

HEALTHY HOMES, HEALTHY NEIGHBORHOODS – SOUTH TACOMA



South Tacoma

2017-2018

Year End Report



| EXECUTIVE SUMMARY

The City of Tacoma’s Office of Environmental Policy and Sustainability (OEPS) implemented the fifth year of the Healthy Homes, Healthy Neighborhoods program (HHHN), running from September 2017 through June 2018, and focusing on the South Tacoma neighborhood, located south of the Tacoma Mall subarea.

The program is centered on proactive service engagement. By flipping the typical service delivery model, program staff can better reach underserved parts of the population through bundling resources and bringing them directly to residents. 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, we need to leverage citizen participation. Beyond delivery of services, our program works to build community, develop partnerships, and gather relevant community feedback for the City and our partner organizations.

The program was successful at connecting elderly and lower income residents with available resources. This year’s program also excelled at forging new outside partnerships and following-up with residents in a coordinated and in-depth manner, following up with 174 households. Additionally, the programs impact of letting citizens know about relevant services, such as TacomaFIRST 311, and building trust in the City should not be understated.



HHHN staff canvassing

Tracking the impact of HHHN continues to be challenging due to the nature of the HHHN engagement model, and fact that HHHN is not a direct service provider. Additionally, the program is only as good as the resources that exist, and in some cases these resources were insufficient or had severe structural limitations.

Staffing constraints remains a major issue for the program. HHHN is coordinated by an AmeriCorps member who has a hard end date, making the program less able to adjust for difficulties that arise. Additionally, the program uses high school interns to support canvassing, which can limit consistency, and further limit program outcomes. If OEPS and the City of Tacoma feel this program is important, they should reassess the program’s staffing model in the near term.

Planning is currently underway for the 2018/19 HHHN program year. Staff is assessing possible neighborhoods to focus on, with Manitou and the Eastside at the top of the list.

Community Engagement Results	
Homes approached	2,173
Engagement	954
Conversations*	598
Informational handouts	2,492
Community meetings	29
Event participants	217

*4+ minutes

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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 embarked on the fifth year of the Healthy Homes, Healthy Neighborhoods program (HHHN) in September 2017, this time focusing on the South Tacoma Neighborhood. Supported by various partner organizations, the HHHN program aims to connect 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, taking public transit, or joining their local community garden. HHHN staff members work to break down barriers to resource accessibility through targeted 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 at”, whether that is on their doorstep through “knock-and-talk” conversations, 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. Community-organized meetings and local events, some of which HHHN plans and implements are important venues for the program to assemble resources; they also function as fora for the community and partner organizations to connect.

Section 1.2 | Outreach Methods

A three-pronged outreach approach is used by HHHN to try and ensure a high percentage of residents in the focus area are reached. The bulk of staff time is spent conducting door-to-door outreach. This outreach is conducted by teams consisting of a HHHN staff member and a local high school intern. High school interns help to support conversations with residents that are led by HHHN staff members. Canvassing is done after 4pm, or on Saturdays, as previous canvassing data has shown that this yields the highest percentage of successful engagement. Roughly 1,800 homes were located in the outreach area, and the goal was to visit each home twice.

The second piece of HHHN outreach is through community groups and meetings. These meetings allow for HHHN to reach a larger audience than is possible through our door-to-door outreach and also give us the opportunity to connect with local neighborhood leaders.

Local events make up the third piece of HHHN programs. 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.

Thanks to our outreach team:

<i>Joshua Christy</i>	<i>Tyler Cox</i>
<i>Patrick Babbitt</i>	<i>Mardi Kin</i>
<i>Chris Ferrer</i>	<i>Dainka Valdez</i>
<i>Ingri Salgado</i>	

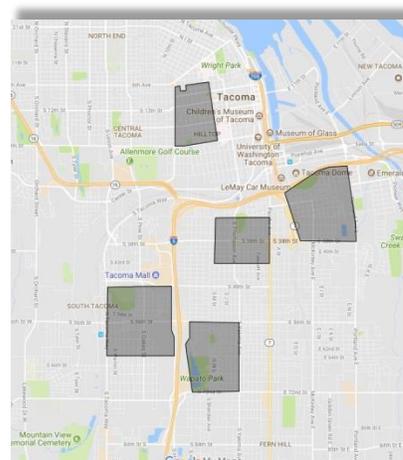
SECTION 2 | OUTREACH AREA

HHN prioritizes city 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 identified community assets and needs through coordination with local partners and established community leaders.

Section 2.1 | Outreach Area

Outreach areas for HHHN can be thought about in two ways. First are the boundaries of door-to-door outreach. These door-to-door outreach boundaries were defined with several constraints in mind. Single-family homes can qualify for a larger array of resources, and the program conforms to this reality by focusing on areas with large percentages of single-family residences. Continued staffing constraints limit the number of homes in any canvassing area to around 1800 homes. Additionally, parks, busy streets, and hyper-local geography can serve to create logical boundaries to canvassing.

For South Tacoma, the northern canvassing boundary was S. 48th St, a major thoroughfare and in many places a distinct divider between the Tacoma Mall to the north, and our residential focus area to the south. The east and west were bordered by Tacoma Mall Boulevard and South Tacoma Way respectively. Both of these are major arterials that provide natural boundaries to the residential area of this neighborhood. To the south, our boundary was S. 64th Street. While not as clear a boundary, S. 64th St. is one of the few through

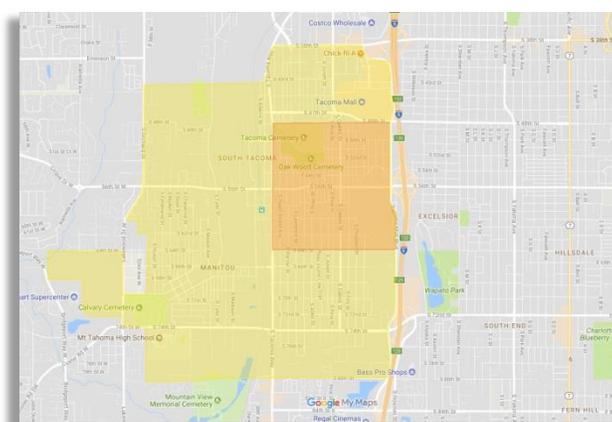


Past canvassing areas

streets in this area, and staffing constraints prevented reaching the more substantial thoroughfare of S. 74th St.

