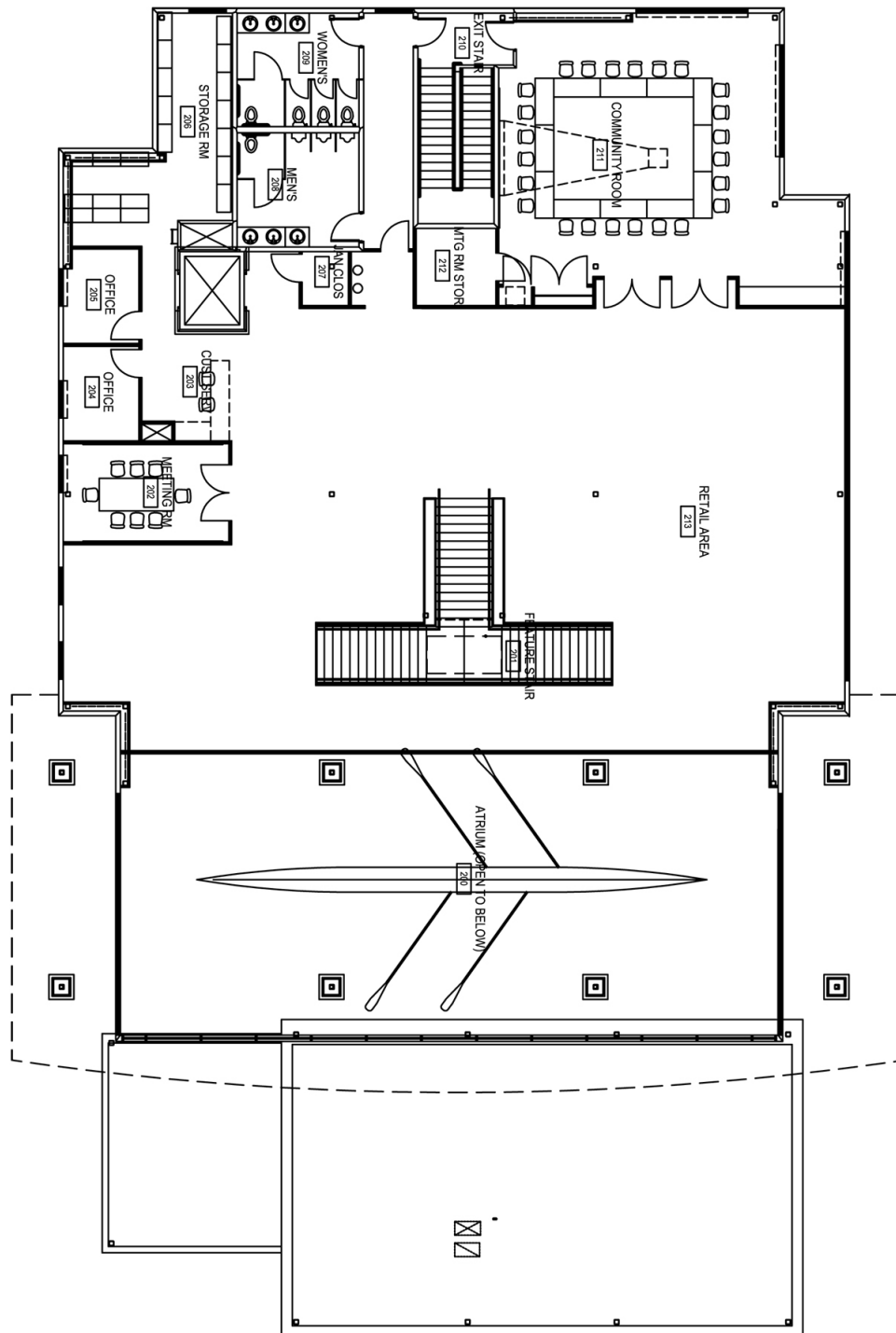
### CAREER TRAINING PROGRAMS

Aerospace Joint Apprenticeship Committee  
Allied Health Institute  
Asian Cultural Center  
Bates Technical College  
Brandman University  
Central Latino  
Central Texas College  
Charter College  
City University  
Clover Park Technical College  
Construction Industry Training Council  
Courage 360  
Everest College Tacoma  
Excel Health Careers Training  
Flagship Maritime Training Center  
Goodwill, Olympics and Rainier Region  
Green River Community College  
KeyTrain  
Penn Foster Career School  
Pierce College, Fort Steilacoom  
Pierce County Skills Center  
REACH Tacoma  
Safe Streets  
South Sound Community and Military Partnerships  
Star Center  
St. Patrick CNA Training  
Tacoma Community College  
Tacoma Community House  
Tacoma Goodwill Industries Rehabilitation  
University of Puget Sound  
University of Washington, Tacoma  
Washington State University  
Washington Division of Vocational Rehabilitation  
WorkForce Central  
YTI Career Institute

## APPENDIX D. FLOOR PLAN OF 208 GARFIELD STREET SOUTH (PARKLAND)







## APPENDIX E. ARCHITECTURAL ASSESSMENT OF 3866 SOUTH 74TH STREET (SOUTH TACOMA)

### PROPERTY DESCRIPTION

The property is a 23,815 square foot, two-story building. The central portion of the roof is flat and is screened by a sloped perimeter mansard roof parapet. The base building shell structure is comprised of wood framed walls and open-web composite trusses (supporting both the second floor and roof. The ground floor is concrete slab-on-grade. The exterior walls are finished with brick veneer at the first floor and a stucco finish system at the second floor. The main entrance is located at the north side of the building, along S. 74th Street with a secondary entrance at the south side of the building along a vehicular access way. Additional access doors exist at both the east and west ends of the building. Currently the available space for NCAT is limited to the first floor (11, 907 sf). The building's second floor is currently occupied by a private dental practice (Willamette Dental). The first floor features a central lobby with existing reception desk, a combination of open and private offices, conference rooms, a break room and support spaces. Both levels are accessible by an existing hydraulic elevator. There are 138 parking spaces provided. Parking for the building is accommodated via a surface lot fronting the north and east sides of the building (38 standard and 3 accessible spaces) with additional parking provided via a surface lot located behind the adjacent building (95 standard and 2 accessible spaces).

### SUMMARY OF FINDINGS

#### Exterior

- The exterior brick masonry and stucco walls appear to be in very good condition.
- The window assemblies are double-pane glass in fixed and operable aluminum-clad wood frames. No active moisture/leaking was observed. One 2nd floor window was broken and requires repair/replacement.

- Flat Roof: The roof's age and material composition could not be determined. The roof's condition is good with no evidence of deterioration or delamination. Select drains have been partially obstructed by leaves a debris and should be cleaned. Overall roof drainage appears to be sufficient. No interior leaks were observed.
- Sloped Roof/Parapet: Select locations of coping joints were sealed with a metallic/butyl-type tape which exhibited damage. Repair of these joints is recommended to avoid potential leaks.
- Damage was observed at the east elevation downspout. Downspout should be replaced.
- Concrete walkways, curbs, steps and ramps are in good conditions.

#### Interior

- The interior finishes (walls, ceilings, floors) are generally in very good condition.
- No visual evidence of moisture/mold present at time of assessment.
- There was missing section drywall at exterior wall of northwest corner office. Drywall should be patched and painted.

#### Mechanical Systems

- The building is served by a sixteen (16) roof top HVAC units which provide both heating and cooling. Based on serial numbers recorded from the units at the time of assessment, the age of the units are 21 years (manufactured in 1994). The condition of the units are fair, but due to age, replacement of units should be considered.

#### Fire Protection/Life Safety System

- The building is fully sprinkled. The system was not tested as part of this assessment.
- The building is also equipped with a fire alarm system.
- Emergency exit signs and fire extinguishers are existing.

