

# HEALTHY HOMES, HEALTHY NEIGHBORHOODS – EASTSIDE TACOMA



Eastside Tacoma

2019

Year End Report



Mural in Eastside focus area, at McKinley Avenue East and East 64<sup>th</sup> Street

## | EXECUTIVE SUMMARY

The City of Tacoma’s Office of Environmental Policy and Sustainability (OEPS) implemented the sixth season of the Healthy Homes, Healthy Neighborhoods program (HHHN). This year’s program spanned six months compared with the typical 10.5 months, and ran from February through July 2019, focusing in Tacoma’s lower Eastside, near the newly constructed Eastside Community Center.

The program centers on intensive, cost-effective service engagement made possible through the dedication of an AmeriCorps member and interns supported by staff. Through direct, proactive engagement about a mix of services, staff can better reach historically underserved parts of Tacoma’s community. In addition to this equity focus, the program focuses on individual households because, in order to reach many of our goals in Tacoma, environmental and otherwise, citizen participation must be leveraged. Beyond delivery of services, our program works to build community, develop partnerships, and gather relevant community feedback for the City and our partner organizations.

This year’s program engaged a significant percentage of households in our focus area, with 37% of all residents engaged spending 4 to 20 minutes with program staff during door-to-door outreach; within that time range, staff are typically able to cover at least one service in detail and exchange contact information for additional engagement. In addition to benefitting the community via the services the program discussed, the program also builds trust between community members and the City. Multiple residents made comments along these lines, thanking us for visiting them and adding that it was the first time their household had been visited by a City representative.



*HHHN staff engaging a household*

Despite the healthy level of engagement and positive reception, tracking the impact of HHHN continues to be challenging due to the fact that HHHN is not a direct service provider. Additionally, due to the way certain partner programs are structured, reducing barriers to access and tracking impact is very challenging.

Alongside staffing limitations and competing Office of Environmental Policy and Sustainability priorities, the future of the Healthy Homes, Healthy Neighborhoods program is under consideration, and the program will be paused for the 2019-2020 season to provide sufficient time for needed conversations.

Community Engagement Results	
<b>Focus households*</b>	1,243
<b>Households Approached</b>	831
<b>Households Engaged</b>	387
<b>Conversations**</b>	305
<b>Handouts Distributed</b>	1,503
<b>Community Meetings</b>	8
<b>Event Participants</b>	95

*\*Households we planned to approach*

*\*\*Households engaged for 4+ minutes in conversation*

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## SECTION 1 | OVERVIEW

### Section 1.1 | Program Goals and Objectives

The City of Tacoma’s Office of Environmental Policy and Sustainability started its sixth year of the Healthy Homes, Healthy Neighborhoods program (HHHN) in February 2019, this time focusing on a portion of Tacoma’s lower Eastside neighborhood. Supported by various partner organizations, the HHHN program aims to connect historically underserved neighborhoods with underutilized resources that offer cost-savings by facilitating eco-friendly behavior change. For example, residents can take action by getting weatherization assistance, going to the local farmer’s market with the “Fresh Bucks” program, or using TAGRO in their home garden.

HHHN staff members work to break down barriers to resource accessibility through focused outreach, consistent follow-up with residents, and close coordination with partner organizations. The program also aims to build community and gather resident feedback for the City and other organizations. Outreach is designed to meet residents where they are, whether that is on their doorstep through door-to-door “knock-and-talk” conversations (generally referred to as “canvassing”), during community-organized meetings, or through local events. In door-to-door conversations, program staff members engage residents about household and neighborhood needs, and use their feedback to direct residents to resources or services that interest them. Local events that the HHHN program plans and community-organized meetings are important venues for the program to assemble resources; they also function as forums for the community and partner organizations to connect.

### Section 1.2 | Outreach Methods

The program uses a three-pronged outreach approach in order to reach a high percentage of residents in the focus area. Staff spend the bulk of their time conducting door-to-door outreach. Two HHHN staff members and three high school interns conduct this outreach. High school interns help to support conversations with residents led by HHHN staff members. The team canvasses after 4pm, and on Saturdays, as previous canvassing data has shown that this yields the highest percentage of successful engagement. The program located roughly 1,200 households in the focus area, and the goal was to visit each household.

#### *Thanks to our outreach team:*

<i>Alyssa Proudfoot</i>	<i>Sander Lazar</i>
<i>Patrick Babbitt</i>	<i>Noel Santiago-Villagomez</i>
<i>Christa Lackey</i>	<i>Bryan Jandres</i>

The second method of HHHN outreach is engagement of community groups. Through these meetings, HHHN can reach a larger audience than is possible through our door-to-door outreach, and can connect with local neighborhood leaders.

Local events make up the third method of HHHN outreach. While each event has different goals, these provide HHHN an opportunity to create a stronger sense of community, create connections directly between program partners and residents, and highlight local community assets. This report discusses each of these outreach methods and associated results.

## SECTION 2 | OUTREACH AREA

In selecting an area to focus its work in, HHHN prioritizes neighborhoods that (1) are historically underserved; (2) experience health and socio-economic inequities; and (3) have assets valuable to effective community outreach. To select a program neighborhood, staff members reviewed available demographic data, and identified community assets and needs through coordination with local partners and established community leaders.

### Section 2.1 | Outreach Area

The HHHN program focuses its outreach methods in different areas of the Eastside.

Door-to-door outreach boundaries are defined with several constraints in mind. Single-family homes can qualify for more available services, so the program conforms to this reality by focusing on areas with a significant percentage of single-family residences. Additionally, parks, busy streets, and local geography can serve to create logical boundaries to canvassing.

Having a shorter than usual HHHN season (three months instead of the usual eight), limited the number of homes that could be reached through canvassing to around 1,200.

For the program's canvassing focus area (shown in orange in the map to the right), the northern boundary was East 56<sup>th</sup> Street, a well-traveled arterial dividing neighborhoods to the north and south. The east was bordered by Swan Creek Park and the city's eastern boundary, and on the west side was East McKinley Avenue, a relatively busy two-lane arterial. Both of these provide boundaries to the residential area of this neighborhood. To the south, our boundary was East 64<sup>th</sup> Street. While not as clear a boundary, East 64<sup>th</sup> Street is one of the few through streets in this area, and staffing and time constraints prevented reaching all of the homes between East 64<sup>th</sup> Street and the more substantial thoroughfare of East 72<sup>nd</sup> Street.



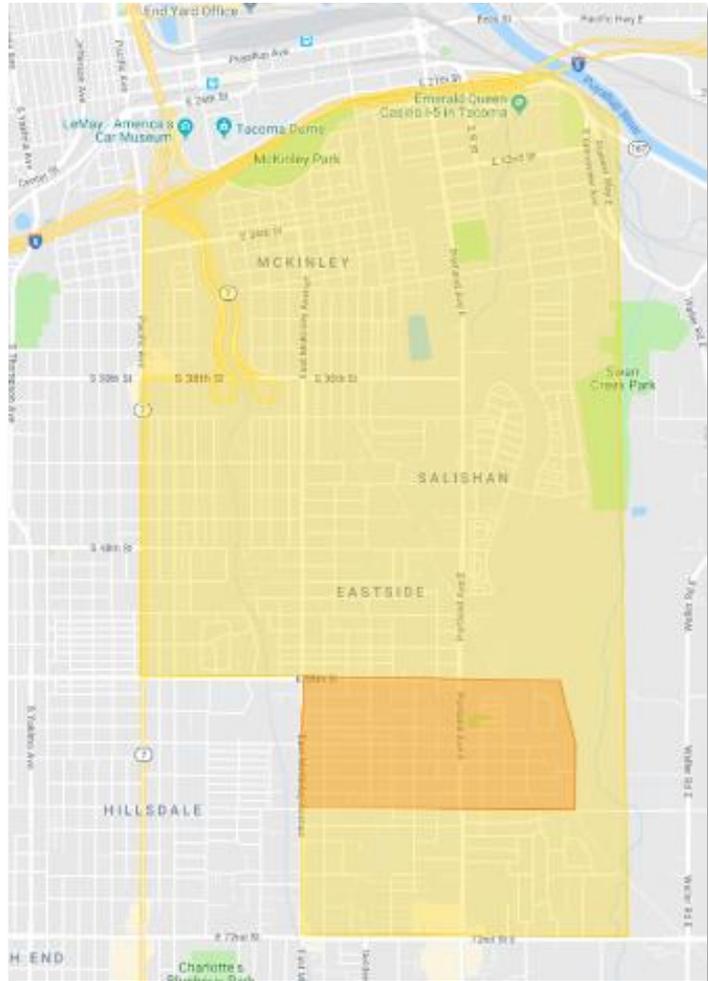
*Eastside canvassing area (orange) and past canvassing areas (grey)*

