

**City of Longview
2016
Community Development Block Grant
Project Design**

Applicant:	Life Works/David Hill	Contact Person:	Wendy Keegan
Title:	Executive Director	Title:	Director of Development
Address:	906 New York Street Longview, WA 98632	Address:	906 New York Street Longview, WA 98632
Phone:	(360) 577-9093	Phone:	(360) 577-9093
Fax:	(360) 577-9137	Fax:	(360) 577-9137
E-Mail:	dhill@lifeworkswa.org	E-Mail:	wkeegan@lifeworkswa.org

Non-Profit Status: NO ☐ YES ☒ **IRS Tax Identification Number** 91-1224762

Type of Project: Please check one:

- ☐ Housing
- ☐ Community Facility
- ☐ Public Facility/Infrastructure
- ☐ Economic Development
- ☐ Prevention or Elimination of Slum & Blight
- ☐ Match
- ☐ Public Service
- ☒ Planning

PROJECT TITLE: The Future of Affordable Housing with Support Services for Children and Adults with Developmental Disabilities in Longview

CDBG Funding Requested: \$ 14,000

Problem/Opportunity Description

1. Give a *brief* overall summary of your project (under 101 words.)

Life Works is proposing a study of the Longview area for affordable housing for children and adults with intellectual and developmental disabilities. The study will include a review of housing that is currently used to support low income people with intellectual and developmental disabilities to live in the community, and will assess the viability of creating more homes for this population in the next 5+ years. The study will also evaluate the ability of the community to fulfill the needs of this population if more specialty housing of this nature is created.

2. Briefly describe the project noting the problem(s) or opportunity(s) that will be addressed (under 101 words.) Quantify it in terms of cause, extent, location, frequency and duration

Affordable housing for children and adults with intellectual and developmental disabilities that is appropriate for their needs is difficult to obtain in the Longview area. The population that Life Works serves is considered low- to very-low income. The persons looking for housing must have 2 to 3 roommates to afford the rent and utilities of a home. This population also requires support to live in their own home. A planning study will allow Life Works to prepare for increased housing needs and work with local service providers to ensure that services are available for the future needs of this population.

3. List the specific CDBG objective information from the “5 year Strategic Plan” within the 2014-2018 Longview-Kelso Consolidated Plan. (See website information under Instructions).

Objective Code and Number: AP-55 (91-420)

Objective Title: Affordable Housing

Objective Proposed Accomplishments & Outcomes: Life Works will steward a study on the availability of affordable housing that is appropriate for the “special needs” population and determine a plan of action for the next 5 years and beyond.

Project Readiness

4. Describe what specific steps need to be completed before the project will be ready to proceed.

(Projects must be under construction within 12 months of signing your CDBG Contract or funding will be de-obligated.)

Life Works is prepared to begin the planning project study August 1, 2016. Prior to the planning project execution, the Life Works Board of Directors and Leadership staff are creating a 5 year Long Range Strategic Planning (LRSP) plan. The future of affordable housing with support services for children and adults with developmental disabilities in Longview is an extension of this plan.

5. Please list start and completion date by Month, Day and Year:

Complete the “Project Timeline” (included at the end of this application) detailing project tasks and dates. This will be a part of your contract goals should your project be selected.

Project Start Date (mm-dd-yyyy) 08/01/2016

Project Completion Date (mm-dd-yyyy) 02/28/2017

Problem Impact and Severity

6. What is the effect on the community as a whole or upon individuals? Note current and anticipated consequences if the problem continues. Also list the number of low and moderate households affected.

The cost of living for everyone has increased, but for people with intellectual and developmental disabilities, the ability to afford to live in the community has become almost insurmountable without assistance. According to Priced Out (2014), “people with disabilities have low enough incomes to be priced out of every rental housing market in the nation”. Longview, Washington is no exception. The “median monthly gross residential rent was

\$738 in Longview” (Department of Numbers, 2014). Rental costs have increased over 5% in the Longview area over the last 3 years (Department of Numbers, 2014).

According to 2011 US Census figures, approximately 16.2% of Washington’s population is intellectually and developmentally disabled. Using this statistic as a basis, over 5,900 people in Longview are in this category. If this population is receiving only the federal monthly Supplemental Security Income (SSI), the income averages only \$8995 per year (The Arc-2015). This population is considered “severely cost burdened” (2015 Washington Housing Needs Assessment) and most are in need of daily support to live in a home in the community.