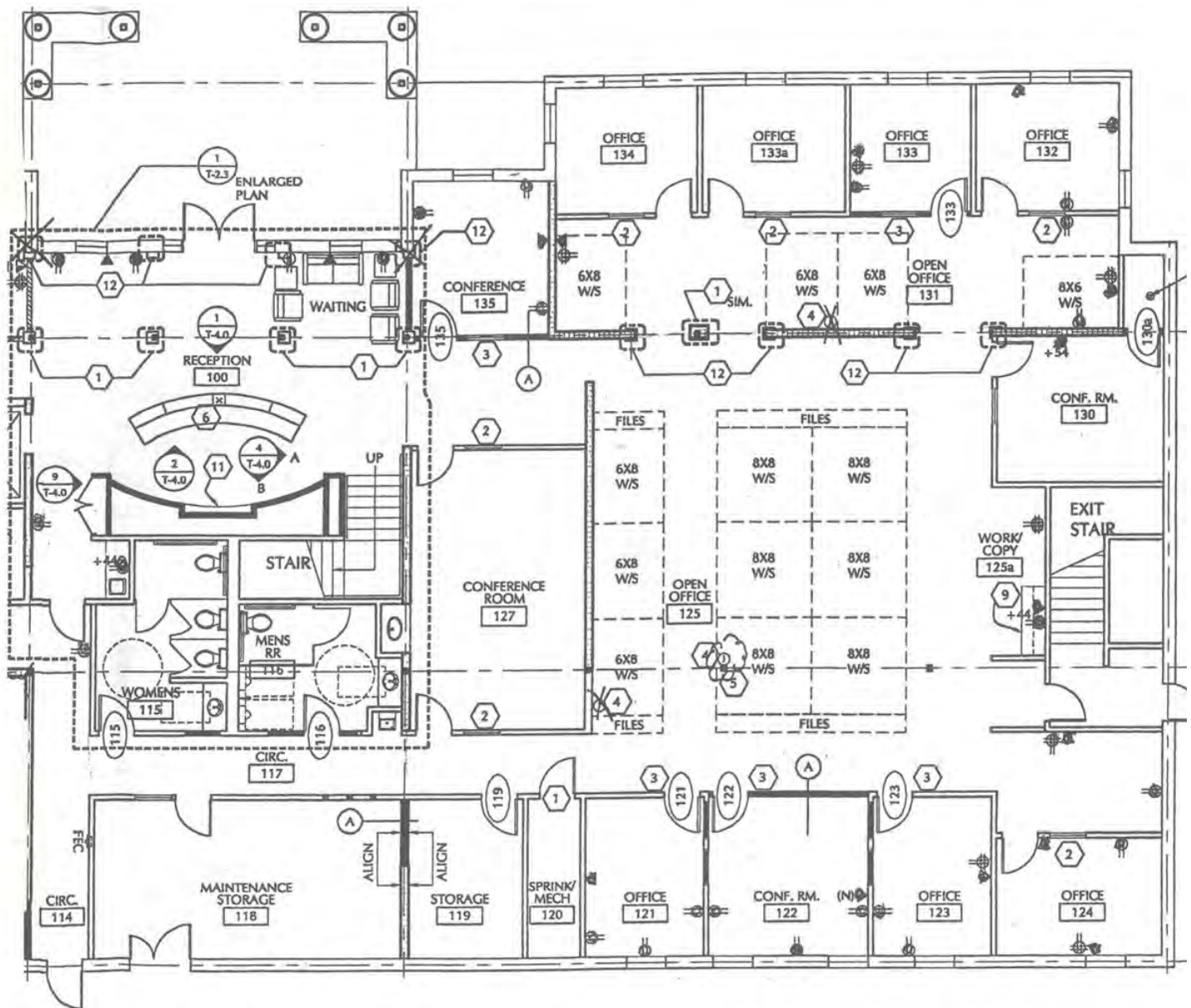
## **Security**

- The building is equipped with a security alarm system. The system was observed as functioning.
- The building is equipped with exterior building-mounted security cameras. The presence of the cameras was observed, but the functionality of the system was not determined. Further investigation is needed to assess the systems condition.
- Exterior lighting was observed as pole-mounted lighting within the parking areas. Determination of lighting (foot-candle level) could not be assessed.

## **Accessibility**

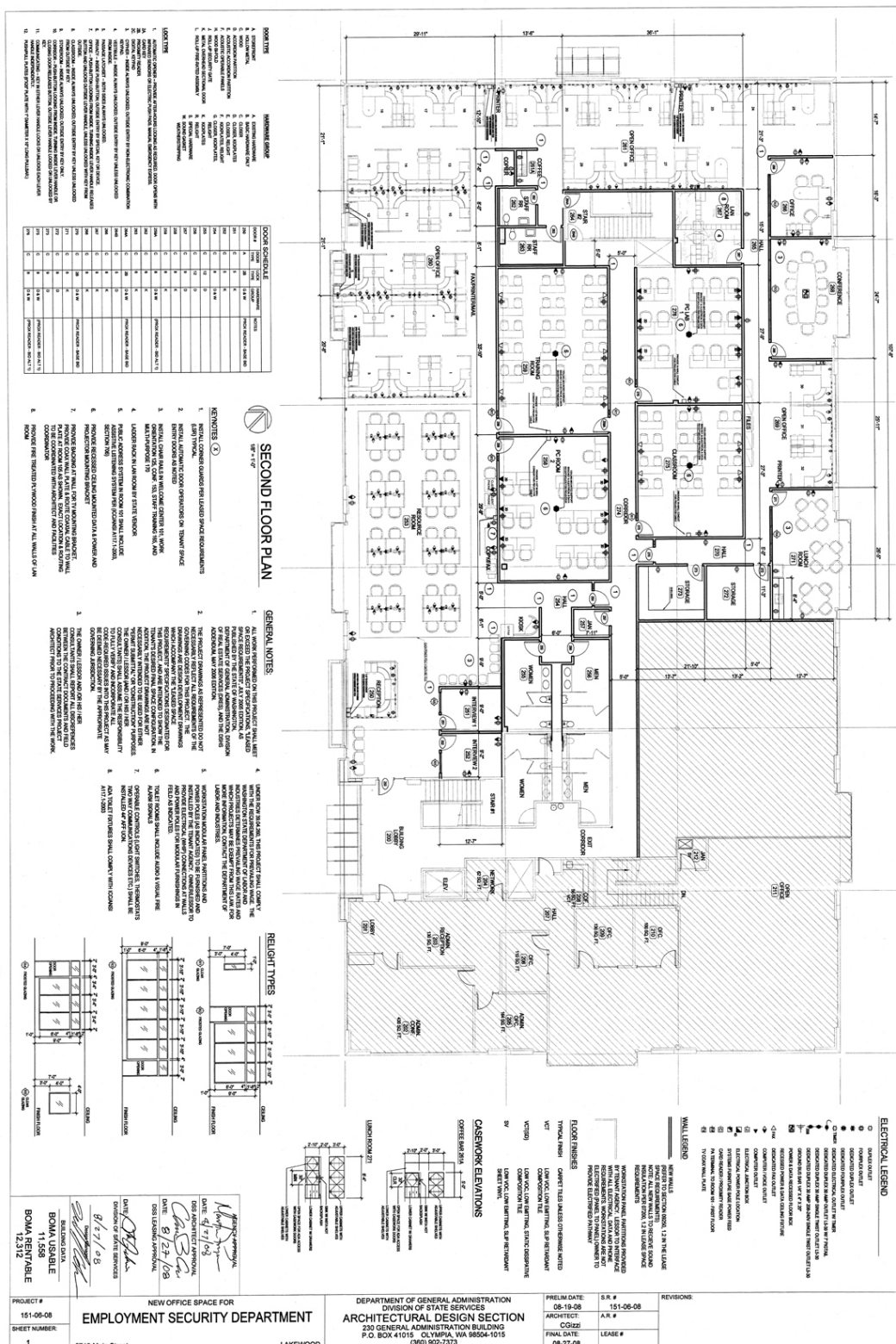
- The building is served by two egress stairs at the east and west ends of the building and one hydraulic passenger elevator. No apparent deficiencies were noted.
- Curb cuts and accessible exterior ramps are adjacent to all building entries.
- The main entrance is equipped with an automatic door opener with push plate activation switches and key override at both interior and exterior. Automatic door opener not present at rear entrance.
- Restrooms are ADA compliant.