Beyond the canvassing area, HHHN reaches a broader Eastside audience (in light orange in the image to the right) through engaging community groups, planning local events, establishing a presence on social media (Facebook), and sending program email newsletters.

Tacoma's Eastside has great community assets to organize program engagement around, including the newly constructed Eastside Community Center, Swan Creek Park, ten community gardens, the Eastside Farmer's Market, several elementary schools and a middle school, the Community Health Center, Salishan Family Investment Center, and the newly extended Pipeline Trail for bicyclists and pedestrians. In addition, there is a significant business district along 72<sup>nd</sup> Avenue South, located along the southern edge of the Eastside, where Pierce Transit also operates a transit center.

## Section 2.2 | Eastside Tacoma Demographics

It is widely accepted that individual health outcomes are tied to a variety of socio-economic factors including income, education, race, and neighborhood (or geography where someone lives). Our program works with individual households to address some of these factors; for example, program services support cost-savings, expansion of the tree canopy, access to healthy food, and use of green spaces.



*The HHHN program's 2019 canvassing area (orange) and expanded Eastside outreach area (light orange).*

There are significant disparities between Eastside Tacoma and other areas of Tacoma, in terms of per capita income and life expectancy. Improving these outcomes typically requires a hyper-local approach, which our program does by focusing at the neighborhood- and household-level. Understanding the demographic makeup of our focus area allowed us to customize outreach, with the help of City and partner services, to individual needs and concerns.

**Health is tied to income, education, neighborhood and other social factors.**

**Health starts where we live, learn, work and play.**



**NEIGHBORHOOD:** Places that offer easy access to opportunities have better health outcomes.

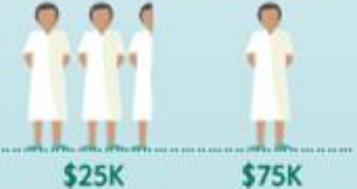
People in a neighborhood with more poverty than another can expect to live for one less year. **6%**

**WHAT MAKES US HEALTHY?**



Adapted from <http://www.cdc.gov/socialdeterminants/FAQ.html>

**INCOME:** How much money you make impacts your health.



People making less than **\$25K** are **2.5 times** as likely to have diabetes as those making more than **\$75K**.

**RACE:** The stress of discrimination impacts health for generations.

Black infants die at a rate twice as high as white infants.



**EDUCATION:** Better education can improve health.

**35%** of people without a high school education experience poor mental health compared to only **9%** of people with college degrees.

*Other factors that can negatively impact health outcomes include gender, disability, immigration status and sexual orientation.*

**Your zip code impacts your health.**

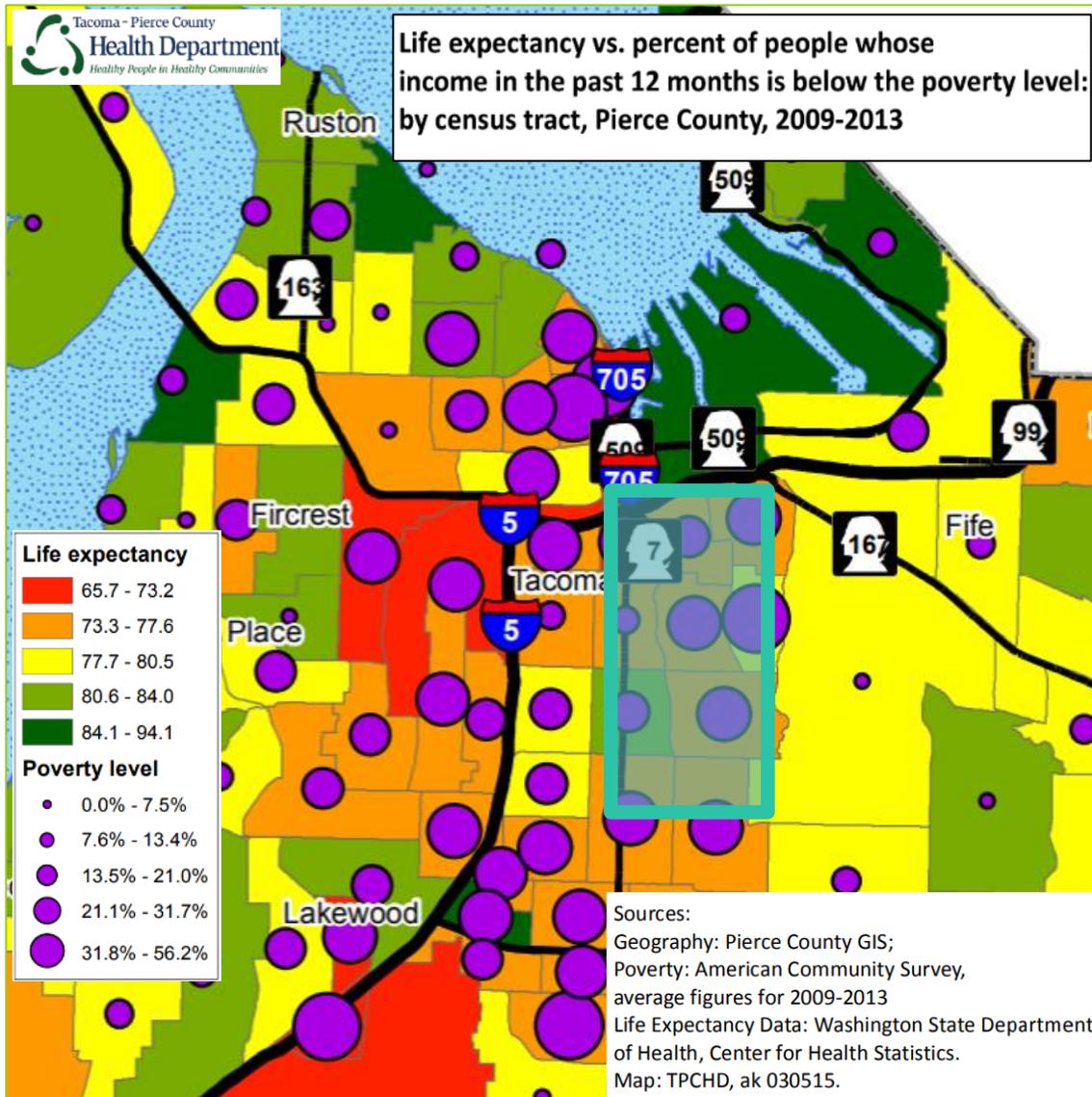
TACOMA	LAKEWOOD
98407 80.6 YEARS	98498 78.7 YEARS
98405 74.9 YEARS	98439 70.6 YEARS

