

# HUMAN SERVICES NEEDS ASSESSMENT

JANUARY 9, 2018

PREPARED BY KONÉ CONSULTING IN COLLABORATION WITH  
SEATAC PARKS, COMMUNITY PROGRAMS AND SERVICES



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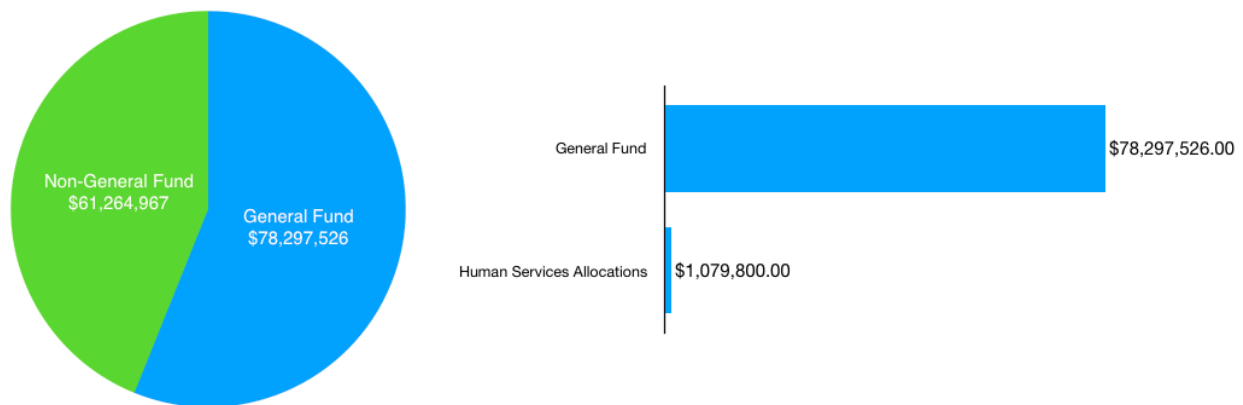
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## EXECUTIVE SUMMARY

### Background

In 1999, the City of SeaTac adopted a City Human Services Plan identifying six funding priorities, including: basic needs, primary care, domestic violence services, information and referral, independent living, and refugee and immigrants. Currently, SeaTac dedicates 1.5% of the City's General Fund budget to human services grants - about \$530,000 in 2017 - delivering services through biennial contracts with 26 non-profit organizations chosen through an application process by the City's Community Services Advisory Committee.

**City of SeaTac 2017-2018 Budget Breakdown (1/1/18)**



In an effort to better understand the community's current human services needs and provide the City with data and guidance for making decisions about how to invest its resources to meet the identified needs, the SeaTac Parks, Community Programs & Services Department in collaboration with Koné Consulting conducted a community needs assessment and environmental scan during October and November 2017. The methodology of the scan was a mixed-methods research approach in which qualitative methods supplement the available quantitative data by adding value and deeper, more complex answers.

Koné Consulting sought a diverse cross-section of the community in its forums and interviews, to include the voices of those who support, as well as those most likely to utilize or need, human services. The consultants conducted 29 key informant interviews representing 22 agencies, schools and city government; facilitated three community engagement forums with a total of 77 participants representing teens to seniors and encompassing a variety of cultures, languages, and livelihoods; analyzed numerous state, county, and local data sources; and conducted a small group discussion with Community Services Advisory Committee (CSAC) members.

## Conclusions

The City of SeaTac is rapidly changing. As SeaTac’s population grows it is becoming increasingly diverse racially/ethnically, culturally, and socio-economically. Likewise, the needs of its residents are increasing and becoming more complex.

The City of SeaTac has demonstrated strong commitment to investing in programs and organizations positioned to address these challenges. The wide breadth of organizations and people served by these grants has allowed the City to support many areas of need. However, the required solutions need to be implemented across departments as well as collaboratively with other cities and regional services. Programs need to demonstrate results.

This needs assessment illustrates how cultural, language, and socio-economic diversity in SeaTac isolates some people, households and parts of the community from access to opportunities which would help reduce the harmful effects of poverty and social injustice. The data paints a picture of a community where residents have less access to safe, affordable housing, face greater barriers to educational attainment and economic mobility, and are at greater risk for poor health and poverty.

The findings and options to consider in this assessment show concerted action is needed to address these persistent and growing challenges. The need for new approaches is urgent.

Success in meeting the needs identified in this assessment and to address social and economic inequities in the community requires a greater level of commitment to identifying and eliminating the structural conditions keeping inequity in place. An engaged and communicative leadership eager to enlist those most impacted by potential changes, invite them to “sit at the table”, and create a greater future together will accomplish this.

## Options to Consider

<b>Funding Strategy Options to Consider</b>
#1: Strategically focus on a few priorities and fund fewer organizations and programs to achieve more impactful results.
#2: Implement a more rigorous procurement process to ensure quality of services and a more efficient review, and provide increased technical assistance to smaller CBO’s so they aren’t disadvantaged.
#3: Continue using the Results-Based Accountability system for measuring progress and outcomes, and develop an effective method for communicating program performance and outcomes to the Community Services Advisory Committee, City Council, and City Manager.
#4: Award additional points to organizations that can use funds as match to other funding.

<b>Strategic Planning Options to Consider</b>
#1: Become a leader in convening local governments and agencies in the region to develop and implement solutions to complex problems requiring significant commitment of resources.
#2: Align the City’s human services functions and capacity with the City’s overall strategy.
#3: Ensure coordination with other city departments and programs responsible for related issues, such as housing, health, recreation, and transportation so that City-sponsored activities and investments can be leveraged to the greatest degree possible to address human service needs.
#4: Use the Opportunity Index and Social Determinants of Health as a framework for deciding what to prioritize in order to achieve greater social equity.
#5: Develop a pro-active community engagement strategy where City leadership and staff reach out, meet, and converse with community members and organizations in their settings rather than city events and facilities only.

<b>Options to Consider by Areas Identified as Priorities for City Support or Investment</b>	
<p><b>Housing and Neighborhood Quality</b></p> <p>#1: Continue to work with partners in the Comprehensive Plan and with South King Housing and Homelessness partnership.</p> <p>#2: Expand opportunities through participation on the King County Regional Affordable Housing Task Force.</p> <p>#3: Identify gaps and consider investing resources in areas in most need, such as affordable housing for households under 30% AMI</p> <p>#4: Support utility assistance, rental inspection programs, and relocation assistance to prevent homelessness and help those with very low incomes.</p> <p>#5: Adopt tenant protections that prevent discrimination.</p> <p>#6: Consider use of zoning and land use tools to support housing development that will meet the needs of the community.</p>	<p><b>Mobility and Transportation</b></p> <p>#1: Fund a few discreet pilot projects to enhance door-to-door transportation for the city’s most vulnerable populations.</p> <p>#2: Work collaboratively with the city’s Transportation Department, King County, Sound Transit Authority and other partners to enhance bus transit and pilot alternative transportation options.</p> <p>#3: Support programs and agencies that offer free and discounted transit passes, discounted or paid for Uber and Lyft rides, and consider expanded funding for the taxi script program.</p> <p>#4: Cultivate “shared parking” relationships to provide more free and additional parking options near transit centers through creative partnerships with community-based organizations.</p>

<p><b>Health and Environment</b></p> <p>#1: Focus on increasing the affordability and access to health care by supporting health centers that serve the uninsured or help people get insurance.</p> <p>#2: Consider continued investment in food banks and expanding community gardens.</p> <p>#3: Promote physical activity for healthy living by sponsoring community events or fairs to raise awareness.</p> <p>#4: Support neighborhood events to help neighbors get to know one another better and feel safer.</p> <p>#5: Support the hiring of police officers who are bilingual and reflect the diversity of the community.</p>	<p><b>Education</b></p> <p>#1: Expand low-cost or free after-school programs for youth, and create local job skills training and internship opportunities for teens.</p> <p><b>Economic Health</b></p> <p>#1: Continue participating in regional workforce development workgroups to influence how state and federal funding are invested in SeaTac.</p> <p>#2: Consider funding job skills training and employment assistance for residents that are ineligible for county, state, or federal programs.</p> <p>#3: Seek to leverage opportunities for job training in partnership with Port of Seattle.</p>
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City of SeaTac Proposed 2019-2020 Human Services Budget  
by Opportunity Index Area

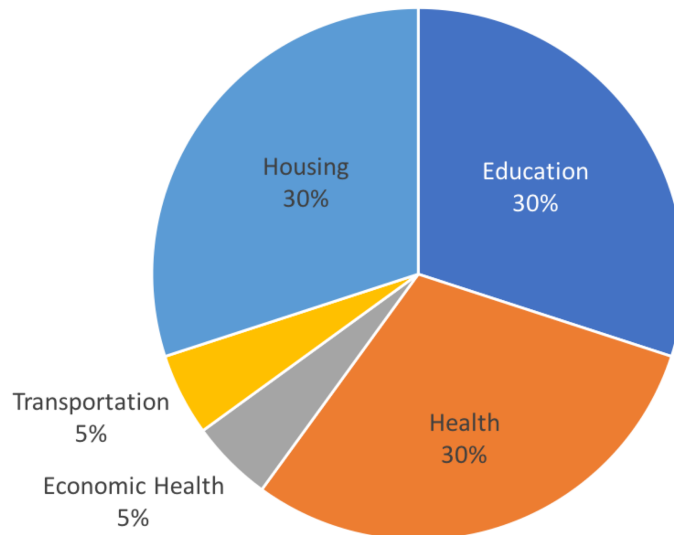


Figure 1: Option for Human Services Fund Allocation by Opportunity Index Priority Area

## BACKGROUND AND PURPOSE

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The City of SeaTac adopted a City Human Services Plan in 1999, nine years after incorporating as a city. The plan identified six funding priorities: basic needs, primary care, domestic violence services, information and referral, independent living, and refugee and immigrants. Currently, the City delivers services through biennial contracts with non-profit organizations chosen through an application process by the Community Services Advisory Committee.

For this project, the City sought to assess the current needs and challenges of residents in SeaTac, identify strategies for meeting those needs, and understand the implications of aligning the City's funding strategy with the identified needs.

The data from this assessment will be presented to the City Council, Community Services Advisory Committee, and Administration and Finance Committee and is meant to inform their decisions on human services funding priorities.

## ENVIRONMENTAL SCAN

### Demographics

The 2016 SeaTac population estimate was 28,298<sup>1</sup> and the population is growing rapidly. Growth rates in SeaTac are 5%; which is higher than US growth rates (3.5%), and lower than King County projected rates (6.6%).<sup>2</sup>

The City of SeaTac reflects considerable ethnic and racial diversity. A little over half the population is represented by people who are non-white or of multi-racial backgrounds. Ethnically, 17.8% of SeaTac residents are Hispanic or Latino. White people have the largest representation as a racial group (47%) with Black/African American people representing the second largest (22.6%), and Asian people representing the third largest (15.1%) as seen in Figure 1.

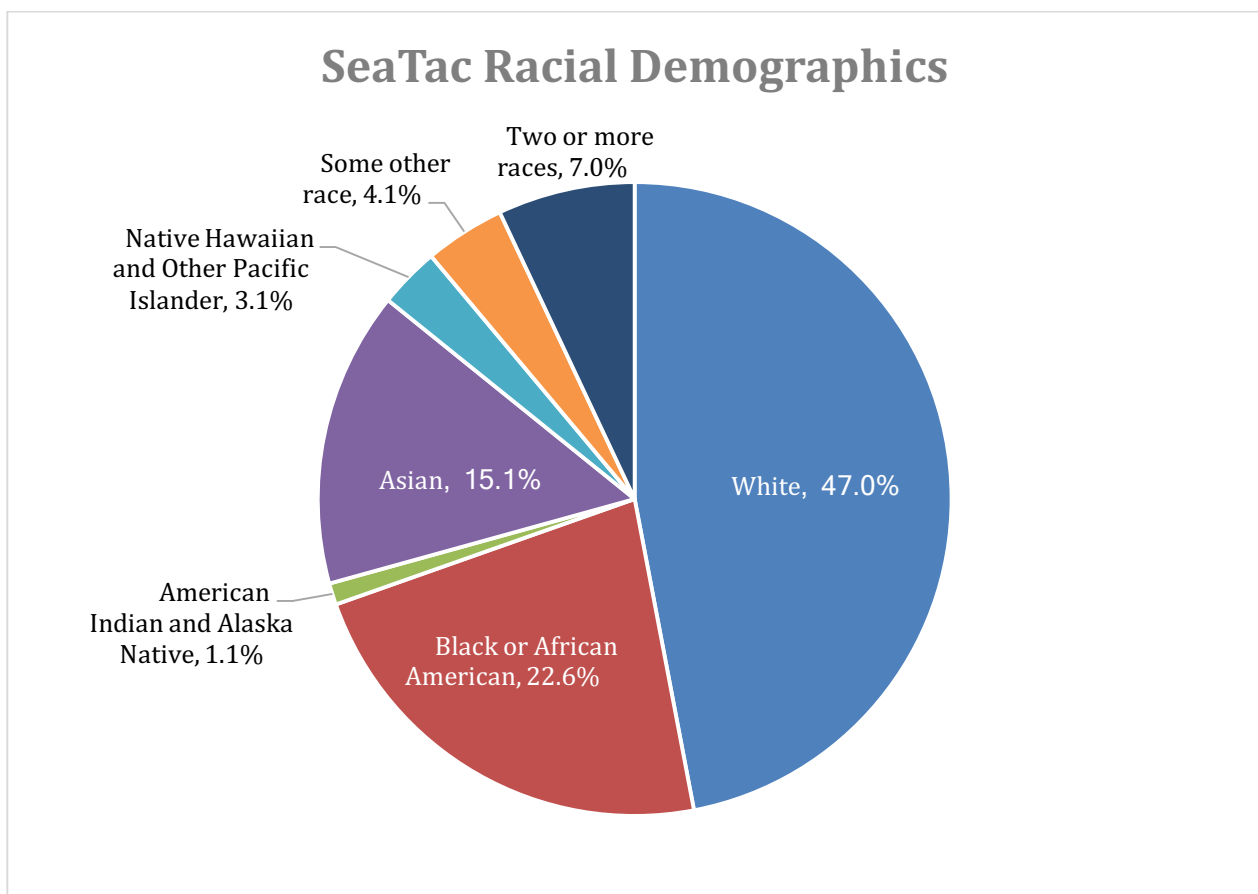


Figure 2: American Community Survey 5-year Estimates 2011-2015

<sup>1</sup> [American Community Survey 5-year estimates. Census Bureau. 2012-2016](#)

<sup>2</sup> [SeaTac, Washington: Population Demographics. Robert J. Weis. April 2015](#)



Diversity in SeaTac is also represented by the broad range of languages spoken; over 46% of SeaTac's residents speak languages in addition to or other than English at home, with the largest share, over 18%, speaking Spanish.<sup>3</sup> Based on a sample of students in Highline School District's Transitional Bilingual Instruction Program (TBIP), 88 languages are spoken by 100 students or more, with 95 languages spoken throughout the District in total.<sup>4 5</sup>

SeaTac residents tend to be younger than average when compared to King County and the U.S., with a median age of 35.6 years and 11% of SeaTac residents age 65 and older.<sup>6</sup>

## Geography

The City of SeaTac is located in South King County and is approximately 10 square miles in area. The general geography of the city is long and narrow with its boundaries surrounding the approximately four-square miles encompassing SeaTac International Airport (owned and operated by the Port of Seattle) near the center of the city. This unique landscape results in a fairly densely populated city (about 2,680 people per square mile in the 2010 census), with much of the useable land area taken up by the airport. SeaTac also shares borders with neighboring cities of Burien, Des Moines, Kent, and Normandy Park. The I-5 interstate corridor runs north and south through the eastern edge of SeaTac and there are Sound Transit light-rail stations located near the Airport and Angle Lake. See Figure 2, next page.