## APPENDIX F. FLOOR PLAN OF 3866 SOUTH 74TH STREET (SOUTH TACOMA)





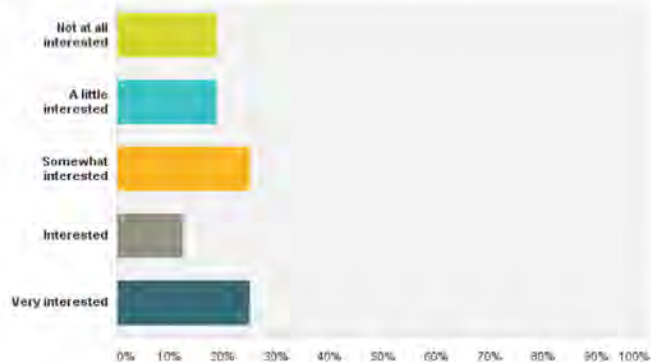






## APPENDIX H. LEADERSHIP SURVEY RESULTS

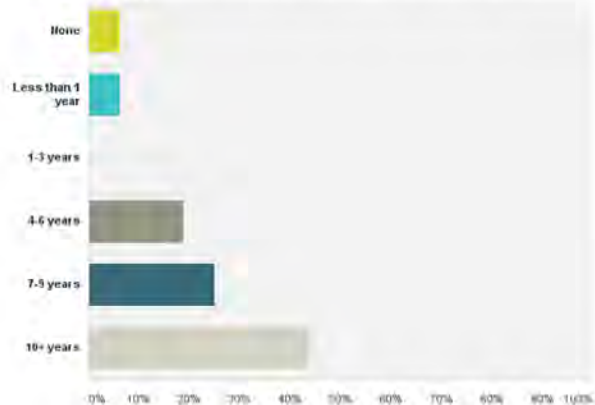
Q1: How interested are you in serving on the board of directors for a CAT in Pierce County?



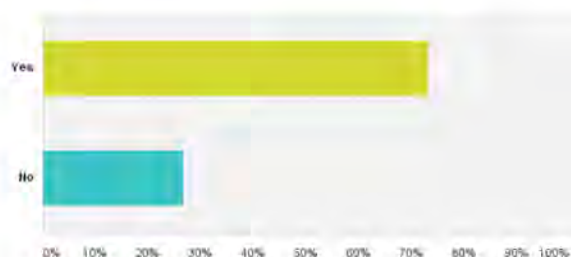
Q4: Not including yourself, how many potential board members can you recommend who are:

	0	1	2	3	4	5+
Lawyers	5	4	3	1	1	1
Financial professionals	4	2	3	5	1	0
Human resources professionals	6	6	1	1	1	0
Senior level management professionals	4	3	1	4	1	2
Senior level nonprofit professionals	1	6	3	2	2	1
Public education leaders	2	3	3	3	2	2
Marketing/communications professionals	4	4	4	2	0	1
Fundraising/philanthropy professionals	6	2	3	2	1	1
Workforce development professionals	2	9	2	0	0	2
Regional arts service providers	8	2	1	3	0	1

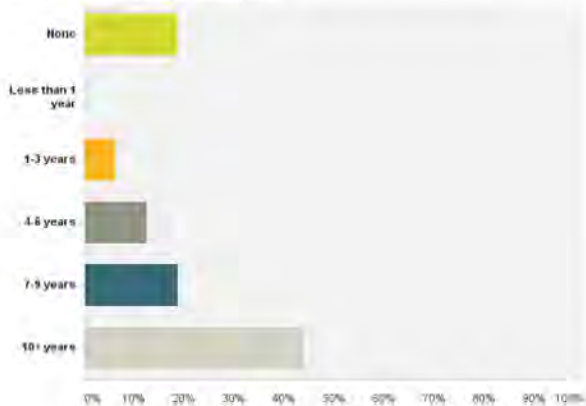
Q2: How many years of experience do you have serving on boards of any type?



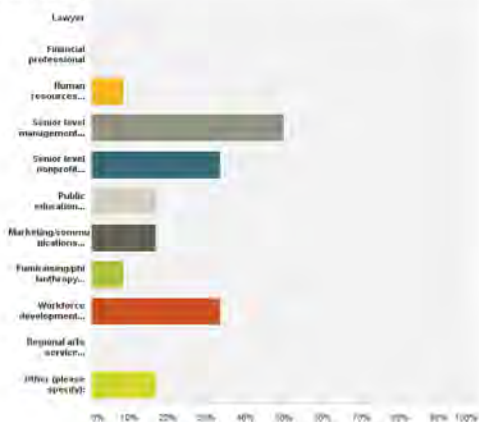
Q5: Are you, yourself, willing to serve on the board of directors for a CAT in Pierce County?



Q3: How many years of experience do you have serving on boards of nonprofit organizations?

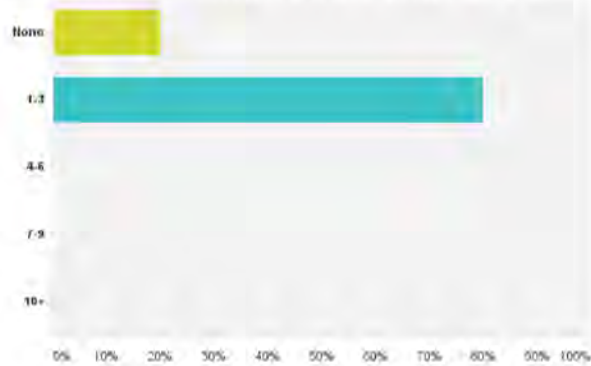


Q6: What is your area of professional expertise? (select all that apply)

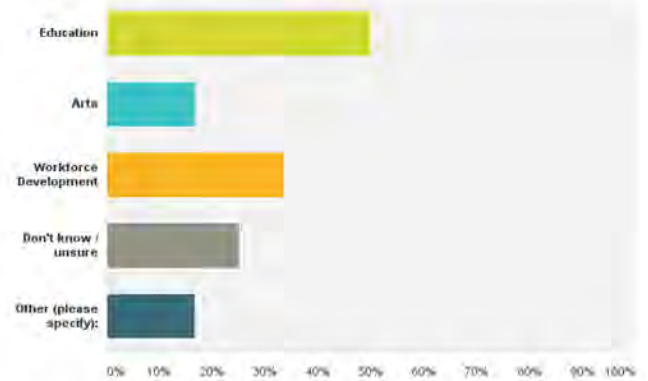




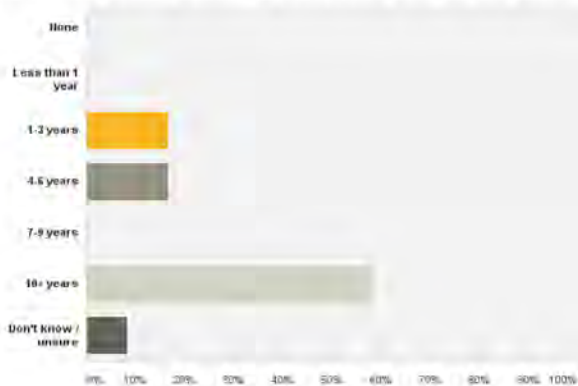
Q7: How many individuals can you recommend as potential candidates for executive director of a CAT in Pierce County?



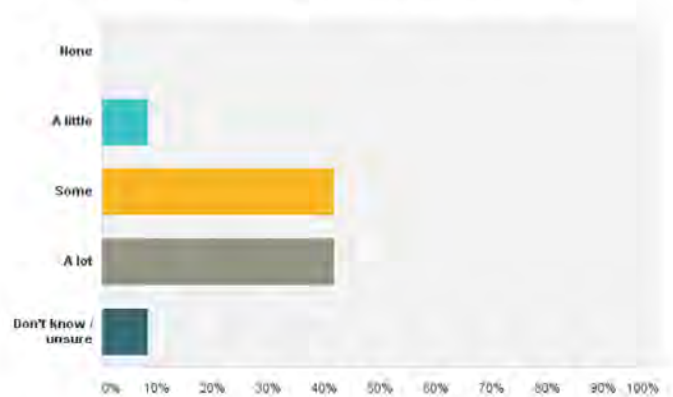
Q10: What industries does he/she have professional experience working within? (select all that apply)



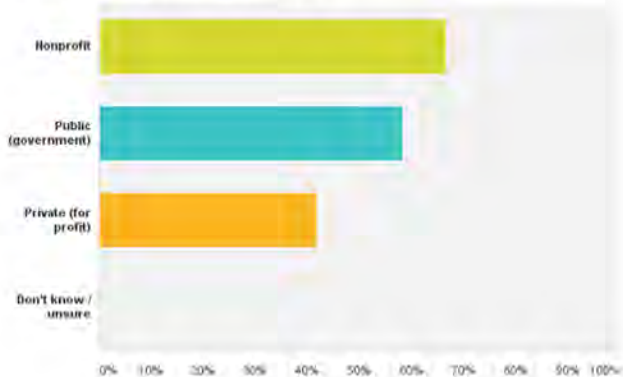
Q8: Please answer the following items for the one person who would be your top recommendation for executive director. How many years of senior leadership experience does he/she have?



