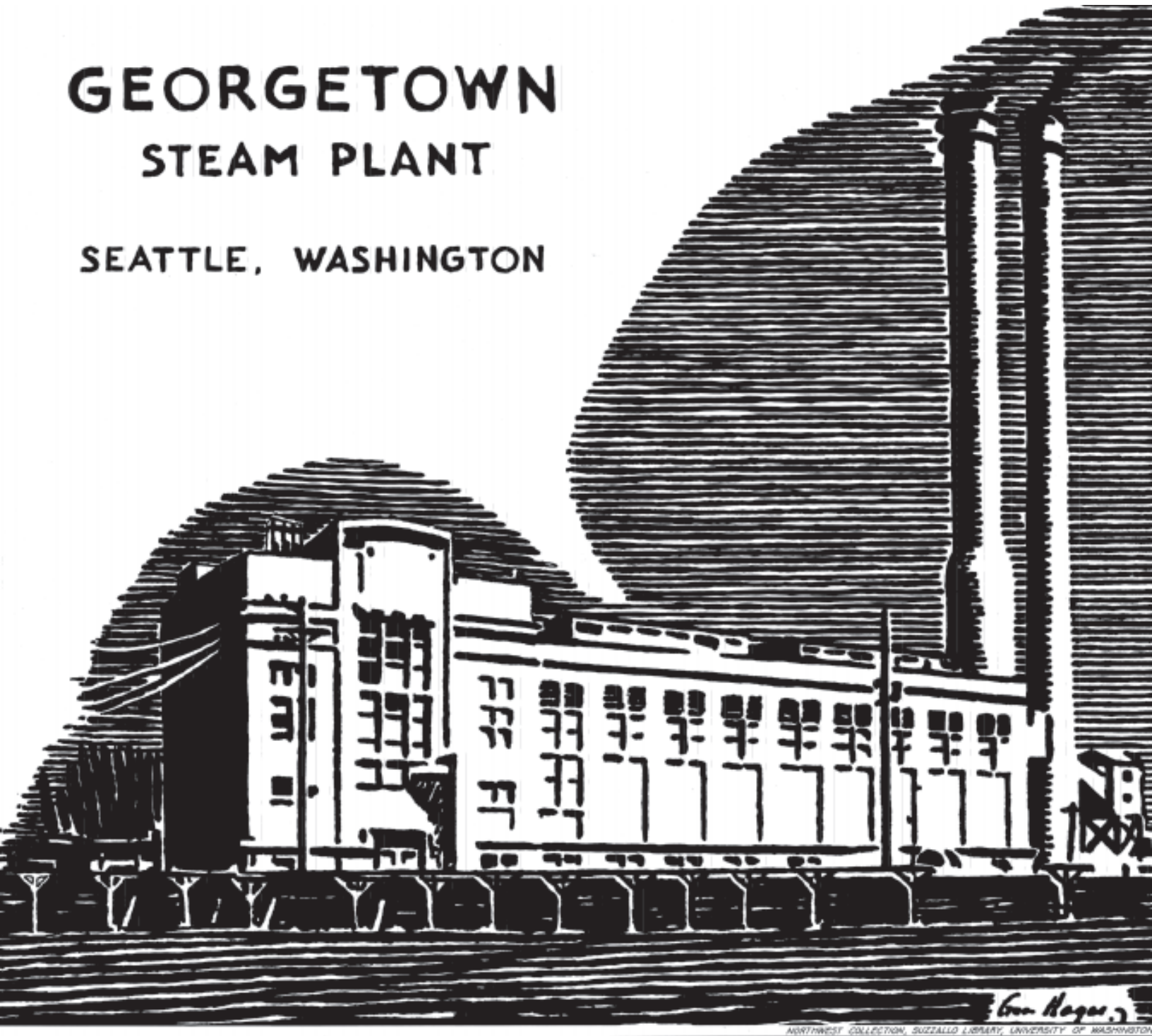


# GEORGETOWN STEAM PLANT

SEATTLE, WASHINGTON



NORTHWEST COLLECTION, SUZZALLO LIBRARY, UNIVERSITY OF WASHINGTON

**EQUINOX**  
DEVELOPMENT UNLIMITED, LLC

*Creating space for limitless possibilities*



GENERAL ELECTRIC  
SCHENECTADY, N.Y.  
AMERICAN STEAM GAUGE CO.

STEAM.

AMERICAN STEAM GAUGE CO.  
BOSTON, MASS.



INTRO

# INTRO

Dear Seattle City Light,

We would like to thank you for your continued preservation and stewardship of the Georgetown Steam Plant and your current investments to restore its grandeur and efforts to activate it as a public resource. We would also like to thank the Georgetown Steam Plant Advisory Committee and its members for their insight and inspiration in their recommendations for the future preservation, transformation and activation of this significant piece of Seattle's history, current landscape, and future possibility.

We are excited for the opportunity to present our vision for the Steam Plant's future, our mission which will guide us, our program which will define us, and our team that will carry this work forward to ensure not only the sustainability of the building and preservation of its history, but its activation and reinvestment in the community.

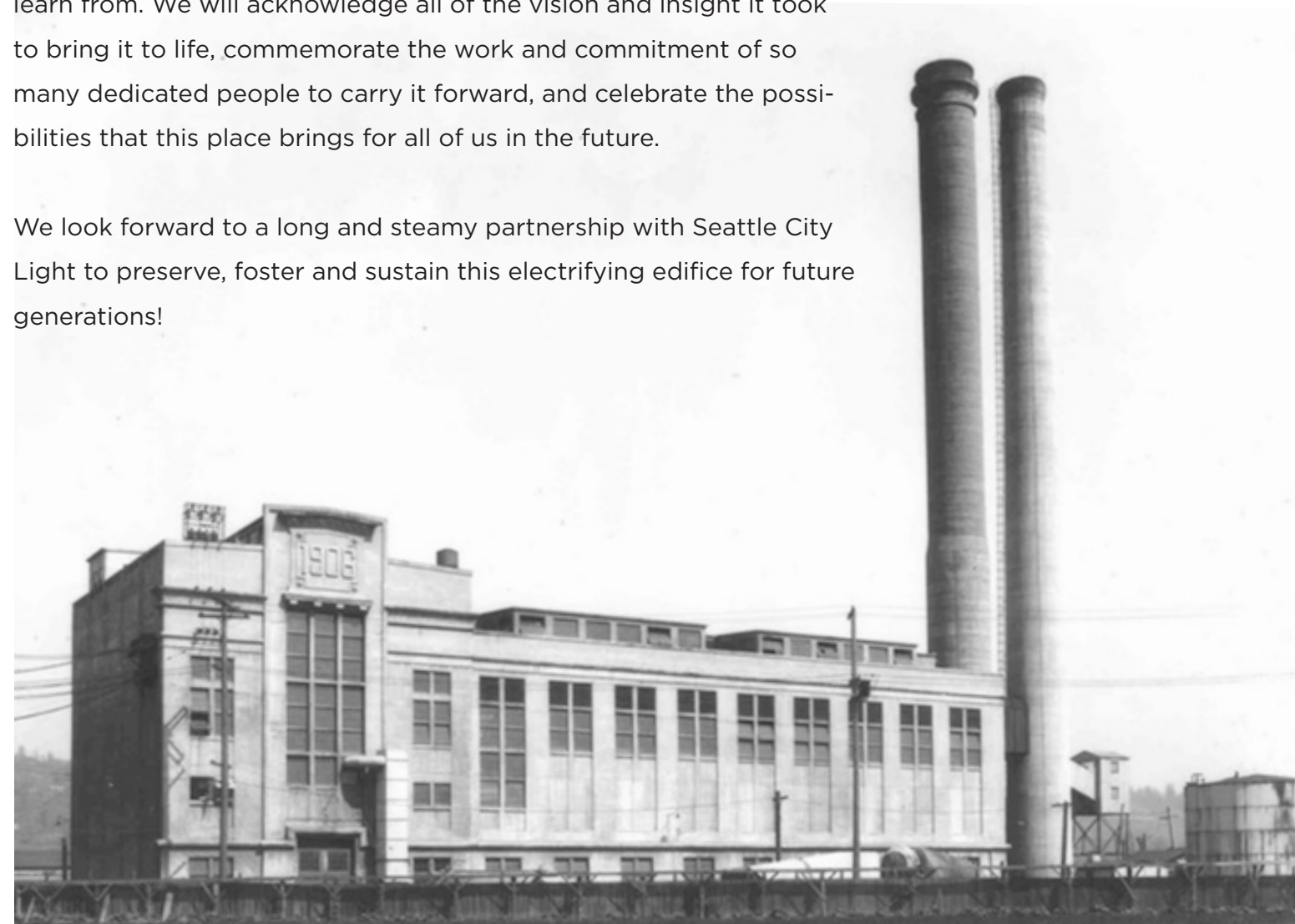
As we propose a future for this building with its complicated history, and this City with its even more complicated history and present, we would like to acknowledge those who have come before us, those who have suffered from our progress, and those who have made this future possible.

First, the Indigenous Peoples that lived on these lands for thousands of years and whose spirit and ancestors are ingrained in the very DNA of this place. We will strive to acknowledge and respect all that they have given up, show gratitude for all that we have received, and commit to finding the ways that we can give back.

Second, the traditionally marginalized and underserved members of our community, generations of whom helped build this building and Seattle into what it is today. We will acknowledge the ways that we as a society have restricted their opportunities, honor their contributions to our community, and engage and empower them in our future.

Third, the people who envisioned, designed, built, worked, maintained, preserved, fostered and advocated for this building, and brought it to the present as a Landmark for all of us to enjoy and learn from. We will acknowledge all of the vision and insight it took to bring it to life, commemorate the work and commitment of so many dedicated people to carry it forward, and celebrate the possibilities that this place brings for all of us in the future.

We look forward to a long and steamy partnership with Seattle City Light to preserve, foster and sustain this electrifying edifice for future generations!



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MADE IN U.S.A.

MISSION  
INTRO

# MISSION

“

*The Georgetown Steam Plant  
empowers Seattle  
using history, sciences,  
arts and culture as catalysts  
for equity, preservation, education  
and community centered activation.*

”





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# VISION

## *Commemorate*



## *Reinvigorate*

Our vision for the Georgetown Steam Plant begins with the historic structure and the context in which it was created, establishing it not only as a Landmark in history but a catalyst for change and community action throughout its life.

The Steam Plant is a bridge from the past to the present, across communities that have been divided, to a prosperous and equitable future. Through the transition from Indigenous lands to an industrial hub, from supplying power for an expanding City, to inspiring a neighborhood of residents and makers, to powering future generations with knowledge; this place will engage the community to be a resource for all.

We see the Steam Plant as an engine to empower the local community and beyond, using historic interpretation and immersion to inspire understanding and innovation; fostering education in the sciences and arts to propel our youth, especially the underserved, to the careers of the future; and activating this building and grounds for the communal benefit of the Georgetown and South Park neighborhoods, with a focus on environmental and quality of life initiatives.

The Georgetown Steam Plant will be a sustainable asset for the community with our combined investments returned as a resource for existing service organizations, arts and cultural programming, and educational engagement opportunities for the region.