Beyond the canvassing area, HHHN reaches a broader audience through both community meetings and local events. This allows the program to reach a broader audience than just the 1800 households in the canvassing focus area. Our social media presence, through Facebook and emails, also adds to this ability to do extended outreach.

In the South Tacoma area, there were a number of existing assets including the Asia Pacific Cultural Center, the South Tacoma Business District along South Tacoma Way, the new Water Flume Line Trail, and both South Park and Wapato Hills Park. The STAR Center and South Tacoma Sounder station were also close by.

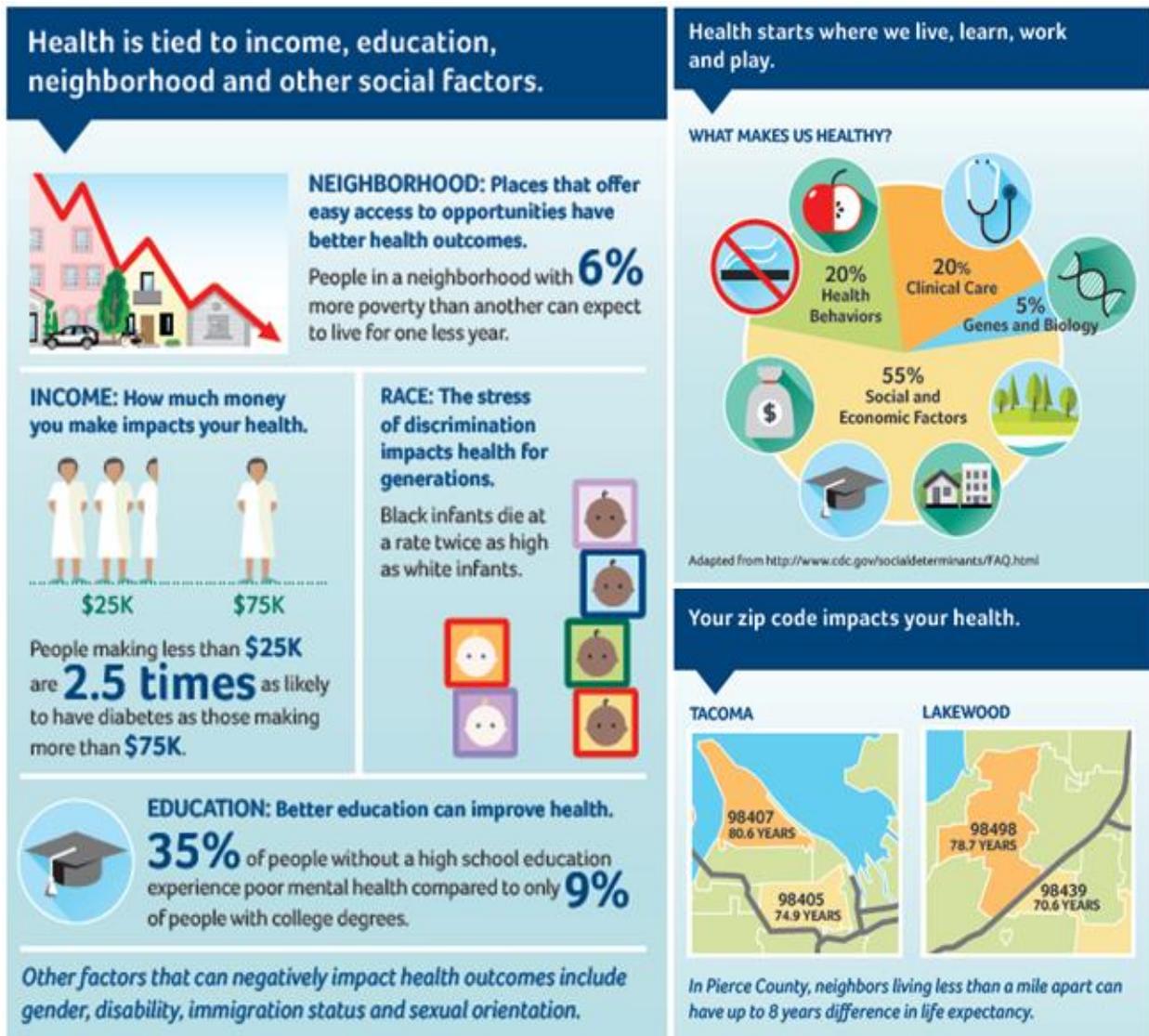


South Tacoma outreach area. Orange denotes canvassing area and yellow denotes expanded outreach area.

Section 2.2 | South Tacoma Demographics

Significant socio-economic circumstances play a major role in shaping South Tacoma. It is widely accepted that individual health outcomes are tied to a variety of factors including income, education, and a wide range of other local factors. Our program works with individual households to improve many of these environmental factors, with an eye towards improving health outcomes.

In South Tacoma, there are significant disparities in household income, education, and health outcomes ranging from diabetes to asthma when compared to other areas of Tacoma. Our program recognizes that improving these outcomes typically requires a hyper-local approach, which our program does by focusing at the household level. Additionally, understanding the demographic makeup of our focus area allowed us to ensure we were well prepared to customize outreach to fit individual needs and concerns. Utilizing existing City resources, we ensured that we were prepared to engage with these diverse communities living in South Tacoma.