Q11: How much fundraising experience does he/she have?



Q9: What sectors does he/she have professional experience working within? (select all that apply)



## APPENDIX I. SOCIAL SERVICE PROVIDERS IN PIERCE COUNTY

NCAT reviewed social support services provided at approximately 38 organizations as part of its human resources analysis including, but not limited to, the following:

### **Academic remediation**

Tacoma Community House  
Tacoma Community College

### **Childcare**

ECEAP and Head Start  
Washington State Department of Early Learning

### **Comprehensive social services**

Asia Pacific Cultural Center  
Catholic Community Services  
Korean Women's Association  
Metropolitan Development Council (MDC)  
Pierce County Community Connection  
Reach Center (Resources for Education and Career Help)  
Tacoma Urban League  
Vadis

### **Counseling**

Crystal Judson Family Justice Center  
Hope Sparks  
Oasis Youth Center

### **Food assistance**

Bounty Food Bank-Bethany United Methodist Church  
Bread of Life Food Bank  
Pierce County Community Action Program  
TANF/ SNAP  
Women Infant Children (WIC)

### **GED testing**

Bates Technical College  
Tacoma Community College

### **Healthcare**

Community Health Care  
Neighborhood Clinic

### **Housing**

Associated Ministries  
Catholic Housing Services of Western Washington  
City of Tacoma Human Services Commission  
Helping Hand House  
HOMEstart  
Shared Housing Services  
Tacoma Housing Authority  
YWCA

### **Transportation**

Pierce County Transit  
Sound Outreach

### **Veterans Services**

Disabled American Veterans- DAV- South Sound  
Pierce County Veterans Bureau  
House of Matthew (shelter)  
Tacoma Vet Center



## APPENDIX J. POTENTIAL SOURCES OF CONTRIBUTED REVENUE

Funding Entity	Type	Priorities
Baker Foundation	Foundation	Provides funding for Tacoma and Pierce County youth programs, arts, education, and health; program grants average between \$2,500 and \$10,000; capital gifts and endowment grants are \$25,000 each
Bamford Foundation	Foundation	<p>Geographic area of giving is Tacoma and the South Puget Sound area of the Pacific Northwest</p> <p>Program Areas:</p> <p><u>Expanded Learning Opportunities</u> – Funding focus is on programs for children and youth, including participation in education related to arts, cultural understanding and civic engagement, STEM, social-emotional learning, environmental education, and learning support programs</p> <p><u>Access to Higher Education and Job Training</u> – Programs that improve access to all youth to opportunities in higher education and vocational training, including programs that support students to complete their degrees and to reach academic, career, and life goals</p> <p><u>Also:</u> Basic Needs – Food, clothing, shelter, healthcare; Early Learning and Parent Support – Support of programs that provide access to quality early learning experiences (age 0–6), support of parents, and professional development of those who work with young children</p>
Ben B. Cheney Foundation	Foundation	<p>Primary giving area in WA is Pierce County</p> <p><u>Project Grants</u> (one-time basis) – Funding for projects that develop new and innovative approaches to community problems; expand existing programs to serve more people and/or areas; start new programs; invest in equipment or facilities that will have a long-lasting impact on community needs; targets first-time grantees</p> <p><u>Program Areas:</u> Charity – Basic needs such as food, shelter, clothes; Civic – Improving quality of life in a community as a whole such as museums and recreation facilities; Culture – Programs encompassing the arts; Education – Capital projects and scholarships, primarily for six pre-selected colleges and universities with a record of service to Pierce County; Elderly – Social, health, recreational, and other needs of older people; Health – Programs related to providing healthcare; Social Services – Programs serving people with physical or mental disabilities; Youth – Programs helping young people to gain the skills needed to become responsible and productive adults</p>

Funding Entity	Type	Priorities
Bill & Melinda Gates Foundation	Foundation	<p>Major gifts in four strategic areas: Global Health, Global Programs, U.S. Programs, Global Policy &amp; Advocacy</p> <p>Washington State is a dedicated program area within the U.S. Program and has six areas of focus:</p> <p><u>Education Pathways</u> -- Improve transitions between preschool and elementary, elementary and middle school, middle school and high school, high school and college</p> <p><u>Effective Teaching and School Leadership</u> -- Improve teacher and principal evaluation processes, leadership frameworks to close student achievement gaps, and recognition of great teaching (via funding of Golden Apple and Pathways of Education Excellence awards)</p> <p><u>Early Learning</u> -- Provide high quality pre-K learning opportunities for all children</p> <p><u>Homelessness and Family Stability</u> -- Reduce family homelessness by aligning public and private efforts in King, Pierce, and Snohomish counties to more efficiently deploy existing funding and services</p> <p><u>Road Map Project</u> -- Support community-driven effort in South Seattle and South King County to keep students on track, both in and out of school; led by Community Center for Education Results</p> <p><u>Strengthening Communities</u> -- Strengthen local philanthropic institutions through funding of community foundations and United Way organizations, as well as increasing the quality and availability of nonprofit technical assistance</p> <p>Other regional grantees -- The Gates Foundation also occasionally makes civic grants to other organizations and projects in the region, including to the YMCA of Greater Seattle, Technology Access Foundation, Bike Works Seattle, Seattle Art Museum, Tacoma Art Museum, Children's Museum of Skagit County, Seattle Symphony, and Seattle Jazzed</p>

Funding Entity	Type	Priorities
Boeing	Corporate	<p>Focuses grantmaking in Washington in King, Pierce, and Snohomish counties</p> <p>Six program areas:</p> <p><u>Arts &amp; Culture</u> -- Arts education for young people (competitive programs provide 25-100 hours/child); capital grants to test new business models or ventures that yield new revenue lines; systems change grants to broaden impact in the arts nonprofit sector including professional development, training, research, and collaborative initiatives</p> <p><u>Health &amp; Human Services</u> -- Improve employability and access to employment among low-income residents through workforce development, social enterprise, small business development, and job training in high-demand sectors such as manufacturing and health care; increase financial literacy; improve health outcomes through cross-sector partnerships</p> <p>Also: Civic Engagement; Environment; Education Early Learning; Education, Primary &amp; Secondary</p>
City of Tacoma Arts Division Anchor Fund	Government	<p>Funds diverse forms of art through cultural service contracts with the nonprofit organization in order to provide arts related services to the public. Organizations must meet all criteria in order to qualify (including at least five years of financial records) and secure matching funds.</p>
City of Tacoma Arts Division Project Fund	Government	<p>Funds arts projects that take place within Tacoma city limits; applicants must have both offices and primary venues located within Tacoma city limits</p> <p>Awards range between \$1,000 and \$5,000; average contract amount is \$2,500</p> <p>Supports artistic presentations, activities, workshops, or projects that are accessible to the general public; may be a one-time even, series of events, or ongoing program</p> <p>Additional consideration is given to projects that include funding from other sources, that pay professional artists for their professional services, and that reach large audiences and/or underserved segments of the community. The project must demonstrate a public benefit.</p>
City of Tacoma Human Services	Government	<p>Services that directly and primarily benefit City of Tacoma residents; funding priorities change biannually; priority funding areas for 2016-2017 are housing stabilization, economic stabilization, youth emergency stabilization, emergency shelter, rapid re-housing, and street outreach</p>