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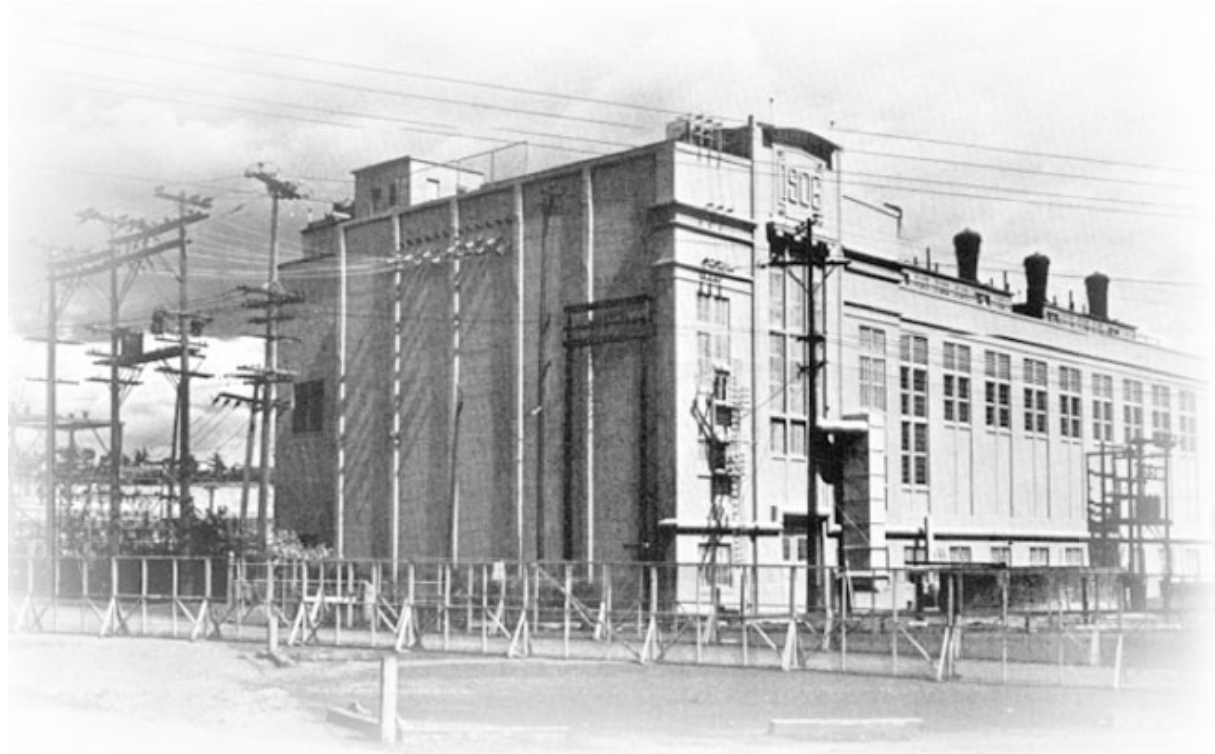
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EQUITY  
VISION  
MISSION  
INTRO



# EQUITY

## *Community-Centered*



## *Cultural Expression*

We are committed to race and social justice, equitable development and environmental equity ideals in alignment with Seattle City Light's and the City of Seattle's commitments to equity.

We will use an RSJI lens to examine all of our ideas and initiatives to ensure that they meet our mission and our principles as we create this community centered resource for all, with a particular focus on underserved, minority, immigrant and refugee communities. We share the City's long term goal to change the underlying system that creates race-based disparities in our community and to achieve racial equity.

We will follow the City's lead in fostering community leadership and supporting organizations to promote equitable access to housing, jobs, education, parks, cultural expression, healthy food and other community needs and amenities to help addresses

displacement and the unequal distribution of opportunities and sustain a diverse Seattle.

As we are examining the possibilities of the Steam Plant to be an engine of change for the community and the environment, we will join the City in focusing on lifting up community-based solutions and creating opportunities for communities of color, immigrants, refugees, people with low-incomes, and limited-English proficiency individuals to be leaders in Seattle's environmental movement.

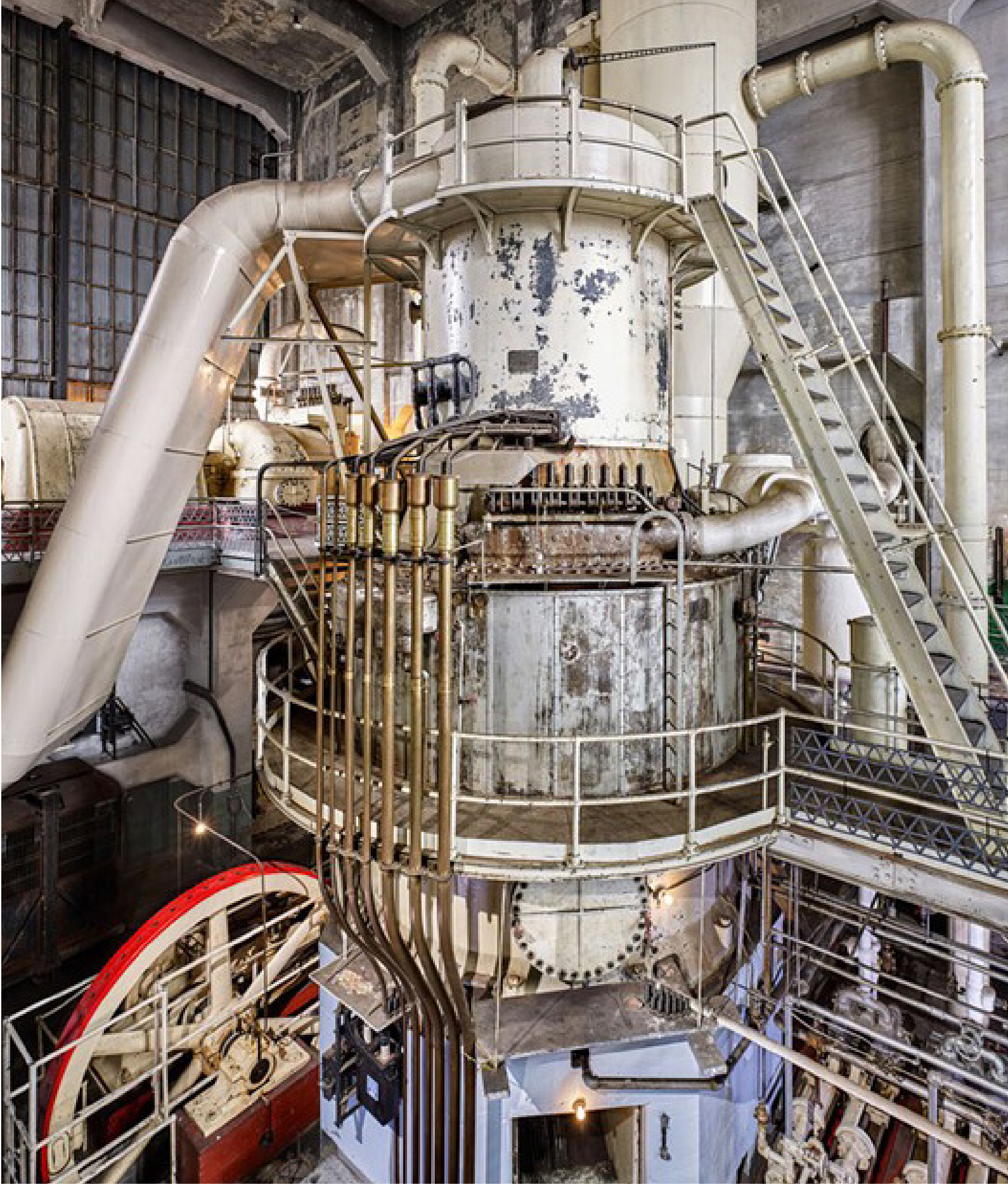
In our work to empower the neighborhoods and activate this community resource, we will align our efforts with Seattle's Women and Minority Business Enterprise Program and Labor Equity and Priority Hire Initiatives to promotes access to construction careers for women, people of color and others with social and economic disadvantages.



CORE TEAM  
EQUITY  
VISION  
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# CORE TEAM

We have assembled a core team with a deep pool of professional experience and community development resources, with proven expertise in equity and inclusion, historical preservation and interpretation, arts and cultural programming, arts and sciences education, architectural and environmental design and planning, construction and facilities management, special event production and venue rental, and financing, grant writing and nonprofit funding.



# CORE TEAM

Our core team is led by **Samuel Farrazaino of Equinox Development Unlimited**. With 30 years of design, construction, property management, event production, historical preservation and rehabilitation and community development experience, Sam will convene our team; co-create organization's structure and board; co-lead outreach and engagement efforts; co-design rehabilitation and tenant improvements including financing structures; manage construction, ongoing facilities operations and property management; co-lead programming, promotion and event production; manage temporary, long term and event rentals; and oversee the project as a whole.

**Kji Kelly is the Executive Director of Historic Seattle**, the non-profit organization that has been protecting Seattle's architectural heritage through educational programs, advocacy, and the preservation of buildings and cultural landscapes for more than 40 years. Kji will be the lead for all our historic preservation and rehabilitation work; lead the development and maintenance of interpretive experiences and exhibits; co-create organization's structure and board; co-lead financing, grant writing/management, and funding efforts; and co-lead outreach, community engagement and partnership efforts.

**Cluny McCaffrey and Judith Panlasigui are with ECOSS**, formerly the Environmental Coalition of South Seattle which has been educating and empowering businesses and diverse communities to implement environmentally sustainable practices for over 25 years. Together they will head up our environmental equity work; co-lead our outreach and engagement efforts; lead the development of environmental interpretive experiences and exhibits; assist with grant writing/management and funding efforts; lead environmental education work; and assist with partnerships and joint ventures.

**James Miles is the Executive Director of Arts Corps**, the non-profit organization that has been revolutionizing arts education by igniting the creative power of young people through culturally engaging learning experiences for 18 years. James will lead our arts and cultural education programs; co-lead our race and social justice and equitable development initiatives; co lead outreach and engagement efforts; assist with financing, grant writing/management and funding efforts; and assist with partnerships and joint ventures.

**Stephanie Jones-Gunn, who designs and teaches STEM programming at the Museum of Flight and has taught robotics at Raisbeck Aviation High School**, will lead our Science Technology Engineering and Mathematics education programs; lead our educational engagement curriculum creation for field trips and tours; assist with outreach and community engagement efforts, partnerships and joint ventures, (particularly the Museum of Flight and Aviation High School).

**Mark Johnson of Signal Architecture and Research**, an architecture firm focused on connecting people with place, will bring his 23 years of experience to co-lead our research, planning, design, rehabilitation and tenant improvements work; assist with development and maintenance of interpretive experiences and exhibits; co-lead outreach and engagement with the Georgetown and South Park neighborhoods; assist with activation, programming and promotion and joint ventures.

**David Strauss is a Principal of SHKS Architects**, which focuses on historic building renovation and adaptive reuse, is recognized as leaders in rehabilitation, and is entrusted with significant, highly visible and visited, public buildings. David will co-lead our research, planning, design, rehabilitation and tenant improvement work; assist with development and maintenance of interpretive experiences and exhibits; and assist with outreach and engagement.

**Jeff McCord is the Executive Director of the Southwest Seattle Historical Society** and will assist with historic preservation and rehabilitation efforts; assist with development and maintenance of interpretive experiences and exhibits; and assist with promotion, community outreach and engagement and partnership efforts.



# CORE TEAM

We have created this core team to guide and facilitate the creation of a new non-profit organization formed as a coalition of existing organizations and people with a depth and breadth of expertise and experience and operating history that will allow the Georgetown Steam Plant to reach its potential. We acknowledge that our core team is not a representation of all of the constituents and voices that need to be at the table to ensure the success of the Steam Plant as a true community asset, and that we will initiate our outreach and engagement process once we have been selected as finalists.

We will begin with an invitation to Seattle City Light and all of the members of the Georgetown Steam Plant Advisory Committee to join us in the creation of this new organization, taking advantage of the deep resource of prior knowledge of the building and its history as well as the insight and ideas formed to guide this process.

Then we propose to engage the community through an interactive process, empowering an independent Community Programming Team who will assess and advise on programmatic and partnership decisions. As an advisory body to our Board, we will empower the Community Programming Team to introduce and empower partner organizations to collaborate with the future vision of the Georgetown Steam Plant.



# CORE TEAM

The opportunities for community engagement, shared knowledge, and an expanded user group can serve as a demonstration for industrial / community partnerships, where art and production, community and culture merge to fuel innovation. The Community Programming Team will be comprised of advisors primarily from the Georgetown, SODO, and South Park communities, offering insight from local business, industry, education, and neighborhoods.

In our outreach and engagement process we will strive to bolster the current uses of the Steam Plant, strengthen the future uses already contemplated and identify new uses for consideration. We will engage as many partners as possible in the support and activation of this landmark and build a coalition that can carry this organization and this building into the future for true community benefit.





**PARTNERSHIPS**

CORE TEAM

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# PARTNERSHIPS

The following is a list of entities, organizations and people that we desire to connect with and invite into this coalition to ensure that the Georgetown Steam Plant becomes a public asset, created, activated, and fostered; by, with, and for the community. This list will most certainly grow through our process and we look forward to finding even more innovative partnerships and joint ventures to enable true public benefit.