*In Pierce County, neighbors living less than a mile apart can have up to 8 years difference in life expectancy.*

Sources: Tacoma-Pierce County Health Department, Center for Disease Control and Prevention, 2015

Parameter	Eastside Tacoma	Tacoma	WA State
<b>DEMOGRAPHICS</b>			
Population	<b>4,048</b>	198,397	6,724,540
Median Age	<b>29.0</b>	35.1	37.3
Percent Less than 18 years of Age	<b>32.9%</b>	23%	24%
Percentage Age 65 or Older	<b>7.6%</b>	11%	12%
<b>POPULATION BY RACE</b>			
White	<b>37%</b>	65%	77%
Black	<b>16%</b>	11%	4%
American Indian	<b>2%</b>	2%	2%
Asian	<b>16%</b>	8%	7%
Pacific Islander	<b>2%</b>	1%	1%
Hispanic <i>Data Note: Persons of Hispanic Origin may be of any race.</i>	<b>33%</b>	11%	11%
Other	<b>18%</b>	5%	5%
<b>HOUSEHOLDS</b>			
Number of Households	<b>1,243</b>	78,541	2,606,863
Occupancy Rate	<b>92%</b>	92%	91%
Renter Occupied	<b>31%</b>	46%	36%
Owner Occupied	<b>60%</b>	54%	64%
Average Household Size	<b>3.54</b>	2.44	2.51
Householder Living Alone	<b>16%</b>	33%	27%
Households with Children	<b>52%</b>	31%	32%
Residents: English as a Second Language	<b>53.0%</b>	19.3%	18.8%
<b>ECONOMICS</b>			
Poverty Rate	<b>21%</b>	16%	13%
Unemployment Rate	<b>6%</b>	13%	11%

Source: U.S. Census Bureau, Census 2010 Summary File.



 *Approximate 2019 program event and outreach area, showing the Eastside neighborhood's above-average poverty level and below average life expectancy compared with Tacoma as a whole.*

## SECTION 3 | PROGRAM PARTNERS AND RESOURCES

With the notable exception of the new Eastside Community Center and Whole Child Access Pass, the services introduced to residents through the program have in most cases been available locally for years. However, many are underutilized by many communities, including the Eastside neighborhood. Services promoted by the program offer a mix of benefits to households, whether through health, social, or monetary incentives. By bundling partner services, program staff members are able to efficiently represent multiple programs that offer benefits to both the household and the wider community. The following table lists program partners and their services, as well as the anticipated behavior change resulting from engagement.

# Program Partners



*Opening doors to a better life*



<b>Partner Resources and Outcomes</b>			
<b>Partner</b>	<b>Services / Resources</b>	<b>Anticipated Behavior Change</b>	<b>Outcome</b>
<b>City of Tacoma Environmental Services</b>	<b>Recycle Right Flyer</b>	<b>Residents know what to recycle</b>	<b>Reduced recycling contamination</b>
	<b>Grit City Tree Application</b>	<b>Residents plant a tree</b>	<b>Increase the number of trees in Tacoma</b>
	<b>Plant A Tree Brochure</b>	<b>Residents learn about tree care</b>	<b>Increase the tree canopy in Tacoma</b>
	<b>Call-2-Haul Brochure</b>	<b>Residents are able to have household items picked up curbside</b>	<b>Saves residents a trip to Tacoma Recovery &amp; Transfer Center</b>
<b>City of Tacoma TacomaFIRST 311</b>	<b>TacomaFIRST 311 Flyer</b>	<b>Resident reports non-emergency needs</b>	<b>Reduced neighborhood blight/nuisance issues</b>
<b>Tacoma Public Utilities</b>	<b>Home Weatherization Brochure</b>	<b>Resident undertakes weatherization improvements</b>	<b>Reduced electricity consumption or reduced cost burden to resident</b>
	<b>Lower Your Bill Brochure</b>	<b>Resident takes a variety of actions</b>	
	<b>Utility Bill Payment Assistance Brochure</b>	<b>Resident enrolls in a payment assistance plan</b>	
	<b>Heat Pump Rebate Program Brochure</b>	<b>Resident orders heat pump installation</b>	
<b>Puget Sound Energy</b>	<b>Household weatherization flyers</b>	<b>Resident orders weatherization improvements</b>	<b>Reduced natural gas consumption</b>
	<b>Free Home Energy Assessment</b>		
	<b>Energy Efficiency Rebates</b>	<b>Resident improves heating appliances and usage habits</b>	<b>Reduced energy consumption/lower bills</b>
	<b>Energy Saving Tips</b>		
<b>Metropolitan Development Council</b>	<b>Weatherization &amp; Bill Assistance Program Flyers</b>	<b>Resident qualifies for assistance</b>	<b>Reduced energy consumption/lower bills</b>
<b>Rebuilding Together South Sound</b>	<b>Home Repair &amp; Modifications Flyer</b>	<b>Resident receives home repairs and modification</b>	<b>Increased safety/weatherization of home</b>

<b>Partner Resources and Outcomes (continued)</b>			
<b>Partner</b>	<b>Services / Resources</b>	<b>Anticipated Behavior Change</b>	<b>Outcome</b>
Puget Sound Clean Air Agency	Wood Stove Replacement Program	Resident replaces uncertified wood stove	Reduced wood smoke air pollution
	Burn Ban Notification Alerts	Resident receives and complies with notifications	
Washington State Housing Finance Commission	Down Payment Assistance & Loan Program	Resident calls state-trained loan officer	Increased ability to buy a home
Pierce Transit	Public Transit	Resident uses public transportation	Reduced carbon emissions
Eastside Neighborhood Advisory Council of Tacoma	Advisory Council	Resident participates in local neighborhood meetings	Increase in neighborhood ownership
Tacoma Farmers Market	Farmers Market	Resident shops at local farmers market	Increased access to healthy locally-grown food
Metro Parks Tacoma	Whole Child Access Pass	Resident registers their child in program	Children are engaged in low-cost afterschool camps, classes, and activities
Tacoma Tool Library	Tacoma Tool Library	Donate/repair/become a member	Eliminate the need to store and maintain your own tools
	Fix-It Fair	Personal items fixed/restored	Sustain items for longer
Comprehensive Life Resources	Homeless Outreach	Help get connected with assistance and services	Provide tools and resources to enhance quality of life
Pierce County Public Works	Pierce County Bike Maps	Residents become informed about bike routes	Reduced carbon emissions
Harvest Pierce County	Community Gardening & Gleaning Programs	Residents get a community garden plot or sign up for gleaning program	Sustain an equitable and healthy community-based food system

## SECTION 4 | CANVASSING

### Section 4.1 | Methodology

Significant scientific research suggests that voluntary behavior change is best achieved through face-to-face conversations and that people are unlikely to change their behavior after a single exposure to a new idea or action. To capitalize on this research and maximize effectiveness, canvassing offers face-to-face contact and is followed by further program or partner engagement by phone or email.

Door-to-door outreach spanned April - June 2019. Due to the AmeriCorps program coordinator being in their role for an abridged period compared to previous years (6 months versus 10.5 months), this program's canvassing season was three months, shorter than others that have typically lasted about eight months from October through June. The focus area size, planned events, and intensity of community group engagement were adjusted to reflect a shortened service term. Canvassing consists of door-to-door teams approaching households on residential blocks outside of typical work hours. Past program years have shown that weekdays after 4pm and Saturdays during the middle part of the day are most likely to yield high answer rates.