Funding Entity	Type	Priorities
Fred Meyers Fund	Foundation	<p>The Fred Meyer Fund awards grants to nonprofit organizations in Alaska, Idaho, Oregon and Washington with focus areas in:</p> <ul style="list-style-type: none"> <li>• Youth Development/K-12 Education Grants for support programs and organizations that help youth build character, increase self-esteem, develop leadership and social skills and participate in constructive life experiences.</li> <li>• Hunger Reduction Grants for support programs and organizations such as food banks and community pantries that strive to reduce hunger and improve nutritional services to all the communities where Fred Meyer Customers and Associates live and work.</li> <li>• Cancer Research and Awareness Komen for the Cure, American Cancer Society and the cancer units at local hospitals are often recipients of these grants.</li> <li>• Military Family Support Grants for support programs and organizations such as Operation Homefront or USO that assist our deployed troops and their families while their loved ones are across the globe.</li> <li>• Environmental Education and Stewardship The health of our environment is a top priority for our Customers and communities, and some grants focus on sustaining that health or educating the public on environmental stewardship.</li> </ul> <p>At this time, the Fred Meyer Fund is not accepting grant applications. Our Associates help us select grant recipients in their communities.</p>
Fuchs Family Foundation	Foundation	Recommended by subcommittee members
Ginger & Barry Ackerley Foundation	Foundation	Based in Seattle with grants to organizations across the Pacific Northwest; focuses on the arts, environment, higher education, early childhood development, and social services
Greater Tacoma Community Foundation	Foundation	<p><u>Strengthening Pierce County</u> – General operating support funds designed to bolster smaller nonprofits that are addressing critical issues to sustain and build a stronger Pierce County</p> <p><u>Building Capacity</u> – Supports nonprofits as they work toward improving their operations, programmatic, financial, or organizational infrastructure to more effectively and efficiently fulfill their mission. Available in two categories: Building Up and Building Out.</p> <p><u>Expanding Youth Opportunity</u> – Focuses on the challenges faced by youth during the time they spend out of school; funds opportunities for young people 11-24 to learn, engage, and lead. Also: Fund for Women and Girls; Spark Grants; Scholarships</p>
Individual Donor A	Individual	Health and human services, education, job training, and the arts; also cultivates board talent/leadership
Individual Donor B	Individual	Recommended by committee members; interested in arts, education, youth; former educator
Individual Donor C	Individual	Recommended by committee members

Funding Entity	Type	Priorities
Kilworth Family Foundation	Foundation	Recommended by committee members
Larry Benaroya Family Foundation	Foundation	Fields of interest: Diabetes research, autoimmune disease research, higher education (endowed scholarships), classical music, arts, human services, Jewish community Majority of previous giving has been Seattle-based
M. J. Murdock Charitable Trust	Foundation	<p>“To enrich the quality of life in the Pacific Northwest by providing grants and enrichment programs to nonprofit organizations that seek to strengthen the region’s educational, spiritual, and cultural base in creative and sustainable ways”</p> <p>General grant awards are made in four areas:</p> <p><u>Arts and Culture</u> -- Performance and visual arts projects that enrich the cultural environment of the region; high value placed on educational outreach efforts</p> <p><u>Education</u> -- Education projects offered in both formal and informal settings; special interest is afforded to private higher education</p> <p><u>Health and Human Services</u> -- Preventive efforts that address physical, spiritual, social, and psychological needs; projects focused on youth are preferred</p> <p><u>Research</u> -- Scientific research initiatives of specific organizations (public research universities and medical institutes with five-state region)</p>
Microsoft Philanthropies	Corporate	<p>Three major investment initiatives, with an emphasis on STEM throughout:</p> <p><u>YouthSpark</u> -- Increase access for youth to learn computer science; empower 300 million young people around the world with opportunities for education, employment, and entrepreneurship</p> <p><u>Washington State</u> -- Improve public education; improve transportation infrastructure; promote a healthy business climate; advance quality of life</p> <p><u>Affordable Access</u> -- Enable people in underserved communities to access the Internet and use cloud services (provides grants to commercial entities)</p> <p>Also: In-kind product donations to nonprofits; match employee giving up to \$15,000/employee/year; facilitate employee volunteering and nonprofit fair at Redmond, WA corporate campus</p>
Milgard Family Foundation	Foundation	Priority will be given to applicants that serve Pierce County, Washington and to organizations that focus on social services that improve the quality of life and impact a positive change in the community. In 2014, about half of all giving was to youth programs; other areas of giving includes health, social services, education, animal welfare, and community programming; award amounts in 2014 ranged from \$1,000 to \$2.5 million; among the 62 awards made in 2014, about half were for amount between \$40,000 to \$80,000



<b>Funding Entity</b>	<b>Type</b>	<b>Priorities</b>
Paul G. Allen Family Foundation	Foundation	The Paul G. Allen Family Foundation looks for opportunities to fund programs in the Allen family's areas of interest—the arts, financial empowerment, libraries, education and science and technology—that jumpstart meaningful change. Geographic area of giving: Global, with 75% of funds to Washington, Oregon, Montana, Idaho, Alaska “The Foundation is currently taking a fresh look at its giving strategy and will be outlining new goals in the near future.” Does not accept unsolicited proposals Moderate and major gifts (\$30,000-\$300,000)
Phillips 66 Ferndale Refinery	Corporate	Gives to Whatcom County; focus areas are education, environment, health and safety
Pierce County	Government	Funding for significant facility renovation in unincorporated Pierce County (tentative)
Raikes Foundation	Foundation	“Empowering young people to transform their lives” Primary geographic area of giving is Washington (but gives nationally) Three core program areas: Education, Youth Homelessness, and Out-of-School Time. Also makes a limited number of community grants. Majority of grants to organizations identified by Raikes. Does not accept unsolicited proposals.
RAM Construction and Mike Hammes	Corporate	Most gifts have been in Whatcom County, including to the Bellingham Food Bank, Whatcom Hospice Foundation, St. Luke's Foundation; international efforts include support for the Rotary International Water Quality Project and construction of rural schools in Honduras
Rogel Foundation	Foundation	Recommended by subcommittee members
Russell Family Foundation	Foundation	Committed to life-long learning <u>Geographic focus</u> is Puget Sound Region, with particular emphasis on South Puget Sound & Pierce County <u>Focus Areas</u> – Environmental Education, Green Business, Marine Research, Shoreline Restoration, Land Conservation, Polluted Runoff, Green Infrastructure, and Watersheds <u>New focus area</u> (per subcommittee) – Community Equity

Funding Entity	Type	Priorities
Sequoia Foundation	Foundation	<p>Supports organizations and efforts based in and serving Pierce County residents</p> <p>Program Areas:</p> <p><u>Children and Youth Development</u> – Promote positive development of children and youth; maintain or increase physical and emotional health, safety, and security of youth; maintain availability of high quality youth serving programs</p> <p><u>Community Building and Development</u> – Promote and build collaborations and improved community systems; spur community and economic development; result in the physical improvement of neighborhoods or community-based public spaces; encourage volunteerism and service</p> <p><u>Culture and the Arts</u> – Promote fiscally responsible management of cultural and arts organizations; increase connections between community and economic development and the arts; enhance accessibility of cultural and artistic experiences and expression; promote artistic and cultural development of young people</p> <p><u>Self Sufficiency</u> – Increase or maintain availability of food, clothing, shelter, housing, basic needs; help individuals or families become increasingly stable, self-sufficient, and successful</p>
Social Venture Partners (SVP)	Other	King County only; focused on the environment, kindergarten readiness and early childhood development, and K-12 education (high school graduation and college readiness)
State of Washington	Government	Funding for facility capital costs in unincorporated Pierce County (29th congressional district)
United Way of Pierce County	Foundation	<p>Focuses on four interconnected strategies to break the cycle of poverty in Pierce County:</p> <p>Strong Start for Kids -- Increase the number of children ready for kindergarten</p> <p>Early Grade Success -- Increase number of children reading at or above grade level by the end of third grade</p> <p>Build Strong Families -- Increase the number of low-income families that are financially stable, including low-income individuals obtaining and retaining employment, earning a family-sustaining wage, improving credit scores, having access to income supports, and being banked</p> <p>Basic Needs and Supportive Services -- Partner with South Sound 2-1-1, Emergency Food Network, FISH Food Banks, WSU Extension, Peninsula Community Foundation, Tacoma-Pierce County Health Department, St. Leo's Food Connection, and local farmers markets</p>