Seattle City Light

Georgetown Steam Plant  
Advisory Council

Duwamish Nation

Georgetown Community Council

Friends of Georgetown History

Georgetown Merchants  
Association

South Park Neighborhood  
Association

South Park Arts

United Artists of Georgetown

South Seattle College

Duwamish River Cleanup  
Coalition

Duwamish Valley Youth Corps

Duwamish Infrastructure  
Restoration Training Corps

Duwamish Valley Safe Streets

South Park Information and  
Resource Center

Sea Mar Community  
Health Center

Maritime and Industrial Council

Boeing

Technology Access Foundation

Reel Grrls

Opportunity Skyway  
Air Academy

Seattle Public Schools

Seattle Public Library

Northwest Association of  
Independent Schools

Summit Charter School  
City of Seattle

Department of Neighborhoods

Office of Arts and Culture

Office of Economic Development

Department of Construction  
and Inspections

Office of Planning and Com-  
munity Development

Seattle Public Utilities

Landmarks Preservation Board

Seattle Arts Commission

4Culture

Washington State Arts  
Commission

Washington State Department  
of Commerce

Artist Trust

Seattle Parks Foundation

King County

King County Airport

King County Wastewater  
Treatment Division

King County Waterworks

King County Metro

Port of Seattle

Sound Transit

National Park Service

National Trust for Historic  
Preservation

Museum of History and Industry

Living Computer Museum

Connections Museum Seattle

Museum of Flight  
Burke Museum of Natural  
Science and Culture

Pacific Science Center

Seattle Art Museum

Labor Unions

AIA Seattle

Delridge Neighborhoods

Development Association

University of Washington

UW Comotion

Maker Spaces

SouthEast Effective Develop-  
ment

Got Green

Rainier Beach Action Coalition

Skyway Solutions

BECU

Banner Bank

Heritage Bank

RSF Social Finance

Craft3 Capital Corporation

ArtPlace America

State Heritage Grant

Vera Project

Studio e

Acrobatic Conundrum

Bridge

The Alice

Oxbow

Interstitial





**PROGRAM**  
PARTNERSHIPS  
CORE TEAM  
EQUITY  
VISION  
MISSION  
INTRO

# PROGRAM

We are creating a framework to engage the community, build partnerships and develop joint ventures to ensure that the Georgetown Steam Plant lives up to its incredible potential.

That framework begins with mechanisms to enable daily use and enjoyment by the residents of the Georgetown and South Park neighborhoods, especially the youth and traditionally marginalized members of our community. We envision a community centered approach to understand the needs and desires of the residents and facilitate those uses within the context of the historic building and grounds and a sustainable financial model. Some of the ideas already under consideration are maker space, shared resource space, tool library/community workshop, meeting and community event space, outdoor/ open space, youth afterschool educational and arts activities and “hang out” space.

Next, we believe that daily and weekly educational programming can activate the building for the neighborhood, South Seattle and beyond. With Arts Corp and Stephanie Jones-Gunn on the Core Team we will build educational partnerships to bring this building alive for all of our youth through science, history, technology, engineering, arts, and mathematics (SHTEAM). Workshops and ongoing educational programming



can provide consistent access to educational opportunities and potential funding possibilities.

Field trips can expand the reach of the Steam Plant to the entire region. Through partnerships with Seattle Public Schools and other municipal school systems, as well as regional private and charter schools, we can build curriculum to inspire tomorrow’s artists, scientists, engineers and historians.

The building is also well suited for higher education opportunities and we intend to seek partnerships with colleges, technical schools, the unions and others for training, mentoring, apprenticeship and interning possibilities.

Preserving the building and creating interpretive experiences for the public to engage the history in a tangible way will enable us to reach wider audiences and produce ongoing income. Using new technologies to do this can be an educational opportunity in itself and a mechanism to interpret the history without putting it under glass. It will also give us flexibility and agility in creating curriculum that is relevant and fresh to keep audiences coming back.

# PROGRAM

History, arts and sciences, and community events can bring a wider array of people from the region and beyond. Using arts and sciences as the connector to the history has been a big part of the preservation of the building thus far and capitalizing on that asset into the future will only help the exposure and potential revenue.

Private event rental will also expose a diverse audience to the history of the site and produce the largest source of income to help make the Steam Plant sustainable for future generations. Using existing open spaces among the machinery and boilers as well as the potential to create usable venue space in the ash room and on the grounds outside, will attract a wide array of event types and uses. Using sliding scales for pricing can facilitate access for underserved communities to take advantage of this resource and further our equity goals.

Rentals for film and photo shoots will also help expose the Steam Plant to a wider audience and potentially bring revenue through that licensing.

With all of these uses combined, we will strive to activate the Georgetown Steam Plant on a daily, weekly, monthly and year-round basis, providing as much access as possible to as many different people as possible. Generating income from these activities will also help support free and reduced-price programming to serve a wide audience and have significant public benefit. This diversified model of activation will not only be self-sustaining and cover all operating expenses but will give the greatest opportunity to be a resource to our traditionally underserved communities.





**DEVELOPMENT**  
PROGRAM  
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# DEVELOPMENT

The development and programming we design after our community engagement process will drive our approach for any changes to the space itself. We believe in the lightest touch possible when it comes to the existing building and equipment, preserving as much as possible in its current state or returning it to its former glory when possible. We will partner with City Light and their restoration work already underway to bring the building back to its original grandeur and trans-create that experience for visitors.

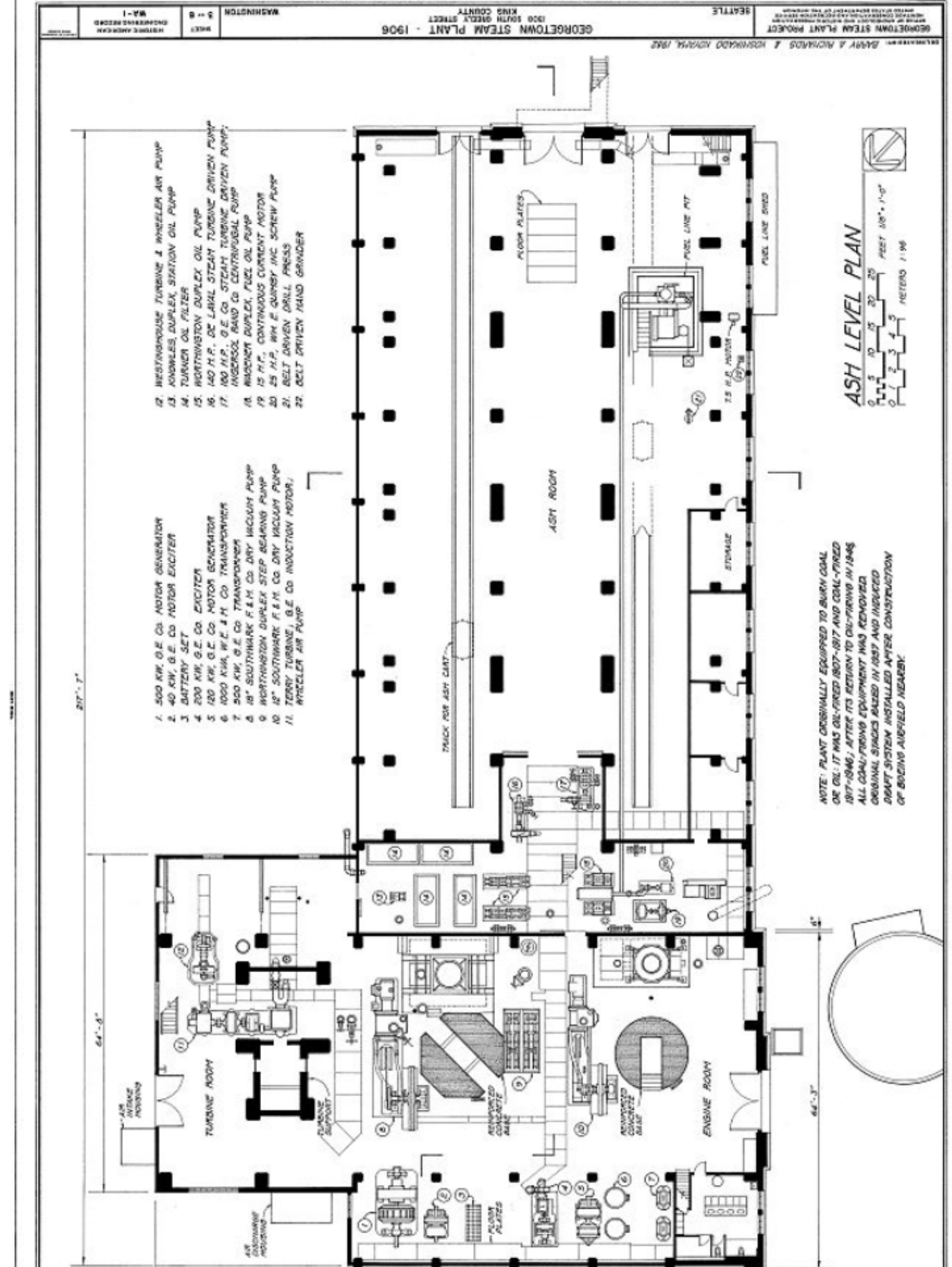
We envision an immersive experience in the history for visitors, whereby they can see and feel and hear the history all around them and not be separated by glass and velvet ropes.

Where educational programming intertwines with turbines and event attendees can dance among the boilers. Our design and planning will reflect these ideas and promote the historical experience above all, while bringing utility to the spaces to facilitate our mission and the community's initiatives. We will work to integrate the new use with the old, and work with SCL and DCI to facilitate the modernization and changes needed to bring the building up to code and accommodate assembly use. We will seek innovative solutions to code requirements to be able to preserve the history while setting an example for the future.

This place IS the historic Georgetown Steam Plant and always will be, first and foremost.

That is our foundation and framework to create in and among. For over a century, the concrete mass within a broad open space has inscribed itself on the memories of generations.

The openness of that space holds potential in interpreting the transformation of the site from steam generation to community re-generation. Transforming the building and open space from an instrument of the fossil fuel-to-steam process to a complement of social and learning activities is a rich opportunity. It is the open space that frames arrival to the steam plant and its active contents. This is where we begin...





ORGANIZATION  
DEVELOPMENT  
PROGRAM  
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# ORGANIZATION

While we will be forming a new non-profit organization specifically for the Georgetown Steam Plant, we will be relying on the strength, history, and experience of our Core Team. We have more than 200 years of combined experience in historical preservation and interpretation, arts and cultural programming, arts and sciences education, architectural/environmental design and planning, construction and facilities management, special event production and venue rental, financing, grant writing and nonprofit funding, and equity and inclusion. That personal experience, backed by the organizational experience behind our team, and the coalition we seek to rally to this cause, gives us a solid foundation on which to build an organization that can sustain this landmark for generations to come.

The following is information about the people and organizations that make up the Core Team. Of particular note is the experience of Historic Seattle and the Southwest Seattle Historical Society in historical preservation and conducting and managing interpretation. Also of note is the experience of James Miles, Mark Johnson, Sam Farrazaino and their respective organizations in creating, managing and promoting arts and cultural programs and events for the public.





**TEAM BIO/BACKGROUND**

ORGANIZATION

DEVELOPMENT

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# CORE TEAM BIO/BACKGROUND

## SAMUEL FARRAZAINO

### EQUINOX DEVELOPMENT UNLIMITED LLC PRINCIPAL

Sam Farrazaino has combined his education in Scene Design, Lighting Design and Technical Theatre at Boston University with 30 years of design and construction industry experience and 32 years of working in and with the arts to found Equinox Development Unlimited LLC. Equinox’s mission is to partner with public and private entities, to facilitate the creation and preservation of affordable arts and cultural spaces, and to foster and support the communities that sustain those spaces. Equinox is creating space for limitless possibilities.

As the Principal of EDU LLC, and its predecessor Sapphire Design & Construction, Sam has developed over 250,000 square feet of artist space, here in Seattle and across the country. With more than 20 years as a design/ build general contractor, Sam has been able to capitalize on his design experience as well as his extensive technical knowledge of construction and building codes to give new life to historic buildings from the 1890’s to the current day. Through the concepts of “Adaptive Re-use” and “Creative Placemaking” Sam has successfully reclaimed the spirit and utility of old buildings and new, creating environments in which artists and arts organizations can thrive in their own work and collaborate to build communities with art as the heart and soul.

Sam’s first intervention into the Seattle area was at the 619 Western Building in Pioneer Square, where he developed Equinox Gallery and Theatre, a “non-profit space providing access”, an environment to balance expression and experience in all realms of static and dynamic contemporary art. Equinox Gallery and Theatre was committed to providing professional caliber gallery and theatre space to empower and educate artists in the creation and exhibition of challenging work. It was a forum to stimulate critical thinking and innovative programming between artists and the public; a space to present and realize the full potential of art and its long standing relationship among the public and artists, enabling the exploration of all possibilities. Expansion plans for the gallery and theatre led to developing over 20,000 square feet of space through four floors in the building; and over the years created homes

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# CORE TEAM BIO/BACKGROUND

## SAMUEL FARRAZAINO

continued...

for artist studios and rehearsal spaces, galleries, theatres and non-profit arts organizations. Those spaces served over 100 tenants directly and multitudes of artists and audiences for 17 years, until the building was closed due to structural concerns related to the new tunnel. The development and management of these spaces drew Sam into the politics of arts development, inspired his civic fostering of the arts and pushed him to create more opportunities for artists to come together and thrive in working communities.