Nearly all canvassing days are conducted by two canvassing teams, and each canvassing team includes a program staff member and one or two high school interns, who carry and distribute materials and assist with the conversations. Staff take the primary role in communicating about programs as interns distribute materials. Teams gather contact information to support continued engagement and follow-up. Conversations with residents raise their awareness of underutilized programs, provide face-to-face opportunities to establish relationships, and offer the chance to answer resident questions or record feedback. Staff members or partner organizations followed-up with community members with a phone call or email to help them with first steps toward accessing a resource or address barriers.



*Three of HHHN's canvassing staff*

To support community member follow-through, the HHHN program “gamified” resources with prize incentives, challenging community members to take the first steps toward accessing resources. Last year's program developed the “South Tacoma edition” toward the end of the canvassing season, and launched short pilot period. This year's program developed the “Eastside Action Challenge” and implemented its usage for the last month of canvassing, with a goal of engaging up to 250 households with the card.

Community members had the opportunity to get points through taking specific actions enumerated on the action challenge, and once points were added up, eight prizes options were available, which could be collected by calling OEPS or by entering their points and desired prizes into an online form. HHHN staff were responsible for reviewing submitted points and, where possible, verifying with partners that

reported actions were taken. Approximately half of the ways of getting points were verifiable by contacting partner organizations, and the remainder were reportable via receipts, photos, or otherwise.

## Section 4.2 | Data Summary

Canvassing Outreach	
Focused Households	1,243
Households Approached	831
Households Engaged	387
Conversations	305
Percentage of Homes Approached with Conversation	37%
Total Hours in Conversation	58
Average Conversation (minutes)	9.4

**Households in focus area** – The number of households the program planned to visit.

**Homes approached** - The number of households we visited.

**Engagement** - The number of households we engaged in conversation of any length.

**Conversations** - The number of conversations 4+ minutes in length

Canvassing Outreach Year-by-Year Comparison						
	Wapato	Dometop	Hilltop	Lincoln	South Tacoma	Eastside*
Focus Households	1,924	2,031	1,451	1,332	1,850	<b>1,243</b>
Households Approached	3,848	3,903	1,182	2,445	2,173	<b>831</b>
Households Engaged	1,204	1,628 (41.7%)	511 (43.2%)	1,195 (48.8%)	1,182 (54.4%)	<b>387 (46.6%)</b>
Conversations**	534 (27.8%)	608 (29.9%)	266 (22.5%)	629 (37.1%)	598 (30.5%)	<b>305 (36.7%)</b>
Average Conversation**	10 minutes	6.5 minutes	7.1 minutes	7.1 minutes	5.6 minutes	<b>9.4 minutes</b>
Contact Information Gathered	165 (8.6%)	419 (20.6%)	136 (11.5%)	480 (36.0%)	260 (14.1%)	<b>125 (15.0%)</b>

\*The canvassing season for Eastside was three months. Canvassing seasons for past years have typically lasted about eight months.

\*\*Conversations denote 4+ minute lengths

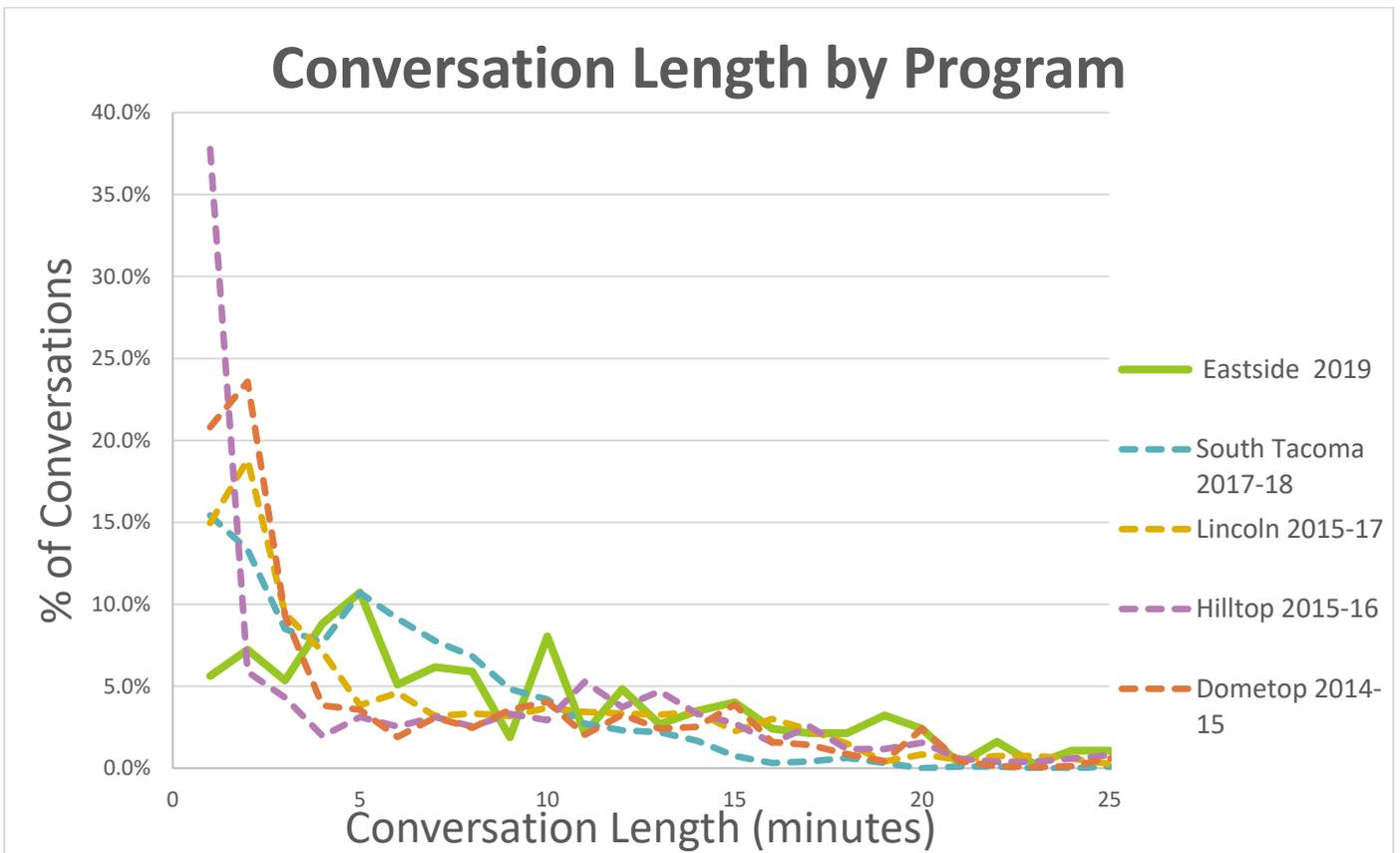
This year's outreach built on the strong canvassing that had occurred with past programs. It is important to note that due to the shortened time span of this year's canvassing, it was determined that each household would be visited just once, in contrast to previous programs, most of which have visited households twice. The level of engagement was 46.6%, consistent with previous years' engagement rates ranging from 40-55%. The percentage of households at which we had substantive conversations was 36.7%, 7% higher than the program average over the last five years (29.6%).