7. How does this problem create a hardship for residents, a neighborhood, or economic development? How have local or state authorities noted the severity of the problem? Note public health and safety issues.

As a result of this high need, people with intellectual and developmental disabilities that do not have a placement with the Developmental Disabilities Administration (DDA) often live with their family until they can no longer care for the person. When they can no longer be cared for by a family member, the best case scenario is that an emergency placement might be made through an organization like Life Works. The worst case scenario can result in increased homelessness.

Currently, there are 35 adults on a waiting list for residential placement in Cowlitz County according to DDA.

The Arc of Washington State has indicated that “across the U.S., over 850,000 people with I/DD live with an aging caregiver (age 60 and older). As this generation of caregivers continues to age, many of their adult children with I/DD may be at risk of institutionalization or homelessness due to the shortage of housing and support services.” (2014)

Life Works receives calls on a weekly basis from families looking for placement for their child/sibling. The ever increasing prevalence of Autism in the United States (estimated at 1 in 68 births by the Centers for Disease Control in 2014) will continue to create more need now and in the future for our community.

In the current housing climate, Life Works has difficulty helping people with developmental and intellectual disabilities find housing that is safe, affordable, and appropriate for their needs. When housing cannot be obtained, this population often resorts to living with people that cannot fulfill their needs and their health deteriorates causing undue stress on local medical, dental, mental health, and other service providers. In the worst case scenarios, people become homeless and must live on the streets or in local shelters.

Past Effort

8. What effort has your organization or other organizations made to resolve the problem?

Since 1980, Life Works has been assisting children and adults with developmental and intellectual disabilities to live in the community. The agency currently manages the services for 17 residential programs with people that have a wide range of needs. Resolution of housing issues has been solved for over 250 people many that are long-term residents with Life Works.

Life Works assists people with disabilities and their families to find housing and become connected to the services they require through the The Arc of Cowlitz County.

As a result of providing services for children and adults with developmental and intellectual disabilities, Life Works creates over 240 jobs and has an annual budget of over \$8 million. The organization's base of operations is in Longview, and over 95% of the services provided are based in Longview.

Solution

Project Development

9. Did you attempt to collaborate the development of this project with other agencies? Which agencies were contacted and what was the outcome? What role is each agency playing?

Life Works has collaborated with a variety of local agencies, including Lower Columbia CAP, the Foundation for the Challenged, the Longview Community Church, and the Longview Housing Authority to create housing appropriate for children and adults with intellectual and developmental disabilities. The Longview Housing Authority has been contacted and has indicated they would like to take part in this project as a participant regarding housing options and affordability.

10. How do you propose to solve the problem? Please be specific, itemizing the various tasks you will undertake to solve the problem.

Life Works will create a plan that will be used to assess the Longview area for homes and opportunities to partner with local organizations to create affordable housing for children and adults with developmental and intellectual disabilities. The plan will be used to prepare Life Works and other local support organizations for the increased need for housing of this nature for the next 5 years and beyond.

11. List all persons who would be involved during the development of this project and describe their project responsibilities. (Include names, titles, phone and e-mail.) (Responsibilities should include grant administration, project manager, developing partnerships, acquisition, overseeing construction, maintaining records, Davis-Bacon compliance, etc.

Name	Title	Phone	E-Mail
David Hill	Executive Director of Life Works	360-577-9093	dhill@lifeworkswa.org
Angie Whitcraft	Director of Client Services	360-577-9093	awhitcraft@lifeworkswa.org
Valerie Hill	Director of Client Services	360-577-9093	vhill@lifeworkswa.org
Roberta Mawae-Martin	Director of Client Services	360-577-9093	rfitzgerald@lifeworkswa.org
Jennie Bergman	Director of Client Services	360-577-9093	jbergman@lifeworkswa.org
Wendy Keegan	Director of Development	360-577-9093	wkeegan@lifeworkswa.org
Craig Collins	Architect	360-425-0000	craigc@collinsarchgroup.com
Chris Pegg	Executive Director of Longview Housing Authority	360-423-0140	chris.pegg@longviewha.org

Name	Project Responsibilities
David Hill	Project oversight and data assessment
Angie Whitcraft	Project participant and professional insight regarding housing for persons with developmental and intellectual disabilities
Valerie Hill	Project participant and professional insight regarding housing for persons with developmental and intellectual disabilities
Roberta Mawae-Martin	Project participant and professional insight regarding housing for persons with developmental and intellectual disabilities

Jennie Bergman	Project participant and professional insight regarding housing for persons with developmental and intellectual disabilities
Wendy Keegan	Project manager and grant administration, documentation, report preparation
Craig Collins	Assist with professional assessment of homes and potential housing facilities for future, will provide professional outlook regarding housing opportunities for the next 5 years
Chris Pegg or other LHA representative	Assist with professional assessment of homes and availability of services for this population currently and in the next 5 years

Project Operation

12. Are you partnering with other organizations or businesses in this project? Will you have contracts with them? What roles will each organization or business play after the project is completed? Please submit letters from partnering agencies and/or businesses as supporting documentation.