While continuing to manage the spaces at 619 Western, Sam developed The Ridiculous Factory in West Seattle, in an old boiler factory under the West Seattle Bridge. With huge open spaces and overhead cranes, the building was suited for a much more industrial arts facility with the ability to house blacksmiths and metal sculptors, woodworkers and concrete artists, as well as the lighter uses of painters, photographers, and poets. It also had space to hold larger events and performances and engage the public in very diverse ways, as it was worlds apart from traditional cultural spaces. With 17,500 square feet, it could accommodate more than 25 artists and was designed to be very utilitarian, while providing flexibility and modularity to suit a huge variety of uses and practices.

In 2006, Equinox Studios in Georgetown was born. A 1940's 28,700 square foot, two and a half story, heavy timber building became the home for a community of 53 artists and artisans, spanning the gamut of mediums and expertise's. Stripping the building back to the bones, and accentuating the original structure and materials allowed Sam to capitalize on the beautiful history and create inspiring spaces with hardwood floors, exposed wood beams and ceilings, and great light. Updating all of the infrastructure allowed him to have utility and versatility in every space, making room for ceramics kilns, table saws, shop spaces for welding and forging, studios for making movies and photography, and light, bright spaces to paint in and wash up afterward. Grand and intimate spaces, beginners and expert artists, and a public thirsty to experience art in the place that it is made, has made Equinox a destination for Artwalks and open houses alike. With an annual December event that draws more than seven thousand people to experience, music, dance, poetry, painting, sculpture, photography, ceramics, glass and more; Equinox Studios engages the arts community and the greater Seattle citizenry. With a genuine care for each other and their craft, the tenants have evolved into an amazing community, alive with collaboration and ever interested in giving the experience of art to the people. With Sam as the owner and operator, Equinox Studios has become successful and sustainable and will have a long and lustrous life as a cohesive eclectic arts community.

Evolving out of Equinox Studios' success, Sam brought his vision and mission to the former Immigration and Naturalization Building in the International District; developing the National Historic Landmark, with partners, into a 77,000 square foot arts and cultural center named Inscape. With 108 spaces ranging from 70 square feet to 2,000, Inscape has a multitude of entry points

for artists, non-profit arts organizations, and arts related businesses, to begin or continue investigations and careers in the arts. Keeping spaces affordable keeps them full, the vacancy rate of Sam's projects are less than 1%, and in all cases have a waiting list. Inscape was developed through a combination of historic tax credits, New Markets tax credits, Section 108 low interest financing through the City, conventional debt, and partner equity; an extremely complicated combination that, in the end, made it possible to complete the renovation and historic preservation, and keep rents affordable. Inscape now lives, breathes, and thrives with arts as its foundation and guiding mission.

In 2015 Equinox Studios expanded into 4 neighboring buildings to form Equinox Studios, The Creative Industrial Complex; Sam brought all his construction, development, management, and community development experience together to create a community of approximately 150 Artists and Artisans. With the expansion of Equinox, Sam also is expanding the ownership to all his Tenants. Equinox is now 100% tenant owned and owned by 100% of the tenants, where by each artist, just by paying their rent, gains stock in the corporation that owns the Complex. With annual dividends and long-term capital gains at reasonable market returns, Equinox and all the Tenants will gain equity and thrive in a long term sustainable, affordable Arts community; and by the volume of real estate owned will be able to withstand market driven pressures that have crippled so many arts communities in the past.

The waiting list for Equinox is near 75,000 square feet, and growing every day, as so many people in the greater Seattle community want to be a part of this vibrant, collaborative community.

As Owner, Developer, Designer, Constructor, Property Manager, Leasing Agent, and Artist; Sam and Equinox Development Unlimited personalize, streamline and economize the Tenant/ Landlord relationship to create thriving communities of Artists and Artisans; as well as generate substantial returns for the Company.

In addition to the real estate development, Sam leads Equinox Studios COG, the non-profit, 501c3 partner that empowers Equinox in all their public engagement work, from monthly artwalks to the annual Very Open House and Georgetown Carnival. Equinox Studios COG creates and coordinates public art projects by, with and for the public; invents wacky art making experiences for kids of all ages; and manages every part of these special events creation, permitting, activation, funding and execution. Equinox draws upwards of twenty thousand people to its events throughout the year and engages the public in the making and enjoying of arts and culture.

With a small staff and an extensive network of partners, board members, advisors, and community supporters, Sam and Equinox work to assist other organizations in the creation and activation of arts communities, drawing on his experience in finance, planning, design, permitting, construction, property management and community development to empower them in their success.

Sam serves on the Pike Place Market Historical Commission, the board of Allied Arts of Seattle, The Seattle Arts Commission's Facilities and Equitable Development Committee, the Georgetown Open Space Coalition, and the Georgetown Public Safety Task Force and is leading the efforts to create a Georgetown Arts and Design District through the Office of Arts and Culture.

Sam previously served on the board of Historic South Downtown and the Mayors Commercial Affordability Advisory Council.

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# CORE TEAM BIO/BACKGROUND

## SAMUEL FARRAZAINO

continued...

Sam and the Equinox Studios community care deeply for the Georgetown neighborhood, its history and its present day, and work to make it better for the artists, businesses, residents, industry and visitors. From free art making wacky wonder for kids of all ages at Georgetown Carnival to partnering with ECOSS and King County to make positive change in the environment, Equinox strives to be an example for the greater community under the motto of "We all do better when we all do better".

Partnering with the neighborhood and other organizations to preserve and activate the Georgetown Steam Plant is an amazing opportunity for Equinox to give back to the community; celebrate history, art and collaboration; and do better for future generations.

### Other Key Equinox Staff

#### Mark Faasse

Facilities - Superintendent, Facilities Management, Event Management, Maintenance, Janitorial Management, Fleet Maintenance

Construction - Construction Management, Project Management, Electrical, Plumbing, Concrete, Demolition, Steel Fabrication

18 Years Steel Fabrication/ Construction

8 Years Facilities Maintenance, Construction Management, Project Management

#### Robin Counts

Organizational Support - Administrative Support, Staff and Board Facilitation/ Coordination, Non-Profit Management

14 Years Non-Profit, Small Business and Project Management

#### Craig Howard

Non-Profit Management Consultant

24 Years Business Management, Non-Profit Consulting

2018 Operating Budget	Equinox	Commissary	McKinnon	Annex (leased)	TOTAL
<b>Income</b>					
Rents & Leases	\$ 360,318	\$ 206,995	\$ 398,120	\$ 67,442	\$ 1,032,874
Utility Reimbursements	\$ 22,139	\$ 16,140	\$ 19,860	\$ 2,700	\$ 60,839
Vacancy (actual is lower)	\$ (19,123)	\$ (11,157)	\$ (20,899)	\$ (3,507)	\$ (54,686)
<b>Total Income</b>	<b>\$ 363,334</b>	<b>\$ 211,978</b>	<b>\$ 397,081</b>	<b>\$ 66,635</b>	<b>\$ 1,039,028</b>
<b>Expenses</b>					
Property Taxes	\$ 13,909	\$ 17,275	\$ 23,148	\$ 2,247	\$ 56,579
Insurance	\$ 5,117	\$ 3,415	\$ 4,976	\$ -	\$ 13,508
Utilities	\$ 24,353	\$ 17,754	\$ 21,846	\$ 2,970	\$ 66,923
Maintenance & Reserves Janitorial, Professional & Other	\$ 9,083	\$ 5,299	\$ 9,927	\$ 1,666	\$ 25,976
Lease Cost	\$ 3,633	\$ 2,120	\$ 3,971	\$ 666	\$ 10,390
Management Costs	\$ -	\$ -	\$ -	\$ 31,047	\$ 31,047
<b>Total Expenses</b>	<b>\$ 68,812</b>	<b>\$ 53,282</b>	<b>\$ 77,766</b>	<b>\$ 40,928</b>	<b>\$ 240,789</b>
<b>NOI</b>	<b>\$ 294,521</b>	<b>\$ 158,696</b>	<b>\$ 319,315</b>	<b>\$ 25,707</b>	<b>\$ 798,239</b>
(New) Loan Payment	\$ 242,072	\$ 129,143	\$ 270,970	\$ -	\$ 642,185
Pre-tax Cash Flow	\$ 52,449	\$ 29,553	\$ 48,345	\$ 25,707	\$ 156,054

### Equinox Studios LLC Balance Sheet and Operating Budget

Property	Entity	8/31/17	8/31/18
<b>Assets</b>			
Equinox Building	ES1	\$ 5,740,000	\$ 5,883,500
Commissary Building	EPT	\$ 3,200,000	\$ 3,280,000
McKinnon Building	EMF	\$ 5,160,000	\$ 5,289,000
Cash	All	\$ 25,000	\$ 204,887
<b>Total Assets</b>		<b>\$ 14,125,000</b>	<b>\$ 14,657,387</b>
<b>Liabilities</b>			
Equinox Loan	ES1	\$ 3,462,703	\$ 3,424,197
Commissary Loan	EPT	\$ 1,670,319	\$ 1,640,577
McKinnon Loan	EMF	\$ 3,504,700	\$ 3,442,294
<b>Total Liabilities</b>		<b>\$ 8,637,722</b>	<b>\$ 8,507,068</b>
<b>Net Worth</b>		<b>\$ 5,487,278</b>	<b>\$ 6,150,319</b>

# CORE TEAM BIO/BACKGROUND

## KJI KELLY

### HISTORIC SEATTLE

EDUCATION • ADVOCACY • PRESERVATION

Historic Seattle has been a nationally recognized leader in historic preservation for over 40 years. We strive to shape a livable city that values and protects its collective history. Our organization is made up of two collaborative entities. Historic Seattle Preservation Development Authority (HSPDA) was founded by the City of Seattle in 1974. Historic Seattle Preservation Foundation, our supporting 501-c-3 nonprofit, was formed in 1996. Both entities are dedicated to promoting awareness and appreciation of the city's architectural heritage through education programs, advocacy, and the active preservation of historic buildings and cultural landscapes. Historic Seattle has an annual operating budget of nearly \$3M, employs 15 highly-qualified staff members, and earns 90% of our revenue from 8 properties we currently own and operate.

Historic Seattle's areas of expertise include, but are not limited to, the following:

#### Education

Broadening community engagement through our wide range of educational programs (architecture tours, lectures and special events) open to members and the general public. Over 1,500 people attend our events every year.

#### Advocacy

Developing preservation policies and initiatives, providing technical assistance for constituents, engaging in community outreach, and coordinating advocacy with grass-roots groups and individuals to preserve places that matter.

#### Preservation

Actively purchasing, rehabilitating and returning historic buildings back to community use in a variety of ways including arts, cultural and performance space, affordable housing, below market office space for local non-profit organizations, and museum/interpretative space.



# CORE TEAM BIO/BACKGROUND

## KJI KELLY

continued...

### Historic Seattle and Real Estate

We have actively saved over 40 properties since we were founded in 1974. We currently own and manage eight properties (over 188,000 square feet) either designated as City of Seattle Landmarks and/or listed on the National Register of Historic Places. These properties include the Good Shepherd Center (Wallingford), Cadillac Hotel (Pioneer Square), Bel Boy and Heg Phillips Apartments (Capitol Hill), Victorian Row Apartments (Little Saigon), Egan House (Lakeview Blvd). and Washington Hall (Central District). Each of these properties are different, yet they all provide tangible proof that buildings from our past can be preserved for future generations.

Historic Seattle has consistently partnered with like-minded organizations and individuals to save and return significant properties back to the community. Two recent examples include:

### Cadillac Hotel

The rehabilitation of the Cadillac Hotel (319 2nd Avenue South) is a compelling project rooted in patience, strategy and relationships. The building had experienced decades of neglect and unfortunately suffered extensive damage during the 6.8 magnitude, Nisqually earthquake on February 28, 2001. Throughout the summer of that year, Historic Seattle was a vocal advocate for saving the historically significant building. It soon became clear that the owner was not going to reinvest any more time and money in the project. Historic Seattle seized the opportunity and negotiated the purchase of the building. Our organization assembled an experienced and qualified team of architects, structural engineers and general contractors to help us make the determination that the building could be saved. We then proceeded to assemble a \$10.6M capital stack in the form of traditional bank debt, tax credit equity, a City of Seattle Section 108 loan and private philanthropy. Early in the process we formed a close and key relationship with the National Park Service. The Klondike Gold Rush National Historical Park was looking for a new home and the Cadillac Hotel was an obvious location. A Letter of Intent with was signed in April 2003 and the Cadillac Hotel soon became the administrative home for National Park Service staff, affiliated organizations and the center for public outreach and interpretation of the Klondike Gold Rush. Over 800,000 people have visited the property since our restoration and grand re-opening in 2005.