We did not visit all households in our focus area, having made it to 831 out of the 1,243 households. Several factors contributed to this outcome. First, canvassing began three weeks late due to logistical challenges. In addition, the cancellation of a couple canvassing days due to unforeseen circumstances

led to the actual number of meaningful canvassing hours per team being 71.5, 16.5 hours shy of the 88-hour goal. Another contributor to this was conversations that were longer than the length assumed when the goal of 1,243 households was set, in particular during the first program month while canvassing teams were honing their engagement skills. Overall, conversational engagement at the households we visited was above average, leading to fewer households being visited. Finally, there were technical issues with the program’s electronic tablets, especially on rainy days, which led to delays.

<b>Informational Handout Distribution: Descriptions and Totals</b>		
<b>Organization</b>	<b>Handout(s) Description</b>	<b>Handouts</b>
<b>Tacoma Public Utilities</b>	Energy Efficiency Rebates; Bill Payment Assistance	78
<b>Puget Sound Energy</b>	Weatherization Rebates; Bill Payment Assistance	29
<b>Metropolitan Development Council</b>	Weatherization Assistance; Home Repair Assistance	5
<b>City of Tacoma Environmental Services</b>	Recycling; Call-to-Haul Service; Free Right-of-Way Trees Offer	250 / 29 / 11
<b>City of Tacoma TacomaFIRST 311</b>	TacomaFIRST 311 Service	727
<b>Eastside Neighborhoods Advisory Council of Tacoma</b>	Advisory Council Information	15
<b>Pierce Transit</b>	Public Transportation Services	3
<b>Rebuilding Together South Sound</b>	Home Repair and Modification Services	6
<b>Tacoma Farmers Market</b>	Farmers Market Information; Fresh Bucks Service	39
<b>Washington State Housing Finance Commission</b>	Downpayment Assistance Service	24
<b>Puget Sound Clean Air Agency</b>	Burn Ban Notification Service	7
<b>Tacoma Public Schools / Metro Parks Tacoma</b>	Whole Child Access Pass Service; Eastside Community Center Information	121 / 63
<b>Tacoma Tool Library</b>	Tool Library Services	51
<b>City of Tacoma Healthy Homes, Healthy Neighborhoods</b>	Eastside Action Challenge	30
<b>Total Handouts Distributed</b>		<b>1,503</b>

A wide variety of services were discussed with residents over the course of canvassing. Program staff also shared information about upcoming community events and provided reusable shopping bags when community members stated that they had a need for them. As a service that is generally relevant to all community members, TacomaFIRST 311 was typically used to invite residents into a conversation. This was a valuable use of time, as 85% of community members had not heard of this resource prior to our conversations, and this opener proved successful, with 79% of residents who opened the door decided to speak with us for at least four minutes. The Whole Child Access Pass, a new service offered through Metro Parks Tacoma and Tacoma Public Schools, provides discounts for a variety of activities offered by Metro Parks Tacoma to local public school students. This program elicited a high level of interest among parents, who tended to be unaware of the service. Services focused on families and children were particularly relevant in Eastside, where 52% of households have children, compared to a city-wide average of 31%. Resources handed out sometimes shifted over the course of the canvassing season; for example, we handed out significantly more farmer’s market handouts as the opening of the summertime-only Eastside farmer’s market approached and during its first few weeks.



*Distribution of conversation length over the past five program years*

Additional information about canvassing can be deduced by examining average conversation lengths for the past four programs. Ideally, conversations last six to ten minutes, demonstrating most residents talked with us long enough to learn relevant info, but also keeping a steady pace to reach more households. Admittedly, many conversations will fall outside this optimal range for various reasons. The average conversation lasted 9.4 minutes, which was a slower rate of canvassing when compared to past years.

Thirty Eastside Action Challenge cards were distributed. The two most popular service areas on the card were the Eastside Community Center and the Whole Child Access Pass. There was also significant interest in getting free right-of-way trees through the City’s Grit City Trees program.

In general, though, the Eastside Action Challenge was underutilized by community members. The Challenge was designed to represent a balance of services in a way that it offered an incentive for most households to take the first steps toward some service that applied to them. This outreach material outlined key steps to achieving access to specific services, and staff encouraged households to set their own deadline to taking the first step. Staff or partners could follow-up with households at the time of the deadline, and help households with any questions or barriers. Upon taking their first steps toward a service, households became eligible for prizes. Given the newness of the material and the time required to communicate about it, staff sometimes hesitated to share it. As of program close, just one person reported their points and claimed available prizes. Go to Appendix II to see the full Eastside Action Challenge.



*The introductory section to the Eastside Action Challenge. Designed to incentivize services, it was used for the last month of the program.*

### Section 4.3 | Follow-ups

During canvassing, residents were offered the option of receiving follow-up either from a program partner or from the Healthy Homes, Healthy Neighborhoods program to continue the conversation about programs the resident showed interest in. Typically, program staff or partners responded within a few business days to resident inquiries. Many community members took us up on this offer, but despite this success, measuring program impact remains a significant challenge for the program.

Follow-Up Tracking			
Service / Partner Organization	Referrals	Partner Follow-up	Verified Success
Downpayment Assistance / Washington State Housing Finance Commission	10	10	2
Whole Child Access Pass / Tacoma Public Schools – Metro Parks Tacoma	3	0	0
General Services / TacomaFIRST 311	8	0	0
Conservation Resources & Utility Cost Assistance / Tacoma Public Utilities	28	28	0
Conservation Resources & Utility Cost Assistance / Puget Sound Energy	13	13	0
Street and Sidewalk Infrastructure Quality / Public Works	2	0	0
Weatherization & Energy Assistance / Metropolitan Development Council	3	3	0
Home Repairs & Modifications / Rebuilding Together South Sound	5	5	1
Community Gardening / Harvest Pierce County	1	0	0
Civic Engagement / Eastside Neighborhoods Advisory Council of Tacoma	1	1	1
Civic Engagement / Safe Streets Community Groups	1	1	0
Free Street Trees / Grit City Trees	17	17	1
Other Inquiries / Healthy Homes, Healthy Neighborhoods (HHHN)	23	23	23
<b>Totals</b>	<b>113</b>	<b>90</b>	<b>27*</b>

**Referrals:** Refers to follow-ups either by HHHN or a partner organization to follow-up on a resident's interest, or to get them more information about a question or concern they had.

**Verified Successes:** This varies category to category, but largely means that there was verifiable change, follow-through, or the issue was checked out by the relevant City or partner staff member.

\*The majority of our partners followed up with community members in the last several weeks of the program and several did so within the last week, so the number of verified successes is likely deflated.

While the HHHN program has made progress in developing relationships and tracking systems with partner organizations, ascertaining the impact of engagement efforts has remained a challenge. Since the program is not a direct service provider, it does not have total control of service information. For example, partner organizations may limit information sharing due to household privacy safeguards. In addition, partner organizations may not be able to differentiate service uptake from HHHN's engagement work from other outreach efforts. This case might look like attributing the cause of

increased bus ridership among multiple variables. There were also unforeseen program limitations that led to reduced impact and follow-up, such as limited partner staff capacity. These limitations on coordination with partner organizations tends to happen with new partners, but it is a valuable risk to take as the program shifts into new neighborhoods with different needs, assets, and local services. Additionally, because many of the focuses of this program involve significant changes and associated costs, such as getting more insulation installed or taking steps to become a first-time homeowner, there is a limited likelihood that residents will take action over the timeframe of our program. It is possible that more residents will take action to pursue a service our program shared after our work has concluded. Finally, and perhaps most importantly, the program has limited capacity to address barriers to service access beyond raising awareness, identifying next steps, and incentivizing action; ultimately, households often simply do not qualify for many relevant and needed services. Barriers might look like requirements based on income and household size or home ownership. The program and its partners sometimes have very little discretion to address this.