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<sup>3</sup> [SeaTac, Washington: Population Demographics. Robert J. Weis. April 2015](#)

<sup>4</sup> [School's Out Washington. Landscape Scan. September 2017](#)

<sup>5</sup> [Highline School District Annual Report to the Community 2015-2016](#)

<sup>6</sup> [SeaTac, Washington: Population Demographics. Robert J. Weis. April 2015](#)

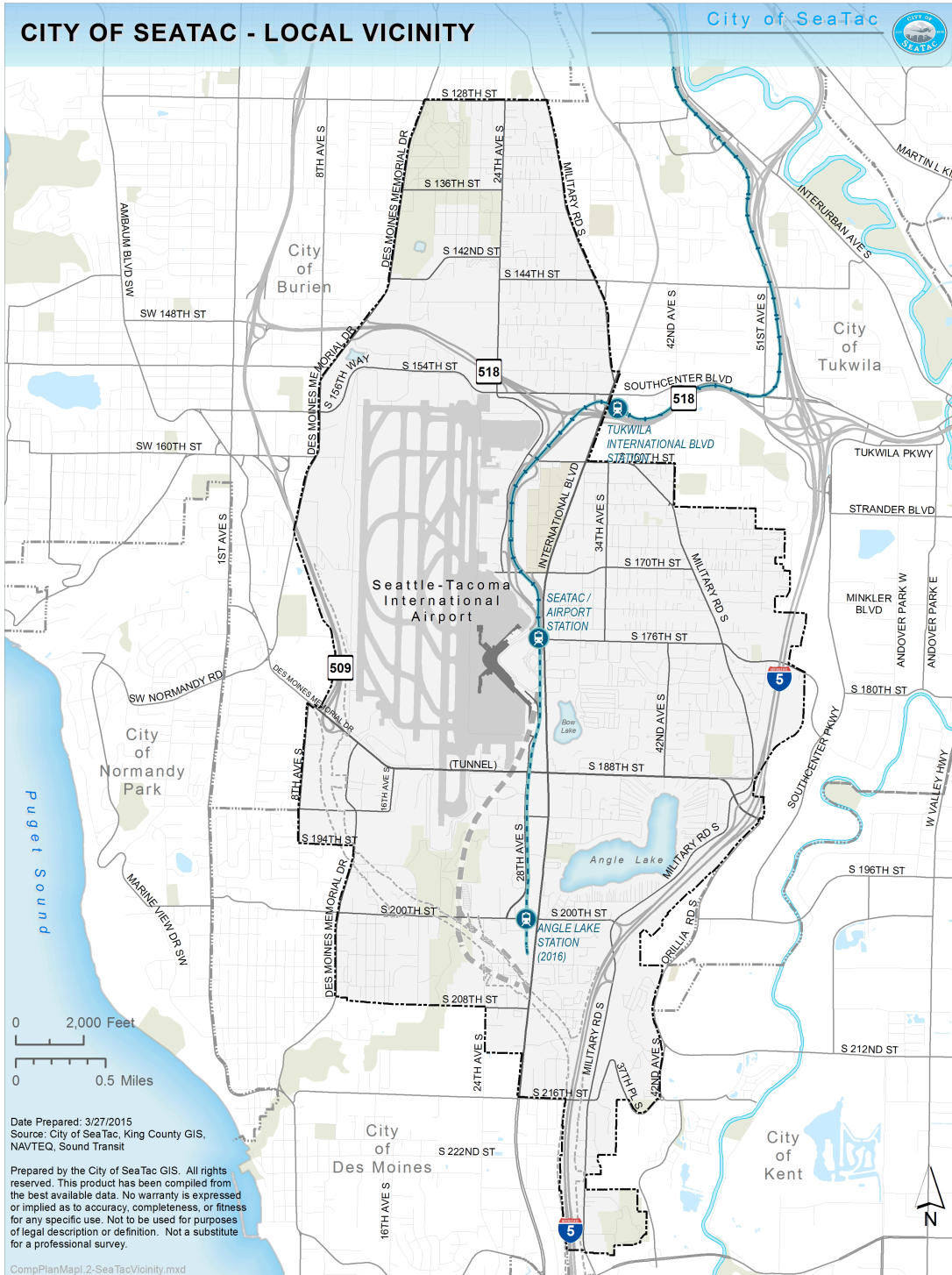


Figure 3: City of SeaTac GIS

## Human Services Agencies & Programs funded by the City of SeaTac

The City of SeaTac's total budget for human services was nearly \$719,000 in 2017. Funding comes from two sources: the City's general fund budget, which provides the majority of the funding, and the Federal Community Development Block Grant (CDBG), which provided a \$30,000 grant for 2017. Of the funds for 2017, some \$155,000 are used for direct services such as information and referral, and case management, as well as other administrative costs. In 2016, 22% of the information and referral service contacts were about the home repair program, 14% were related to housing, and 10.5% were related to recreational scholarships. Case management services helped residents with a myriad of issues, but the three most prevalent were homelessness (23%), housing (15%) and mental health/substance use disorder (10%).<sup>7</sup>

SeaTac dedicates 1.5% of the City's general fund budget to human services, which equates to approximately \$25 per resident per year in 2017. Of the nine cities in south King County, only two other cities spent more on human services per capita in the same time period; Kent (\$30) and Tukwila (\$33). Kent has a much larger population than SeaTac, making their general fund budget much larger, even though their human services allocation percentage is less than SeaTac's. Kent also receives a much larger CDBG grant. Tukwila's general fund budget was almost twice as much as SeaTac's in 2017; thus, allocating only 1.0% of funds to human services, their total human services budget is almost as much as SeaTac's, with fewer residents to serve.

The City of SeaTac also contracts with human services providers in the community, currently granting about \$530,000 a year to those programs, as seen in Table 1, next page.

The Community Services Advisory Committee uses a Results-Based Accountability (RBA) process to allocate funds in order to ensure monies go to the most important uses. This process includes identifying desired results (conditions of well-being for residents of SeaTac), determining strategies to improve results, scoring applications on the ability to improve results using these strategies, and allocating funds based on scores). SeaTac's Human Services Funding covers a broad spectrum of services to promote individuals' and families' self-sufficiency, provide a safety net for urgent needs, support positive and healthy relationships and provide information and referral services for residents.

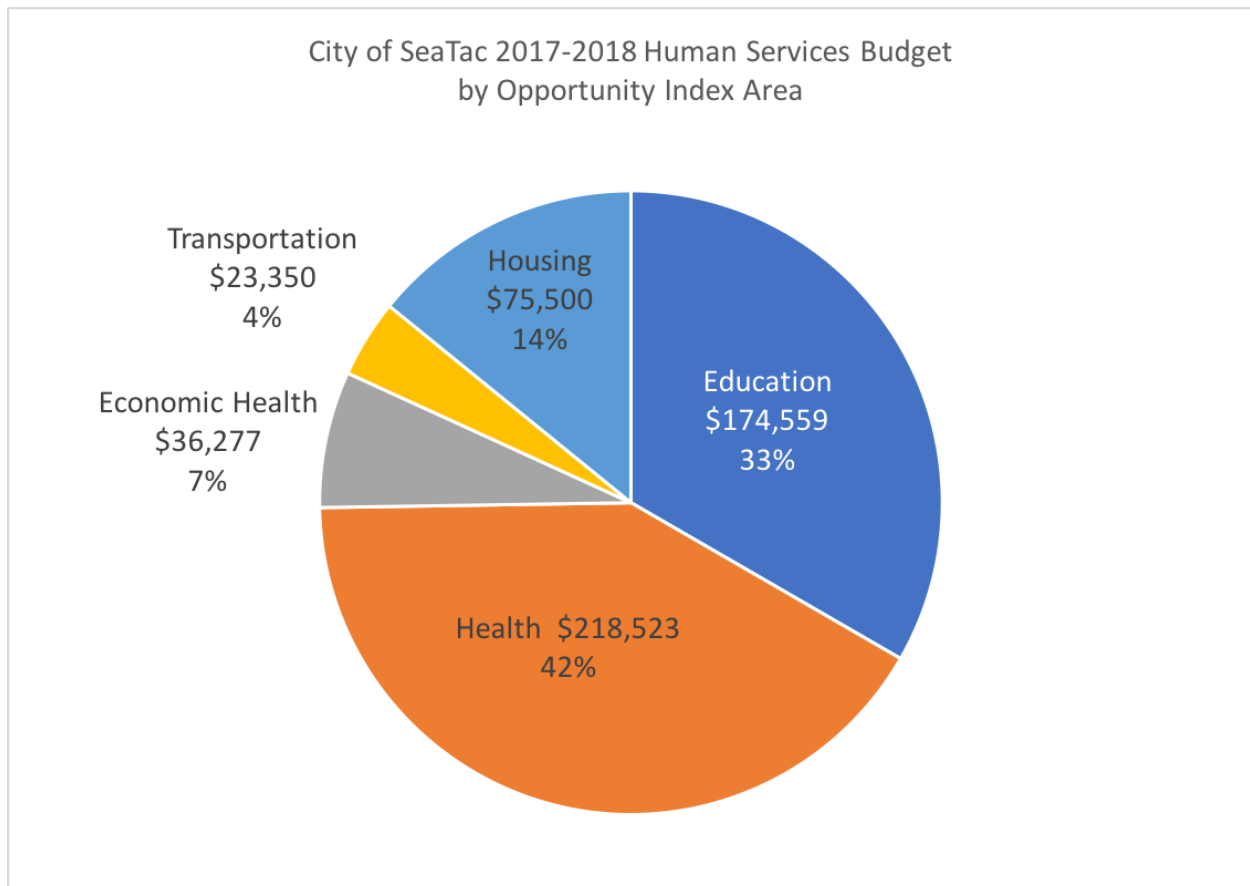
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<sup>7</sup> SeaTac Human Services CLA 2017, C. Brandt-Schuler, Human Services Manager

### **CSAC Grants for the 2017-2018 Biennium**

ANEW	\$ 8,000
Auburn Youth Resources	\$ 8,000
Catholic Community Services (Emergency Assistance)	\$ 14,520
Catholic Community Services (Volunteer Chore Services)	\$ 7,000
Child Care Resources	\$ 5,309
Children’s Therapy Center	\$ 14,040
Chinese Information Service Center	\$ 507
Crisis Clinic (2-1-1)	\$ 4,500
Crisis Clinic (Teen Link)	\$ 2,500
Crisis Clinic Crisis Line	\$ 2,500
Des Moines Area Food Bank	\$ 38,136
Domestic Abuse Women’s Network (Community Outreach & Hotline)	\$ 4,000
Domestic Abuse Women’s Network (Housing/Shelter)	\$ 9,000
Domestic Abuse Women’s Network (Prevention)	\$ 2,000
HealthPoint (Dental)	\$ 14,000
HealthPoint (Medical)	\$ 37,000
Highline Area Food Bank	\$ 12,000
Hospitality House	\$ 10,000
Institute for Family Development (PACT Program)	\$ 8,500
King County Bar Association	\$ 6,000
King County Sexual Assault Resource Center	\$ 8,424
Literacy Source	\$ 30,000
Lutheran Community Services	\$ 47,000
Matt Griffin After School	\$ 33,000
Matt Griffin YMCA (Food & Fun)	\$ 10,000
Matt Griffin YMCA (Kindergarten Plus Program)	\$ 20,000
Multi-Service Center (Rent/Emergency Assistance)	\$ 32,000
Multi-Service Center (Shelter/Transitional Housing)	\$ 8,000
NAVOS Ruth Dykeman	\$ 29,000
Safe Futures	\$ 16,000
Somali Youth and Family Club	\$ 20,000
Sound Generations/Senior Services (Meals on Wheels)	\$ 13,673
Sound Generations/Senior Services (Volunteer Transportation)	\$ 4,600
Sound Mental Health (PATH)	\$ 9,000
SW Youth and Family Services/New Futures (Child and Family Support)	\$ 28,000
Tukwila Pantry	\$ 12,000
<b>Total</b>	<b>\$ 528,209</b>

*Table 1: City of SeaTac Human Services Contracts 2017-2018*



*Figure 4: City of SeaTac 2017-18 Human Services Budget for Grants*

The City of SeaTac’s 2017-2018 budget funds 26 agencies and 36 programs (see Table 1). These agencies are required by contract to reach 90% of their combined goals by the end of year. Goals are based on city funding provided, while actual units of service are based on all funding sources, such as county, state, federal funds, private contributions, and leveraging the funding the City of SeaTac provides. As of November 2017, all agencies are on target to meet their annual combined goals.

## Industry

Many of the industries located in the City of SeaTac are related to SeaTac International Airport operations and services. The top employment sectors include transportation/moving, office admin/support, buildings/grounds maintenance, and food prep/serving and production.

## Crime Data

According to data compiled in 2016, SeaTac’s violent crime rate has remained consistent over the past several years, based on a category of Part I crimes established by the Federal Bureau of Investigation (FBI), which includes criminal homicide, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson.<sup>8</sup> There were 63 violent crimes reported in SeaTac in 2016 and two homicides.

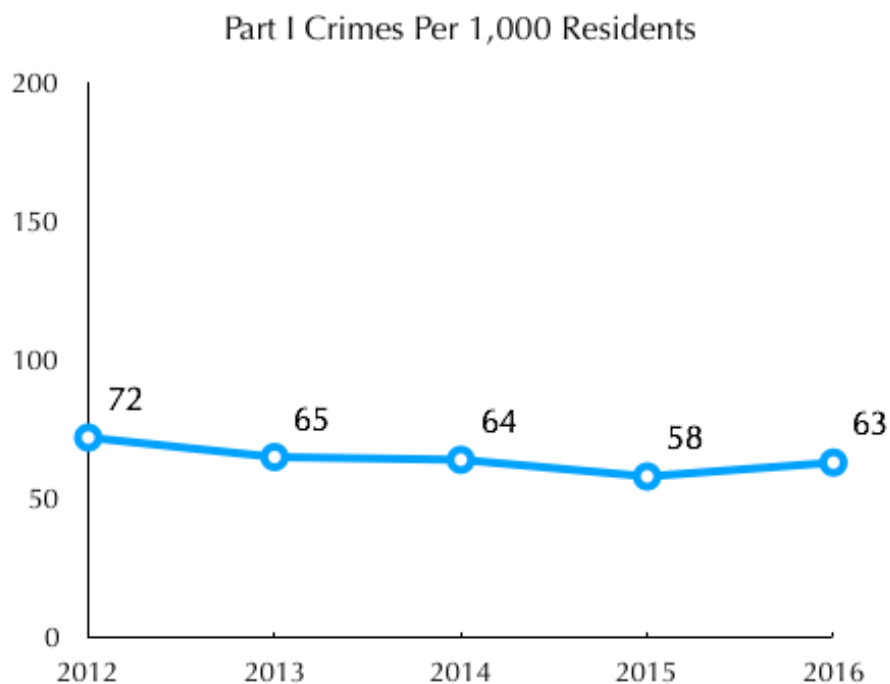


Figure 5: Annual Police Service Highlights & Data. City of SeaTac. 2016

## METHODOLOGY

In October and November 2017, the SeaTac Parks, Community Programs & Services Department and Koné Consulting conducted a community needs assessment and environmental scan to help the City understand the community’s human services needs and provide data and guidance to help the City decide how and where to invest its resources to meet the identified needs.