Life Works is partnering with Craig Collins from Collins Architectural Group, and Chris Pegg or another representative from the Longview Housing Authority. If a planning grant is received, Life Works will engage in contracts. Both Mr. Collins and the Longview Housing Authority are providing professional services and assessment to create a planning document that will be used to help further the future of affordable and safe housing for people with developmental and intellectual disabilities for the next 5 years and beyond.

13. List all persons involved in the operation of this project when completed and describe their responsibilities. (Include names, titles, phone and e-mail.) (Responsibilities should include case management, day-to-day management, partnerships in serving clients, etc., operations manager, and project owner.)

Name	Title	Phone	E-Mail
David Hill	Executive Director of Life Works	360-577-9093	dhill@lifeworkswa.org
Angie Whitcraft	Director of Client Services	360-577-9093	awhitcraft@lifeworkswa.org
Valerie Hill	Director of Client Services	360-577-9093	vhill@lifeworkswa.org
Roberta Mawae-Martin	Director of Client Services	360-577-9093	rfitzgerald@lifeworkswa.org
Jennie Bergman	Director of Client Services	360-577-9093	jbergman@lifeworkswa.org
Wendy Keegan	Director of Development	360-577-9093	wkeegan@lifeworkswa.org
Life Works Board of Directors	See attached contact list		

Name	Responsibilities
David Hill	Oversight of Life Works and all of its programs. Maintains partnerships to best serve the people the agency supports.
Angie Whitcraft	Oversight of daily operations for residential programs serving adults with intellectual and developmental disabilities
Valerie Hill	Oversight of daily operations for residential programs serving children and adults with intellectual and developmental disabilities
Roberta Mawae-Martin	Oversight of daily operations for residential programs serving adults with intellectual and developmental disabilities
Jennie Bergman	Oversight of daily operations for residential programs serving adults with intellectual and developmental disabilities. Oversight of The Arc of Cowlitz County.
Wendy Keegan	Fundraising and due diligence,
Life Works Board of Directors	Oversight and assurance that Life Works upholds its mission and acts in the best interest of the people the agency serves, its stakeholders, and employees

14. For Community Facilities: Complete and attach the separate 5-year Operations Budget.

NA – Planning Project only

15. Facility Fees for Residents: If you are requesting funding for a community facility or a public facility the service and/or admission fees must not preclude low and moderate income residents from using the facility. Please itemize all fees for services to low and moderate income residents as compared to charges for moderate-income residents.

(This will be part of your contract should funds be awarded. You will need to document low-moderate user incomes and fee schedules for 5 years.)

NA - Planning Project only

16. How will this project improve the quality of life for low- and moderate-income persons in relation to the stated needs or problem? OR How will this project improve the neighborhood or area? Note short-term and long-term outcomes.

The planning study will be used to create a 5 year plan for housing in the following ways:

Short-Term:

- Identify safe and affordable housing options in Longview for children and adults with intellectual and developmental disabilities
- Forge partnerships with organizations to provide housing opportunities

Long-Term:

- Ensure housing options continue to be available in Longview for children and adults with intellectual and developmental disabilities
- Ensure that services such as medical, mental health, school, and other supports are in place and available for this population.
- Help Life Works and other local organizations to obtain funding through grants, foundations, and other donations to assist with affordable housing for children and adults with intellectual and developmental disabilities.
- Assist community partners to obtain funding to provide services to this population.

17. What activities would still need to be undertaken after the project is completed in order for the problem to be fully addressed? Quantify where possible.

Life Works will form partnerships with local organizations such as Lower Columbia CAP, the Longview Housing Authority, and other organizations that are willing to take part in creating safe and affordable housing for children and adults with intellectual and developmental disabilities in the Longview area.