#### **Section 4.4 | Feedback/Information Gathered**

The HHHN program allows for intensive community engagement and feedback gathering. Program teams ask residents about what they like about their home and neighborhood, as well as what they hope to see changed. Responses are largely broken down into two categories, the first being unsolicited responses, and the second being solicited. Unsolicited responses refer to feedback we received from residents that was outside the direct scope of our program. For example, our program does not set out to speak with residents about traffic patterns in (or cars speeding through) their neighborhood, although this was a common concern amongst residents. Solicited responses refer to the level of interest that residents showed towards a service or resource that our program intentionally spoke to the resident about. A common example is weatherization. Whatever a resident's concern or interest, the program works to direct them to the appropriate organization.

**Solicited Feedback**

- Interest in...
  - General City services
  - Weatherization
  - Recycling
  - Whole Child Access Pass
  - Free trees
  - Home ownership programs
  - Utility cost reductions

**Unsolicited Feedback**

- Appreciation for quiet, safe neighborhood with good neighbors
- Concern with...
  - Speeding
  - Pedestrian safety
  - Road and alleyway quality
  - Property theft
  - Illegal dumping
  - Graffiti
  - “Problem houses”

Additionally, HHHN gathers information on a range of topics, from recycling know-how to knowledge of City services or the recently completed Eastside Community Center. Some service areas are tracked closely; these data are shown below.

TacomaFIRST 311	
<b>Total – 373 responses</b>	
Aware	15.0%
Unaware	85.0%

Eastside Community Center	
<b>Total - 126 responses</b>	
Aware	69.8%
Unaware	30.2%

The program’s outreach teams were able to raise awareness of TacomaFIRST 311, the access point for general City services, for 85% of households engaged. Regarding the Eastside’s new community center run by Metro Parks Tacoma, program teams were able to speak with 126 households and raise awareness for 30%. Anecdotally, most households aware of the new community center had not yet visited it; many expressed some interest in visiting.

Energy Utility Interest	
<b>Total</b> – 36 responses	
Insulation	77.8%
Home Energy Assessment	16.7%
Bill Assistance	5.6%

A majority of households in our focus area used single-occupancy vehicles (SOV) as their primary method of transportation. Our demographic research showed that a high percentage of Eastside Tacoma commuters travel considerable distances to work when compared to the rest of the city. The percentage of Eastside community members who travel 30-59 minutes to get to work is 25% higher than the citywide average, and the percentage who travel 1+ hours is nearly double the citywide average. The carpool rate in the Eastside neighborhood is 70% higher than for the city as a whole, and significantly higher than in past HHHN focus areas. Within the first month of canvassing, it was observed that almost without exception residents were relatively content with the current transportation options. Using the Eastside Action Challenge was one strategy to incentivize a change in preferences and behavior.

Anecdotally, most households with whom we discussed the Eastside Farmer’s Market were unaware of its existence, including some who were well established in the neighborhood or even aware of other local farmer’s markets. Others had heard of the Eastside Farmer’s Market, but had not visited. This could be because it is a smaller market, that it only occurs during the summer, and that it is one of Tacoma’s newer markets, having existed for under five years. Our canvassing area was approximately two miles from the Eastside Farmer’s Market, effectively expanding the reach other market’s community engagement.

We did not specifically collect data on awareness of waste handling issues, but we estimate that around one-in-four people with whom we discussed recycling believed prior to our conversations that a recycling symbol on a piece of plastic waste meant it could be recycled here in Tacoma without looking up whether that type of plastic could in fact be recycled here. Also, based on our conversations it appears that most people were not in the habit of placing their food waste in food/yard waste bins, either due to not having an indoor container for food scraps, not knowing what can be composted, or due to issues with bugs and pests they have had in the past during the summer.

## SECTION 5 | COMMUNITY MEETINGS AND OUTREACH

### Section 5.1 | Methodology

Taking part in community gatherings allow program staff to reach additional community members with our messages. Community groups were identified through a few avenues. The City-supported Eastside Neighborhood Advisory Council of Tacoma (ENACT) and local Safe Streets neighborhood block groups were key partners.

These community meetings often served a variety of purposes. HHHN staff were able to share information about our program, to both give the community some notice of our program’s presence, and to inform residents who may have been interested in learning more about the resources we carry with us. Additionally, these meetings gave us chance to learn about high priority neighborhood concerns, and form partnerships with local community leaders.

## Section 5.2 | Meeting Results

Community group meetings were a great way to get information out and learn more about each group’s priorities. Groups visited included ENACT, and three Safe Streets groups – Cloverdale, First Creek, and Stewart Heights. These were known to be the more active groups in the vicinity of our canvassing area. Most of the area we canvassed, the area between 56<sup>th</sup> and 64<sup>th</sup>, and McKinley and Portland, did not have an active Safe Streets group.

Community Meeting Attendance	
Number of Meetings	8
Community Groups	4
Contacts Produced	7
Total Attendance Reached	113

Community meetings yielded multiple results. Staff members regularly attended ENACT meetings, and intermittently attended the three Safe Streets meetings. These meetings gave HHHN staff a chance to reach additional community members. While ENACT meetings tended to be larger, the Safe Streets group meetings were typically attended by fewer than ten people each. As a result, some meetings involved HHHN presentations while others were more interpersonal conversations, providing opportunities for program staff to build one-on-one relationships with community leaders and concerned residents. Community groups meetings involved 113 guests over the course of the program.

## Section 5.3 | Online Engagement

In addition to direct attendance at community meetings, the program tries to reach a broader audience of individuals through social media and email campaigns. The program uses its own Facebook page to share relevant information on resources, events, or other important local issues. This year’s program saw limited success with this Facebook group, ending up with just 23 followers, compared with last year’s Facebook page which had 59 followers. This is likely a product of this year’s relatively short timeframe. Despite this, Facebook was a good way to get the word out about the community breakfast and urban hike, which were viewed by 8,100 and 6,600 people, respectively.

During canvassing and community meetings, email addresses of residents were collected in order to keep them informed of various events and happenings in and around the City. Emails were a more successful method than social media to connect with residents, with a 28.6% open rate and a 3.0% click rate. This is comparable to industry averages of 26.5% and 3.7% for government emails,<sup>1</sup> and to rates for the last two program years (27.6% and 5.0% for South Tacoma, 24.4% and 1.5% for Lincoln). Over two-hundred residents were on our email recipient list.

<sup>1</sup> “Email Marketing Benchmarks,” Mailchimp, March 2018, <https://mailchimp.com/resources/email-marketing-benchmarks/>.

## SECTION 6 | PROGRAM EVENTS

Events allowed the program and partner organizations to connect with the community, build partnerships, activate spaces, and deliver resources and services.

### PANCAKE BREAKFAST

The program held its largest event, a community breakfast, in early May at the new Eastside Community Center. There, local residents enjoyed breakfast, met other members of the community, and connected with partner organizations who were attending. While the event itself was an important service, providing breakfast and a space for community to grow, the venue also gave residents an opportunity to investigate resources available to them and sign-up for services on the spot. Sponsored by Tacoma Public Utilities, Puget Sound Energy, and Molina Healthcare, the event spanned services from household energy conservation, to healthcare, home repair and modification, transit, recycling, and more. Partner organizations provided staff to share information about these services, and many added items to the free raffle, which is a popular part of the event. Approximately 90 guests joined us for breakfast. Holding the event at the new Eastside Community Center also brought in community members who had not yet visited the center. Volunteer staffing at the event was largely provided by members of the Lincoln High School Key Club, with OEPS staff directing their activities.