<sup>8</sup> [City of SeaTac Annual Police Service Highlights & Data. 2016](#)

The methodology of the scan was a mixed-methods research approach in which qualitative methods supplement the available quantitative data by adding value and deeper, more complex answers. The quantitative data undergoes analysis which results in a numerical representation, while qualitative data is more open-ended and allows for participants’ voices to be heard. Both quantitative and qualitative research approaches have limitations, however when used together, mixed-method strategies can offset these limitations by allowing for both exploration and analysis in the same study, and providing results that are validated within the study.

The approach is designed to identify extant data sources and reach members of the community who could provide the best gauge in determining how the City’s investments meet the needs of the community within the Community Services Advisory Committee’s six funding allocation priorities and desired outcomes for 2017-2018:

- Residents are healthy, physically and mentally;
- Residents are educated and have necessary life skills;
- Residents are employed in living-wage jobs;
- Residents are safe from all types of violence and crime;
- Residents have adequate secure housing; and
- Residents embrace diversity.

The consulting team used the **Opportunity Index** framework to design research questions and identify relevant extant data sources. The Opportunity Index is an annual composite used at the state and county levels to measure economic, educational and civic factors that foster opportunity. It is designed to help governments to identify concrete solutions to lagging conditions for opportunity and economic mobility.

Indicators used in the **Opportunity Index** fall into five categories:

<b>Housing and Neighborhood Quality</b>	<b>Health and Environment</b>	<b>Education</b>	<b>Mobility and Transportation</b>	<b>Economic Health</b>
<ul style="list-style-type: none"> <li>• Vacancy rate</li> <li>• Foreclosure rate</li> <li>• High cost loan rate</li> <li>• Housing stock condition</li> <li>• Crime index</li> </ul>	<ul style="list-style-type: none"> <li>• Distance to nearest park or open space</li> <li>• Proximity to toxic waste release</li> <li>• Percent of area within a food desert</li> </ul>	<ul style="list-style-type: none"> <li>• Math test scores</li> <li>• Reading test scores</li> <li>• Student poverty</li> <li>• Teacher qualifications</li> <li>• Graduation rates</li> </ul>	<ul style="list-style-type: none"> <li>• Cost per commute</li> <li>• Proximity to bus stops</li> <li>• Average transit fare</li> <li>• Percent of commuters who walk</li> </ul>	<ul style="list-style-type: none"> <li>• Access to living wage jobs</li> <li>• Job growth trends, 2000-2010</li> <li>• Unemployment rate</li> <li>• Access to banking</li> <li>• Internet connections</li> </ul>

The consultants conducted 29 key informant interviews representing 22 agencies, schools and city government; facilitated three community engagement forums with a total of 77 participants representing teens to seniors, and encompassing a variety of cultures, languages, and livelihoods; analyzed numerous state, county, and local data sources; and conducted a small group discussion with Community Services Advisory Committee (CSAC) members.

The qualitative results from interviews and community engagement forums were then converted into a quantitative format through coding, which counts the number of times a topic or word occurs in order to transform responses into quantifiable themes. In addition to coding, the results of the community forums were also weighted in order to adjust the results to represent the population from which the sample was drawn. The preliminary findings were then presented to CSAC members at a public meeting where community members participated, and also to a City Administration and Finance Committee meeting.

Koné Consulting sought a diverse cross-section of the community in its forums and interviews, to include the voices of those who serve in human services, as well as individuals most likely to utilize or need human services.

#### Key Informant Interviews

Key informant interviews were conducted with a variety of professionals knowledgeable about human services in the South King County and SeaTac area. A standard interview protocol was employed wherein individuals were provided CSAC's 2017-2018 funding priorities and asked for their insight and feedback on these priorities, as well as any unmet community needs or groups in crisis, and their thoughts on the role of the City in funding these priorities.

#### Community Engagement Forums

Utilizing the Technology of Participation method designed by The Institute of Cultural Affairs (ICA) to recognize and honor contributions of all and ensure ideas were consolidated into cohesive themes, community engagement forums were held at Madrona Elementary School, Senior Services/Community Center, and Windsor Heights Apartments.

Participants were asked the following:

*Imagine it is one year from today - November 2018 - and it is easier to provide for your family's needs, like: nutritious food; safe, affordable housing; reliable healthcare; quality childcare; and work with good wages. What types of services or support could the City of SeaTac help pay for that would make it easier for you to meet your family's needs?*

Individual participants were asked to reflect on the question, then share within small groups. Small groups then reported their top priorities to the entire gathered forum. Thus, all voices



were heard, and concerns, ideas and possible solutions were captured by facilitators. Nods of agreement were seen throughout the process, with many ideas generating cheers of consensus and applause among the participants. At the end of each forum, many attendees remarked on their interest and desire to have more opportunities to gather and share ideas, or lend their voice to governmental discussions and decisions.

### Extant Data

The environmental scan culled extant data from existing studies, reports and documents to identify:

- Demographic information
- Transportation and mobility issues
- General health and well-being of community members
- Housing availability
- Education benchmarks
- Related characteristics aligned with the City's Human Services Priorities

Sources of information utilized to develop this report are found in Appendix A.

## **Assumptions and Limitations**

The findings included in this assessment reflect themes expressed repeatedly in interviews and community forums and supported by quantitative data whenever possible.

Koné Consulting did not attempt to “validate” the perceptions and input of the individuals who participated in the assessment. The goal was to understand community perceptions about the current and emerging needs of SeaTac residents and use the knowledge of key informants and available extant data to determine the alignment between the perceived needs and the current reality.

## **FINDINGS**

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SeaTac is a uniquely diverse and vibrant community – racially/ethnically, culturally and socio-economically.

Measuring human services needs is particularly complex in a community such as SeaTac. For this reason, the **Opportunity Index** categories, a well-accepted and tested format for measurement in this scope of work was employed. Because of the over-lapping nature of human services impact on each of the index categories, some service providers are included in multiple domains with regard to funding. Likewise, issues raised by community members may also be seen in more than one domain (e.g. Education findings include needs also cited in Transportation and Economic Health).

The environmental scan conducted as part of this needs assessment, raised awareness of the demand for ensuring all groups are represented in city services and initiatives. This is pivotal in breaking patterns that have contributed to social inequity and disparity; by demonstrating compassion for the working poor (whom are often unable to participate in community conversations), their voices may be heard and better mutual understanding will result.

Seeing neighbors as strangers further interferes with forging a mutual understanding of the complex issues facing SeaTac's population, and discovering shared goals for a thriving and prosperous community. As with residents in traditional small towns where the community is connected, aware of, and serves the needs of others in addition to valuing self-reliance, SeaTac's community forum participants and stakeholders also shared the desire to be seen as contributing members toward solutions to their hometown's complex needs and challenges.

Participants in forums, as well as key informants, welcomed the opportunity to share their thoughts, concerns and ideas, and expressed appreciation to the City for inviting them to do so. Those gathered overwhelmingly agreed they are eager to see their input reflected in this report, as well as see the actions which result.

Although opinions included frustration the City is not responsive to residents' concerns, building relationships with city leadership was a consistent theme expressed by community members throughout this study. Residents would like further community-based forums and gatherings, and expressed a strong desire to invite city leadership into their communities for authentic engagement. Additionally, participants acknowledged knowing one's neighbors as a way to overcome misperceptions, fears and isolation among residents of differing cultures, ages, and residents both recent and long-term. All displayed a spirit of collaboration in working toward a vibrant and enduring city in which there are ample opportunities and residents are prospering.

The nature and magnitude of the challenges require people to realize their own well-being depends on the well-being of others; this is key to building a sustainable reality where social equity is the norm. All people, regardless of where they live in the community, need access to resources and opportunities to improve their quality of life and help reach their full potential.

In as much as the City can identify and fund creative ways for making connections between neighbors and bridging gaps in access and services, residents will realize this opportunity to achieve self-sufficiency and contribute to the ever-changing vibrant SeaTac landscape.

## Call to Action

The City of SeaTac has demonstrated strong commitment to investing in programs and organizations positioned to address these challenges. The wide breadth of organizations and people served by these grants has allowed the City to support many areas of identified need. However, the needs of residents in the community are increasing and becoming more complex. The required solutions need to be implemented across departments as well as collaboratively with other cities and regional services. Programs must demonstrate results.

If SeaTac is to be successful in meeting the needs identified in this assessment and address social and economic inequities in the community, a greater level of commitment to identifying and eliminating the structural conditions keeping inequity in place must be conveyed. This is accomplished by an engaged and communicative leadership eager to enlist those most impacted by potential changes to “come to the table” and create a better future together.

Based on the three facilitated community engagement forums and 77 participants in attendance, safe and affordable housing ranked as the highest human services priority need. Access to healthcare is the second highest priority and youth programs and schools is third, Figure 5, next page.

The 27 key informant interviews also determined safe and affordable Housing as the highest need in SeaTac, almost two times more than the second ranked priority for the community, embracing diversity. Access to healthcare was the third highest ranked priority as seen in Figure 7, next page.

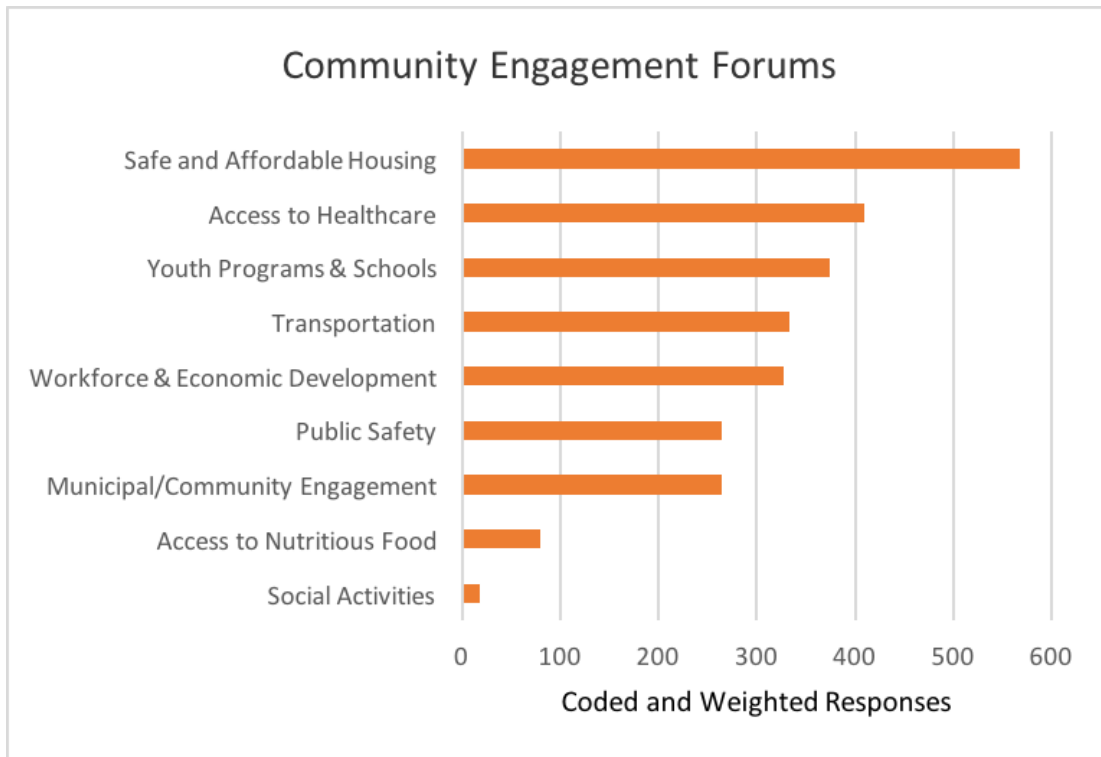


Figure 6: Community prioritization of SeaTac resident's needs. Coded and Weighted Responses. Community Engagement Forums

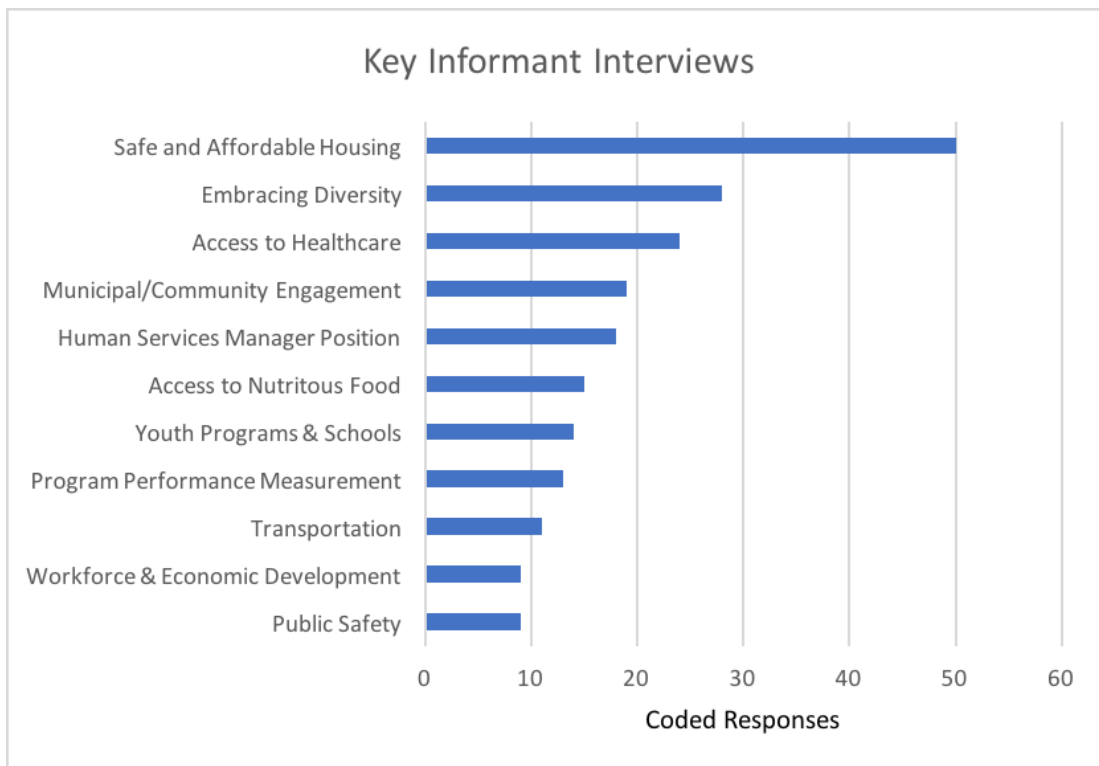


Figure 7: Community professionals and organization leaders' prioritization of SeaTac resident's needs. Coded responses. Key Informant Interviews.

When combined, responses from the community engagement forums and key informant interviews revealed safe and affordable housing remained the highest priority of service need for SeaTac residents, as seen in Figure 7. Access to healthcare is second and youth programs and schools is third. Reliable, affordable and convenient transportation is fourth and workforce and economic development is fifth. These prioritizations are reflected in the order of the following findings.