### Washington Hall

Constructed in 1908 by Victor Voorhees (architect) and Hans Pederson (builder) for the Danish Brotherhood, Washington Hall (153 14th Avenue) originally served as a fraternal lodge, settlement house, and center for social and cultural activities of Seattle's Danish immigrant population. Over time, it became a hub for social and cultural activities reflecting a broad array of ethnic communities.

This is a building that many have called a home. The story of Washington Hall is a mirror of the changes in the Central District over time, beginning with its start as a fraternal lodge and dance hall serving Danish immigrants, and then as an affordable rental facility and home for activities for members of local Jewish, Filipino, African American, Korean, Eritrean, Ethiopian and other communities. Most notably Washington Hall has served as a popular performing arts venue, hosting musicians and speakers such as Marian Anderson, Mahalia Jackson, Billie Holiday, Duke Ellington, Count Basie, Jimi Hendrix, W.E.B. Du Bois, and Marcus Garvey. Many of these events were held at Washington Hall because it was the only venue of significant capacity in Seattle that would allow people of color to perform, leading to the nickname “the Hall for All.”

Although Washington Hall had consistently been used as a performance and gathering space since its construction, it had fallen into disrepair and was in danger of demolition when it was put up for sale by then-owners Sons of Haiti in 2007. At the time of its listing, the lodge member and building manager told Crosscut, “The building needs a great deal of repair, and we can’t get the money from it to repay the costs of the loan for the repairs.” There were five potential buyers, each of whom indicated that they would demolish the building and construct condominiums on the site. Historic Seattle worked to secure city landmark protections for the building and negotiated a purchase from the Sons of Haiti in June 2009.

Due to the expense of fully restoring Washington Hall, Historic Seattle initially adopted a buy and hold strategy upon acquisition, and then began an intensive phased rehabilitation that coincided with fundraising efforts. This seven-year campaign totaling nearly \$9.9M for four phases of construction. The campaign received diverse support from corporations, foundations, individuals, and city and state government grants.

Because of Historic Seattle’s acquisition and restoration, Washington Hall remains standing as a beacon of hope for its community. Its doors reopened in June 2016 for public gatherings and events while simultaneously providing below-market rate office space for three anchor tenant organizations that serve a cross-section of Seattleites, including disadvantaged youth and LGBTQ people of color. These community-based nonprofit partner organizations, 206 Zulu, Hidmo Cypher, and Voices Rising, manage the continuing use of the Hall and ensure that the “Hall for All” serves the Central District community’s needs for performance, gathering, and meeting spaces.

Historic Seattle retains ownership of the property and provides for its long-term maintenance and stewardship. This self-sustaining operating model will guarantee that the space can be a vibrant, affordable, diverse arts and cultural facility that serves Seattle and King County’s arts, heritage, and preservation communities. Washington Hall’s mission, created with Historic Seattle’s anchor tenant partners 206Zulu, Hidmo Cypher and Voices Rising, is: To create a transformative space in Seattle’s Central District that honors the history of the Hall and is a home for arts and culture that reflects its legacy.

# CORE TEAM BIO/BACKGROUND

## KJI KELLY

continued...

### HISTORIC SEATTLE AND THE GEORGETOWN STEAM PLANT

As we all work to build a vibrant future for our region, Historic Seattle believes that growth should respect legacy through preservation of historic properties. People come to care about preservation from a variety of avenues, including a passion for architecture, a love of history, a fundamental belief in the importance of conservation, a practical understanding of re-use, and more. Where we believe preservation intersects most with the general population is in a saved place's meaning to a community. Historic Seattle proposes to work with Seattle City Light and like-minded partners to thoughtfully re-imagine, carefully restore, and ultimately activate the Georgetown Steam Plant into a one-of-a-kind venue connecting the awe-inspiring technology of the past with the imaginative and creative spirit and impulse of today. For preservation to remain a relevant priority in a rapidly growing region, projects like the Georgetown Steam Plant must be prominently recognized as models for how saved buildings can benefit everyone.

Historic Seattle's Operating Budget is detailed in the additional document attached, **2016 Historic Seattle Audit Report 7-20-17**



# CORE TEAM BIO/BACKGROUND

## CLUNY McCAFFREY/JUDITH PANLASIGUI

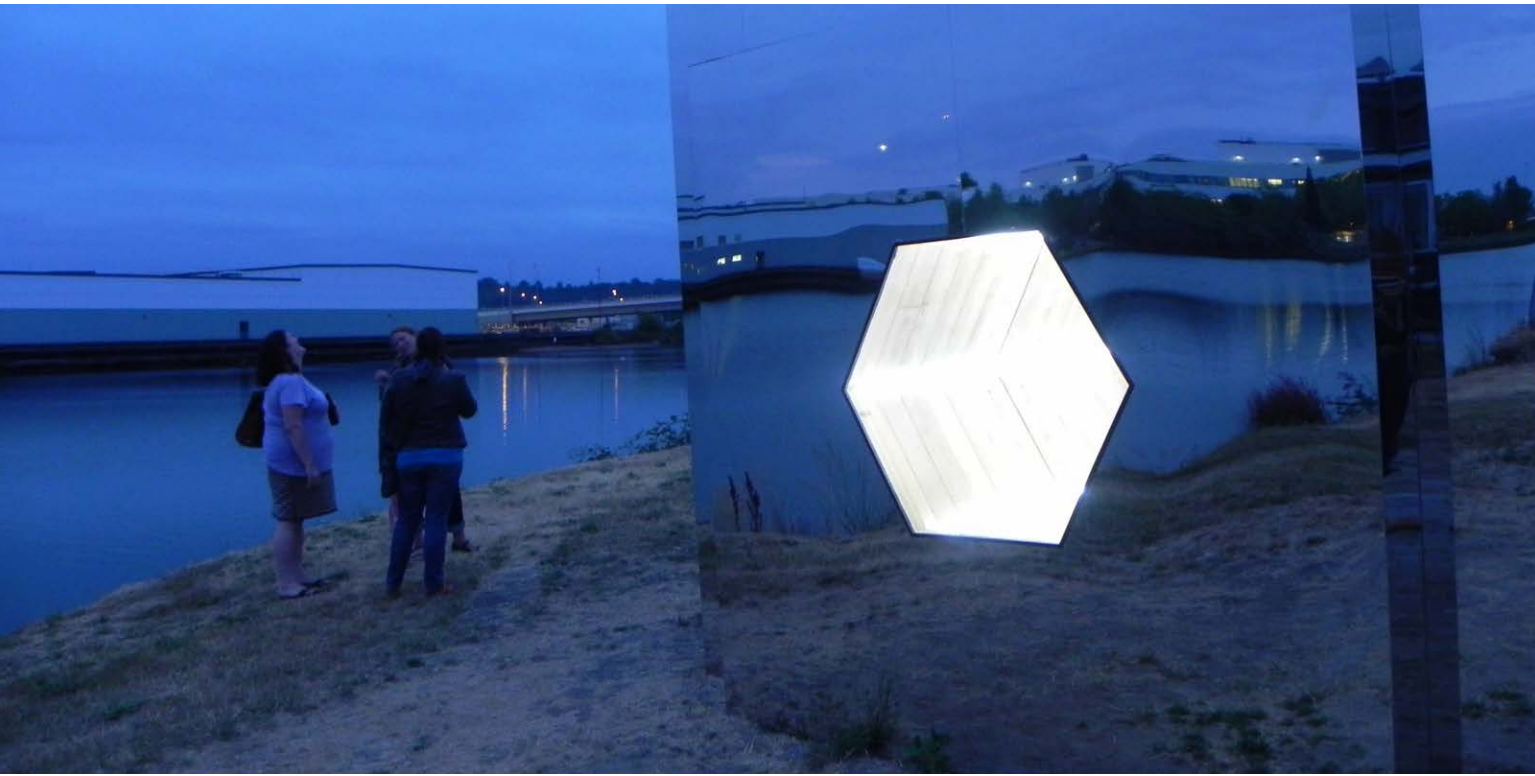
ECOSS  
ENVIRONMENTAL EQUITY • HISTORY • EDUCATION

I. ABOUT ECOSS  
ECOSS formerly the Environmental Coalition of South Seattle is a registered non-profit organization founded in 1994. ECOSS' mission is to educate and empower businesses and diverse communities to implement environmentally sustainable practices. For over a decade, ECOSS programs fill the gap and need for culturally relevant and appropriate service delivery to multilingual and multicultural communities. Our goals include shifting behavior, shift in engagement and strengthen leadership among marginalized communities that results in environmental equity.

ECOSS has over 20 years of experience providing direct face to face environmental education and technical assistance and resources to businesses, municipalities and industrial businesses on various environmental topics such as recycling, food waste/composting, stormwater compliance, water quality, waste management, energy efficiency and conservation. We also have provided direct in-person education, outreach and engagement to residential neighborhoods and multifamily properties. ECOSS has provided canvassing, resource tabling, door-to-door outreach, conducting intercept surveys and other outreach methods on various environmental topics.

Through our Environmental Equity program, we provide environmental education and awareness opportunities for refugees and immigrants, introducing them to the many opportunities afforded in the Pacific Northwest. These include camping trips at local watersheds, tours of State Parks and water treatment facilities, fishing licensing and expeditions, and more.

Through our Water and Energy Conservation program, ECOSS provides technical assistance to business owners regarding waste compliance, with a special focus on



# CORE TEAM BIO/BACKGROUND

## CLUNY McCAFFREY/JUDITH PANLASIGUI

continued...

immigrant and refugee owned businesses. Along with Environmental Equity, this programming delivers education and information on a range of environmental topics like waste reduction and management, toxic hazards present in homes and businesses, local, state, and federal regulations, and nature conservation.

Our Stormwater Pollution Prevention projects teach multilingual communities about polluted runoff, how Green Stormwater Infrastructure (GSI) helps address the issue, and ways to access government rebates, such as the RainWise Program, and other resources. Partnering with local organizations, we build GSI demonstration sites that use native plants and innovative landscaping techniques to build beautiful community assets that provide interpretation through engagement opportunities and educational signage in multiple languages. In building these sites, we also recruit and provide technical assistance to multilingual contractors to receive GSI installation training, increasing the pool of diverse contractors in King County who are able to integrate GSI into their professional services and investing in community economic development.

**Cluny McCaffrey**, ECOSS Executive Director Cluny McCaffrey's nonprofit career spans more than 25 years, specializing in environment, communications, program management and operations. Cluny worked at The Nature Conservancy in Florida and Washington for more than 20 years in a variety of roles of increasing responsibility. Prior to joining ECOSS in March 2016, she served as Deputy Director for Little Bit Therapeutic Riding center in Redmond, WA.

**Judith Panlasigui**, Fund Development Manager

ECOSS Fund Development Manager Judith Panlasigui is responsible for implementing strategies and plans to meet annual fundraising goals. Judith brings more than 10 years of experience in working with community based nonprofit organizations. Her experience and activism working in Asian Pacific Islander communities brings connections and leadership to ECOSS and to the communities it serves. She currently supports the New Arrival Environmental Orientation Program, building partnerships with immigrant and refugee community groups to increase access to environmental information and resources.

**Emery Bayley** has been instrumental in the successful cleanup and reuse of numerous contaminated sites around Puget Sound. In addition, Emery has advised dozens of businesses and individuals dealing with underground storage tanks, contaminated soil, and disposal of hazardous materials. Emery works productively with businesses, consultants, lawyers, bankers and federal, state and local agencies to advance the cleanup and reuse of abandoned or underutilized contaminated properties.

Emery joined ECOSS in 1999 after 12 years as a project manager in the environmental contracting industry and 20 years as a geologist working in North America and the western Pacific for an international mining company. He is a Certified Professional Geologist (CPG), a graduate of Colorado College and holds a Master's Degree in Geology from the University of Washington.

**Bill Pease**, ECOSS Administrative Director manages ECOSS' administrative functions, including budget management, information systems, facilities, insurance/risk, HR policy, IT and Board Support, and manages space utilization and service contracts.

A member of the Senior Management Team, Bill provides strategic leadership regarding organizational and administrative needs, monitoring budget expenditures, analyzing budget to actuals, and developing cash flow projections and financial reports.

He oversees payroll and expense allocation for all grants and contracts. Bill is a graduate of the Rhode Island School of Design.

He has 30 years experience working in various management and operational positions, including running his own business since 1996. He also brings non-profit experience and connections as he serves on several community organizations' boards of directors in South Park and Georgetown including South Park Arts, Duwamish River Clean-Up Coalition, South Park Information and Resource Center and South Park Neighborhood Center.

**Jose Chi** joined ECOSS in 2017 and has over eight years of professional experience working with diverse communities in the public and non-profit sector. Jose currently works on several ECOSS programs including Power Neighborhoods, Puget Sound Spill Kit Incentive Program and providing community outreach and business education services. His work includes increasing the communities' awareness on various environmental topics through education and engagement activities, focusing on marginalized communities. He is experienced in conducting focus groups and community listening sessions. Jose is bilingual in Spanish and English.