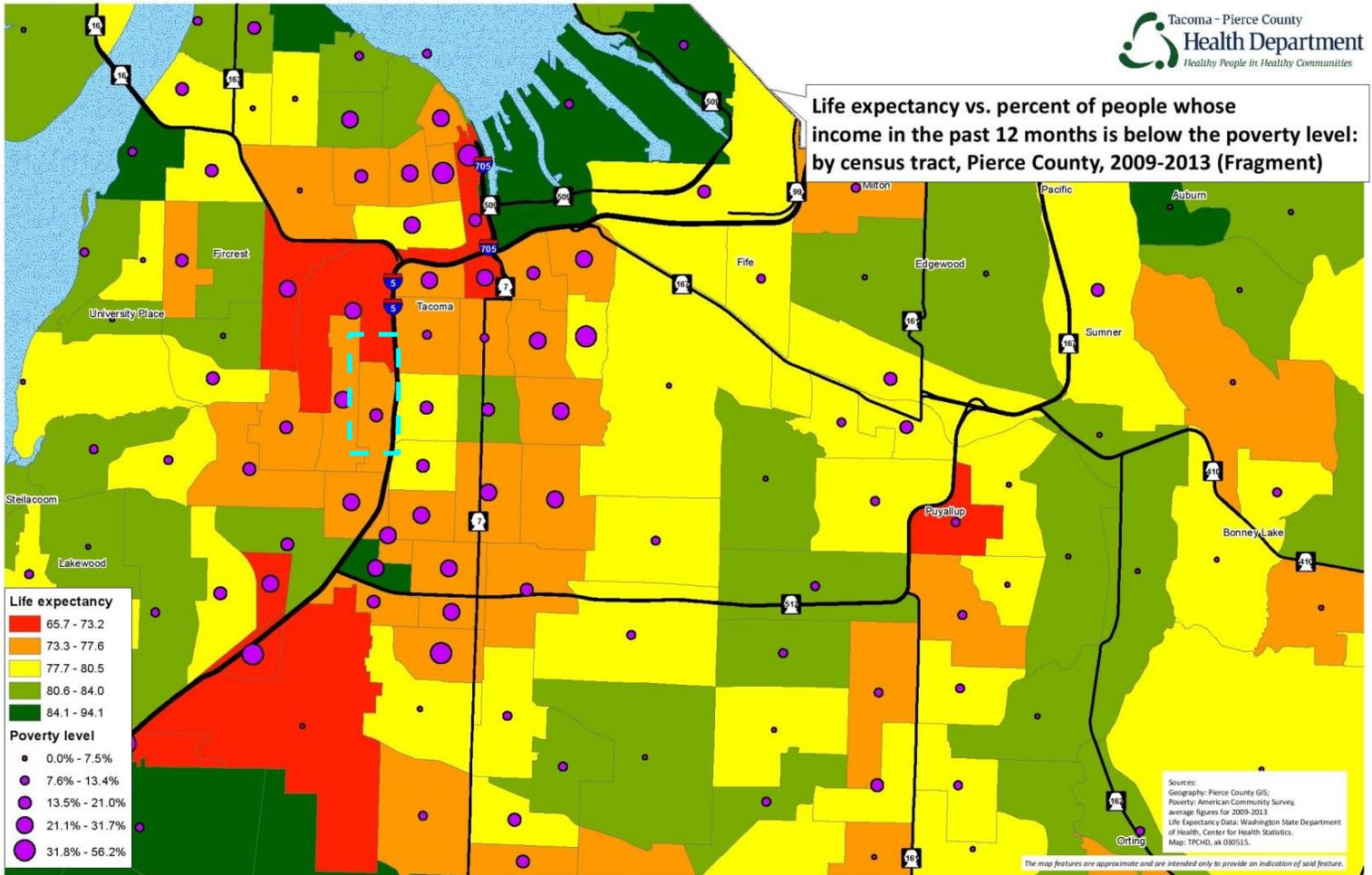


Sources: Tacoma-Pierce County Health Department, Center for Disease Control and Prevention

Parameter	South Tacoma	Tacoma	WA State
DEMOGRAPHICS			
Population	4,730	198,397	6,724,540
Median Age	34.4	35.1	37.3
Percent Less than 18 years of Age	23%	23%	24%
Percentage Age 65 or Older	10%	11%	12%
POPULATION BY RACE			
White	60%	65%	77%
Black	12%	11%	4%
American Indian	2%	2%	2%
Asian	6%	8%	7%
Pacific Islander	3%	1%	1%
Hispanic	17%	11%	11%
Other	8%	5%	5%
HOUSEHOLDS			
Number of Households	1,868	78,541	2,606,863
Occupancy Rate	91%	92%	91%
Renter Occupied	46%	46%	36%
Owner Occupied	54%	54%	64%
Average Household Size	2.56	2.44	2.51
Householder Living Alone	28%	33%	27%
Households with Children	33%	31%	32%
Residents who Speak English as a Second Language	21.8%	19.3%	18.8%
ECONOMICS			
Poverty Rate	14%	16%	13%
Unemployment Rate	6.9%	13%	11%

Source: 2017 Community Profile, City of Tacoma, Planning & Development Services Department, 2010 data

Life expectancy vs. percent of people whose income in the past 12 months is below the poverty level: by census tract, Pierce County, 2009-2013 (Fragment)



Life expectancy	
Red	65.7 - 73.2
Orange	73.3 - 77.6
Yellow	77.7 - 80.5
Light Green	80.6 - 84.0
Dark Green	84.1 - 94.1

Poverty level	
Small black dot	0.0% - 7.5%
Small purple dot	7.6% - 13.4%
Medium purple dot	13.5% - 21.0%
Large purple dot	21.1% - 31.7%
Very large purple dot	31.8% - 56.2%

Source: Geography - Pierce County GIS; Poverty - American Community Survey, average figures for 2009-2013; Life Expectancy Data - Washington State Department of Health, Center for Health Statistics. Map: TPCHD, ak 030515.

The map features are approximate and are intended only to provide an indication of said feature.

 = Approximate HHHN program target area

SECTION 3 | PROGRAM PARTNERS AND RESOURCES

The resources introduced to residents through the program have in most cases been available locally for years, but are underutilized by many communities. Resources offer a mix of benefits to households, whether through health, social, or monetary incentives. By bundling partner resources, program staff members are able to efficiently represent multiple programs that enable eco-friendly behavior change that benefits both the household and the wider community. The following table lists program partners and describes the resources distributed, as well as the anticipated behavior change resulting from engagement and resource provision.