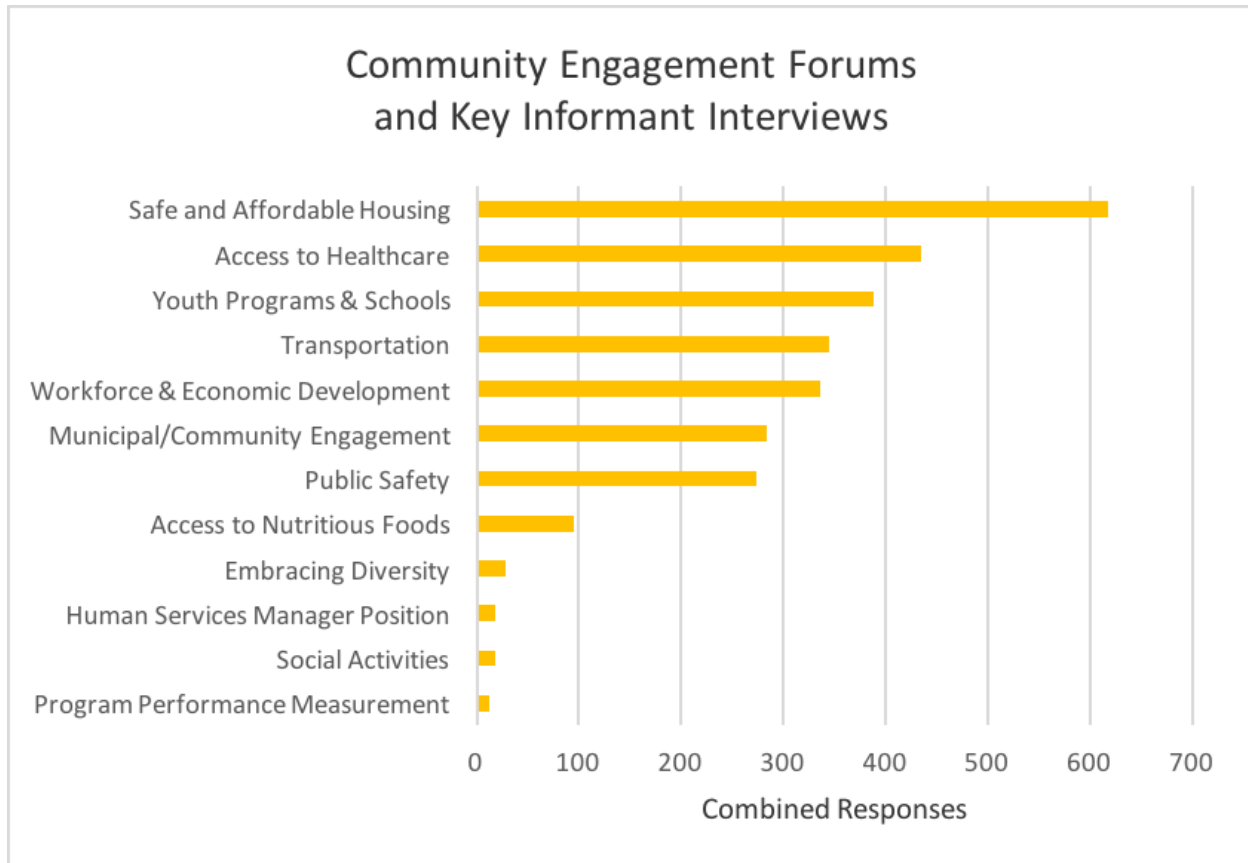


Figure 8: Prioritization of SeaTac Human Services Needs. Combined responses from Community Engagement Forums and Key Informant Interviews.

## Housing & Neighborhood Quality

### Overview

Housing and neighborhood quality have been shown to impact physical health, behavioral health, school achievement and economic opportunity, among other outcomes. Affordable, safe and stable housing is an important tool in helping families thrive and succeed.

Access to safe and affordable housing is a crisis in King County; the City of SeaTac is no exception. Historically, South King County has been known to have affordable housing stock, but recent economic growth and development has put pressure on the market due to demand. Property values in the vicinity of light rail stations will likely rise in anticipation of new development and make it challenging to provide and maintain affordable housing near the stations. Mitigation for the SeaTac Airport construction of the third runway, SR-509 corridor purchases, and other development actions have led to the elimination of older housing stock and reduced affordable housing such as mobile home housing.

The median home value in SeaTac is approximately \$346,000; SeaTac home values have gone up over 10% the past year. Median rent values have increased 18% over the past six years and are continuing this trajectory. Based on current market rates, the average monthly rent for an apartment in SeaTac is \$1,323 (a 9% increase compared to last year), with a studio averaging \$808, a one-bedroom averaging \$1,174 and a two-bedroom averaging \$1,444.

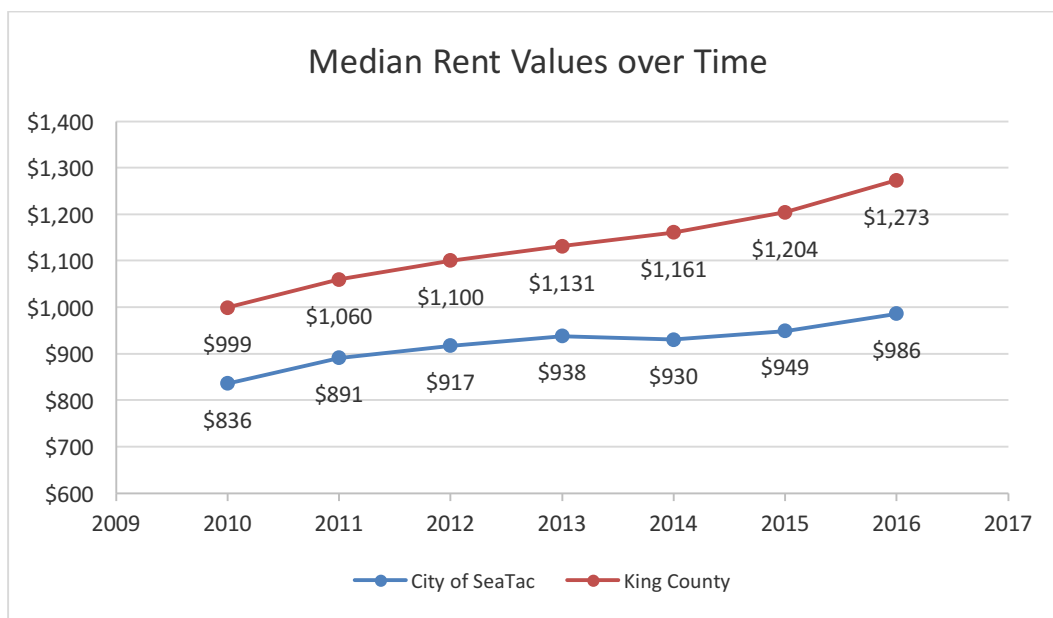


Figure 9: Median Rent Values over time. 2010-2016. American Community Survey.

Figure 8: Median Rent Values over Time. More than 4 in 10 households in SeaTac are housing cost burdened, spending over 30% of their income on housing. As of 2015 there were 10,271 housing units in SeaTac with an occupation rate of near 96%. The need for additional housing is clear; the City’s housing shortage is reflected by the current need for 862 additional homes, and a predicted requirement for 1,558 homes in the year 2030, in

order to achieve the county-wide proportional need.<sup>9</sup> SeaTac's housing gap is largest for households with incomes 30% Area Median Income (AMI) or less.

More SeaTac residents live in renter-occupied housing (48%) when compared to King County (42%) and the US (35%).<sup>10</sup> The high cost of housing can lead to over-crowding; in SeaTac, 901 households have been identified as over-crowded.<sup>11</sup> Low-income households in SeaTac are particularly impacted, spending an average of 75% of their income on a combination of housing and transportation expenses.<sup>12</sup> Mobile home parks in the city offer about 540 mobile homes as an affordable housing option but are vulnerable to park closure by park property owners.<sup>13</sup>

Low-income housing currently available in SeaTac includes Section 8 vouchers in which people with low incomes may rent homes on the private market and pay a percentage (between 28-40%) of their income toward rent. The King County Housing Administration (KCHA) pays the difference between the tenant portion and the full rent amount. These vouchers help approximately 11,400 households throughout all of King County. KCHA's Section 8 waiting list accepted 3,500 applicants by a random lottery drawing in May 2017 and is now closed with no known date of re-opening the list.

KCHA also owns and manages 64 properties offering 3,262 units of subsidized housing throughout all of King County for seniors, people with disabilities, single-parent families or low-income working households whose incomes qualify. Two of these 64 properties are located in SeaTac. These households are responsible for paying 30% of their income toward rent and utilities. A third housing option offering reduced rent is moderate-income housing serving working households earning less than the area median income financed with housing tax credits and/or tax-exempt bonds and managed by private companies. In this type of housing, residents pay flat rent amounts slightly below the rates charged for similar apartments on the private market; there are 2,000 of these housing units offered at 14 properties throughout King County.

In general, SeaTac's housing tends to be older, with housing structures median-year built in 1969, compared with King County (1979) and US (1977). This has impacted housing stock safety, causing high rates of SeaTac households with a risk of lead exposure (73%), and 135 SeaTac households having inadequate plumbing or kitchen facilities.<sup>14</sup>

Homelessness is also a growing problem in the region. Homelessness reports specific to City of SeaTac are not available, however in Southwest King County 1,102 people were

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<sup>9</sup> [SeaTac Housing Data by City. Housing Development Consortium. Updated August 2017.](#)

<sup>10</sup> [SeaTac, Washington: Households Demographics. Robert J. Weis, PhD. For City of SeaTac, April 2015](#)

<sup>11</sup> [National Healthy Housing Standard. Housing Development Consortium. 2017](#)

<sup>12</sup> SeaTac Human Services CLA 2017, C. Brandt-Schuler, Human Services Manager

<sup>13</sup> [Housing and Human Services Element. Chapter 3. City of SeaTac Comprehensive Plan.](#)

<sup>14</sup> [National Healthy Housing Standard. Housing Development Consortium. 2017](#)

homeless and sleeping outdoors, and 915 homeless people were residing in emergency shelters, transitional housing or safe havens during the January 2017 point-in-time-count. Reports from homeless shelters in South King County indicate they turn people away nightly due to lack of space.

In addition to housing, this Opportunity Index category also includes neighborhood quality. One measure of determining the quality of a neighborhood is the crime index. As previously mentioned in this report, SeaTac's violent crime rate has remained steady over the past several years. There were 63 violent crimes reported in SeaTac in 2016 and two homicides. In general, it is challenging to compare crime rates and this is the case when attempting to compare SeaTac crime rates to county, state or national data. The Federal Bureau of Investigation Uniform Crime Reporting Program collects data from law enforcement agencies nationwide and offers standards in crime reporting data quality. They caution against ranking when making valid comparisons of crime among different locales due to the variance in reporting between law enforcement agencies. The National Incident-Based Reporting System (NIBRS) will be the national standard for crime reporting by 2021 and will allow for more comprehensive data in order to better analyze and compare crime rates.

In 2016, SeaTac Police were called out to 376 domestic violence incidents<sup>15</sup>; SeaTac's Prosecuting Attorney has filed 136 domestic violence cases as of November 2017. According to the Domestic Abuse Women's Network, South King County sees more domestic violence incidents and more protection orders overall. In 2016, there were 803 felony domestic violence assaults in South King County, compared to 452 in the City of Seattle.<sup>16</sup> Immigrants and refugees in domestic violence situations face higher barriers to finding safety due to language limitations, threat of deportation and general isolation from community.

### **City Investment in this Priority**

SeaTac is currently investing **\$75,500** in shelter and housing programs designed for homeless women, women and their children fleeing domestic violence, low-income men, women, youth and children, and people with behavioral health issues, as well as eviction prevention support through the King County Bar Association. That represents about **14%** of the total funding available.

Grants for programs within this category include (see page following):

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<sup>15</sup> [City of SeaTac Annual Police Service Highlights & Data. 2016](#)

<sup>16</sup> [Domestic Abuse Women's Network. 2016 Annual Report](#)



<b>Crisis Clinic (2-1-1)</b>	<b>\$ 1,500<sup>17</sup></b>
Domestic Abuse Women’s Network (Housing/Shelter)	\$ 9,000
Hospitality House	\$ 10,000
King County Bar Association	\$ 6,000
Multi-Service Center (Shelter/Transitional Housing)	\$ 8,000
Multi-Service Center (Rent/Emergency Assistance)	\$ 32,000
Sound Mental Health (Projects for Assistance in Transition from Homelessness PATH)	\$ 9,000
<b>Total</b>	<b>\$ 75,500</b>

In addition, the City of SeaTac continues to offer the SeaTac Minor Home Repair program, which provides subsidized minor home repairs for income eligible SeaTac homeowners.

### Unmet Program Needs

The lack of safe and affordable housing in the City of SeaTac was identified by community members more frequently than any other human services need. Based on interviews with leaders in the community as well as community engagement forums, there is a strong need for safe, affordable housing.

Some of the needs identified are:

- More rent subsidies
- Homeless services including family shelters, outreach and more services to homeless students
- Utility assistance
- Senior housing
- Financial assistance to families who are being displaced and forced to move

### Other Community Needs

In addition to housing service needs, the need for housing policy changes in the City of SeaTac were identified.

These include the need for:

- Rental inspections
- Non-discrimination landlord policies
- Rent control
- City leadership controlling new development

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<sup>17</sup> Crisis Clinic (2-1-1) provides information and referral for a range of issues related to housing, health, and economic health, so one-third of funding was allocated to each category.

- Zoning, so new development includes affordable housing and builds space for educational opportunities or grocery stores

## Implications

The lack of quality affordable housing in the City of SeaTac is the greatest concern for SeaTac residents. Not having a safe and affordable place to live makes it difficult for families to live and thrive in their community. Low-income and immigrant and refugee families are disproportionately impacted by rising housing costs. Households with very low incomes (less than 30% of the area median income) have the greatest difficulty finding housing.

Families are being displaced from their homes due to increasing housing costs spurred by development and risk eviction due to inability to pay their utility bills.

The City's aging rental market is leading to substandard and unsafe living conditions including mold and lead exposure. Without code enforcement ordinances, renters are left on their own to handle repairs with fear of retaliation from property owners if conditions are reported.

## Health & the Environment

### Overview

Health and the environment is an important factor for families to live a full, satisfying and productive lives. The significance of quality of life and well-being as a public health concern is not new. Interaction with the environment affects quality of life, health disparities, and years of healthy life lived.

City of SeaTac residents generally have higher health risk factors and chronic disease when compared to King County and Washington State. This includes higher rates of smoking, cancer, heart disease, and higher cholesterol levels. Residents also experience higher homicide and motor vehicle accident rates when compared to King County and the state, as well as higher infant mortality, low birth weights, teen births, lack of prenatal care, and smoking while pregnant.<sup>18</sup>

The SeaTac/Tukwila health planning area (HPA) has the county's second highest adult overweight rate at near 64%, and the third highest rate of diabetes among adults over age of 18, at just over 8%. These figures are comparable to King County's rates of around 55% overweight and 6% diabetes. The percentage of adults in SeaTac/Tukwila who are

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<sup>18</sup> [King County City Health Profile – SeaTac/Tukwila. March 2016](#)

sedentary and do not participate in any leisure time physical activity is 29%, the highest rate in King County (16% overall).<sup>19</sup>

As mentioned repeatedly in forums and interviews, proximity to parks and the SeaTac Community Center is restrictive for residents in the mid and southern region of the city, also seen in Figure 9, next page.