Households Benefiting

18. Area Benefit: What is the total number of all households that will benefit from this project? (Area-wide benefit must cite low-income 2010 U.S. Census Tract as noted in the HOME/CDBG Consolidated Plan)

NA – Planning Project only

19. Individual Benefit: What is the number of low-income individuals or households by median income that will directly benefit from this project? Use current HUD Income Limits for family size.

NA – Planning Project only

Individuals or Households (*circle one*)

At or below 30% Median Income: _____

At or below 50% Median Income: _____

At or below 80% Median Income: _____

Total number Low-Income Served _____

Budget

20. Explain why CDBG funds are appropriate for your project. If this application is for a program currently receiving CDBG funding, discuss what action you have taken and what other funding sources have been investigated in the last 12 months to reduce your organization's dependence on City of Longview CDBG funds.

CDBG planning grant funds are appropriate for this project. Life Works has been a leader in providing housing for children and adults with developmental and intellectual disabilities and have proven success with past planning grants. Life Works has not accessed CDBG funding (a planning grant for \$12,000) since 2011.

In the last 3 years, Life Works has supported the Foundation for the Challenged to provide new housing opportunities for this population. The Foundation for the Challenged accessed CDBG and Housing Trust Fund grants to complete the projects.

21. What agency funding will you commit to this project? If none, why not?

Funds for staffing, including the project manager, the Life Works Executive Director, four Life Works Directors of Client services, and all other administrative costs, including copies, etc., will be committed by Life Works for this project.

22. If one or more funding sources listed below is not realized, what impact would this have on your project? Explain what changes would be considered to its scope or design, including the number of families served, structure(s) constructed, delays in construction start date, etc. and whether your project would exist without CDBG funding.

The scope of the project would be scaled back to be completed when other funding could be made available.

23. Complete and attach the separate CDBG Budget Form.

Complete the budget form showing all sources and uses of funds related to your project.

24. Sources and Uses Fund Statement / Budget Form Narrative

a. Please list all funding source(s), intended uses, and amounts from your budget form. Identify if the source is Federal, State, Local, or Private.

CDBG – Architectural and Planning Funds

Life Works – Administrative staffing funds as a part of State Contracted Funds

b. Identify which sources are proposed and which sources are committed and your timeline to secure funding.

CDBG Funding – Proposed

Life Works - Committed

c. Supporting Documentation: List and attach “Sources of Funds” supporting documentation noted under Question #25.

d. Supporting Documentation: List and attach “Uses of Funds” supporting documentation noted under Question #25.

Attachments

25. Required Attachments

☒ Exhibit A.

☐ Exhibit B.

☒ Exhibit C.

☐ Exhibit D. NA

☐ Exhibit E. NA

☐ Exhibit F. NA

☒ Agency Financial Audit by e-mail

☒ Detailed Cost Estimates

Project Timeline (Note: Funding is available in November following project submittal. Please plan accordingly.)

Project Budget (Note: Show all funding sources and note if they are committed or not committed. List date when commitment will be confirmed.)

Project Documentation

Operating Proforma (Rental Housing Projects)

Marketing Plan (Housing Projects)

5-Year Operations Budget (Community Facilities Only)

Send in most recent independent audit by email

Provide Specific costs for project itemized to show project cost analysis

Exhibit A

Project Timeline

[illegible]

Exhibit B

Project Budget and Funding Sources (Please use Excel Template provided by Longview/Kelso.)

SUBMIT THIS FORM WITH THE APPLICATION

CDBG Budget

	Project Duration Months: 7 months					
	Source 1	Source 2	Source 3	Source 4	Source 5	Total
	CDBG	Life Works				
Commitment Dates	2016	2016/2017				
Project Management (Project Manager, Consultant Fees, Subrecipient Fees)						
Architectural Fees	\$5,000.00					\$5,000.00
Engineering Fees						
Acquisition						
Related Costs & Fees						
Demolition						
Relocation						
Architectural Barrier Removal						
Housing Rehabilitation						
Water / Sewer Side Connections						
Sewer Improvements						
Water Improvements						
Street Improvements						
Fire Protection						
Public Facility						
Community Facility						
Commercial/Industrial Facility						
Economic Development						
Micro Enterprise						
Special ED Activity (loan/grant)						
Comm Based Development Org						
Revolving Loan Fund Program						
Historic Preservation						
Prevent/Eliminate Slum & Blight						
Public Services						
Planning	\$9,000.00	\$18,314.00				\$27,314.00
Local Match to State/Fed Grant						
Other, List: Permits/Fees						
Other, List						
Other, Sales Tax						
Contingency						
Total:	\$9,000.00	\$18,314.00				\$32,314.00
Date Completed:						

Exhibit C

Project Documentation to support your project. (Provide in order listed. Staff may limit the number of documents to the most important for Council to base its decision.)