Partner Resources and Outcomes

Partner	Resources	Anticipated Behavior Change	Environmental Outcome
TacomaFIRST 311	TacomaFIRST 311 flyer	Resident reports non-emergency needs	Reduced neighborhood blight/nuisances issues
Tacoma Public Utilities	Household weatherization program brochures	Resident undertakes weatherization	Reduced electricity consumption
	Lower Your Bill pamphlet	Resident takes a variety of actions described	
	Heat pump rebate program	Resident orders heat pump installation	
Metropolitan Development Council	Household weatherization/bill assistance program flyer	Resident qualifies for assistance	Reduced energy consumption/lower bills
Puget Sound Energy	Household weatherization flyers	Resident orders weatherization improvements	Reduced natural gas consumption
Rebuilding Together South	Home repair and modifications flyer	Resident receives home repairs and modification	Increased safety/weatherization of home
In-Time Renovations	Home Rehabilitation loan program flyer	Resident makes home modifications using loan	Safer, more energy efficient home
Puget Sound Clean Air Agency	Wood stove replacement program	Resident replaces uncertified wood stove	Reduced wood smoke air pollution
	Burn ban notification system	Resident receives/complies with bans	Reduced wood smoke air pollution
Washington State	Down payment assistance and loan program flyers	Resident calls state trained loan officer	Increased ability to buy a home
Pierce, Sound, Intercity Transit	Public transit brochures	Resident uses public transportation	Reduced carbon emissions
City of Tacoma Environmental Services	Call-2-Haul trash pick-up service	Resident uses Call-2-Haul service	Reduced neighborhood blight/nuisances
City of Tacoma Public Works	Neighborhood Speed Watch application	Resident records local traffic, City implements traffic calming devices	Increased safety on local roads
South Tacoma Neighborhood Council	STNC brochure	Resident participates in local neighborhood meetings	Increase in neighborhood ownership
Tacoma Farmers Market	Farmers Market brochure	Resident shops at local farmers market	Increased access to healthy food

SECTION 4 | CANVASSING

Section 4.1 | Methodology

Significant scientific research suggests that voluntary behavior change is best enacted 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, where face-to-face contact is possible, is typically the first piece of our outreach, and consumes the largest amount of staff time.

Door-to-door outreach spanned October 2017-June 2018. A slower period of canvassing lasted from mid-December through mid-February to avoid the worst of the winter. 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, and this year's program confirmed this. Each canvassing team includes a program coordinator and a local high school intern, who carries and distributes materials. Coordinators communicate about programs as interns distribute materials. Teams gather contact information to support continued engagement and follow-up. Canvassing efforts built on previous program successes, and continued to streamline engagement. Typically, 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.



HHHN Staff Canvassing

Additionally, outreach was done specifically to multifamily residences that we were unable to visit during door-to-door outreach due to locked entrances. Outreach was done to property managers at various multifamily apartments in the area through emails and phone calls. In successful instances, program materials were left in central stairwells, common spaces, or main offices to try and connect residents with available resources.

Section 4.2 | Data Summary

Canvassing Outreach	
Households	1,850
-Canvassing	1,636
-Multifamily outreach	214
Homes approached	2,173
-Canvassing	1,959
-Multifamily outreach	214
Engagement	1,182 (54.4%)
-Canvassing	1,045(53.3%)
-Multifamily outreach	137(64.0%)
Conversations*	598
Percentage of Households in Conversation*	30.5%
Hours in conversation*	78.0 hours
Average conversation length	5.6 minutes

*Conversations denote 4+ minute lengths

Households- Denotes distinct households reached out to. For ‘Canvassing’ this is distinct single-family homes or multifamily residences that we were able to gain access to. For ‘Multifamily outreach’ this refers to the total number of units in all multifamily complexes that we reached out to.

Homes approached- Refers to the total number of households we reached out to. ‘Canvassing’ consists of all canvassing visits, and is larger than the ‘Households’ number due to repeat visits. The ‘Multifamily’ category is identical to the ‘Households’ category.

Engagement- Refers to all households that had a conversation with us. For ‘Canvassing’ this consists of a response of ‘Conversation’, ‘Limited English’, or ‘Non-Resident’. ‘Multifamily outreach’ consists of the number of units in complexes where we were allowed to leave program materials.

Other-All other metrics are based solely on canvassing, and not the multifamily outreach we did. ‘Substantive’ refers to conversations that were 4+ minutes in length. This is the approximate length at which a substantial amount of program info can be shared.

Canvassing Outreach Year-by-Year Comparison					
	Wapato	Dometop	Hilltop	Lincoln	South Tacoma
Households	1,924	2,031	1,451	1,332	1,850
Approached	3,848	3,903	1,182	2,445	2,173
Engagement	1,204 (31.3%)	1,628 (41.7%)	511 (43.2%)	1,195 (48.8%)	1,182 (54.4%)
Conversations*	534 (27.8%)	608 (29.9%)	266 (22.5%)	629 (37.1%)	598 (30.5%)
Average Conversation*	10 minutes	6.5 minutes	7.1 minutes	7.1 minutes	5.6 minutes