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<sup>19</sup> [Community Health Needs Assessment. Valley Medical Center. 2017](#)

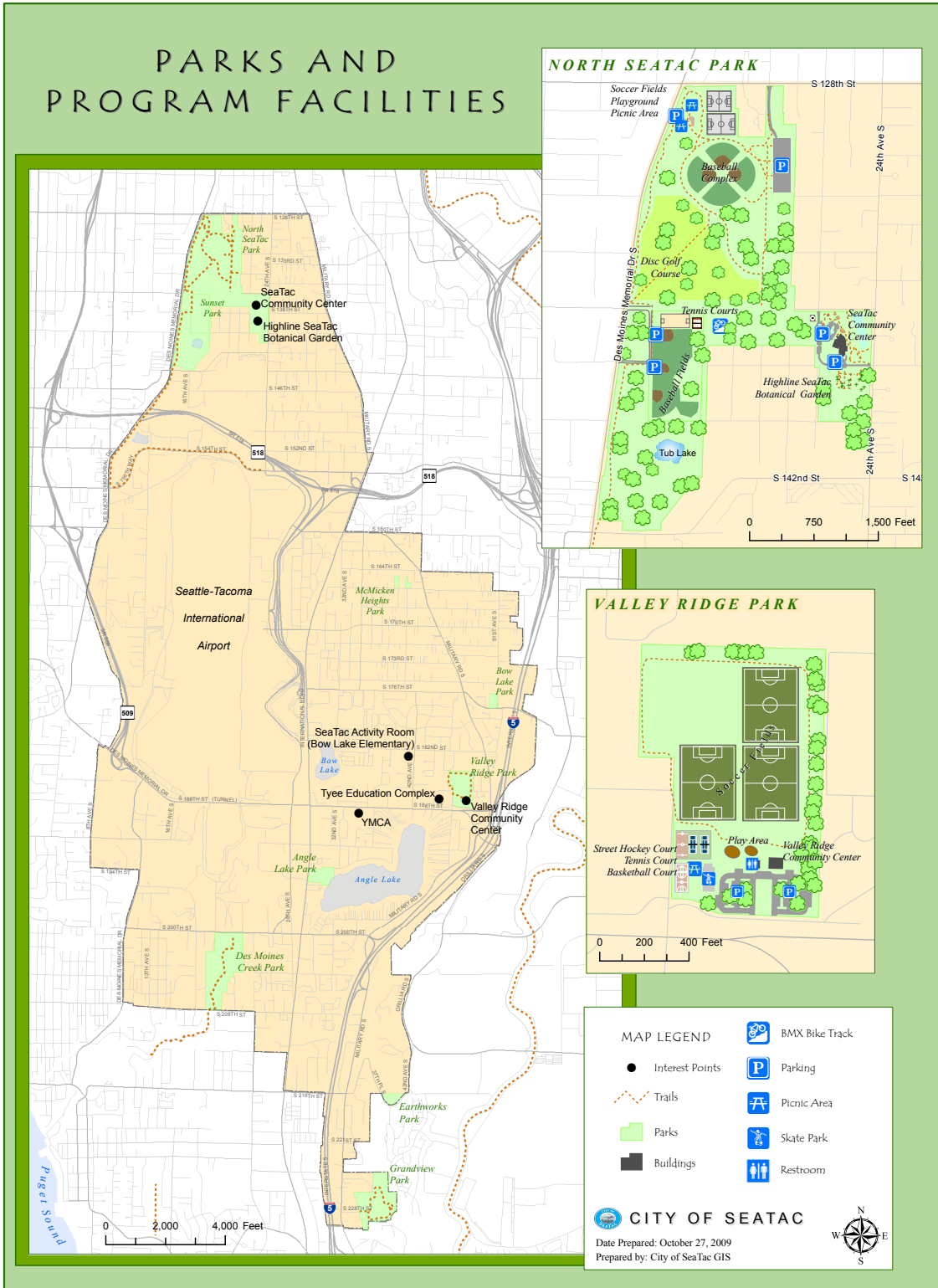


Figure 9: Park Maps. City of SeaTac GIS. 2009

The average number of poor mental health days experienced by adults in SeaTac/Tukwila is four, compared to three days in King County and four days across the state. The rates of frequent mental distress are also similar when compared to King County and the state as a whole, with 11% of SeaTac residents experiencing 14 or more bad mental health days in the last month. SeaTac residents have the second highest rate of binge drinking (21%) when compared to other cities in South King County.

Access to health and dental care is a significant challenge. SeaTac/Tukwila Health Reporting Area (HRA) is ranked 1<sup>st</sup> in King County for residents not having a personal doctor or having seen a dentist during the past year. As a result of not being able to afford care, the City of SeaTac has the lowest rate of health insured residents in King County at 78% (King County insured overall, 89%), and the second highest rate of unmet medical needs of adults in SeaTac/Tukwila HRA (25%).<sup>24</sup> The City is working on addressing this need and there is some success to build on through Health Insurance Assistants at the Family Resource Center. As a result of this program, SeaTac had the highest rate of return in King County in getting residents signed up for health insurance during the first season of the Affordable Care Act (ACA).

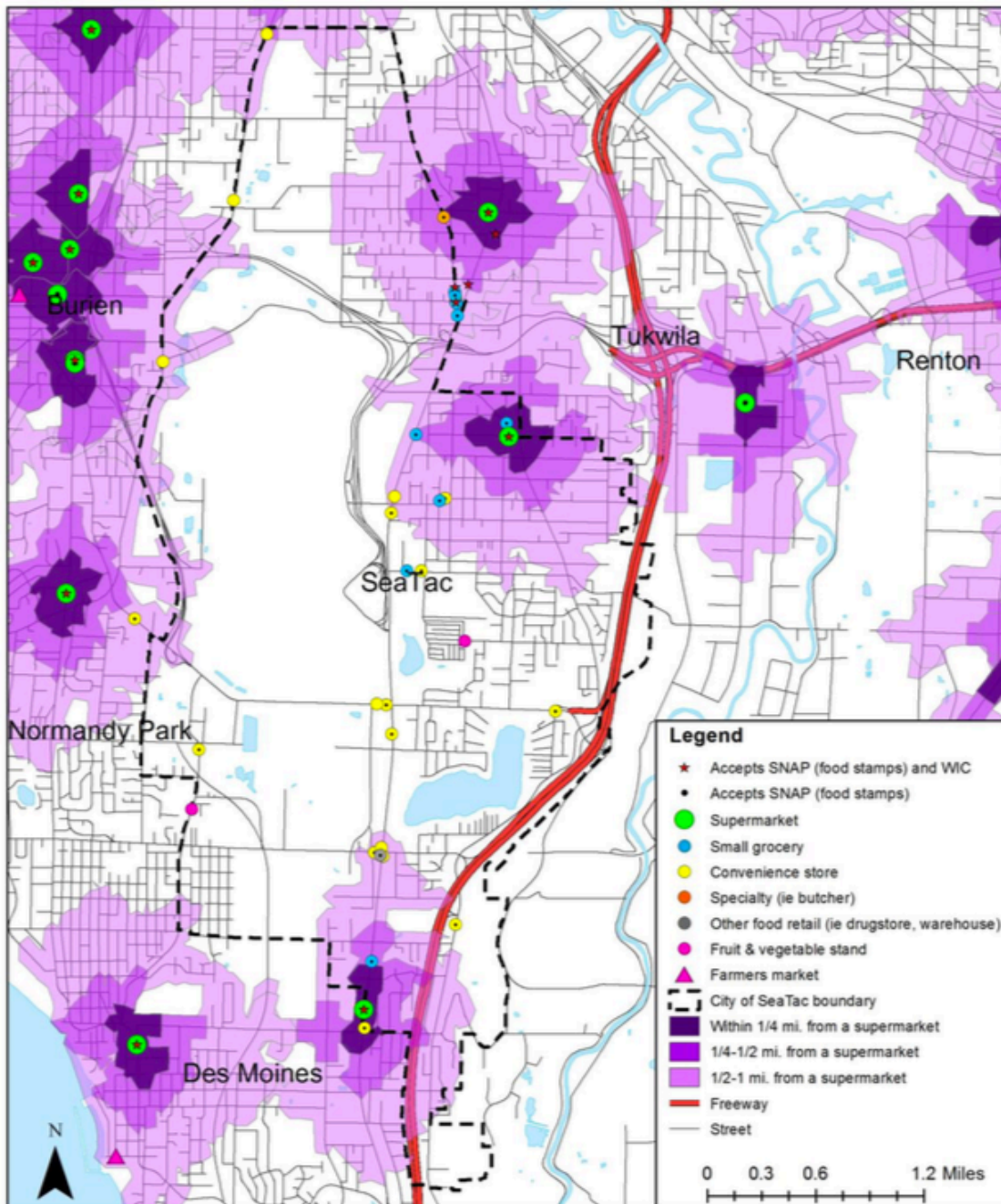
In addition to medical care access and availability trials, there is a significant challenge for SeaTac residents in accessing nutritious foods. There are over twice as many fast food restaurants and convenience stores as the combined number of supermarkets, small grocery stores and produce vendors in SeaTac. Approximately 22% of SeaTac households received federal Supplemental Nutrition Assistance Program (SNAP) benefits at some point during 2015,<sup>20</sup> and there are low-income residential areas in SeaTac not within feasible walking distance of a supermarket (i.e., more than one half mile) as seen in the following Figure 9.<sup>21</sup>

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<sup>20</sup> ["Local Profile: SeaTac, WA," Prosperity Now Scorecard, July 2017](#)

<sup>21</sup> [King County City Health Profile – SeaTac/Tukwila. March 2016](#)

## Proximity to Supermarkets in SeaTac, WA



Sources: Public Health - Seattle & King County, King County GIS Center, Washington State Dept. of Social and Health Services and Dept. of Health.

\*Food retailers identified by public health permit database (March 2011) and DSHS food stamp retailer database (April 2011).

Made possible by funding from the  
Department of Health and Human Services  
and Public Health - Seattle & King County.

**URBAN FOODLINK** Created May 2011 by Urban Food Link

Figure 10: Food retailers identified by public health permit database and DSHS food stamp retailer database. Seattle and King County GIS Center, Washington State Dept. of Social and Health Services and Dept. of Health. 2011

## City Investment in this Priority

In addition to the direct services provided by the City such as case management and information and referral, the City of SeaTac also invests just over **\$218,000** in medical, dental, behavioral health services as well as local food banks and services for victim survivors of domestic violence and sexual assault. This represents about **41%** of the total funding available for grant-funded services. These programs include the following\*:

<b>Medical/Dental</b>	HealthPoint (dental)	\$ 14,000
	HealthPoint (medical)	\$ 37,000
<b>Behavioral Health</b>	Crisis Clinic Crisis Line	\$ 2,500
	Children’s Therapy Center	\$ 14,040
	NAVOS Ruth Dykeman	\$ 29,000
<b>Food</b>	DesMoines Area Food Bank	\$ 38,136
	Highline Area Food Bank	\$ 12,000
	Matt Griffin YMCA (Food & Fun)	\$ 10,000
	Sound Generations/Senior Services (Meals on Wheels)	\$ 13,673
	Tukwila Pantry	\$ 12,000
<b>Support Services</b>	<b>Crisis Clinic (2-1-1)</b>	<b>\$ 1,500<sup>22</sup></b>
	Domestic Abuse Women’s Network (Community Outreach & Hotline)	\$ 4,000
	Domestic Abuse Women’s Network (Prevention)	\$ 2,000
	Institute for Family Development (PACT Program)	\$ 8,500
	King County Sexual Assault Resource Center	\$ 8,424
	<b>Lutheran Community Services (Family Resource Center)</b>	<b>\$ 11,750<sup>23</sup></b>
<b>Total</b>		<b>\$ 218,523</b>

## Unmet Program Needs

Community members in the City of SeaTac identified the following needs for health and environment:

### Health care

- Access to affordable health care and insurance, including mental health and dentistry

<sup>22</sup> Crisis Clinic (2-1-1) provides information and referral for a range of issues related to housing, health, and economic health, so one-third of funding was allocated to each category.

<sup>23</sup> LCS grant total in 2017 was \$47,000, and funded a range of services that address health, education, transportation, and economic health, so one-fourth of funding was allocated to each category.

- More healthcare institutions offering more services
- Healthcare support in schools
- Home care assistance
- Medical/Dental outreach buses at public meal services

#### Food:

- Community gardens

#### Safety:

- A way to get to know neighbors
- Security – nighttime, parks, around schools, Windsor Heights, security cameras
- Increased access to emergency and pay phones
- Culturally relevant and aware multi-lingual police force, which reflects the community and is able to communicate with non-English-speaking residents

### **Other Community Needs**

#### Food:

- Access to affordable, healthier foods; more grocery stores, farmers markets and culturally-specific foods
- Healthier food in and near schools
- Zoning in new developments for multiuse buildings with access to nutritious food

#### Physical Activity:

- Recreation and parks improvements
- A south end SeaTac community center with exercise facilities
- Safer walking paths and added crosswalk lights

### **Implications**

SeaTac residents identified health and their environment as the second most important human service need and are experiencing serious health risks and high rates of unmet medical needs in their community. SeaTac residents have significantly higher rates of chronic disease and poor health outcomes when compared to King County, and face high rates of smoking, being overweight and sedentary behavior. In addition to higher health risks, access to healthcare providers is limited due to high rates of uninsured individuals.



## Education

### Overview

Among City of SeaTac residents 25 years old and over, 82% have achieved a high school education or higher. Of those, 19% have a bachelor's degree or higher, and nearly 6% have a graduate or professional degree.<sup>24</sup>

There are three colleges under 10 miles from SeaTac: Highline Community College, Renton Technical College, and Seattle Community College-South Campus; and several additional colleges and universities less than a 15-mile radius of the city. Programs range from transfer courses, professional/technical courses, basic skills classes, and pre-college level courses.

In addition to serving adult learners, nearly 8% of Highline School District high school students participate in Running Start, working concurrently toward their high school and AA diplomas.<sup>25</sup>

### Highline School District

SeaTac students age 3-21 are served by Highline School District, with 4,445 of its nearly 19,000 students residing in SeaTac. The district also serves students living in Burien, Normandy Park, Des Moines and White Center communities.

One of the most ethnically diverse school districts in the nation, over a quarter of its students are non-English language learners (26%) representing 95 different languages. Highline School District is one of the most impoverished school districts in Washington State with 81% of the students who reside in SeaTac qualifying for free or reduced-price meals, whereas the state average is 43%.