Funding Entity	Type	Priorities
Weyerhaeuser Foundation	Foundation	<p>Three primary areas of giving:</p> <p><u>International initiatives</u> -- Help women, girls, and their families overcome violence, poverty and other hardships in under-developed countries.</p> <p><u>Children's initiatives</u> -- Support direct service programs that create and promote stability, resilience, and healing for children who have witnessed domestic violence.</p> <p><u>Sustainable forest &amp; communities initiatives</u> -- Promote the creation of environmentally and economically sustainable forest communities in the regions of the United States where the Weyerhaeuser Family's business interests originated</p>
Woodworth Family Foundation	Foundation	<p>Supports nonprofit organizations in Tacoma and Pierce County that emphasize education, youth services, health care, and human services; grants range from \$1,000 to \$25,000</p>

## APPENDIX K. DETAILED OPERATING EXPENSES

Estimated Operating Expenses: Scenario A		
<b>ADMINISTRATIVE</b>		
Personnel <i>(FT reflects salaries + benefits @ 25%)</i>		
Executive Director (FT)	\$ 106,250	<i>reflects salary + benefits @ 25%</i>
Administrative Assistant (FT)	37,500	<i>reflects salary + benefits @ 25%</i>
Marketing Professional (PT)	27,737	<i>reflects 30 hours per week @ \$17.78/hour</i>
Development Professional (PT)	35,630	<i>reflects 30 hours per week @ \$22.84/hour</i>
Consulting Fees		
Human Resources Professional	20,800	<i>reflects 10 hours per week @ \$40/hour</i>
Finance/Accounting Professional	30,654	<i>reflects 25 hours per week @ \$23.58/hour</i>
NCAT	150,000	<i>reflects annual fee incurred during first two years of operation only</i>
Administrative Service Expenses	-	
IT Support	12,000	<i>Estimates based on current MBC actuals</i>
Legal	1,200	
Audit/Accounting	12,000	
Payroll Expenses	3,600	
Insurance (liability)	12,000	
Postage	1,200	
Printing	4,500	
Office Supplies	3,600	
Equipment Expenses	1,200	
Training Expenses	3,600	
Travel Expenses	9,600	
Hospitality Expenses	1,200	
Housekeeping	3,600	
Security	4,200	
License & Renewal Fees	<u>3,600</u>	<i>estimates based on PA licensing</i>
Professional Organization Membership Fees	1,500	
Miscellaneous Expenses	<u>1,200</u>	
<b>TOTAL ADMINISTRATIVE</b>	<b>\$ 488,371</b>	

<b>PROGRAMS</b>		
Youth Arts		
Personnel <i>(FT reflects salaries + benefits @ 25%)</i>		
Youth arts program director (FT)	62,500	<i>reflects salary + benefits @ 25%</i>
Ceramics instructor (FT)	41,250	<i>reflects salary + benefits @ 25%</i>
Ceramics instructor (PT)	15,860	<i>reflects 25 hours per week @ \$15.86/hour for 40 weeks/year</i>
Digital arts instructor (FT)	41,250	<i>reflects salary + benefits @ 25%</i>
Digital arts instructor (PT)	15,860	<i>reflects 25 hours per week @ \$15.86/hour for 40 weeks/year</i>
Student services coordinator (FT @ 50%)	23,125	<i>reflects salary + benefits @ 25%</i>
Educational Supplies & Materials		
Ceramics	4,456	<i>based on current MCG actuals</i>
Digital arts	<u>6,984</u>	<i>based on current MCG actuals</i>
<b>Subtotal youth arts</b>	211,285	
Career Training		
Personnel <i>(FT reflects salaries + benefits @ 25%)</i>		
Adult career training program director (FT)	65,000	<i>reflects salary + benefits @ 25%</i>
LPN instructor (FT)	62,500	<i>reflects salary + benefits @ 25%</i>
LPN lab assistant (PT)	31,500	<i>reflects 30 hours per week @ \$21/hour for 50 weeks/year</i>
HVAC instructor (FT)	60,000	<i>reflects salary + benefits @ 25%</i>
HVAC instructor (PT)	31,500	<i>reflects 30 hours per week @ \$21/hour for 50 weeks/year</i>
Student services coordinator (FT @ 50%)	23,125	<i>reflects salary + benefits @ 25%</i>
Educational Supplies & Materials		
LPN	24,833	<i>new program; estimate based on consultation from MBC and current ERMA costs</i>
HVAC	25,000	<i>new program; estimate based on MBC recommendation</i>
Learning resource center materials	1,200	<i>estimate based on current MBC costs</i>
<b>Subtotal adult training</b>	<u>324,658</u>	
<b>TOTAL PROGRAMS</b>	<b>535,943</b>	
<b>FACILITIES</b>		
Lease/mortgage	326,700	<i>estimated based on current lease from PLU; 15,582 NRA @ \$20.97/SF</i>
Property tax	-	<i>included in lease expense</i>
Utilities		
Electricity	8,610	<i>estimated based on current PLU actuals</i>



Gas	-	<i>included in lease expense</i>
Telecommunications and internet services	4,800	<i>estimated based on current PLU actuals</i>
Water	-	<i>included in lease expense</i>
Sewage	935	<i>estimate based on current PLU actuals</i>
Maintenance	58,432	<i>estimate based on current lease from PLU; 15,582 NRA @ 3.75/SF</i>
Property insurance	5,000	<i>estimate based on MBC recommendation</i>
Parking fees	-	<i>included in lease expense</i>
Other	12,000	<i>contingency; reflects \$1,000/month</i>
<b>TOTAL FACILITIES</b>	<b>416,477</b>	
<b>TOTAL OPERATING EXPENSES</b>	<b><u>\$ 1,440,791</u></b>	

### Scenario Notes

Scenario A assumes:

Building: 208 Garfield Street  
 Arts Studio 1: Ceramics  
 Arts Studio 2: Digital Arts w/Tech Suite  
 Career Training 1: Licensed Practical Nurse (LPN)  
 Career Training 2: HVAC Mechanic (HVAC)

Estimated Operating Expenses: Scenario B		
<b>ADMINISTRATIVE</b>		
Personnel <i>(FT reflects salaries + benefits @ 25%)</i>		
Executive Director (FT)	\$ 106,250	<i>reflects salary + benefits @ 25%</i>
Administrative Assistant (FT)	37,500	<i>reflects salary + benefits @ 25%</i>
Marketing Professional (PT)	27,737	<i>reflects 30 hours per week @ \$17.78/hour</i>
Development Professional (PT)	35,630	<i>reflects 30 hours per week @ \$22.84/hour</i>
Consulting Fees		
Human Resources Professional	20,800	<i>reflects 10 hours per week @ \$40/hour</i>
Finance/Accounting Professional	30,654	<i>reflects 25 hours per week @ \$23.58/hour</i>
NCAT	150,000	<i>reflects annual fee incurred during first two years of operation only</i>
Administrative Service Expenses		
IT Support	12,000	<i>Estimates based on current MBC actuals</i>
Legal	1,200	
Audit/Accounting	12,000	
Payroll Expenses	3,600	
Insurance (liability)	12,000	
Postage	1,200	
Printing	4,500	
Office Supplies	3,600	
Equipment Expenses	1,200	
Training Expenses	3,600	
Travel Expenses	9,600	
Hospitality Expenses	1,200	
Housekeeping	3,600	
Security	4,200	<i>estimates based on PA licensing</i>
License & Renewal Fees	<u>3,600</u>	
Professional Organization Membership Fees	1,500	
Miscellaneous Expenses	<u>1,200</u>	
<b>TOTAL ADMINISTRATIVE</b>	\$ 488,371	
<b>PROGRAMS</b>		
Youth Arts		
Personnel <i>(FT reflects salaries + benefits @ 25%)</i>		