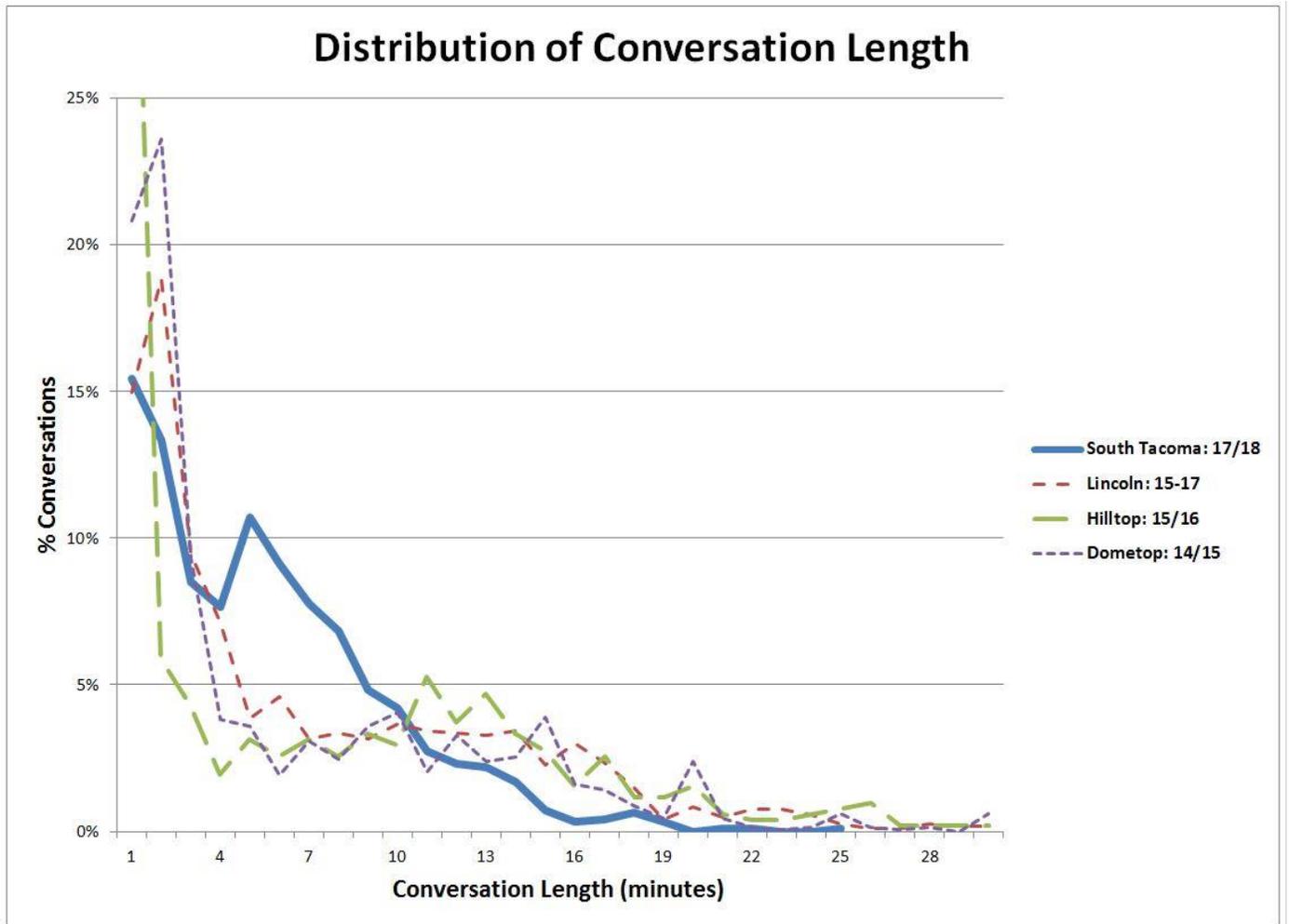
*Conversations denote 4+ minute lengths

South Tacoma continued to build on the strong canvassing that had occurred with past programs. It is important to note that Lincoln, Dometop, and Wapato visited each household in their area twice, resulting in the potential for more conversations than South Tacoma had. South Tacoma was only able to visit a portion, about 25%, of the homes twice. More details on why this occurred can be found in Section 7.3. The level of engagement has continued to climb each year, showing an increasing willingness to chat with program staff members. Additionally, the decrease in average conversation length shows continually improving efficiency, while still maximizing the number of 4+ minute conversations.

Informational Material Distribution

Handout Descriptions and Totals		
Agency	Handout	Handouts Distributed
Tacoma Public Utilities	Rebates for energy conversation improvements	54
Puget Sound Energy	Weatherization informational brochure; Bill Payment Assistance fliers	68
Metropolitan Development Council	Weatherization Assistance fliers; Home Repair Assistance fliers	71
Solid Waste	Call-to-Haul service flier	103
South Tacoma Neighborhood	Neighborhood Groups & Meetings flier	46
Tacoma First 311	TF311 informational flyer	1621
Pierce or Sound Transit	Public Transportation schedules and maps	88
Rebuilding Together South Sound	Informational flyer and application	13
Farmers Market	Flyer with market location/times and Freshbucks info	47
Down payment assistance	Contact information for state trained loan officer	73
Housing Loan	Informational flyer on house rehabilitation loan	7
PSCAA	Flyer about burn bans and stove trade in program	5
Total Handouts Distributed		2196

A wide variety of resources are handed out to residents over the course of canvassing. TacomaFIRST 311 was often used as a 'hook' to interest residents and invite them into the conversation. This method proved extremely successful, with 57% of residents who opened the door, speaking with us for 4+ minutes. Resources handed out shifted over the course of the year. This was done in large part to accommodate the changing of the seasons; residents are more interested in weatherization during the winter months when it's cold, and farmers markets during the spring when they're about to start up again.



Distribution of conversation length over the past four program years

Additional information about canvassing can be deduced by examining average conversation lengths for the past four programs. Ideally, conversation lengths will have a majority around the 4-8 minute length, demonstrating most residents talked with us long enough to learn relevant info, but not so long that program staff were prevented from continuing on to the next household. Admittedly, many conversations will fall outside this optimal range, often for good reasons, but considerable progress was made this year in ensuring more conversation were in the 4-8 minute range.

Section 4.3 | Follow-ups

The South Tacoma program excelled at conducting follow-up with residents, largely because staffing levels permitted it. Despite this success, measuring program impact remains a major difficulty for the program.

When a resident had a question or particular interest, HHHN would follow-up with that resident within 3 business days of canvassing, and then one of our partner organizations, or HHHN, would follow-up again if an answer or additional information was necessary.

Follow-Up Tracking			
Metric	Follow-Ups	Referrals	Verified Successes
PSE Programs	9	9	0
Rebuilding Together South Sound	9	9	5
TPU Programs	11	11	N/A
Metropolitan Development Council	23	23	1
Down Payment Assistance	11	11	0
Homelessness	8	7	7
Abandoned Cars	4	4	2
Dumping	17	17	17
Nuisance	8	8	8
Street Issue	46	43	13
Other	28	28	24
Totals	174	170	77

Definitions

Follow-Ups: Refers to instances where a resident, during canvassing, has question or interest that was later followed up on.