The Washington State Office of the Superintendent of Public Instruction performance indicators include graduation rates, remediation, and postsecondary enrollment and completion. Highline School District is committed to improving its performance in the areas of kindergarten preparedness, ensuring 9<sup>th</sup> graders experience academic success in the transition to high school, and reducing chronic absenteeism and issues of discipline.<sup>26</sup>

Although the District experiences lower overall graduation rates compared with Washington State, the District's November 2017 Graduation Report indicates graduation rates increased for the fourth consecutive year (79% in 2016-2017), with students of color seeing the greatest gains (see Figure 10, next page). The rate has risen nearly 22 points for Black/African American students, 25 points for Latino students, and 31 points for Pacific Islander students over the past five years.<sup>27</sup>

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<sup>24</sup> [City-Data.com, SeaTac, WA](http://City-Data.com, SeaTac, WA)

<sup>25</sup> [OSPI Washington State Report Card, Highline School District, Dual Credit Participation Summary 2015 - 2016](#)

<sup>26</sup> [OSPI Performance Indicators - Data and Analytics](#)

<sup>27</sup> [Highline School District, "Class of 2017 Graduation Rate, November 2017"](#)

Additionally, Highline School District is making strides toward curtailing out-of-school suspensions and discipline rates, which now fall significantly below the State average. Out-of-school suspensions dropped from around 1,600 in 2012-2013 to under 500 during the 2015-2016 school year.

There is an increase in students enrolled in advanced placement courses and the District has pledged every student will graduate both tech-savvy/tech-literate and bilingual/bi-literate by 2026.<sup>28</sup>

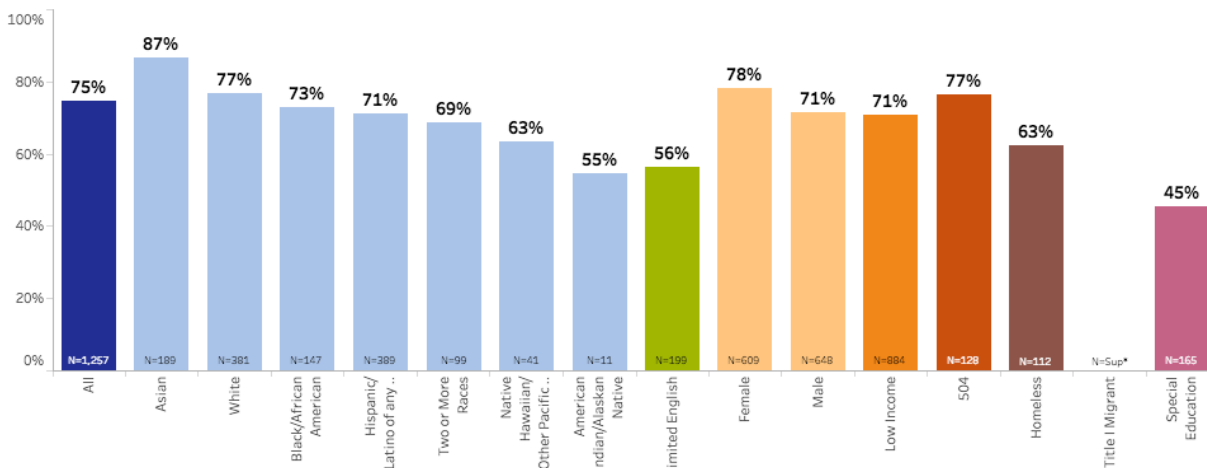


Figure 11:: Percent of students who graduate high school on time. Highline Public School District. The Road Map Project. 2016

### Student Demographics 2015-2016 - Entire District<sup>29</sup>

P-12 Enrollment	% Kids of Color*	% Free and Reduced Lunch	Number of Schools with Schoolwide Title 1 Funding	% Transitional Bilingual Instruction Program (TBIP)	Languages spoken by 100 children or more**
19,702	77%	65%	30 (97%)	26%	88

\*More than 25% of students identify as Hispanic/Latino

\*\*Notes: This analysis includes the 2015-2016 school year list of languages spoken by TBIP students in each district and is only shown for languages spoken by 100 children or more. A total of 95 languages are spoken by District students.

### City Investment in this Priority:

The City has made a significant investment in education-related services, providing funding just under **\$175,000**. This represents about **33%** of the total funding available for grants. Programs include after-school tutoring, outreach and intervention, enrichment activities and

<sup>28</sup> [Highline School District Fast Facts](#)

<sup>29</sup> [School's Out Washington: Out-of-School Time Landscape Scan Sept 2017, BERK Consulting; OSPI, Migrant and Bilingual Education, Annual Report to the Washington State Legislature, 2015-16, Appendix C](#)

childcare, adult and family literacy services, parenting support, and recreation opportunities. Grants which support child and adult education are as follows:

Child Care Resources	\$	5,309
Crisis Clinic (Teen Link)	\$	2,500
Literacy Source (offering adult language and literacy classes)	\$	30,000
<b>Lutheran Community Services (Family Resource Center)</b>	<b>\$</b>	<b>11,750<sup>30</sup></b>
Matt Griffin After School	\$	33,000
Matt Griffin YMCA (Kindergarten Plus Program)	\$	20,000
Nexus Youth and Family (Auburn Youth Resources)	\$	8,000
Safe Futures	\$	16,000
Somali Youth and Family Club	\$	20,000
SW Youth and Family Services/New Futures (Child and Family Support)	\$	28,000
<b>Total</b>	<b>\$</b>	<b>174,559</b>

### Case Study: Empowering Students to Make Gains

New Futures/S.W. Youth and Family Services had three overarching goals for their 2017 summer services to students in the Highline School District. The goals were to:

- 1) Mitigate summer loss by increasing curriculum that incorporates literacy;
- 2) Develop partnerships with organizations, individuals, and families; and
- 3) Increased skill building, enrichment opportunities, and fieldtrips.

Summer programming was increased from six to seven weeks, enabling the increase of partnerships from nine organizations last summer to 22 in 2017. Partnerships provided skill building activities in literacy improvement through the King County Library and Seattle Public Library. Students also studied science and math through the Environmental Science Center, Pacific Science Center, and Museum of Flight trips. They learned about technology through the in-house coding and robotics program and fieldtrip to the Living Computer Museum. They also experienced the outdoors and sports through paddle boarding with Peak 7, bouldering with Seattle Bouldering Project, Camp Orkila, soccer through Starfire Arts; and philanthropy through dance lessons with Coyote Central, attending live theatre and a fieldtrip to and meeting with staff from the Bill and Melinda Gates Foundation.

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<sup>30</sup> LCS grant total in 2017 was \$47,000, and funded a range of services that address health, education, transportation, and economic health, so one-fourth of funding was allocated to each category.

Results were impressive. Windsor Heights students' reading levels were tested using the San Diego Quick Assessment from 1st-12th grade at the beginning of the summer and at its conclusion.

*"The results were astounding. 100% of the students maintained their reading levels; specifically, 70% of the elementary students increased their reading level and 69% of the middle school and high school students increased their reading levels.*

*We are incredibly mindful of the indicators when it comes to the population of students we serve, where a majority does not meet the reading and math levels according to the Smart Balanced Test Scores from the Highline School District. However, when you match scores from our New Futures students against the Highline School District, we are able to meet the levels of the district and at times have scored 3% above."*

## **Unmet Program Needs**

Teachers shared there has been a reduction in school district funding for school-based after-school programs, leaving a void for many students who need extra help and enrichment activities. Although partnerships between agencies exist to provide academic support and basic needs, parents expressed interest in more community-based after-school programs, especially in languages other than English, to include bi-lingual literacy opportunities, and cultural relevancy.

As indicated in the Value of Support example above, City funded community based after-school activities providing tutoring, educational support and positive social and experiential opportunities have resulted in students experiencing increased outcomes in reading and math.

## **Other Community Needs**

SeaTac area high school students' eager to embark on post-secondary learning opportunities experience opportunity and logistical barriers identified in the other human services issues of this study. For example, teens enrolled in Running Start shared their difficulty commuting to campus due to bus route shortages and transportation costs, as well as a lack of local internships (vs. those outside the city). Teens felt addressing these needs would provide more time spent studying and contributing to their communities, and less time commuting. Additionally, many of the high schools and area colleges are surrounded by fast-food chain restaurants, with no nutritional food available in close proximity. Students shared their desire for health and well-being while attending school, and drew the connection between this as a foundation to learning.

## Implications

When taken together, education concerns were the third highest priority voiced by community members and informant interviews. Academic achievement is impacted by many of the factors studied within the scope of this assessment, and concerns often overlapped with issues of transportation, neighborhood safety/lighting, access for teens to living wage jobs and community based internships, adequate space and opportunities for after-school programs, and access to quality nutritious food (both in and nearby public schools and colleges).

Although Highline School District students are underperforming in many areas in comparison to Washington State as a whole, the District is making progress on its strategic plan with significant reductions in out-of-school suspensions, and marked improvement in graduation rates, advanced placement enrollment, and commitment to providing workplace experiences and career readiness events.<sup>31</sup>

District/agency partnerships, including Graduate! Highline, International Rescue Committee, and community-based after-school programs such as New Futures/S.W. Youth and Family Services at Windsor Heights Apartments, are having a positive impact on academic achievement.

## Mobility & Transportation

### Overview

Overall, SeaTac lacks efficient public transportation and is not a very walkable city. The location of SeaTac airport in the middle of the city limits the possibilities for improving transportation options and alternatives. Like many suburban cities within large metropolitan areas, housing has not been intentionally developed along major transit lines.

The majority of non-arterial neighborhood streets do not have sidewalks. Bike path gaps exist in various forms from short segments on an existing path to larger geographic areas with few, or no bike paths at all. Walking distances from neighborhoods to bus lines can be onerous for seniors and people with mobility issues, as well as families with young children. Transporting groceries and other items via public transportation is problematic. The SeaTac International Airport and Interstate 5 restrict travel for residents. Gaps include outer portions of the SeaTac City limits to the northeast, southwest and east of the airport.

There is a heavy reliance on cars to get around. On par with U.S. and King County averages, the average vehicles per SeaTac household is 1.8. According to 2015-16 U.S. Census data, the mean travel time for SeaTac commuters was nearly 30 minutes; 78% used a car, truck

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<sup>31</sup> [Highline Public Schools 2015-16 Annual Report to the Community](#)

or van, with close to 20% participating in a carpool (compared to King County as a whole, at 73% and 5% respectively). Nearly 13% of SeaTac residents utilize public transportation for their work commute, and just over 5% walk to work. Fewer than 2% ride bicycles to work.<sup>32</sup>

A lack of community hubs and gathering places due to commercialization, and SeaTac International Airport taking up the center of the city, leaves residents desiring more welcoming and accessible community gathering and recreation spaces.

### City Investment in this Priority

The City's human services funding is invested in meeting transportation needs having slated about **\$23,000** in grants to community-based organizations that provide shuttle services and subsidize public transportation costs. This represents about **4%** of the grant funding available. For example, the City is currently funding:

Catholic Community Services	\$ 7,000
<b>Lutheran Community Services free or reduced cost bus passes to individuals and families</b>	<b>\$ 11,750<sup>33</sup></b>
Sound Generations, volunteer transportation for seniors	\$ 4,600
<b>Total</b>	<b>\$ 23,350</b>

SeaTac's Public Works Department helps to improve safety and connectivity, supporting non-motorized travel through a variety mobility-related construction projects such as sidewalk improvements, new bike paths, and traffic signals.

### Unmet Program Needs

Providing convenient, affordable, and reliable transportation was the second-most often mentioned need in the community forums (safe and affordable housing was first). A more specific theme which emerged was, although most agencies provide free or subsidized bus tickets, public transportation is still not affordable for very low-income individuals and families. The cost of single-route reduced-fares for eligible adults (\$1.50) and seniors 65+ (\$1.00) may offer relatively significant savings over the regular adult fare (\$2.75), and the discounted ORCA LIFT card, which provides up to 50% savings<sup>34</sup> to eligible individuals, seems reasonable, these costs remain a hardship for individuals and families in high cost-burdened households. This is particularly true for daily commuters. The need for affordable transportation was expressed repeatedly during the assessment.

<sup>32</sup> [US Census Bureau American Fact Finder, Commuting Characteristics by Sex 2015-2016](#)

<sup>33</sup> LCS grant total in 2017 was \$47,000, and funded a range of services that address health, education, transportation, and economic health, so one-fourth of funding was allocated to each category.

<sup>34</sup> [King County Metro Transit, ORCA LIFT](#)

## Other Community Needs

Another important theme that emerged is the need for reliable and convenient transportation. While the City directly funds improvements to roads and non-motorized travel options, such as sidewalks, pedestrian walkways, and bike lanes, it is dependent on King County and the regional transit authority for provision of mass transit. Key informants and participants in community forums also identified the following needs, which fall outside of the scope of SeaTac’s human services investments for transportation:

- Enhanced door-to-door and ease of travel to and from medical facilities and health care clinics, grocery stores and bus hubs. The waiting times and three-day scheduling requirement for the existing ride-sharing shuttles (Hyde and Access) often create significant hardship for people with complex health issues and mobility challenges.
- Better security at bus hubs. Some residents feel unsafe at these locations and want better lighting and other security improvements.
- Enhanced east-west bus transit to allow better and faster access to basic services and reduce the amount of travel time required going to and from a destination.
- Route training/education for seniors who have stopped driving, so they know how and where to access public transit.
- A direct service for getting children to and from school dry and safe and without mileage limits, to include transportation for high school students (ORCA cards) attending Chinook and Tyee, and running-start students at area colleges.
- More free parking, allowable street parking, and additional spaces to accommodate Park and Ride users, in particular.
- Increased bike paths and better connectivity of bike paths.

## Implications

Meeting the transportation needs of city residents is especially challenging because SeaTac is just one of many cities served by regional transit, thus must rely on advocacy and influence as primary means for making changes to existing infrastructure and expanding transportation alternatives.

Transit routes do not go directly to many of the locations where multiple services are located. Access to transit hubs, the placement and frequency of routes, and the availability of paratransit options are problematic. More specifically, routes don’t operate frequently enough to meet demand and options are limited for people who work night shifts. For example, the F and A lines connect transit centers with residential neighborhoods, however these routes don’t run often enough to serve the people in those neighborhoods.

Some people have to restrict what they take from food banks because they are only allowed a certain number of bags on the bus.

Parking is a big a concern outside of Park and Rides. More and more people in lower income brackets are relying on Park and Ride as their only transit option and in many cases all parking spaces are full.

Para-transportation, such as the Hyde shuttle by Sound Generations has been a successful addition, but this mode is still very limited. While alternative transportation options are available, these exist largely in patchwork form, and tend to be developed for very specific demographics, such as Hopelink for transporting Medicaid recipients to medical appointments. For seniors living in lower density areas, alternative transportation services are very limited.

Inadequate para-transit and lack of bus lines providing east-west mobility make it difficult for people to get to work and access the goods and services they need, limits where they can go, and increases the amount of time they must spend getting their basic needs met.

The Access and Hyde shuttles present unique challenges for the seniors who use them. Rides have to be scheduled three days in advance, and as these are often shared rides, shuttles often don't arrive on time, resulting in hours of waiting for pick-up.

The SeaTac/Airport and Angle Lake light rail stations in SeaTac, as well as Tukwila International Boulevard station (Tukwila), provide economical and reliable transit into downtown Seattle. SeaTac residents would use these stations more if there were adequate bus routes to get to the stations. Moreover, residents reported restrooms are frequently closed at area transit stations, making these hubs less utilized by some seniors, people with disabilities, and families with young children.

## Economic Health

The economic health of a city relates to how much income residents have, the amount and quality of jobs and thriving industries in the community, the amount of income disparity (how much richer the wealthy are than the poor), and access to banking and internet connections. These things contribute to the ability of residents in a community to have economic health and stability.