**Kevin Duong** joined ECOSS in April 2015 and has outreached to diverse communities, including Vietnamese businesses and residents. Kevin has experience engaging communities in South King County and transcreating complex documents for the Vietnamese community. He has graduated the University of Washington with a bachelor degree in Environmental & Occupational Health Sciences.

**Ruben Chi Bertoni** has been with ECOSS since 2014. His background in Environmental Studies has allowed him to contribute in many programs at ECOSS. Ruben currently manages ECOSS' Green Stormwater Infrastructure program and provides outreach to residents who are interested in installing GSI onto their property. Most of the programs he has contributed to involve different forms of multicultural outreach with a focus on the Latino population as he is fluent in Spanish and English. Through his outreach, Ruben delivers many of ECOSS's services to Residents and the general public.

**Osman Ibrahim** joined ECOSS in 2011 and has worked on several outreach programs including our Power Neighborhoods program, Rainwise and Green Stormwater Infrastructure Outreach, and Indoor Air. His work includes increasing the communities' awareness on various environmental topics through education and engagement activities, focusing on the Somali community. Osman is multilingual in Somali and Arabic.

**Jin Wook Lee** joined ECOSS in 2010, working on various projects for ECOSS over the years including Powerful Neighborhoods and the Puget Sound Spill Kit Incentive Program. Jin is a resident of South King County an Elder at his church and fluent in Korean. He has experience providing direct outreach and developing culturally appropriate materials, including transcreation of technical material into Korean.



# CORE TEAM BIO/BACKGROUND

## CLUNY McCAFFREY/JUDITH PANLASIGUI

continued...

**Sophorn Sim** joined ECOSS in 2010. Sophorn works with refugee and immigrant communities bridging knowledge and cultural gaps they face in their new home. Sophorn is a trusted community leader because of the impact of the work she's done delivering a variety of programs and services to thousands of people. As a Community Outreach Associate, she's essential to building environmental equity by connecting underserved communities to environmental resources and education. She recently received the 2017 Sustainability Hero Award through Sustainable Seattle. Sophorn is a native speaker of Khmer, a dialect of Cambodia.

**Joycelyn Chui** joined ECOSS in August 2017 and earned a Bachelor Science degree from University of Washington. She currently provides outreach and technical assistance to immigrant owned businesses and multifamily properties, to reduce waste streams. She is equipped with research skills in quantitative, qualitative analysis and communication and has 3 years of experience leading a student organization. Since July 2017 Joycelyn as served as volunteer for The Nature Conservancy for assigned projects with the Conservation team. Joycelyn is fluent in Cantonese and Mandarin.

**Eugenia Bogazzi**, ECOSS Program Director, joined ECOSS in December 2015. Since then Eugenia has conducted and managed multicultural outreach and designed and implemented solid waste reduction projects. Working with consulting companies, solid waste haulers, and government agencies in different outreach and education projects, she currently provides program leadership and direction of all ECOSS programs and projects, aligning plans and activities with broader strategy and mission. Eugenia earned a PhD in Biological science and has over 15 years of experience in academic research. She uses Geographical Information Systems (GIS) and spatial analysis to display and analyze data, uses databases, surveys and self-collected data in field, and summarizes results in reports and publications. She has six publications on peer-reviewed journals and 3 publications as chapters in books in ecology and marine resources studies.

### ECOSS PROGRAMS

ECOSS' greatest strength is its diverse staff and ability to provide community outreach and engagement that responds to the needs and barriers of the audience it serves. Our approach is to be adaptable, creative and engaging in developing our outreach strategies in order for it to be effective in reaching our targeted audience. Having stakeholders as part of the development process is key to a successful strategy, which is one of the reasons why ECOSS is committed in hiring staff from the communities we serve. ECOSS staff has real connections to the community, we understand the needs and barriers and are able to effectively communicate and engage in meaningful ways. Our decades of local outreach and communications experience allow us to have a unique perspective, build understanding, and channel it into support for a project. We get to know and understand our target audiences and to tailor our outreach strategies to resonate with them by meeting them where they are at.

ECOSS increases access to environmental resources by addressing language access barriers, innovative solutions and community partnerships. ECOSS staff does not simply translate materials and information to our targeted audience, who are non- or limited English speaking, but to transcreate messages. Transcreation is a process to ensure the environmental information that is presented in another language maintains the same context and intent, and easily understandable for the intended community.

Project examples include:

### DUWAMISH REVEALED ARTS PROGRAM

Duwamish Revealed was an arts program in partnership with ECOSS and local artists, Sarah Kavage and Nicole Kistler, that resulted in a series of art installations along the river in the summer of 2015 to celebrate the Duwamish River. The installations involved over 100 artists, 40 installations and performances and 3 major community events. It brought thousands of visitors to learn about Seattle's only river and its surrounding diverse neighborhoods. Duwamish Revealed was formed to raise awareness of the history and rich culture of the River and Duwamish Lands. "Duwamish Revealed combines the social and natural sciences with community activism and contemporary art practice. The Seattle area has seen its share of successful temporary, land-based public art events in recent years . . . but none has been so rooted in a history or a sense of place."- Jim Demetre, A River Revived. CityArts, July 2015.

### NEW ARRIVALS ENVIRONMENTAL PROGRAM

ECOSS' New Arrivals program helps build resilient immigrant and refugee communities by connecting them to environmental learning, resources and experiences. We introduce opportunities for healthier living, outdoor recreation and understanding of our natural systems. We provide environmental education and experiences that are culturally and linguistically relevant. For example, the community coordinators presented the information through games like fishing bingo, picture-grams, posters and hands-on demonstrations to raise awareness about the different types of fish and shellfish that reside in Puget Sound, and specifically the Duwamish River.



# CORE TEAM BIO/BACKGROUND

## CLUNY McCAFFREY/JUDITH PANLASIGUI

continued...

### DUWAMISH ALIVE!

ECOSS, in partnership with Mountain to Sound Greenway, leads a habitat restoration site annually in October and April for the bi-annual volunteer event called Duwamish Alive. We lead volunteers to steward a portion of the Duwamish Hill Preserve, which overlaps with Seattle City Light's Creston-Duwamish Site. We partnered with Seattle City Light to help meet their needs and save maintenance expense and ECOSS was able to engage diverse communities in environmental stewardship and habitat restoration to improve water quality and raise awareness of the Green-Duwamish Watershed.

### GREEN STORMWATER INFRASTRUCTURE

ECOSS works to build Green Stormwater Infrastructure demonstration sites that become community-driven, valued assets. Green Stormwater Infrastructure (GSI) demonstration sites are built in partnership with multi-cultural community groups and organizations. Previous partnerships have included Alnoor Mosque and New Hope Academy, Oromo Church, Highland Park Church, White Center Salvation Army, Co Lam Temple and other other community gathering spaces. For many residents who frequent these community spaces, it is their first time learning about polluted run-off, stormwater, native plants, or other environmental issues. Demonstration sites encourage residents (specifically multi-cultural or limited English speakers) to take steps to prevent pollution by changing their own behaviors that negatively impact water quality. As a part of our GSI program, we also promote economic development by recruiting and coaching diverse local landscapers from the community to work as contractors on both GSI demonstration and residential sites.

### POWERFUL NEIGHBORHOODS

A program with Seattle City Light and Seattle Public Utilities, ECOSS houses the installation team for the Powerful Neighborhoods program. The diverse team is skilled at reaching immigrant and refugee residents, and working with them to participate in the program's energy and water-saving incentive programs. ECOSS' team directly installs efficient lighting, efficient shower-heads, faucet aerators, and other efficiency products. They also ensure that many under to reach customers have access to this program through marketing and advertising in a culturally and relevant manner.



# CORE TEAM BIO/BACKGROUND

## JAMES MILES

### ARTS CORPS ENGAGEMENT • ARTS & TECHNOLOGY EDUCATION

Responsibilities:  
This program addresses the need for low-income students of color in south Seattle to gain equitable access to STEM fields through arts education. As district and state resources have ebbed due to budgetary cutbacks, arts experiences in the community and in K-12 schools have become increasingly limited or nonexistent.

Many urban school districts help alleviate their infrastructural gaps through arts partnerships with local cultural institutions. It is difficult to identify organizations in South King County that are culturally reflective of their communities and represent the diversity of our students and families: racially, linguistically, and culturally. “Plentiful research shows a strong correlation between diverse teaching staffs and student success, yet teaching remains a largely Caucasian field in the United States. One prime example: Washington, where 90 percent of our public-school teachers are white, and 44 percent of students are not (as of the 2015-2016 school year).” (Seattle Times May 30, 2017).

The STEAM fields lead to careers of the future, and are based in creativity and problem solving. As the Wall Street Journal noted in 2013, education needs to be more focused on interdisciplinary and collaborative approaches to learning. The over reliance on rote learning and standardized testing is actually decreasing academic comprehension, and positioning students to be unprepared for future careers. Concentration on creative skills and development of applicable professional knowledge in creative- and arts-aligned industries will become increasingly important for the workforce of this decade. According to the Bureau of Labor Statistics, national employment within creative fields is projected to rise faster than the American labor force in general by 2018. Regionally, more than 117,000 creative jobs are supplied in Washington State -- exceeding the national baseline by 13%. (National Endowment for the Arts, Research Note #103, 2011)



# CORE TEAM BIO/BACKGROUND

## JAMES MILES

continued...

The U.S. Bureau of Labor Statistics says that today's learners will have 8 to 10 jobs by the time they are 38. Many of them will join the workforce of freelancers. Not only will workers have many jobs, the tasks and duties of the jobs they'll perform will be markedly different from what they studied. The experts that attended the IFTF workshop in March 2017 estimated that around 85% of the jobs that today's learners will be doing in 2030 haven't been invented yet. This makes the famous prediction that 65% of grade school kids from 1999 will end up in jobs that haven't yet been created seem conservative in comparison. (Institute for the Future, 2017)

Leveraging Arts Corps' expertise in curriculum development for arts-based experiential learning, and ability to engage communities and partners in long term collaborations, they will play a major role in providing students with the skills needed and critical thinking required to successfully be working in 21st century careers. They are committed to racial and gender equity, and works to build capacity by recruiting and training students to be the next generation teaching artists, thus ensuring that our teaching teams reflect the identities of students.

As new technologies and new ways of living are introduced, young people are quick to adapt, learn, and evolve how societies incorporate new technologies. Immersive Technology is where the digital (simulated world) and our physical world blurs and is a new frontier in examining how we can co-create the future of education, culture, and economic. It is defined by comprehension of what STEAM fields can look like, in the real world. In this partnership, Arts Corps provide pre-professional training in filmmaking, augmented and virtual reality, audio engineering, and mixed media creation/coding to youth in the Seattle area. The GTSP space is beautifully constructed with areas that can be used to create multiple filming locations, acoustics that can be used for music production, and the ability to create hands on learning mirroring the skills needed to be successful in the digital world. For example, students could be taught how to mimic the gameplay of Minecraft through the engineering of the physical space, thereby students are creating video games 'come alive.' The students would work on a project together, learning the skills needed for careers in the arts, technology, and engineering, while collaborating and learning more about the world, in which we live.

At Arts Corps, we believe that culturally-responsive arts and creative learning opportunities informed by a strong racial and social justice analysis can play an important role in transforming education and youth development into a liberating experience for low-income youth of color and other youth experiencing systemic oppression. We adhere to Geneva Gay's definition of culturally-responsive pedagogy as "using the cultural knowledge, prior experiences, frames of reference, and performance styles of diverse students to make curricula more relevant and accessible for them." According to Gay, "Culturally responsive pedagogy teaches to and through the strengths of diverse students. It is "validating and affirming."

Arts Corps ensures access to high-quality arts learning by bringing our programs to young people in their communities and schools. We intentionally partner with sites serving students from low-income backgrounds in a variety of settings including schools, community centers, crisis centers and low-income housing sites. Classes are always free to youth to ensure maximum access. Youth programming and events are posted on social media including facebook, twitter and instagram. In addition, AmeriCorps members and teen leaders do face-to-face outreach in schools and at community events. Teen leaders also distribute promotional materials at schools, including flyers, posters and informational pamphlets. For public events, we try to choose locations easily accessible by public transportation and that are easily accessible for wheelchairs.

One of the primary ways we recruit for our Spokes Youth Leadership Board is via Arts Corps' other teen programs, our Arts Liberation and Leadership Institute (ALLI) and The Residency. ALLI is a 2-week summer intensive that explores the intersection of artistry and social justice. The Residency is a 4- week hip hop-focused youth development program facilitated in partnership with Macklemore and Museum of Pop Culture. Many of the young artists who participate in Spokes have participated in one or more of these programs prior to joining Spokes.