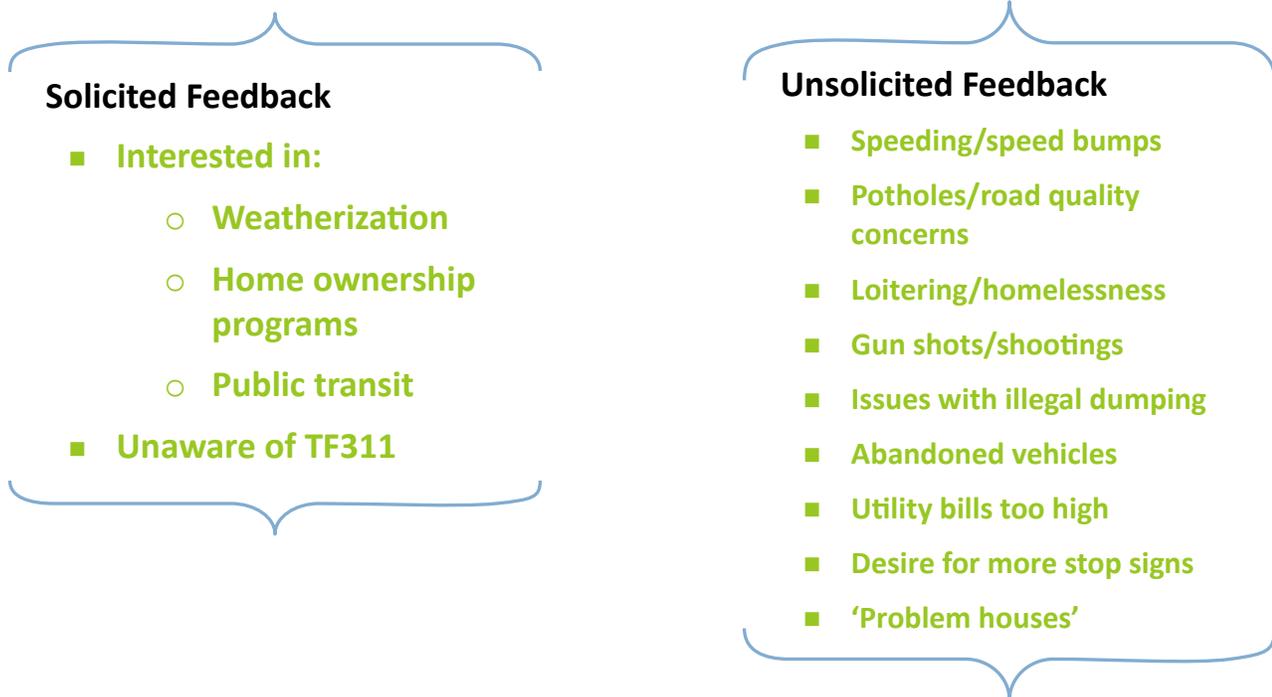
Referrals: Refers to secondary follow-ups either by HHHN or a partner organization to follow-up on a resident's interest, or to get them more information about a question or concern they had.

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.

Tracking the impact of the HHHN program has been an ongoing issue. The difficulty comes from two primary sources. First, because the program is not a direct service provider, it relies on partner organizations for information, which can often be difficult due to privacy concerns, or because of structural limitations to tracking resident responses or actions. For example, tracking whether or not our program has had an impact on residents taking public transit is nearly impossible because of the number of variables at play, as well as the lack of existing or available data that could help answer this question. Additionally, because many of the focuses of this program involve large-scale changes, such as buying a new heating system, expecting residents to take action over the timeframe of our program is often unlikely. It is probable that some residents will take action to pursue a resource we originally told them about after our program has wrapped up.

Section 4.4 | Feedback/Information Gathered

The HHHN program allows for intensive community engagement and feedback gathering. 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 potholes, although this was a common concern amongst residents. This came up quite often as residents are typically happy the City stopped by, and have general City questions or concerns for us. 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.



Additionally, HHHN gathers information on a range of topics, from public transit to knowledge of City services, and in 2018, specific feedback about the South Tacoma Farmers Market. A variety of the more interesting findings are shown below.

TacomaFIRST 311	
1st Visit -643 responses	
Aware	13.6%
Unaware	86.4%
2nd Visit -153 responses	
Aware	44.4%
Unaware	55.6%
Total -796 responses	
Aware	19.5%
Unaware	80.5%

Call-2-Haul	
Total -125 responses	
Aware	47.2%
Unaware	52.8%

Only 13.6% of residents had heard of TacomaFIRST 311 when HHHN staff members first visited their home. Considering the breadth of services that 311 can be used for, this number is much lower than would be desired. Call-2-Haul was a more known about, yet still less than half of all residents were aware of a service many of them already pay for.

Transportation Method	
Method	% Respondents
SOV	67.8%
Bus	16.1%
Train	7.2%
Carpool	4.9%
Walk	2.8%
Bike	0.9%
*528 total responses	

Transportation Interest	
Method	% Respondents
Bus	61.0%
Train	36.6%
Bike	2.4%
Walk	0.0%
Carpool	0.0%
*41 total responses	

A majority of respondents used SOV as their primary method of transportation. South Tacoma is one of the better neighborhoods of Tacoma for public transit, with close proximity to the Mall Transit Center and South Tacoma Light Rail station. This was likely responsible for the 7.2% of residents who reported using the train. One last important note is that there were far fewer respondents to the ‘Transportation Interest’ question, than there were for ‘Transportation Method’ suggesting, unsurprisingly, that most residents are relatively content with their current transportation options.

South Tacoma Farmers Market	
Aware of Market -142 responses	
Aware	73.2%
Unaware	26.8%
Market Return -135 responses	
Return	80.7%
Not Interested	19.3%
Market Attendance -114 responses	
Attended Market	41.2%
Never Attended	58.8%

South Tacoma Farmers Market	
Feedback -103 responses	
Goes to Other Markets/Not South Tacoma	20.4%
Wants more fruits/veggies and less artisan goods	13.6%
Liked previous location/time	8.7%
Disliked STAR center location	8.7%
Unaware/Needed better outreach	8.7%
Other	39.8%

Nearly 80% of residents wanted the South Tacoma farmers market to return, yet only 41% had ever attended the market in the past. This suggests that some of this population may be more aspirational than practical about their attendance at farmers markets. It was also interesting to see that 20.4% of residents, the leading feedback we received, went to other farmers markets and not South Tacoma.

SECTION 5 | COMMUNITY MEETINGS AND OUTREACH

Section 5.1 | Methodology

Community meetings are an important piece of HHHN allowing us to reach a broader audience with our messages. Community groups were identified through a variety of avenues. The City-supported South Tacoma Neighborhood Council was an obvious first step, and they were able to point us in the right direction of a number of other smaller, neighborhood watch type groups. Additionally, we reached out to Safe Streets to try and ensure we did not exclude any existing groups.

These community meetings often served a variety of roles. HHHN staff was able to share info about our program, to both give the community some warning of our programs 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. These partnerships would later help us implement events and leverage existing community resources.

Section 5.2 | Meeting Documentation/Data

Community Meeting Attendance	
Number of Meetings	29
Unique Community Groups	7
Contacts Produced	13
Total Attendance Reached	277

Community meetings yielded a wide variety of results. Staff members regularly attended three different community groups, the South Tacoma Neighborhood Council, Edison Neighborhood Group, and Communities in School's 253 Impact Zone, as other community groups attended did not show strong interest in engaging with HHHN, or having us return. Attending these meetings did give HHHN staff a chance to reach a broader audience, yet attendance at these meetings from unique community members was often quite poor, with repeat residents often comprising most of the attendees. On the other hand, getting the opportunity to repeatedly engage with similar residents did help in forming meaningful relationships. These relationships were later leveraged during event implementation as described in Section 6. Due to the mixed results of community meeting attendance, future programs will need to evaluate if attending all monthly meetings of community groups in their neighborhood is worthwhile.