In general, SeaTac residents are middle to lower income working-class families in service and transportation industries. The 2016 median household income in SeaTac (\$48,487) lags far behind that of King County (\$78,800), Washington State (\$62,848), and somewhat lower than the U.S. (\$55,322). In 2016, the population of SeaTac residents 16 years old and over was 22,714. Of those, 65% were in the labor force. The unemployment rate is quite a bit higher in SeaTac than in Washington State at just over 9% compared to the state rate of around 5%.



Higher levels of poverty exist in SeaTac than in the state and country. In 2016, 18% of all people in SeaTac lived below the federal poverty level, compared to 15% nationally, and about 11% in King County.

According to the ACS data, children are more likely to be poor than any other age group, and three times more likely to be poor than seniors – also a vulnerable group<sup>35</sup>. Black residents are three times more likely to be poor than non-Hispanic or Latino white residents, and Hispanic or Latino residents are twice as likely to be poor as white residents.<sup>36</sup>

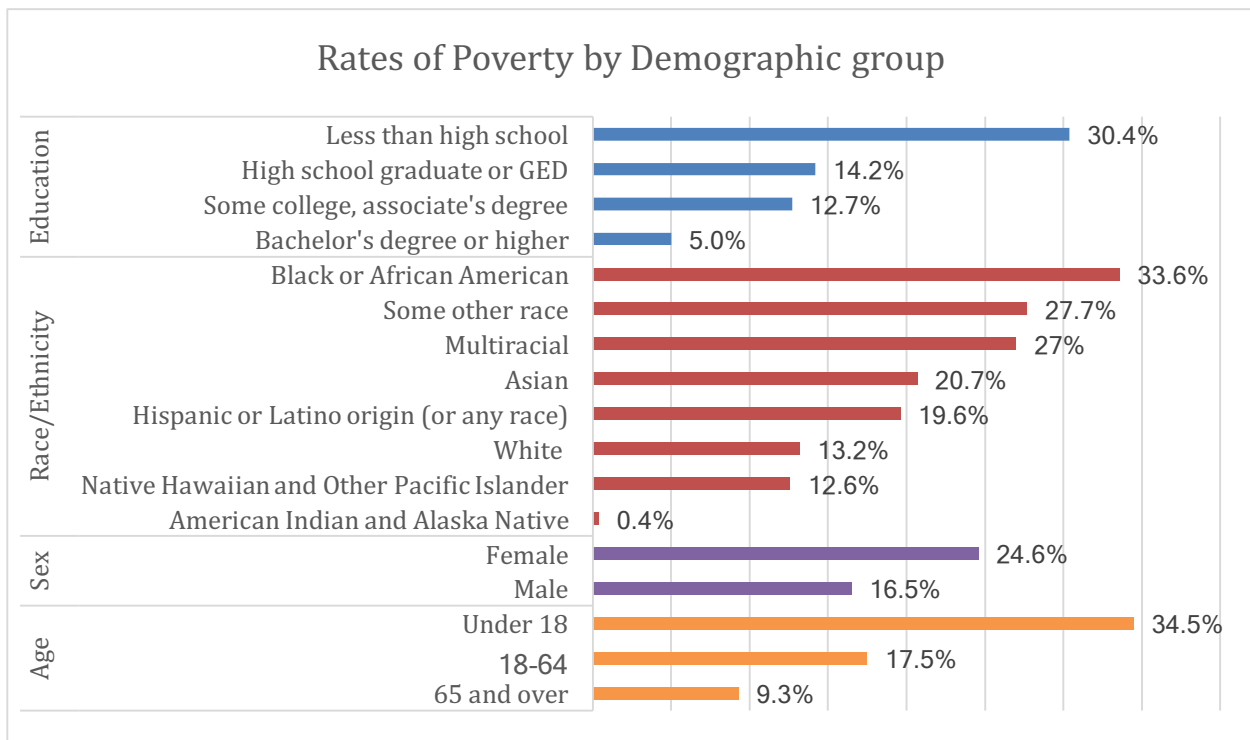


Figure 12: Poverty Status in the Past 12 Months. American Community Survey 5-Year Estimate. 2011-2015

In 2016, 10% of the approximately 14,000 working people in SeaTac lived below the poverty level; almost 4% of SeaTac residents who worked full-time year-round were below the federal poverty level, and 20% of people who worked part-time or part of the year were poor.

Educational attainment appears to reduce the likelihood of poverty for SeaTac residents. Thirty percent of adults 25 years and older with less than a HS diploma are poor compared to 5% of adults with a bachelor's degree or higher. Approximately 22% of SeaTac

<sup>35</sup> [2015 American Community Survey](#)

<sup>36</sup> [2015 American Community Survey](#)

households received SNAP benefits at some point during 2015, and approximately 11% of households received either SSI or cash assistance. Income inequality is less prevalent in SeaTac than in the State or U.S. Income is 3.6 times higher for the top 20% in SeaTac, compared to nearly 5 times higher nationally,<sup>37</sup> resulting in a smaller gap between the wealthiest SeaTac households and the poorest, likely because the wealthiest residents aren't as wealthy as those in other communities.

There were 2,084 companies in SeaTac in 2012.<sup>38</sup> The most prevalent type of establishments were hotels and restaurants bringing in \$250 million in annual sales and employing approximately 3,000 of the 13,000 civilian employees age 16 and over. Approximately 2,000 of those employees were estimated to reside in the city, and 57% were female. Transportation and warehousing were the second most prevalent types of establishments, which in 2012, brought in the highest annual revenue of \$620 million and employed approximately 2,700 people, of whom 1,600 were estimated to reside in SeaTac, and 80% were male.

Almost 10% of households in SeaTac do not have a bank account, compared to 4% of all households in Washington. Internet access in SeaTac is lower than the region. As of June 2016, between 40-60% of households had residential fixed internet access, compared to the region where as many as 80% of households had residential access<sup>39</sup>.

### City Investment in this Priority

Of the \$528,000 in annual City funding granted to community organizations to provide services, approximately **\$36,000** is granted for services addressing the economic health of the community. That represents about 7% of the funding available for grants.

ANew	\$ 8,000
Catholic Community Services emergency assistance	\$ 14,520
Chinese Information Service Center	\$ 507
<b>Crisis Clinic (2-1-1)</b>	<b>\$ 1,500<sup>40</sup></b>
<b>Lutheran Community Services Family Resource Center</b>	<b>\$ 11,750<sup>41</sup></b>
Multi-Service Center emergency assistance	\$ 32,000
<b>Total</b>	<b>\$ 36,277</b>

<sup>37</sup> "Local Profile: SeaTac, WA," Prosperity Now Scorecard, July 2017

<sup>38</sup> 2012 Survey of Business Owners

<sup>39</sup> "Internet Access Services as of 06/30/16," Federal Communications Commission

<sup>40</sup> Crisis Clinic (2-1-1) provides information and referral for a range of issues related to housing, health, and economic health, so one-third of funding was allocated to each category.

<sup>41</sup> LCS grant total in 2017 was \$47,000, and funded a range of services that address health, education, transportation, and economic health, so one-fourth of funding was allocated to each category.

Financial assistance was the subject of about 9% of the direct case management provided by the City.

Most of the funding and programs that address improvements to the economic health of the City of SeaTac are from federal or state sources. For example, the Temporary Assistance for Needy Families (TANF) federal block grant provides funds to Washington State (to which the state provides additional matching funds) to contract with community organizations who provide employment and training services for low-income parents through the WorkFirst program. Additionally, many different workforce development programs are funded through the federal Department of Labor and the Workforce Innovation and Opportunity Act (WIOA), and administered through the Washington Employment Security Department and Washington's Community and Technical Colleges. SeaTac residents may be eligible to participate in these programs, provided they meet the individual eligibility criteria for the program; some SeaTac residents may not be eligible.

## **Unmet Program Needs**

SeaTac community members are concerned about the economic health of the residents of the City. They are concerned about the mismatch between the skills and credentials of SeaTac working-age residents and the jobs available in the community. For example, some highly educated immigrants are working low-wage jobs because they lack certifications to work in their field in the U.S.

Residents are also concerned about the quality and average wages of jobs available in the city. Residents report that many jobs are minimum-wage or part-time, so they must work multiple jobs to make ends meet. They also recount this impacts their ability to find and apply for needed services, because there isn't time to do so while working multiple jobs.

Residents would like more employment and training programs, and information and outreach about existing programs providing workforce development services, such as Adult Basic Education, English as a Second Language (ESL) classes for adults, local internship opportunities for teens, and support and assistance for small business entrepreneurs. Residents also report they don't have access to affordable childcare, making it difficult for families with young children to make ends meet.

## **Other Community Needs**

Residents are concerned about the lack of living wage jobs, and would like the City to focus its economic development efforts on better jobs for low-income residents. Their current impression is the City is focused on the development of hotels and the hospitality sector which provide mostly low-wage jobs, and doesn't improve neighborhood quality. They would also like the City Council to consider raising the minimum wage (City Council

announced a minimum wage adjustment in October of this year, to \$15.62, effective January 1, 2018.)<sup>42</sup>

Another theme was the importance of supporting small, locally-owned businesses, and how difficult it is for new entrepreneurs to find affordable space to rent for their small businesses. Some residents believe the lack of local grocery stores with affordable fruits and vegetables is one symptom of the difficulty in finding affordable retail space. They would like to see more neighborhood fruit stands or corner markets that cater to the diverse ethnic groups in the community.

## **Implications**

Residents of SeaTac have lower incomes and are more likely to be poor than those of the rest of the state and country, thus addressing economic health is an important priority.

Children and people of color in SeaTac are two to three times more likely to be poor than white adults. Lack of affordable childcare makes it difficult for families with young children to work and make ends meet.

The types of jobs available in the community are heavily influenced by the Seattle-Tacoma International Airport and associated industries like hotels, restaurants, transportation and warehousing.

Skills training and certification, especially for refugees and immigrants, is either lacking, or information about the availability of services in the community is lacking. Either way, residents say they lack access to job skills training.

There is untapped potential in the community for small-business ownership and entrepreneurship.

Residents appear to need better access to banking products and financial literacy education.

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<sup>42</sup> [City of SeaTac 2018 Minimum Wage Adjustment, press release, October 2017](#)

## OPTIONS TO CONSIDER

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### Case for Change

The City of SeaTac is changing rapidly. And, it is a uniquely diverse community – racially/ethnically, culturally, socio-economically, SeaTac’s population is growing quickly as it becomes increasingly diverse. Fifty-three percent of the City’s residents are of a race other than white. A powerful illustration of the racial, ethnic and socio-economic make-up of SeaTac can be seen in Highline School district, one of the most ethnically diverse school districts in the nation, with students representing 95 different languages (88 of which are spoken by at least 100 students). King County has the highest number of refugee and immigrant arrivals (67%) of any county in Washington State, with arrivals representing 25 different nationalities.

SeaTac residents are middle to lower-income working class families working in the service and transportation industries. Many families are working two to three jobs to make ends meet. There are higher levels of poverty in SeaTac than in the state and the country. In 2013, just over 20% of all people in SeaTac lived below the poverty level compared to just above 15% nationally. A large number of households in the southwest region of King County, including SeaTac, have incomes lower than \$25,000. Latino and Black residents are two to three times more likely to be poor than white residents.

More than 50% of SeaTac residents have a high school education or less. Only 25% have a college degree. Children are more likely to be poor than any other age group, and are three times more likely to be poor than seniors. Sixty-three percent of students in Highline School District qualify for free or reduced-price meals.

Safe and affordable housing is one of the most significant challenges for the City. Four in ten household are housing cost-burdened and SeaTac residents tend to live in overcrowded and sometimes substandard living conditions. SeaTac has a higher percentage of renter occupied housing compared to King County and the rest of the US, and its housing tends to be older.

Overall, SeaTac lacks efficient public transportation and is not very walkable. There are low-income residential areas not within feasible walking distance of a supermarket. The location of SeaTac International Airport in the middle of the city limits the possibilities for improving transportation options and alternatives. Like many suburban cities within large metropolitan areas, housing has not been intentionally developed along major transit lines. The majority of non-arterial neighborhood streets do not have sidewalks, and walking distances to bus lines can be quite long.

SeaTac has high health risks and chronic disease rates compared with King County and Washington State including smoking, cancer, lack of exercise, obesity, high cholesterol levels, heart disease, infant mortality and low birth weights. The City has the lowest rate for individuals with health insurance in King County, and 25% of people living in the SeaTac/Tukwila Health Region had an unmet medical need as a result of not being able to afford care, compared to 12% in King County.

This needs assessment shows how cultural, language, and socio-economic diversity in SeaTac isolates some people, households and parts of the community from access to the opportunities that would help reduce the harmful effects of poverty and social injustice. The data paints a picture of a community where residents have less access to opportunity, face greater barriers to educational attainment and economic mobility, and are at greater risk for poor health and poverty.

- Poverty is one of the biggest contributors to poor outcomes. The most economically vulnerable in the community are disproportionately exposed to stressors and lack the resources to combat these challenges. Childhood poverty is especially insidious. Contributing to chronic stress and limiting academic achievement, poverty in childhood has lasting, and often generational social and health repercussions.
- Safe, affordable housing contributes to one's overall well-being and ability to participate in work and community life. Stress caused by difficulty in meeting these very basic needs is further heightened by living conditions which include overcrowding, and lack adequate kitchen and plumbing facilities, ultimately creating health risks and causing poor health outcomes.
- Educational attainment is a significant contributor to economic mobility and improved health outcomes. Higher levels of education are generally associated with better jobs, increased wages, greater literacy, and improved likelihood of having health insurance and access to health care services.

The City's greatest challenge is how to provide a wider range of choices - for residents for whom few, if any, choices exist - by implementing policies and expanding community partnerships to address the concerns of housing, poverty, neighborhood revitalization, economic mobility, and racial discrimination. The options to consider provided here are intended to help the City address these concerns and achieve a more profound impact on improving the lives of its residents.

## Funding Strategy

The City of SeaTac commits 1.5% of City funding to human services, which as previously indicated, is higher than other cities in South King County. The City should be commended for this level of commitment, and for granting a significant portion of those funds to community-based service organizations. The approximately \$530,000 spent in 2017 on grants to human services/community organizations funds 26 agencies to operate at least a portion of 36 programs addressing, at minimum, one of the City's six priority results. The average annual grant is about \$13,000. From a funding leverage and capacity-building perspective, it's a good idea to fund as many qualified organizations as possible, even if the grant amounts are relatively small. However, the more thinly grant resources are spread, the less impact the City can make on any one priority area.

**If the City wants to achieve more results over a shorter period, we recommend limiting funding priorities to two or three areas,** and committing a significant portion of the available grant funding (50% or more) to the highest priority so measurable gains can be achieved during one biennial funding cycle.

For the 2017-2018 contracting process, there were 44 complete applications submitted for grant funding. This relatively high number of proposals is an indication of the level of interest amongst community organizations in serving the SeaTac area, and how their need for funding. However, 35% of the applications for funding were rejected, which is undesirable due to the time and effort required to manage the process. The Community Services Advisory Committee members are volunteers who must read and score all proposals to make award decisions, which is time-consuming and burdensome.