Arts Corps' outreach is aimed at the numerous schools and community organizations with which we have developed long standing relationships. The schools with whom we have worked closely and from which we recruit program participants include Garfield High School, Franklin High School, West Seattle High School, and Chief Sealth High School. Partner organizations where our Spokes interns and Youth Speaks poets have performed include Northwest African American Museum, Seattle Art Museum, the Seattle Public Library, and Bumbershoot. We have also cultivated strong relationships with Washington Hall, Youngstown Cultural Arts Center, The Station cafe, and Rainier Cultural Center because of the many open mics and slams we have held at their facilities.

### **Organization:**

Founded in 2000 as an innovative solution to the problem of decreased arts education in Seattle Public Schools, Arts Corps is now nationally recognized as an arts education organization embodied by a movement of youth and adult artists committed to creativity, community, and equity. Arts Corps reaches over 2,500 K-12 students each year. Approximately 70% of our students come from low-income families and 80% are youth of color. Through participation in our arts integration, out-of-school (OST), and teen leadership programs, young people experience the transformative power of creativity and gain a deepened belief in their own capacity to learn, take risks, persist and achieve.

Through our Arts Integration Program, teaching artists partner with classroom teachers to develop and implement culturally-responsive project-based lesson plans that integrate the arts with core subject areas while developing students' creative capacities, deepening academic learning, and building social/emotional learning (SEL) and 21st Century skills. This collaboration strengthens the learning environment and expands the teachers' ability to engage students creatively. The success of this program has been noted by the U.S. Department of Education, which awarded Arts Corps a 4-year, \$1.75 million research grant to expand our Creative Schools Initiative program to Highline Public Schools.

# CORE TEAM BIO/BACKGROUND

## JAMES MILES

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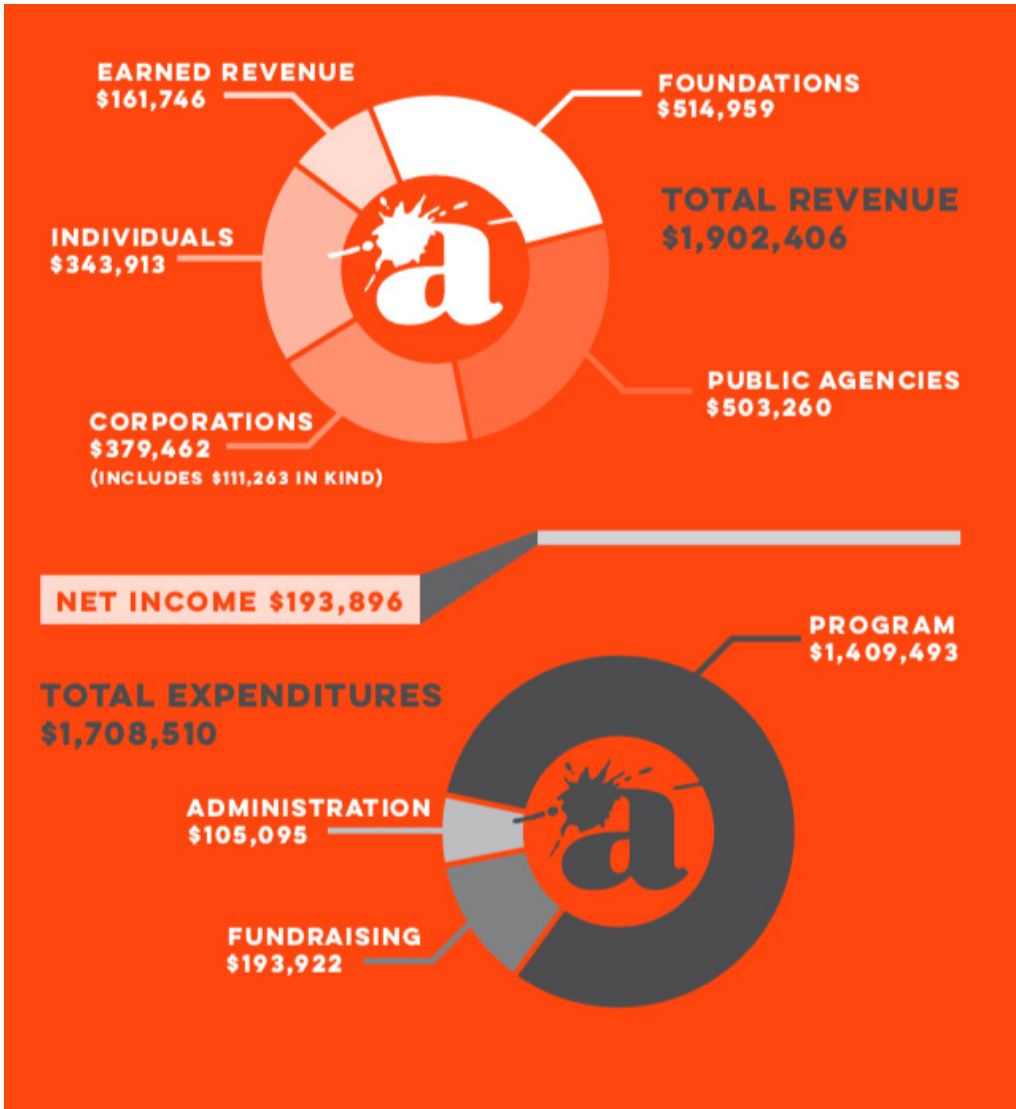
Arts Corps' OST Arts Program develops artistic skills, fosters creative capacities, and addresses the achievement gap for underserved youth through culturally-responsive afterschool enrichment classes at schools, community centers, and residential facilities across King County. These classes are taught by experienced, community-based teaching artists and span a broad range of creative disciplines. Classes are typically offered once or twice a week for eight weeks and are always free to students to ensure maximum access.

Through our Teen Leadership Program, young artists gain access to intensive training opportunities that focus on developing their artistic and leadership skills while equipping them with the tools necessary to be change makers in the community and employees in the creative economy. Trainings include our Arts Liberation and Leadership Institute, a 2-week summer intensive that explores the intersection of artistry and social justice, and The Residency, a 4-week pre-professional development program for young hip hop artists facilitated in partnership with Macklemore and Museum of Pop Culture. Selected youth participate in a seven-month internship program that engages them in hands-on learning through planning and managing multiple public arts events.

Arts Corps' programs have been recognized locally and nationally for their quality. In 2012, Arts Corps was awarded the nation's highest honor in community-based arts education by the White House, The National Arts and Humanities Youth Program Award. The City of Seattle also honored Arts Corps with the Martin Luther King, Jr. Award for commitment to the ideals of Dr. King, as well as the inaugural award for Excellence in Arts Education. Arts Corps' programs have received additional recognition from The National Partnership for Quality Afterschool Learning and Harvard's Project Zero, which featured Arts Corps as one of 12 arts program study sites in their research project "Qualities of Quality: Excellence in Arts Education and How to Achieve It." In 2017, Arts Corps was awarded the New Executive Fund from George Soros' Open Society Foundation, which awards organizations working toward a more equitable society. Arts Corps is unique in that it is one of three arts organizations to receive this award.

Arts Corps has played a leadership role in shaping major local and regional initiatives, such as the City of Seattle's Creative Advantage program and Highline Public Schools' Arts Advisory Council, which are focused on closing the opportunity gap in access to arts education. Arts Corps also played a vital role in the completion and launch of Seattle Public Schools' 21st Century skills arts assessment, and a key role in the development of a set of collective indicators and evaluation instruments being deployed in school districts and youth development organizations in the region through our partnership with the Youth Development Executives of King County.

Arts Corps prioritizes a race and social justice framework at all levels of the organization. Some of our practices include: providing racial justice and anti-oppression training for staff, board, teaching artists, and partner organizations; reviewing and revising organizational policies and systems; and creating opportunities for youth leadership.



# CORE TEAM BIO/BACKGROUND

## STEPHANIE JONES GUNN

MUSEUM OF FLIGHT | *formerly Aviation High School*  
EDUCATION \* SCIENCE • PROGRAMMING • CURRICULUM

Stephanie Jones-Gunn is an educator and photographer who's lived in South Park for the last 11 years. For the past 10 years, she's designed and taught STEM programming at the Museum of Flight and Raisbeck Aviation High School. After work hours you'll find her developing film in a darkroom, feeding her chickens, or exploring the industrial beauty of SW Seattle.



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# CORE TEAM BIO/BACKGROUND

## MARK JOHNSON

### SIGNAL ARCHITECTURE AND RESEARCH

ARCHITECTURE • PRESERVATION • PLANNING • PROGRAMMING

Focused on connecting people with place, Signal Architecture + Research, PLLC works to design inspiring places for humankind, using a combination of materials, function, light, nature, and sound. Discovery, communication, and collaboration - from clients to communities creates an integrative design dialog.

Signal Architecture + Research was founded by Mark Johnson in 2014 following a 20-year career at two award-winning firms—Miller Hull Partnership and Jones and Jones Architects and Landscape Architects. His desire to work at multiple scales to connect people to their place in the world was founded in Signal and is supported by a studio of designers who are equally inspired to explore the range of opportunities through design execution.

Signal strives for a design methodology that elicits the story of place within context, be it interior, park, home, learning place, cabin, or progressive infrastructure. Through a design process based in research and discovery, the studio tests and plays with the relationship between pragmatism and the intangible, distilling the erratic and quiet patterns between place and program.

Current works under construction include a stormwater processing facility, a mixed-use apartment building, and a remote research and education center. Work on the boards ranges from a sustainable infrastructure park that spans a 4.5-million-gallon rainwater storage tank to a stilt house overlooking the Puget Sound, a pediatric therapy clinic, and a project that seeks to find a new use for un-used nuclear reactor cooling fins.

Collective curiosity and exploration provides a framework for the office that applies easily to all project sizes and typologies. Simultaneously developing concepts using multiple tools, from digital, hand and mock-up, fosters a design dialogue that advocates for projects and clients across project teams.



# CORE TEAM BIO/BACKGROUND

## MARK JOHNSON

continued...

The language of landscape, architectural, technical, and community systems are mutually influential, reflective of context. Layering conceptual design upon research and natural processes, Signal Architecture + Research strives to make inspiring places to live, celebrate, work, reflect, and learn.

GTSP approach:

We are fascinated by the opportunities that the Georgetown Steam Plant offers. It has the capability to serve far beyond its boundaries, reaching across the Duwamish River to South Park and White Center, to Beacon Hill, Central District, Rainier Valley, and beyond. The GTSP and our current work with beloved historic structures at Green Lake Presbyterian Church and Fort Worden remind us of Jane Jacob's quote, "Old ideas can sometimes use new buildings. New ideas must use old buildings." The GTSP is a connector, building upon the arts and making heritage of the south end communities, and it will be a model for cultural space and arts programming in the city.