- **Sources of Funds**
 1. Include commitment letters with all terms and conditions for all mortgages, loans, grants, subordination agreements, private fundraising, bridge (interim) loans and investment tax credits (historical low-income, if applicable);
 2. Provide a formal Certification letter signed by the Agency Director or Owner listing the amounts and type of all governmental assistance (Federal, State, and Local) which will be used in this project.
 3. If you (the applicant) are a partnership, or will enter into a partnership to undertake this project (including services) provide a copy of the partnership agreement, which will indicate the cash contributions by the general partner(s) and/or limited partner(s).
- **Uses of Funds**
 1. Earnest money agreement, option or closing statement for land and/or building(s);
 2. Construction cost estimate
 3. Construction contract or preliminary (bids)
 4. Agreements governing the various reserves which are capitalized at closing (to verify that the reserves cannot be withdrawn later as fees or distributions.)
 5. Appraisal (to substantiate the value of the land and the value of the property after rehabilitation or the structure being built)
 6. If low-income tax credits are utilized, provide documentation on the syndication costs (legal, accounting, tax opinion, etc.) from the organization/individuals who will syndicate and sell the offering to ensure that the project can support the fees necessary to syndicate/fund the project. All assumptions should be verified in the supporting documentation.
- Documentation for Narrative Statements
- Maps
- Private fundraising commitments
- Letters from local, state, or federal agencies directing the repair or creation of a specific project
- Loan Policies
- Documentation of project cost estimates
- Partnering Agency documentation letter
- Low/moderate income documentation for benefit
- Engineering Report
- Surveys and Reports
- Letters attesting to the subject problem
- Letters of Support
- Current News Articles



906 New York Street
Longview, WA 98632
(360)577-9093 FAX (360)577-9137

BOARD OF DIRECTORS

NAME	HOME INFORMATION	WORK INFORMATION
Executive Director David Hill <i>Agency Director since 2015</i> <i>Trustee</i>	3903 Pacific Way Longview, WA 98632 360- 749-2969 - cell	Life Works 906 New York Street Longview, WA 98632 360-577-9093 Fax: 577-9137 dhill@lifeworkswa.org
Margaret Lopic <i>Board member since 1985</i> <i>President 2015</i>	7405 Willow Grove Rd Longview, WA 98632 360-425-4922 mlopic@cascadenetworks.net	Retired – Cowlitz County Human Services Manager Former Director of The Arc
Mimi Preedy <i>Board member since 2005</i> <i>Parent of child with developmental</i> <i>disabilities</i>	1919 NW Lacamus Road Camas, WA 98607 360- 834-4255 Cell 360- 903-1717 e-mail: mimipreedy@yahoo.com	
Barry Dahl, Retired Attorney at Law <i>Board member since 1978</i> <i>Walstead-Mertsching</i>	1604 Kessler Blvd Longview, WA 98632 360-436-1416 dahl@walstead.com	
Erika Agren <i>Board member since 2007</i> <i>Secretary/Treasurer 2015</i> <i>Firm Administrator for Futcher</i> <i>CPA Group</i>	820 Agren Rd Castle Rock, WA 98611 360-270-6897-cell agrenerika@gmail.com	700 Lincoln Street, Ste. 200 Kelso, WA 98626 360- 636-4200 Erika@futchergroup.com

CONTINUED ON PAGE 2

NAME	HOME INFORMATION	WORK INFORMATION
Paula Stepankowsky <i>Board member since 2013</i> <i>Educator – St. Rose School</i> <i>Parent of a child with special needs</i>	1407 24 th Avenue Longview, WA 98632 360-636-3763 pstepankowsky@comcast.net	
Reed Hadley <i>Board member Nov 1, 2013</i> <i>Certified Financial Planner</i>	1243 22 nd Avenue Longview, WA 98632 360-425-7715 Reed.hadley@edwardjones.com	
Keith Larson <i>Board member June 1, 2014</i> <i>Human Resources Manager</i> <i>City of Longview</i>	3514 Indian Hills Drive Longview, WA 98632 (360) 578-1921 – home (360) 560-3989 – cell keithandpatlarson@msn.com	
Steve Preedy <i>Board member since 2014</i> <i>Parent of child with developmental disabilities</i>	1919 NW Lacamus Road Camas, WA 98607 360- 834-4255 (360) 578-1921 - home e-mail: srpreedy@gmail.com	
Jori Scruggs-Brown <i>Board member since</i> <i>January 13, 2015</i> <i>CPA Futcher CPA Group</i>	1606 Tara Court Kelso, WA 98626 (360) 560-5990 - cell	700 Lincoln Street, Ste. 200 Kelso, WA 98626 360- 636-4200 Jori@futchergroup.com
Susan Chesley <i>Board member since January 14, 2016</i> <i>Certified Registered Nurse</i> <i>Anesthetist</i>	1136 Kessler Blvd. Longview, WA 98632 (360) 431-8798 – cell thechesleys@yahoo.com	