*Eastside Tacoma Community Breakfast*

Overall this breakfast event was a success, though there were some logistical and marketing lessons learned. Efforts were made to conduct outreach to the breadth of the community and offer event materials in multiple languages, like Spanish, Vietnamese, and Khmer. Staff also coordinated volunteers with language skills to empower community members to participate in the event. Still, though it is challenging to estimate accurately, perhaps a tenth of the event's attendees were a part of these communities.



*Community members learn about the Swan Creek Community Garden during the Eastside Urban Hike*

## EASTSIDE URBAN HIKE

A three-mile urban hike was organized that took place in late June. Community members met at the Eastside Community Center, where they had an opportunity to talk with several community organizations, including TacomaFIRST 311, the Eastside Family Support Center, ENACT, and the Trust for Public Lands. The three-mile hike visited the Salishan Family investment Center, the Swan Creek Community Garden and Food Forest, and Swan Creek Park.

The event was marketed through community groups, community partners, the program email newsletter, canvassing, limited fliers in the neighborhood, and Facebook. Fifteen people learned about community resources by talking with our tabling organizations, and five came on the hike. Greater hike attendance had been anticipated based on the 6,600 individuals reached through marketing on Facebook; further evaluation of program marketing efforts suggest that earlier and more regular engagement on Facebook and with community groups would have benefitted attendance.

## SECTION 7 | LESSONS LEARNED, RECOMMENDATIONS, AND LOOKING AHEAD

### Section 7.1 | Overview

By focusing on a historically underserved portion of Tacoma’s lower Eastside neighborhood, the Healthy Homes, Healthy Neighborhoods program was able to extend awareness of services, develop partnerships, organize and support community gatherings, and gather community feedback that can inform future City and partner organization activities. In the simplest terms, community members appreciated City staff members taking time to meet them where they are – where they already spent their time – at home or at community gatherings.

The program’s balanced portfolio of services tends to offer something to everyone, and in-person time with staff give community members the chance to put a friendly face on the larger organization, ask questions, or raise topics of interest to them. Overall, engagement efforts seek to expand access to services, raise quality of life, and build relationships and trust that can be transferred to the City and its partners. As the program concludes its engagement work here, knowledge of available services and relationships between partners and households remain.

## Section 7.2 | Successes

This program year brought numerous successes, particularly in building new partnerships and successful implementation of canvassing efforts.

One of the most important new partnerships was with Metro Parks and Tacoma Public Schools around their Whole Child Access Pass program. The program also supported the opening of the new Eastside Community Center. Given the high rate of households with children in Eastside, there was a high level of interest in these programs. Other services also resonated with community members, like general City services through TacomaFIRST 311, home ownership downpayment assistance programs through Washington State Housing Finance Commission, household weatherization programs with Tacoma Power and Puget Sound Energy, and more.

Door-to-door engagement, in particular, is a useful means to reaching historically underserved communities. Given that 33% of Eastside is of Hispanic heritage and 9% of residents only speak Spanish, it was valuable to have an intern with language skills and cultural experience. Even when people spoke English relatively well, they opened up more and showed greater interest when our Spanish-speaking intern did most of the talking, or translated portions of what staff members were saying. As in past years, the program also reached elderly and low-income populations, who sometimes have mobility, education, skills, or time constraints that restrict their access to information or participation in public processes.

In terms of specific engagement methods, the usefulness of the TacomaFIRST 311 service has proved to be an excellent conversation starter over recent years. As a “one-stop shop” for City services, it is a good tool for any household to be aware of and allows staff to transition in conversation into other services that are less broadly applicable. To illustrate this success, 79% of residents who opened their door spoke with us for four or more minutes. And, with only 15% of households already being aware of this service, the program was able to expand awareness to a large majority of residents.

Finally, the reliability of high school interns for this program was a major improvement from past years. This is likely due to several factors. First, the program hired three high school interns instead of two, and scheduled all three at each canvassing shift to preserve work plans if one intern became unavailable. Interns were recruited from Lincoln High School’s Key Club, which is a group of service-oriented students. Also, having more interns there most of the time compared with previous years provided the high school interns more opportunities to spend time with peers, making the work more enjoyable and thereby most likely increasing reliability. Finally, with a shorter outreach season (three months compared to about eight months) during generally good weather, the program was less demanding.

In total, the program is implemented at a cost of about \$20,000 to the City of Tacoma, including gracious financial and in-kind sponsorships from partner organizations. Exact costs are still being evaluated at the time of writing.

### Section 7.3 | Challenges

Some challenges experienced this year are not new to the program, and they limit both effectiveness of the program and assessment of its impact. While some are beyond the control of the program, others may be improved upon.

One challenge this year was the scope of the program. As mentioned earlier in this report, the program coordinator, who is an AmeriCorps member, had a six-month term of service rather than the typical 10.5 month term. While outreach goals were scaled to a six-month term, it is nonetheless very difficult to on-board a new program coordinator to lead implementation of a program over a six-month period. When a couple of timelines slid, there was significant impact on other projects and their timelines. The impacts of this dynamic are clear in canvassing results: the number of households in the program's focus area was 1,243, but program teams reached only 831 households, approximately two-thirds of the goal. Due to logistical challenges, it took an extra three weeks to on-board a college intern for the program; alongside high conversational engagement (productive conversations with 37% of households reached) and conversations that lasted longer than past years (9.4 minutes per conversation on average), this contributed to missing the target for total households approached. Future initiatives would benefit by considering our lessons from scoping a six-month service term.

In terms of program events, attendance at the urban hike was lower than expected. The program used many methods of getting the word out, including asking community groups and partners to help spread the word, direct-to-resident email newsletters, and Facebook. Based on the Facebook reach the program expected more attendance. While event promotions reached 6,600 people on Facebook, the program could have begun engagement on this platform earlier and provided regular content to convert interest into attendance.

Tracking the impact of the HHHN program continues to be difficult. Some difficulties arise from staffing limitations with other organizations, or due to their internal privacy rules that make it difficult to track our impact. Additional difficulties arise because many program services take time to use, like getting a new heating system or making a down payment on a home, that are impractical or unlikely for households to change during the course of the program. It is likely that households make changes based on information or support the program gave them after outreach and evaluation work concludes.

### Section 7.4 | Recommendations

The Eastside Action Challenge had a lot of potential to increase service uptake, but was underutilized by outreach teams and, as a result, underutilized by residents. Producing this program outreach material took considerable time and effort, which involved coordination with a contracted graphic artist and with program partners. This material was a tool to both track and increase the impact of door-to-door engagement with households about services; it remains a valuable experiment in incentivizing residents to take the first steps toward accessing new resources. To some extent, outreach teams hesitated to incorporate this new centerpiece into conversations with households; maintaining the efficiency of

conversations and reaching the target for total households approached was a point of pressure here. Additional coaching for outreach teams would have increased confidence in use of the material.

Considerable time and effort were put into bringing the community together for program events, yet attendance was low very for the urban hike. It is program staff's conclusion that even limited additional staff time and other resources devoted to event marketing could have significantly raised attendance; specifically, beginning promotion one-to-two months prior to the urban hike, with more consistent promotion across methods over time, would be beneficial. Marketing methods include door-to-door outreach, engagement with community groups and leaders, promotion through partner organizations, direct-to-resident email newsletters, social media promotion, and event flyer posting in neighborhood business districts.

Overall, implementing a new program is a challenging endeavor for program coordinators during the standard 10.5-month AmeriCorps term of service; it was a significant challenge in this year's 6-month program period. If future programs are to be coordinated as they have been in the past by AmeriCorps members, having a successful program could be done with greater ease with a full 10.5 months.