Youth arts program director (FT)	62,500	reflects salary + benefits @ 25%
Ceramics instructor (FT)	41,250	reflects salary + benefits @ 25%
Ceramics instructor (PT)	15,860	reflects 25 hours per week @ \$15.86/hour for 40 weeks/year
Design arts instructor (FT)	41,250	reflects salary + benefits @ 25%
Design arts instructor (PT)	15,860	reflects 25 hours per week @ \$15.86/hour for 40 weeks/year
Student services coordinator (FT @ 50%)	23,125	reflects salary + benefits @ 25%
Educational Supplies & Materials		
Ceramics	4,456	based on current MCG actuals
Design arts	7,382	based on current MCG actuals
<b>Subtotal youth arts</b>	<b>211,683</b>	
Career Training		
Personnel (FT reflects salaries + benefits @ 25%)		
Adult career training program director (FT)	65,000	reflects salary + benefits @ 25%
LPN instructor (FT)	62,500	reflects salary + benefits @ 25%
LPN lab assistant (PT)	31,500	reflects 30 hours per week @ \$21/hour for 50 weeks/year
HVAC instructor (FT)	60,000	reflects salary + benefits @ 25%
HVAC instructor (PT)	31,500	reflects 30 hours per week @ \$21/hour for 50 weeks/year
Student services coordinator (FT @ 50%)	23,125	reflects salary + benefits @ 25%
Educational Supplies & Materials		
LPN	24,833	new program; estimate based on consultation from MBC and current ERMA costs
HVAC	25,000	new program; estimate based on MBC recommendation
Learning resource center materials	1,200	estimate based on current MBC costs
<b>Subtotal adult training</b>	<b>324,658</b>	
<b>TOTAL PROGRAMS</b>	<b>536,341</b>	
<b>FACILITIES</b>		
Lease/mortgage	326,700	estimated based on current lease from PLU; 15,582 NRA @ \$20.97/SF
Property tax	-	included in lease expense
Utilities		
Electricity	8,610	estimated based on current PLU actuals
Gas	-	included in lease expense
Telecommunications and internet services	4,800	estimated based on current PLU actuals
Water	-	included in lease expense

Sewage	935	<i>estimate based on current PLU actuals</i>
Maintenance	58,432	<i>estimate based on current lease from PLU; 15,582 NRA @ 3.75/SF</i>
Property insurance	5,000	<i>estimate based on MBC recommendation</i>
Parking fees	-	<i>included in lease expense</i>
Other	12,000	<i>contingency; reflects \$1,000/month</i>
<b>TOTAL FACILITIES</b>	<b>416,477</b>	
<b>TOTAL OPERATING EXPENSES</b>	<b><u>\$ 1,441,189</u></b>	

### Scenario Notes

Scenario B assumes:

Building: 208 Garfield Street  
 Arts Studio 1: Ceramics  
 Arts Studio 2: Design Arts  
 Career Training 1: Licensed Practical Nurse (LPN)  
 Career Training 2: HVAC Mechanic (HVAC)

Estimated Operating Expenses: Scenario C		
<b>ADMINISTRATIVE</b>		
Personnel <i>(FT reflects salaries + benefits @ 25%)</i>		
Executive Director (FT)	\$ 106,250	<i>reflects salary + benefits @ 25%</i>
Administrative Assistant (FT)	37,500	<i>reflects salary + benefits @ 25%</i>
Director of Programs (FT)	68,750	<i>reflects salary + benefits @ 25%</i>
Marketing Professional (PT)	27,737	<i>reflects 30 hours per week @ \$17.78/hour</i>
Development Professional (PT)	35,630	<i>reflects 30 hours per week @ \$22.84/hour</i>
Consulting Fees		
Human Resources Professional	20,800	<i>reflects 10 hours per week @ \$40/hour</i>
Finance/Accounting Professional	30,654	<i>reflects 25 hours per week @ \$23.58/hour</i>
NCAT	150,000	<i>reflects annual fee incurred during first two years of operation only</i>
Administrative Service Expenses		
IT Support	12,000	<i>Estimates based on current MBC actuals</i>
Legal	1,200	
Audit/Accounting	12,000	
Payroll Expenses	3,600	
Insurance (liability)	12,000	
Postage	1,200	
Printing	4,500	
Office Supplies	3,600	
Equipment Expenses	1,200	
Training Expenses	3,600	
Travel Expenses	9,600	
Hospitality Expenses	1,200	
Housekeeping	3,600	
Security	4,200	
License & Renewal Fees	<u>3,600</u>	<i>Estimates based on PA licensing</i>
Professional Organization Membership Fees	1,500	
Miscellaneous Expenses	<u>1,200</u>	
<b>TOTAL ADMINISTRATIVE</b>	\$ 557,121	
<b>PROGRAMS</b>		
Youth Arts		
Personnel <i>(FT reflects salaries + benefits @ 25%)</i>		
Ceramics instructor (FT)	41,250	<i>reflects salary + benefits @ 25%</i>



Ceramics instructor (PT)	15,860	<i>reflects 25 hours per week @ \$15.86/hour for 40 weeks/year</i>
Student services coordinator (FT @ 50%)	23,125	<i>reflects salary + benefits @ 25%</i>
Educational Supplies & Materials		
Ceramics	4,456	<i>based on current MCG actuals</i>
<b>Subtotal youth arts</b>	<b>84,691</b>	
Career Training		
Personnel ( <i>FT reflects salaries + benefits @ 25%</i> )		
LPN instructor (FT)	62,500	<i>reflects salary + benefits @ 25%</i>
LPN lab assistant (PT)	31,500	<i>reflects 30 hours per week @ \$21/hour for 50 weeks/year</i>
Student services coordinator (FT @ 50%)	23,125	<i>reflects salary + benefits @ 25%</i>
Educational Supplies & Materials		
LPN	24,833	<i>new program; estimate based on consultation from MBC and current ERMA costs</i>
Learning resource center materials	1,200	<i>estimate based on current MBC costs</i>
<b>Subtotal adult training</b>	<b>143,158</b>	
<b>TOTAL PROGRAMS</b>	<b>227,849</b>	
<b>FACILITIES</b>		
Lease/mortgage	326,700	<i>estimated based on current lease from PLU; 15,582 NRA @ \$20.97/SF</i>
Property tax	-	<i>included in lease expense</i>
Utilities		
Electricity	8,610	<i>estimated based on current PLU actuals</i>
Gas	-	<i>included in lease expense</i>
Telecommunications and internet services	4,800	<i>estimated based on current PLU actuals</i>
Water	-	<i>included in lease expense</i>
Sewage	935	<i>estimate based on current PLU actuals</i>
Maintenance	58,432	<i>estimate based on current lease from PLU; 15,582 NRA @ 3.75/SF</i>
Property insurance	5,000	<i>estimate based on MBC recommendation</i>
Parking fees	-	<i>included in lease expense</i>
Other	12,000	<i>contingency; reflects \$1,000/month</i>
<b>TOTAL FACILITIES</b>	<b>416,477</b>	
<b>TOTAL OPERATING EXPENSES</b>	<b>1,201,447</b>	
	-	

## Scenario Notes

Scenario C assumes:

Building:	208 Garfield Street
Arts Studio 1:	Ceramics
Arts Studio 2:	None
Career Training 1:	Licensed Practical Nurse (LPN)
Career Training 2:	None