This is a not for profit agency. Directors and officers do not own any part of this corporation.



Longview Housing Authority

Christina M. Pegg, CEO

Making our Communities More Livable for Everyone

April 15, 2016

City of Longview
P.O. Box 128
1525 Broadway
Longview, Washington 98632

RE: Letter of Support – Life Works Planning Grant

Dear City Council members;

It gives me great pleasure to write this letter of support for the planning grant submitted by Life Works to study affordable housing options for children and adults with intellectual and developmental disabilities. The information obtained from this study will identify current housing options and future needs and ensure future development of affordable housing includes the services and supports for long-term success for their clients.

The fact that Life Works has elected to begin with a planning process clearly indicates their desire to make informed choices about future development needs. They will be identifying organizations and community partners to ensure that services such as medical, mental health, school and other supports are in place and available as well to increase their clients well-being and chance at long-term success. This is a strategic and holistic approach to the development of affordable housing that clearly demonstrates their long-standing commitment to their clients, families and the larger community.

The planning grant will also enable them to identify other potential development and funding partners that could support acquisition or construction, operating costs and service needs. Development of affordable housing with services is complex and generally requires commitments from several funders to ensure long-term sustainability.

In closing, I urge you to seriously consider this application for a planning only grant. Life Works has a rich history of providing quality housing and services for children and adults with intellectual and developmental disabilities in our community. The thoughtfulness of this approach is yet another strong indicator of their commitment to identifying and developing the most appropriate housing and services for their clients.

Please feel free to contact me if you have questions or should you need additional information.

Sincerely,

Christina M. Pegg, CEO





April 12, 2016

RE: LETTER IN SUPPORT OF PLANNING GRANT FOR LIFE WORKS

I wholeheartedly support the efforts of Life Works to obtain a planning grant through the City of Longview CDBG program. The grant will support efforts to maintain existing affordable housing for children and adults with intellectual and developmental disabilities and identify the need for, and viability of creating additional housing in the future.

Specifically this grant will:

- Identify safe and affordable housing options in Longview for children and adults with intellectual and developmental disabilities
- Forge partnerships with organizations to provide housing opportunities
- Ensure that affordable housing options continue to be available in Longview for children and adults with intellectual and developmental disabilities
- Ensure that services such as medical, mental health, school, and other supports are in place and available for this population.
- Help Life Works and other local organizations to obtain funding through grants, foundations, and other donations to assist with affordable housing for children and adults with intellectual and developmental disabilities.
- Assist community partners to obtain funding to provide services to this population.

Craig Collins

A handwritten signature in blue ink, appearing to read 'Craig Collins', is written over the printed name.

COLLINS ARCHITECTURAL GROUP, P.S.

Exhibit D

Operating Proforma (Rental Projects) – Excel form, attached to package

Exhibit E

Marketing Plan

A marketing plan shall be prepared to show how the project will be marketed publicly to Longview and/or Kelso residents through the public media, professional realtor or/and real estate marketing staff for at least 90 days or until the unit(s) are fully sold/rented. The advertising methods used to reach buyers/renters, both paid and free, and direct promotion through local organizations, stakeholders and social media can be used. The message to buyers should note that the value/sales or rental price is competitive and the home's features fit the target buyer or renter. The agency must follow its marketing plan and provide documentation of its public marketing effort prior to selecting its recipient(s.)

Exhibit F

5-Year Operations Budget (For Community Facilities only)

Detailed Cost Estimates for Life Works Planning Grant Submission

Item/Service Provided	Cost Estimate
Craig Collins, Architect consultation	\$ 6,000.00
Life Works Management Team of seven staff for 560 hours of research and production of planning documentation	\$ 26,314.00
TOTAL	\$ 32,314.00