## Section 7.5 | The Program's Future

The sixth season of the Healthy Homes, Healthy Neighborhoods program, focused in Tacoma's lower Eastside, completed in July 2019. The program model is based on intensive, proactive engagement with community members about available services. While community members express appreciation for the program, it has been challenging to demonstrate measurable benefits to equity, quality of life, or environmental outcomes. Again, the program has limited control over service delivery methods since it is not a direct service provider; and, in many cases, program partners are unable to address hard barriers to accessing services (like income, household size, or home ownership) in the near-term. Alongside staffing limitations and competing priorities, the future of the Healthy Homes, Healthy Neighborhoods program is under consideration, and the program will be paused for the 2019-2020 season to provide sufficient time for needed conversations.

## APPENDIX

## I. Past Neighborhood Comparisons

Additional data is provided throughout these appendices to illustrate a clearer picture of HHHN by adding further context from past programs. Key points are discussed after each table.

Outreach: Year-by-Year Comparison					
	Dometop	Hilltop	Lincoln	South Tacoma	Eastside
<b>Focus Households</b>	2,031	1,451	1,332	1,710	<b>1,243</b>
<b>Approached</b>	3,903	1,182	2,445	2,173	<b>831</b>
<b>Engagement</b>	1,628	511	1,195	1,182	<b>387</b>
<b>Households Engaged</b>	41.7%	43.2%	48.8%	54.4%	<b>46.6%</b>
<b>Conversations*</b>	612	266	629	598	<b>305</b>
<b>Households with Conversation*</b>	25.4%	22.5%	37.1%	30.5%	<b>36.7%</b>
<b>Average Conversation</b>	6.5 minutes	7.1 minutes	7.1 minutes	5.6 minutes	<b>9.4 minutes</b>
<b>Conversation* Time</b>	146.5 hours	55.8 hours	126.8 hours	78.0 hours	<b>58.0 hours</b>
<b>Resource Distribution</b>	3,897	865	2,009	1,684	<b>1,503</b>
<b>Community Meetings</b>	17	21	48	29	<b>8</b>
<b>Community Groups Attended</b>	3	4	7	6	<b>4</b>
<b>Community Group Guests</b>	N/A	210	451	277	<b>113</b>
<b>Facebook Followers</b>	125	128	245	59	<b>21</b>
<b>Event Participants</b>	377	670	353	217	<b>95</b>
<b>Events</b>	5	9	7	4	<b>2</b>
<b>Contacts</b>	419	136	480	260	<b>125</b>
<b>Contacts % of Neighborhood</b>	20.6%	9.4%	36.0%	14.1%	<b>10.1%</b>
<b>Referrals</b>	N/A	N/A	504	170	<b>113</b>
<b>Reusable Bags Distributed</b>	377	14	427	226	<b>74</b>
<b>Information Gathered</b>	2,544	1,447	1,404	1,096	<b>305</b>

\*Conversation denotes a conversation of 4+ minutes

While it is valuable to compare across programs, there are limitations. Strategies and tracking tools have changed over time, as has the scope of the program. Again, the Eastside program was designed for a six-

month term compared to the typically 10.5-month program period. Door-to-door outreach methods also changed significantly; in the first programs, each home was visited twice, whereas in South Tacoma only prioritized households were visited twice, and in the Eastside program each household was to be visited just once. Despite these variations, across programs there has been a growing proportion of households with productive interactions about services.

Demographic Data						
	Dometop	Hilltop	Lincoln	South Tacoma	Eastside	Tacoma
<b>Non-White</b>	33%	49%	37%	37%	<b>67%</b>	35%
<b>Hispanic</b>	20%	9%	11%	14%	<b>33%</b>	11%
<b>English is Second Language</b>	15%	14%	11%	21%	<b>53%</b>	19%
<b>Median Income</b>	\$47,280	\$35,247	\$45,149	\$41,808	<b>\$51,728*</b>	\$51,195
<b>College Education</b>	14%	21%	14%	17%	<b>22%</b>	27%
<b>Owner/Renter</b>	68% / 32%	40% / 60%	55% / 45%	54% / 46%	<b>59.0% / 32.4%*</b>	54% / 46%

*\*Income per capita is \$16,151, significantly below the citywide average of \$27,342. This is due to the median household size being 50% larger in Eastside than for Tacoma as a whole.*

The HHHN program uses demographic data to guide which neighborhoods we focus on in support of a broader effort to improve equity in Tacoma. All focus neighborhoods had income and college education levels below the citywide average. And, while the Eastside’s median household income is comparable to the citywide average, it has a per capita income that is considerably lower than the citywide average. Diversity is also a guiding point for selecting a focus neighborhood.

## II. Eastside Action Challenge

The Eastside Action Challenge was employed to gamify resource uptake. It was developed with the assistance of a graphic artist, and with input from program partners. The final product was completed and printed in early June, and the challenge card was used during about one-third of program door-to-door outreach.

# Eastside Action Challenge



## About Us

We work one-on-one with homes to cut everyday costs, improve household health, and make Tacoma a better place to live. Together, our paths make an impact.



## Game Guide

1. Choose and complete challenge paths.
2. Report points that you score.
3. Pick your prizes!

# Our paths make an impact.

DEADLINE NAME \_\_\_\_\_



Track Your Score

	See something? Use 3-1-1.	For City services App search: TacomaFIRST 311	cityoftacoma.org/tacomafirst Or, call us at 3-1-1	8am-5pm Mon-Fri Problem solved.	Points
<b>A</b>					_____
<b>B</b>					_____
<b>C</b>					_____

<b>D</b>	Need repairs? Update your home. 	For safety and comfort, Stephane: (253) 238-0977 	Fill out an application and send it back. 	We'll help you get the job done. 
<b>E</b>	Save on electricity when you don't need it. 	Lower your thermostat 5° at night or while away. 	Be energy-smart. Save money. 	For a FREE energy report visit: <a href="http://MyTPU.org/Calculate">MyTPU.org/Calculate</a> 
<b>F</b>	Cold indoors? Costly heating bills? 	Get weatherization support: Call (253) 593-2336 	Reduce energy bills: Call (253) 572-5557 	Keep your savings, and stay warm. 
<b>G</b>	Want free or discounted kid and family activities? 	Help your child learn and grow 	Fill out the form: <a href="http://metroparkstacoma.org/wholechild">metroparkstacoma.org/wholechild</a> 	Return it to your child's school office 
<b>H</b>	Hours wasted behind the wheel? Forget traffic. 	Search for your station, locate your stop. 	Use exact change, or ORCA. Load a pass: <a href="http://orca.card.com">orca.card.com</a> 	Enjoy your ride. Try transit. 
<b>I</b>	Visit the new Eastside Community Center 	Get a membership that fits you 	Enjoy classes, free activities, or rent space 	Sign up in person, ask about discounts: (253) 404-3990 
<b>J</b>	Get free trees: <a href="http://bit.ly/2HKRYZ3">bit.ly/2HKRYZ3</a> 	Apply alone or with neighbors 	Need help choosing? (253) 442-5874 	Make a care plan, and give the tree long life 
				Total Points <input type="text"/>

**Report Your Score,  
Collect Your Prize!**

- [bit.ly/Eastside\\_Challenge](http://bit.ly/Eastside_Challenge)
- (253) 591-5173
- We'll verify your total and send your prize.

**PRIZES**

- 4 ORCA Card (\$10)
- 6 Eastside Community Center membership (1 month)
- 8 Local Business Gift Card (\$25)
- 15 National Parks pass (1 year)

➤ See the full prize list and rules at [bit.ly/Eastside\\_Challenge](http://bit.ly/Eastside_Challenge)