Section 5.3 | Social Media

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 only 59 followers, compared with past programs that saw several hundred. This largely seems to be a byproduct of a South Tacoma community that is not active on Facebook, and instead utilizes NextDoor, which the City is currently unable to participate in.

During canvassing and community meetings, emails 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 26.4% open rate and a 4.6% click rate, both above industry averages. Two-hundred residents were on this list that received regular email campaigns. Utilizing social media allowed the program to reach a broader audience, just as community meetings did.

SECTION 6 | EVENTS

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

Section 6.1 | Program Planned Events

PANCAKE BREAKFAST

The program held its largest event, a community breakfast, in early March at the Asia Pacific Cultural 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 in a more natural setting and even sign up for services on the spot. Partner organizations made important staffing contributions by tabling and through breakfast support, and many added items to the free raffle, which is a popular part of the event. Approximately **125 guests** joined us for breakfast.

Holding the event at the Asia Pacific Cultural Center also successfully brought in a diverse audience from the Asian and Pacific Islander community. With this, there were additional difficulties with lack of translation services at the event. Volunteer staffing at the event was largely provided by the South Tacoma Neighborhood Council, a culmination of the effort that had gone in to cultivating this relationship. Overall this breakfast event was a success, yet continued improvement and additional involvement from OEPS staff will help make future breakfasts even better.



South Tacoma Community Breakfast



Wapato Hills garden work party

WAPATO HILLS GARDEN BUILD PARTY

Wapato Hills Park has an adjacent, and newly created, community garden. This garden has lots of room to grow, and through a partnership between HHHN, Community in Schools, and the garden organizer, a work party event was coordinated. This event brought in **18 community members** to help build raised beds, move TAGRO, and build interest in the garden. Several garden beds were built, although it remains to be seen if the event helped to build overall interest in the garden.

Section 6.2 | Program Supported Events

HISTORIC SOUTH TACOMA WALK

In mid-spring, HHHN coordinated with the Historic Preservation Office and a Liveable City Year project on South Tacoma history, to put on a neighborhood walk hosted by Pretty Gritty Tours. HHHN ultimately played a

supportive role, spreading the word about the event, and creating advertising material for the event. Roughly **30 community members** came out for the tour.

BIRDS, ART, AND TRAILS CELEBRATION

In late-spring, HHHN supported this family-friendly event in Oak Tree Park. The event was largely planned by the Office of Arts and Cultural Vitality, while HHHN helped to spread the word and advertise for the event. Roughly **50 community members** attended.



Historic South Tacoma Walk

SOUTH TACOMA COMMUNITY CLEANUPS

There were several community cleanups throughout the South Tacoma area. These are coordinated by NCS, and our program helped out through spreading the word about them and helping out as volunteers. These events provide a chance for residents to bring in any unwanted junk they have and get rid of it free of charge. The neighborhood cleanups are extremely popular and bring in an enormous amount of junk off the streets and residents' properties.

SECTION 7 | LESSONS LEARNED, RECOMMENDATIONS, AND LOOKING AHEAD

Section 7.1 | Overview

Healthy Homes, Healthy Neighborhoods – South Tacoma cultivated significant successes amid structural challenges and unexpected constraints. Many of the challenges the program faced this year have been issues in past program years, while successes were largely possible because of the framework past programs provided.

The level of intensive community engagement our program utilizes is rare within Tacoma, but its importance cannot be overstated in establishing trust between citizens and government. Considering the relatively low cost of this program, supporting it is important, despite ongoing structural limitations.

Section 7.2 | Successes

This program year brought numerous successes, ranging from structural improvements, new partnerships, and continued expansion of core program activities.

The program did a tremendous job at following-up with residents, which is important for the program for multiple reasons. Following-up with residents can help encourage them to take action to access the various resources we share at the door. Additionally, residents often have questions that are outside of the scope of our program, and while we do our best to provide answers at the door, this is often not possible due to the wide variety and specificity of the questions. By following-up with residents several days after our visit with answers, we not only help residents gain knowledge or access additional services, but we also build their trust in the City of Tacoma. Over 10% of all households, 174, requested follow-up of some sort.

As in past years, the program does an excellent job at reaching elderly and low income populations, due to our intensive door-to-door engagement methods. This is an extension of the strong equity work this program does. By focusing on underserved communities, and engaging with them very directly, we are able to form partnerships and spread relevant info in a way that would otherwise be very difficult. A great example of this is that 76% of residents who had limited English skills spoke with us for 4+ minutes, illustrating the ability of our program to connect with difficult to reach populations.

TacomaFIRST 311 became an integral and successful piece of our canvassing as the program progressed. We used this “one-stop shop” City service to ‘hook’ people in to what we had to say with strong success. Roughly 60% of residents who opened the door spoke with us for 4+ minutes. Additionally, we helped spread awareness of this useful service. Only 13.6% of homes initially visited were aware of TF311. Of the homes revisited, that number rose to 44.4%. This number probably understates our impact as we often spoke with a different resident when we re-visited.

Our program also helped numerous partner organizations either by gathering data, or providing ‘boots on the ground’. We gathered feedback from several hundred residents about the South Tacoma farmers market, conducted in-depth outreach into the types of transportation residents utilize, and helped the Neighborhood and Community Services group locate code issues.

Section 7.3 | Difficulties

Numerous and ongoing program difficulties continue to make it challenging to assess program effectiveness, and limit potential impact. Many of these difficulties are not new and are outside of the control of the program, yet some can be worked on and improved in future program iterations.

HHHN is not a direct service provider, and therefore we are only as good as existing resources. Multifamily complexes, renters, and moderately low income individuals are more difficult to reach with existing resources. Additionally, programs can also exist, but be severely understaffed or under resourced to the point that the service is no longer practical for most residents to use. Examples include the City of Tacoma Rehabilitation Loan program, which is severely underfunded, as well as numerous different TacomaFIRST 311 requests. There is currently such a quantity of abandoned car requests coming into the City that they are unable to act unless the car in question has expired tabs. In some cases, the Rehabilitation Loan program, HHHN staff was aware of the limitation from the start, while in other cases, abandoned cars, City staff were unaware until very late in the program, and in other cases, garbage on private property, the institutional capacity fluctuated over the course of the program. These unforeseen limitations make it difficult for HHHN staff to be effective communicators on behalf of the City.