# ENDNOTES

- <sup>1</sup> U.S. Census Bureau, "Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2014," May 2015.
- <sup>2</sup> Ibid.; Washington Office of Financial Management, "Washington State Data Book: Pierce County Profile," 2013.
- <sup>3</sup> U.S. Census Bureau, 2010 Census, "Profile of General Population and Housing Characteristics."
- <sup>4</sup> Lewis-McChord Communities, "About Joint Base Lewis-McChord," 2015; Economic Development Board for Tacoma-Pierce County, "Major Employers," 2014; WorkForce Central, "The Force of the Future," 2014.
- <sup>5</sup> Washington State Department of Transportation, "Population Growth in Relation to the State's Counties," 2015.
- <sup>6</sup> U.S. Census Bureau, "Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2014," May 2015.
- <sup>7</sup> WorkForce Central, "The Force of the Future."
- <sup>8</sup> Tacoma-Pierce County Health Department, "Pierce County Profile," March 2014; Pierce County, "Budget in Brief," 2015.
- <sup>9</sup> Richard Morrill, "Stories From the 2010 Census: Race and Ethnic Changes in Washington State," New Geography, May 5, 2011.
- <sup>10</sup> U.S. Census Bureau, 2010 Census, "Race and Hispanic or Latino Origin," American Fact Finder.
- <sup>11</sup> Ibid.; U.S. Census Bureau, 2000 Census, "Race and Hispanic or Latino Origin," American Fact Finder.
- <sup>12</sup> U.S. Census Bureau, ACS 2009-2013 5-Year Estimates, "Selected Social Characteristics," American Fact Finder.
- <sup>13</sup> Richard Morrill, "Stories from the 2010 Census: Race and Ethnic Change in Washington State."
- <sup>14</sup> Jim Vleming, "Pierce County Profile," Washington State Employment Security Department, August 2014.
- <sup>15</sup> WorkForce Central, "The Force of the Future."
- <sup>16</sup> U.S. Census Bureau, ACS 2009-2013 1-Year Estimates, "Poverty Status," American Fact Finder.
- <sup>17</sup> WorkForce Central, "The Force of the Future," 2014; U.S. Census Bureau, ACS 2009-2013 5-Year Estimates, "Poverty Status," American Fact Finder.
- <sup>18</sup> U.S. Census Bureau, ACS 2009-2013 5-Year Estimates, "Economic Characteristics, Housing Characteristics, and Poverty Status," American Fact Finder.
- <sup>19</sup> WorkForce Central, "The Force of the Future," 2014; U.S. Census Bureau, ACS 2011-2013 3-Year Estimates, "Educational Attainment by Race," American Fact Finder.
- <sup>20</sup> U.S. Census Bureau, ACS 2009-2013 5-Year Estimates, "Economic Characteristics, Housing Characteristics, and Poverty Status," American Fact Finder.
- <sup>21</sup> U.S. Census Bureau, ACS 2009-2013 5-Year Estimates, "Poverty Status in the Past 12 Months," American Fact Finder.
- <sup>22</sup> U.S. Census Bureau, ACS 2009-2013 5-Year Estimates, "Median Income in the Past 12 Months," American Fact Finder.
- <sup>23</sup> U.S. Census Bureau, ACS 2011-2013 3-Year Estimates, "Educational Attainment by Race," American Fact Finder.
- <sup>24</sup> U.S. Census Bureau, ACS 2009-2013 5-Year Estimates, "Poverty Status in the Past 12 Months," American Fact Finder.
- <sup>25</sup> Ibid.
- <sup>26</sup> U.S. Census Bureau, ACS 2009-2013 5-Year Estimates, "Median Income in the Past 12 Months," American Fact Finder.
- <sup>27</sup> U.S. Census Bureau, ACS 2011-2013 3-Year Estimates, "Educational Attainment by Race," American Fact Finder.

- <sup>28</sup> U.S. Census Bureau, ACS 2009-2013 5-Year Estimates, "Poverty Status in the Past 12 Months," American Fact Finder.
- <sup>29</sup> Public school districts operating in Pierce County are: Bethel, Carbonado, Clover Park, Dieringer, Eatonville, Fife, Franklin Pierce, Orting, Peninsula, Puyallup, Steilacoom Historical, Sumner, Tacoma, University Place, White River. Puget Sound Educational Service District, "Quick Facts," 2015.
- <sup>30</sup> State of Washington, Office of Superintendent of Public Instruction, "Graduation and Dropout Statistics 2013-14 Report, Appendix A-C," 2014.
- <sup>31</sup> Ibid.; State of Washington, Office of Superintendent of Public Instruction, "Graduation and Dropout Statistics 2010-11 Report, Appendix A-E," 2011.
- <sup>32</sup> ERDC data do not reflect enrollment in military programs. Education Research & Data Center, "2013 P-20 Reports Comparing Districts: Table 1. Student Enrollment by Type of Institution Enrolled in Postsecondary Ed," 2015.
- <sup>33</sup> Ibid.
- <sup>34</sup> U.S. Census Bureau, ACS 2009-2013 5-Year Estimates, "Selected Social Characteristics," American Fact Finder; WorkForce Central, "The Force of the Future."
- <sup>35</sup> State of Washington, Office of Superintendent of Public Instruction, "Graduation and Dropout Statistics 2013-14 Report, Appendix D," 2014.
- <sup>36</sup> College enrollment figures reflect enrollment by high school graduates in a two- or four-year program only. Military pursuits and other types of postsecondary training programs are not included. Education Research & Data Center, "2013 P-20 Reports Comparing Districts: Table 1. Student Enrollment by Type of Institution Enrolled in Postsecondary Ed," 2015.
- <sup>37</sup> Ibid.
- <sup>38</sup> Ibid.
- <sup>39</sup> U.S. Census Bureau, ACS 2011-2013 3-Year Estimates, "Educational Attainment by Race," American Fact Finder.
- <sup>40</sup> U.S. Bureau of Labor Statistics, "Unemployment Rate—Not Seasonally Adjusted," November 2015.
- <sup>41</sup> Ibid.
- <sup>42</sup> Ibid.
- <sup>43</sup> U.S. Bureau of Labor Statistics, "Unemployment Rate—Not Seasonally Adjusted," December 2004–November 2015.
- <sup>44</sup> U.S. Census Bureau, ACS 2011-2013 3-Year Estimates, "Employment Status," American Fact Finder.
- <sup>45</sup> Ibid.
- <sup>46</sup> Ibid.
- <sup>47</sup> Lewis-McChord Communities, "About Joint Base Lewis-McChord," 2015; Economic Development Board for Tacoma-Pierce County, "Major Employers," 2014; WorkForce Central, "The Force of the Future."
- <sup>48</sup> Port of Tacoma, "Economic Impact," 2014.
- <sup>49</sup> EMSI 2015.3.
- <sup>50</sup> WorkForce Central, "Pierce County Local Integrated Workforce Plan," 2013-2017.
- <sup>51</sup> EMSI 2015.3.
- <sup>52</sup> WorkForce Central, "The Force of the Future."
- <sup>53</sup> WorkForce Central, "Pierce County Local Integrated Workforce Plan."
- <sup>54</sup> EMSI 2015.3.
- <sup>55</sup> Ibid.
- <sup>56</sup> Paul Turek, "The Pierce County Economy," Washington State Employment Security Department, April 2013; EMSI 2015.3.
- <sup>57</sup> EMSI 2015.3.
- <sup>58</sup> Ibid.
- <sup>59</sup> A wealth of social science research indicates strong correlations between arts learning, social and behavioral skill development, and educational outcomes. Recent examples of this research include: Ivonne Chand O'Neal, "Selected Findings from the John F. Kennedy Center's Arts in Education Research Study: Impact Evaluation of Arts-Integrated Instruction," 2014; James S. Catterall, "The Arts and Achievement in At-Risk Youth: Findings From Four Longitudinal Studies," 2012; and The College Board, "Child Development and Arts Education: A Review of Recent Research and Best Practices," 2012.
- <sup>60</sup> Hilltop Artists, "Who We Are," 2015.
- <sup>61</sup> Fab-5, "About" and "Get Involved," 2015.
- <sup>62</sup> City of Tacoma Arts Division, "Art Funding Locations," 2014.
- <sup>63</sup> City of Tacoma Human Services Division, "2015–2019 City of Tacoma Human Services Strategic Plan," June 2014.



- <sup>64</sup> Washington State Board of Education, "State Requirements for the Class of 2015–2019," 2013; Washington State Board of Education, "Arts Graduation Requirement Frequently Asked Questions," December 2012.
- <sup>65</sup> State of Washington, Office of Superintendent of Public Instruction, "Graduation and Dropout Statistics 2013-14 Report, Appendix C," 2014.
- <sup>66</sup> EMSI 2015.3.
- <sup>67</sup> Ibid.
- <sup>68</sup> Ibid.
- <sup>69</sup> Ibid.
- <sup>70</sup> Ibid.
- <sup>71</sup> WorkForce Central, "Health Care Workforce Discussion Meeting Minutes," January 12, 2016.
- <sup>72</sup> Pierce County Sheriff's Department, Neighborhood Crime, "Crime Around 208 Garfield Street South, 2014–2015."
- <sup>73</sup> Pierce County Sheriff's Department, Neighborhood Crime, "Crime Around 3866 S. 74th Street, 2014–2015."
- <sup>74</sup> Bamford Foundation, "What We Support," 2015.
- <sup>75</sup> Boeing, "2015 Washington State – Local Grantmaking Guidelines."
- <sup>76</sup> Sequoia Foundation, "Program Areas," 2016.







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