The following list of projects highlight the intersection between humanities, education, art and infrastructure:

Fort Worden Bldg. 305 Arts & Edu. Center, Port Townsend, WA (designing for LEED Silver)

Fort Worden Program Development + Capital Improvement Plan

Everett Riverfront Park, Everett, WA

Equinox Art Studios, Seattle, WA

eBay NYC Collaboration Studio, New York, NY

Coos Historical and Maritime Museum, Coos Bay, OR

Northwest Railway Museum Archives, Snoqualmie, WA (LEED Silver)

Georgetown Wet Weather Treatment Station, Seattle, WA (Envision)

Lions Gate Wastewater Treatment Plant\*, Vancouver, BC (Envision)

South Tacoma Community Center\*, Tacoma WA (LEED Gold)

Zuni Art and Cultural Center\*, Zuni, NM

SPU South Transfer Station\*, Seattle, WA (LEED Gold)

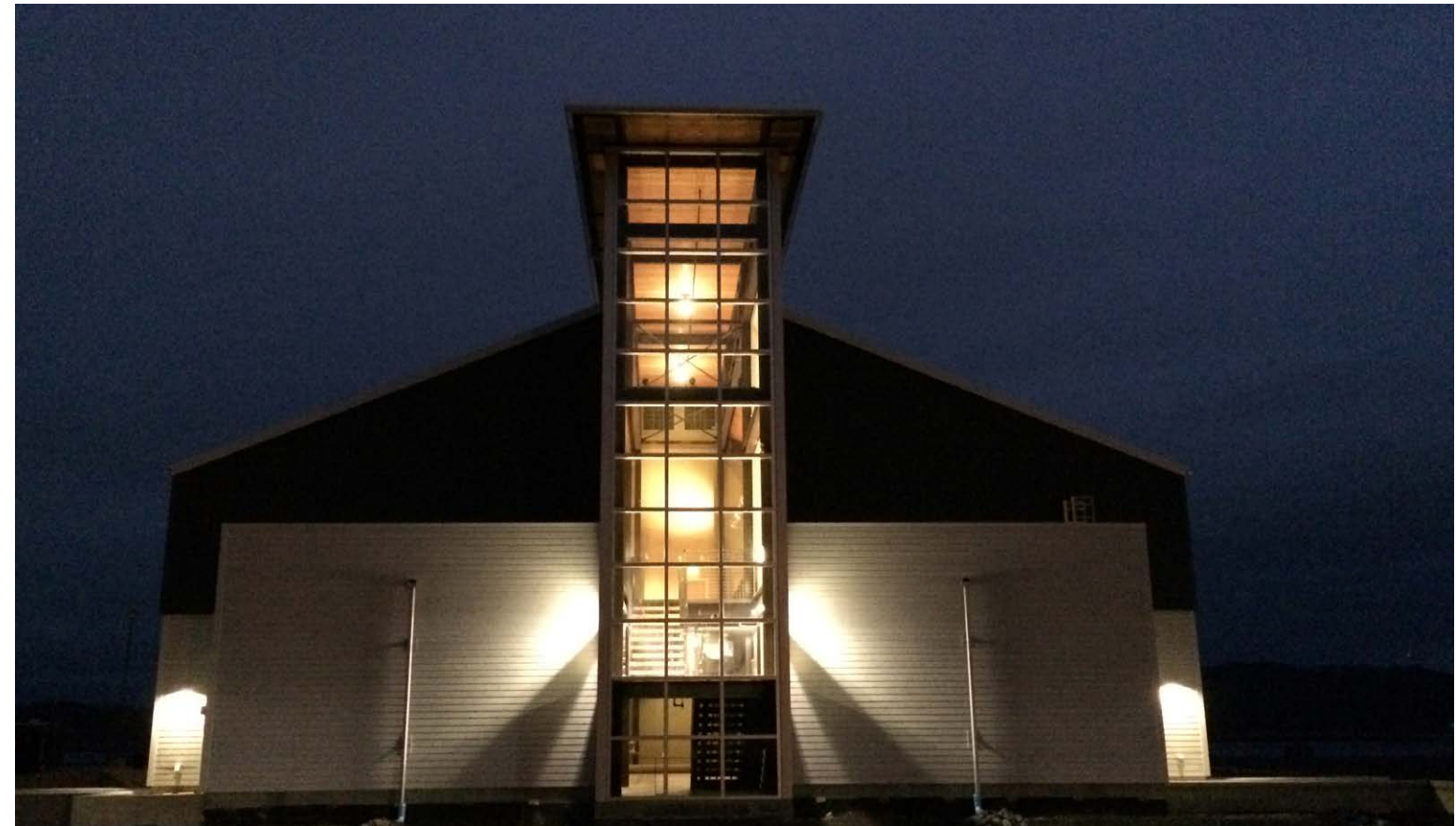
Mercer Slough Environmental Education Center\*, Bellevue, WA (LEED Gold)

Icicle Creek Music Center\*, Leavenworth, WA

Mt. Baker Viewpoint Park\*, Seattle Parks, Seattle, WA

\*denotes work performed as project manager / project architect with other firms

Fort Worden and the accompanying Fort Worden State Park are located along Admiralty Inlet in Port Townsend, WA. Home to arts and humanities programming since 1972, the turn of the century military fort has transitioned from a place made for World War I and II defenses into a world class humanities destination. Following a Program Development Planning phase in 2015, Signal is working with the Fort and its partner organizations to design Makers Square that will provide facilities that focus on arts and maker classes, studios, and residency programs, integrating 21st Century learning within the historic character of the Fort. Built in 1914, Building 305 (Quartermaster's House) was the first structure on the Fort, serving as the headquarters for construction of all buildings throughout the life of the campus. That it will be the catalyst for development of Makers Square programming is a fitting tribute to the legacy of arts and education at the Fort. Classrooms and studios will range from utilitarian and coarse, for material intensive programming through gallery and exhibit education and presentation. A daylit interior and new canopy and bleacher-type loading dock will embrace the historic character of the building while preparing it for a wide range of arts programming. Buildings 308 and 324 will be upgraded to provide durable, much needed private artist studios in support of Makers Square programming, residency programs, and local artists. Resulting from twelve months of programming interviews, surveys, and workshops, Makers Square aims to provide a resilient resource for arts programming, from digital to analog, multi-media to fine arts, with foundations both in history and the future.



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# CORE TEAM BIO/BACKGROUND

## DAVID STRAUSS

SHKS ARCHITECTS  
ARCHITECTURE • HISTORY • PRESERVATION

CONNECTING PEOPLE WITH PLACE,  
COMMUNITY WITH CULTURE,  
AND ARCHITECTURE WITH THE ENVIRONMENT

SHKS Architects focuses on historic building renovation and adaptive reuse, combining contemporary use with cultural continuity. We are recognized as leaders in rehabilitation, entrusted with significant, highly visible and visited, public buildings.

We specialize in the assessment, preservation, rehabilitation, restoration and adaptation of historic buildings. We deeply understand historic construction techniques, materials and regulatory requirements, including the Secretary of the Interior's Standards for the Treatment of Historic Properties.

Historic buildings can also be high performance buildings. SHKS Architects joins history and technology through expertise in building pathology and a keen insight into finding inherent capacities of existing structures.

DAVID STRAUSS, PhD., AIA, LEED AP

David has concentrated on the repair, renovation and remodeling of historic buildings. With 30 years of experience in architecture and design, he has developed exceptional skills in interdisciplinary coordination and design within historic contexts. David is past president of the Washington Trust for Historic Preservation Board of Directors and is an affiliate assistant professor at the University of Washington, where he teaches graduate design studios and seminars in architectural theory and preservation technology.

SHKS ARCHITECTS



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# CORE TEAM BIO/BACKGROUND

## DAVID STRAUSS

continued...

### RELEVANT PROJECT EXPERIENCE

Legislative Building Exterior Repairs, Olympia, WA

Villa Academy, Seattle, WA

Gracemont Renovation, Seattle, WA

Suzzallo Library Renovation, University of Washington, Seattle, WA

Holden Village Master Plan and Museum, Chelan County, WA

Seymour Conservatory Renovation and Expansion, Tacoma, WA

Dexter Horton Building Seismic Upgrade, Seattle, WA

Bellingham Federal Building Master Plan & Renovation, Bellingham, WA

Bellingham City Hall Predesign Study & Renovation, Bellingham, WA

Whatcom Museum of History and Art Window Restoration, Bellingham, WA

UW Canoe House Feasibility Study, Seattle, WA

Magnolia Library Renovation & Addition, Seattle, WA

Livingston-Baker Building, Pike Place Market PDA, Seattle, WA

Eddon Boat Building Restoration, Gig Harbor, WA

Lake Wilderness Lodge Renovation, Maple Valley, WA

University Christian Church Master Plan & Renovation, Seattle, WA

Parrington Hall, University of Washington, Seattle, WA (Cardwell/Thomas Architects)

Everett High School Modernization, Everett, WA (Cardwell/Thomas Architects)

### HONORS & AWARDS

AIA Washington Council Civic Design Award Honorable Mention: Ferndale Public

Library,

2017

Historic Seattle Award for Stewardship of a Public Building, Magnolia Library Reno-

vation and

Addition, 2010.

AIA Washington Council Civic Design Award Citation: Magnolia Library, 2009

King County 4 Culture Spellman Award for Preservation, Lake Wilderness Lodge,

2009.

Historic Seattle Award for Best Rehabilitation Project, Lake Wilderness Lodge, 2009.

ALA/AIA Library Award: Suzzallo Library, 2002

Seattle Chapter AIA Award of Merit: Everett Public Library Addition, 1991 (Cardwell/

Thomas

Architects)

Washington Trust for Historic Preservation Citation: King County Courthouse, 1987

(Cardwell/Thomas Architects)

### EDDON BOAT SHOP | GIG HARBOR, WA

City of Gig Harbor Historic Landmark

A working facility since 1945, the Eddon Boat Shop was renovated

by SHKS to allow for its continued use by the waterfront community.

### BELLINGHAM FEDERAL | BELLINGHAM, WA

National Register of Historic Places

SHKS has carried out three phases of restoration and renovation

work in this Beaux-Arts civic building. The main lobby, staircase,

and restrooms have been carefully restored to their original 1910

character, and the first floor sorting room has been converted into

open office space for the 21st century.

### SEYMOUR CONSERVATORY | TACOMA, WA

National Register of Historic Places

An expansion was designed to accommodate three times the floor

space while minimizing the impact to the original 1908 conservatory.

A simple rectangular entry attached to the existing structure provides

access, below grade, to a new elliptical dome located downhill.

### HOLDEN VILLAGE MUSEUM | CHELAN COUNTY, WA

SHKS recently began designing a new museum building in Holden

Village, a former mining town that became a Lutheran retreat

community in the early 1960s. The museum will be the first new

building on the historic site owned by the Forest Service.

### MAGNOLA LIBRARY | SEATTLE, WA

National Register of Historic Places

SHKS designed an addition and renovation for the Magnolia Library,

an example of Northwest modernism designed by Paul Kirk and Rich

Haag in 1964.

### SPU DDW SOUTH OPERATIONS CENTER | SEATTLE, WA

SHKS designed a renovation of a 38,000 sq ft pre-engineered metal

building into a new operations center for Seattle Public Utilities.

### ROSYLN CREATIVE CENTER | ROSLYN, WA

National Historic District Contributing Property

Since 2010, SHKS has worked with the Roslyn Downtown

Association in planning the adaptive re-use of a historic 1895 home

into an active community arts center.

### PHINNEY NEIGHBORHOOD ASSOCIATION (PNA) | SEATTLE, WA

National Register of Historic Places

SHKS design an ADA-compliant entry and elevator to the PNA

Brick Building, improving accessibility while maintaining the historic

integrity of the building.

# CORE TEAM BIO/BACKGROUND

## JEFF McCORD

### SOUTHWEST SEATTLE HISTORICAL SOCIETY PRESERVATION • HISTORY • PROGRAMMING

The Southwest Seattle Historical Society has felt a deep connection with the steam plant because of its proximity to their service area on the Duwamish Peninsula, which includes West Seattle, White Center, and South Park.

Because they are tied inextricably with the Duwamish River geographically, and the Duwamish People as a cultural partner, they feel the history of the steam plant's place in Seattle's history is an important link in the storytelling that we do.

4th great grandson to Chief SeaWith, Ken Workman, is on their Board of Directors, and has engaged in the important conversation about what stories should be told. Ken has shared that the steam plant, even though it came at a time that was very painful to his people, would be a break in the link to his people's story that preexisted the story of Seattle if it were not told from a variety of perspectives, and told sensitively and well. Southwest Seattle Historical Society's skill-set would be in historic interpretation and involvement in the education program, historic tours and related activities such as events, community outreach, gift shop, and other shared involvement in the buildings programmatic future with the involved parties.

Southwest Seattle Historical Society's background as an organization that has a deep involvement in preservation of local and surrounding properties, including the landmarking of the Admiral Theater, Fir Lodge (Homestead), Sea View Lodge, Log House Museum, and the Campbell and Crescent-Hamm buildings in West Seattle. In Southwest Seattle Historical Society's 34-year history they have played a very important role in the telling of history in the Duwamish area. This is coupled with their newest strategic focus of "Reaching New Audiences, Telling New Stories," to embrace the diversity of stories in our region. The Georgetown Steam Plant project is a seamless match with their mission to promote local heritage through education, preservation and advocacy.





# CONCLUSION

- TEAM BIO/BACKGROUND
- ORGANIZATION
- DEVELOPMENT
- PROGRAM
- PARTNERSHIPS
- CORE TEAM
- EQUITY
- VISION
- MISSION
- INTRO

# CONCLUSION

We thank you for the opportunity to present our intentions and interest to be Seattle City Light's Operating Partner and Master Tenant for the Georgetown Steam Plant and hope that our mission, vision, and programming ideas are in alignment with your goals and aspirations for this historic landmark. We believe they are, and that our experience, expertise, and combined resources can make your goals and aspirations as well as the communities dreams come to fruition.

We look forward to the opportunity to partner with you and the community to power this incredible piece of Seattle's history into its next 100 years; give it a new life; born of equity, inclusion, and environmental justice; steep it in community activation; and create an arts, sciences, culture and history resource for all.

Sincerely,

Samuel Farrazaino

Kji Kelly

Cluny McCaffrey

Judith Panlasigui

James Miles

Stephanie Jones-Gunn

Mark Johnson

David Strauss

Jeff McCord