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 of the focuses of the program involve substantial ‘asks’, like a new heating system, that are not changed during the course of the program. It is plausible that households make changes based on information or encouragement that we give them beyond this program’s timeframe.

Program efforts were also constrained by unexpected staffing limitations. The limitations included a lack of reliability on the part of the high-school interns and a delayed hiring process that slowed the acquisition of a college intern by a few weeks. Canvassing relies on high school interns to ensure each canvassing team has two members. When a high school intern cancels at the last minute, it often results in one canvassing team not canvassing that day. Absences by high school interns in these types of situations resulted in the loss of approximately 824 homes canvassed. These absences, and delayed college intern hiring, are exacerbated by the firm end date of the AmeriCorps member coordinating the program.

Section 7.4 | Recommendations

Recommendations for the future are an important piece of any ongoing program, but are particularly vital for HHHN because of the frequent turnover of staff.

This program will struggle to dramatically improve if the current staffing model continues to be used. Since, HHHN is not a direct service provider, this program relies heavily on other organizations and departments, and from this, on personal relationships between HHHN staff and these partner organizations. By relying on an AmeriCorps member, a college intern, and numerous high school interns, the program suffers enormous knowledge loss each program cycle, and, as previously mentioned, is extremely susceptible to any issues that arise because of the pre-determined end date of the AmeriCorps member. A full-time HHHN staff member does provide loose oversight of the program, but this is insufficient to make up for the previously mentioned

deficiencies. If OEPS is serious about the program, it will need to remake its staffing model for this program, and not simply rely on the most cost-effective solution.

Regardless of possible staffing model changes, it is important to recognize the burden that is placed on staff because of the intensive engagement model that is used. Working dozens of weekday evenings and weekends can quickly lead to burnout. Couple this with the acknowledgement that the staff of HHHN, AmeriCorps members and college interns, is particularly vulnerable to being taken advantage of because they are young and have little institutional power. Additional safeguards and policies should be instituted so that HHHN staff can avoid burnout and leave their temporary roles with more positive views of the City.

Program staff has spent a considerable amount of time thinking about canvassing topics. Thus far, topics have focused primarily indirectly on environmental topics, through thinking about comfort or economics. It remains to be seen if focusing more explicitly on sustainability and environmental outcomes would yield favorable canvassing outcomes, but additional thought should be put into this area.

APPENDIX

Past Neighborhood Comparisons

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

Canvassing Outreach Year-by-Year Comparison					
	Wapato	Dometop	Hilltop	Lincoln	South Tacoma
Approached	3,848	3,903	1,182	2,445	2,173
Engagement	1,204	1,628	511	1,195	1,182
% of Households Engaged	31.3%	41.7%	43.2%	48.8%	54.4%
Conversations*	534	612	266	629	598
% of Households in Conversation*	27.8%	25.4%	22.5%	37.1%	30.5%
Average Conversation	10 minutes	6.5 minutes	7.1 minutes	7.1 minutes	5.6 minutes
Conversation* Time	84.5 hours	146.5 hours	55.8 hours	126.8 hours	78.0 hours
Resource distribution	N/A	3,897	865	2,009	1,684
Community Meetings- Number (Distinct Groups)	N/A	17	21	48	29
Community Groups Attended	5	3	4	7	6
Community Group Guests	N/A	N/A	210	451	277
Facebook Followers	N/A	125	128	245	59
Event Guests	193	377	670	353	217
Events	5	5	9	7	4
Contacts	165	419	136	480	260
Contacts % of Neighborhood	8.6%	20.6%	9.4%	36.0%	14.1%
Referrals	N/A	N/A	N/A	504	170
Successes	125	116	74	184	77
Reusable Bags Distributed	0	377	14	427	226
Information Gathered	N/A	2,544	1,447	1,404	1,096

*Conversation denotes a conversation of 4+ minutes

Successes Definitions

-Lincoln: Based off of IPS slideshow. Simply adds the totals of everything deemed a success in that presentation

-Hilltop: Based on final report. Includes Harvest Pierce County Programs, Discounted Tree Sale, Car Wash Tickets, Home Repairs, Trash Containers Down-Sized, and Compost Bins.

-Dometop: Based off of HHHN Dometop final presentation. Includes Woodstove Change-outs, Trees purchased, Weatherization/Energy Efficiency, Home Gardens, and Community garden plots.

-Wapato: Based off of Final Report. Includes Replaced Woodstove, Water Reviews Conducted, and 94 insinkerators were distributed AND installed.

It can be difficult to compare programs due to changes in definitions, incomplete data from past programs, and lost program knowledge. It is important to remember that South Tacoma made it through the neighborhood about 1.25 times, and Hilltop did not make it through the neighborhood once, while all other neighborhoods were able to visit every home twice. Despite these variations, there has been a noticeable upward trend in engagement and in percentage of residents who were spoken with twice. Lincoln appears to disrupt this trend, but it is important to remember that each home in that neighborhood was visited twice, skewing the results. Additionally, the program has continued to get more efficient, as demonstrated by the continued reduction in average conversation length, while still maintaining a high percentage of overall conversations.

Demographic Data						
	Wapato	Dometop	Hilltop	Lincoln	South Tacoma	Tacoma
Non-White	N/A	33%	49%	37%	37%	35%
Hispanic	N/A	20%	9%	11%	14%	11%
Non-English	N/A	15%	14%	11%	21%	19%
Median Income	\$47,902	\$47,280	\$35,247	\$45,149	\$41,808	\$51,195
College Education	15%	14%	21%	14%	17%	27%
Owner/Renter	72%/28%	68%/32%	40%/60%	55%/45%	54%/46%	54%/46%

Examining the demographics of past program neighborhoods, the equity focus of the program becomes clear. All focus neighborhoods had Median Income and College Education levels below the City average. There are noticeable differences between neighborhoods, Hilltop stands out for its diversity and Renter/Owner share, and both Wapato and Dometop had a higher percentage of owners than City averages.