Other cities have increased the minimum requirements for city contractors to ensure quality of services and financial stability of the organizations receiving funds. At the same time, these cities have offered more support to small, less sophisticated non-profits so as not to disadvantage qualified providers in the procurement process. If the procurement process were more rigorous, it is possible fewer, but higher quality, proposals would be submitted, saving time for both the organizations who submit subpar proposals which ultimately are not chosen, and for the advisory committee members who must go thoroughly review each proposal. Additionally, the more grants which are given increases project monitoring and technical assistance resources. The additional time advisory committee members spend on these tasks might be spent on other activities, such as community engagement.

SeaTac's performance measures system, Results-Based Accountability (RBA), uses a data-driven decision-making process to help communities achieve goals through measuring the progress a community is making, and then holding organizations accountable for the role they play in addressing community well-being. The City has been using this system for

almost six years, and it is producing rich data and analysis on program performance the CSAC and Council could use to evaluate the effectiveness of SeaTac's investments in community organizations and programs. It is recommended staff provide periodic face-to-face reporting on program results, supported with a brief, easy to digest "dashboard" of measurements to keep city leaders up-to-date on program performance and provide helpful information when making decisions on where to invest city resources to meet human services needs in the future.

The performance measures in the 2017-18 contracts are well-conceived, however, it is important to emphasize biennium grants will be honored to term. Agencies and programs are put at risk if/when reviews conducted at the first-year mark carry the threat of funds being withheld during year two. Many small agencies depend on promised funding to ensure staff retention and program completion. When staff learns funding might be cut, this may result in loss of quality employees critical to an agency's success.

The City will need to complete this current funding cycle to know how well the new measures work. We recommend staying the course through 2018, evaluating how the program worked, and then improving on the model in the next funding cycle.

City funds are precious to community organizations because they are "match-able"; in other words, organizations can use the funds as match to draw down other types of funding, like state and federal grants. Thus, the impact of \$1 in City human services funding could be multiplied many times once a contractor matches the funding with other monies. Considering the relatively small amount of human services funding available for

the relatively large needs, additional points should be awarded when scoring proposals for organizations that propose leveraging City funds with other grants. The City might consider awarding additional points in the proposal scoring to organizations proposing to match some or all their City contract monies.

In addition to these considerations, the impact of SeaTac International Airport on the community may justify discussions with the Port of Seattle, particularly in regard to parking and affordable housing issues. Frequent conversations between ILA negotiation periods among City of SeaTac and Port of Seattle leadership is necessary for a mutually beneficial relationship which honors the needs of a complex community.

## Funding Strategy Options to Consider

**#1: Strategically focus on a few priorities and fund fewer organizations and programs to achieve more impactful results.** While the City has been able to benefit large numbers of residents through its investments, the trade-off to casting wide in order cover more people and priority areas "thins the soup" and makes it difficult to get high impact results in any one priority area. See Figure 13 on the next page for an example of how allocations could



change in the next biennium to reflect community priorities of affordable housing, access to quality healthcare, and education and youth services.

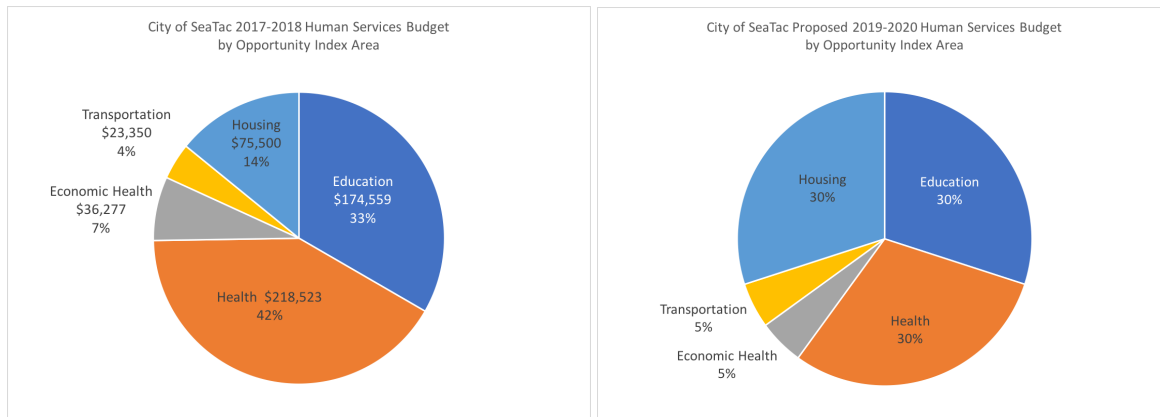


Figure 13: Current Human Services Funding Allocation Compared to Option for Next Biennium

**#2: Implement a more rigorous procurement process to ensure quality of services and a more efficient review, and provide increased technical assistance to smaller CBO's so they aren't disadvantaged.**

**#3: Continue using the Results-Based Accountability system for measuring progress and outcomes, and develop an effective method for communicating program performance and outcomes to the Community Services Advisory Committee, City Council, and City Manager.**

**#4: Award additional points to organizations that can use funds as match to other funding.** Although the City commits significant funds to human services, the underlying problems are too large and complex to be solved without leveraging County, State, and Federal funds.

### Approach to Human Services Planning

The underlying causes of social inequity and poverty are deeply imbedded in our economy and society, and are complex, multi-faceted and interrelated issues. Even though SeaTac makes a significant commitment of funds, it is not enough to resolve even one of these priority issues alone. The City must become a leader in convening local governments and agencies in the region to develop and implement joint solutions to these complex problems, and to raise a significant enough commitment of resources. Using safe, affordable housing as an example, it is a regional issue, not just a problem for SeaTac, and the magnitude of the problem eclipses the City's ability to meet the need. Although overwhelming in scope, the City should still have an action plan. The City needs to add 862 homes to meet the

current need. By 2030 the City will need an additional 1,600 homes for people in the lowest income bracket. The City doesn't have funding to build affordable housing, but it can convene the right people, leverage the right regional and private funding, evaluate other cities and regions employing innovative and successful approaches, and use its influence to address this number-one need.

Another way the City can leverage funding and other resources to address the community's needs is to ensure coordination between CSAC funding priorities and other city departments and programs responsible for related issues, such as housing, health, recreation, and transportation. These issues are complex and cannot be addressed only through funding for community services. City policies, economic development and land-use strategies, and funding for related programs like recreation need to be coordinated with services funding to create long-term solutions that work. We have summarized some of these possible strategies as "Other Unmet Needs" in the Findings section of the report.

One way to ensure there is alignment between the City's human services functions and capacity with the City's overall strategy is to continue to fund a human services manager position for the City. In order to successfully implement possible options outlined in this report, the City would benefit from a staff person to champion the work of the CSAC. Ideally, the position would fulfill the following roles:

- Expert in human services systems and organizations, and the conditions conducive to bring about the best results.
- A convener to represent the City and bring entities together to work on regional issues of significance, such as the housing crisis and homelessness.
- Collaborator with other City departments whose work overlaps with human services so all SeaTac's efforts are more effectively leveraged to meet human services needs.
- On-going monitor and reporting of service levels, needs, performance, and outcomes of funded organizations and programs.
- Staff support to the Community Services Advisory Committee so it operates at an optimal level of effectiveness.
- An ombudsman SeaTac residents and others can call if they have a human service need or see a trend which needs addressing.

In order to measure progress towards achieving the goals for City human services funding, we recommend using the social determinants of health as a framework for deciding what to prioritize in order to achieve greater social equity. Social determinants of health are the economic and social conditions under which people live.

Examples of *social determinants* include:

- Availability of resources to meet daily needs (e.g., safe housing and local food markets)
- Access to educational, economic, and job opportunities

- Access to health care services
- Quality of education and job training
- Availability of community-based resources in support of community living and opportunities for recreational and leisure-time activities
- Transportation options
- Exposure to crime, violence, and social disorder (e.g., presence of trash and lack of cooperation in a community)
- Socioeconomic conditions (e.g., concentrated poverty and the stressful conditions that accompany it)
- Residential segregation
- Language/Literacy

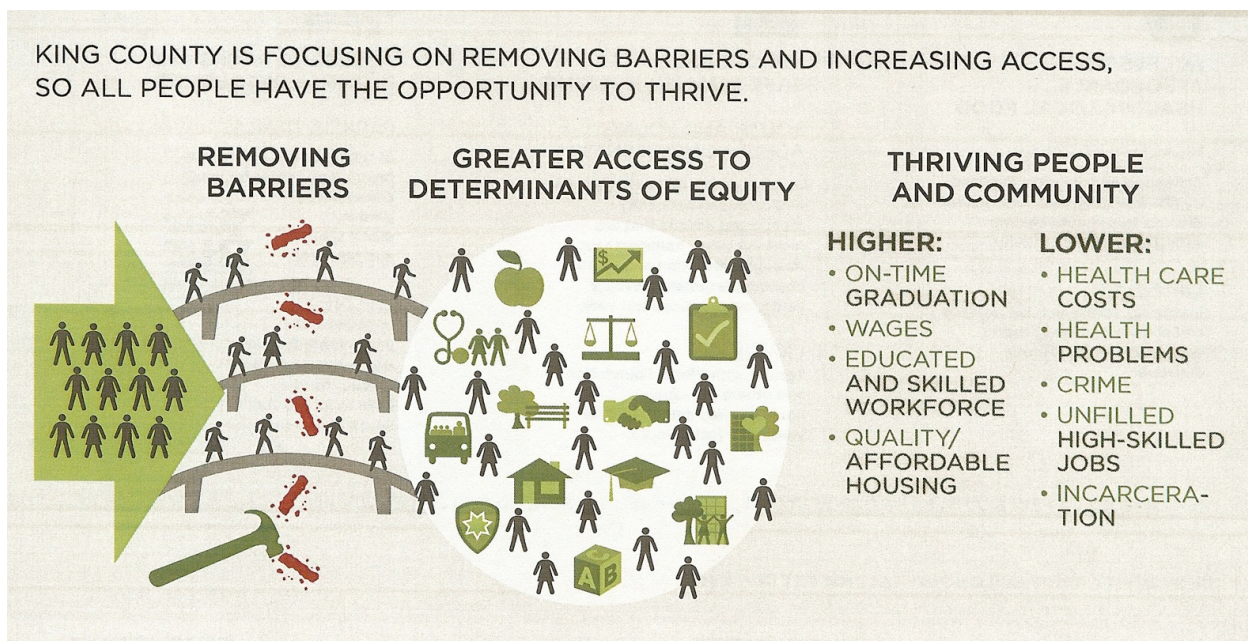


Figure 14: King County Determinants of Equity Logic Model

For ideas on what types of data can be used to measure progress in improving the social determinants, we recommend using the Opportunity Index as a model. The Opportunity Index is an annual composite measure at the state and county levels of economic, educational and civic factors which foster opportunity, and is designed to help identify concrete solutions to lagging conditions for opportunity and economic mobility. Indicators used in the Opportunity Index fall into five categories: Housing and Neighborhood Quality, Health and Environment, Education, Mobility and Transportation, and Economic Health (an expanded list of indicators may be found on page 13).

Using these frameworks will help SeaTac reduce or eliminate the underlying drivers that perpetuate inequity. It will help the City lead more effectively by promoting equal access and proximity to community services, building partnerships that engage and empower community groups and stakeholders in advancing access, and demonstrating clear

commitment to equity in human services decision- making, activities, and investment.

Finally, the consulting team received positive feedback from community members about the approach used to gather qualitative data for this assessment. They asked for more opportunities to engage with the City. We recommend developing a pro-active community engagement strategy for human services where City leadership and staff reach out, meet, and converse with community members and organizations in their settings rather than city events and facilities only.

Solving community problems alongside residents requires building trust so all parties may engage in open and healthy debate of ideas, and possible solutions. SeaTac residents need to feel the City's elected and appointed leadership have first-hand knowledge and understanding of the conditions and experiences they face on a day-to-day basis, and trust leadership is engaged and invested in meeting residents' needs by addressing their concerns. Proactive engagement within the community builds connections – helping neighbors meet one another, create networks, and learn how to work together to solve some of their own problems without the City's intervention.

One way SeaTac could facilitate this type of community engagement is through organizing and supporting Neighborhood Action Committees or NACs. Neighborhood Action Committees provide residents with the opportunity to meet and discuss issues important to their neighborhoods, such as land use, traffic, safety, policing and development concerns. NACs receive support for their activities and meetings from city government, however, they are self-governed, from running their own meetings, selecting officers, and deciding which issues to address. City leaders and staff are often invited to update NAC's on issues and review concerns. NACs also sponsor projects during the year to help build a strong community atmosphere and neighborhood identity. In some communities, such as Beaverton, Oregon, also the most culturally, ethnically and racially diverse community in Oregon -- the City sponsors neighborhood events such as picnics and movie nights where neighbors interact socially with one another and city leaders. The relationship between Beaverton and its NACs helps ensure residents have a voice in the City's decisions about services and future direction.

### **Human Services Strategic Planning Options to Consider**

**#1: Become a leader in convening local governments and agencies in the region to develop and implement solutions to complex problems requiring significant commitment of resources.**

**#2: Align the City's human services functions and capacity with the City's overall strategy.** As mentioned above, it is important to evaluate how the human services function is staffed and resourced based upon the City's agreed upon strategy and priorities.

**#3: Ensure coordination with other city departments and programs responsible for related**

issues, such as housing, health, recreation, and transportation so that City-sponsored activities and investments can be leveraged to the greatest degree possible to address human service needs.

**#4: Use the Opportunity Index and Social Determinants of Health as a framework for deciding what to prioritize in order to achieve greater social equity.**

**#5: Develop a pro-active community engagement strategy where City leadership and staff reach out, meet, and converse with community members and organizations in their settings rather than city events and facilities only.**

### Supporting Educational Opportunities

Youth success in education has lasting impact on one's health and economic stability. For that reason, even though educating children in SeaTac is the primary responsibility of schools, we recommend continuing to fund and expand after-school community-based programs to enhance educational opportunities, and seek ways to encourage internships at local businesses for area teens. There is a need for low-cost and free after-school programs for low-income families, from improving literacy and math skills to offering enrichment activities in the areas of health/fitness and STEAM (Science Technology Engineering Art and Math) to all ages of youth. Another opportunity is supporting teen employment programs, like job skills training and local internship opportunities for teens. Whether SeaTac offers incentives to local businesses or simply promotes the idea of locally-based internships, ensuring youth are engaged in their community will yield immediate benefits as well as potentially encourage teens to invest in SeaTac as they become adults.

Many issues of concern raised by residents fall in the purview of the Highline School District, however City and School District collaboration is necessary to address related issues like school transportation, zoning, and sidewalk improvements.

### Education Options to Consider

**#1: Expand low-cost or free after-school programs for youth, and create local job skills training and internship opportunities for teens.**

### Improving Mobility & Transportation

Transportation is another issue that profoundly impacts human services in SeaTac, even though it is completely separate public policy arena. Addressing challenges with transportation, especially for low-income and vulnerable populations, is a priority, but it must be addressed in collaboration with regional transportation partners. One idea the City might consider is funding a few discreet pilot projects to enhance door-to-door

transportation for SeaTac's most vulnerable populations. For example, King County Metro and the City of Kent have co-funded a Shopper Shuttle, which is a free service connecting residential areas with downtown Kent locations. The City of Redmond has a similar pilot project, "Redmond Loop," utilizing a wheelchair accessible van operating 9am -3pm Monday through Friday. It is geared toward people who need to get to appointments and services in downtown Redmond like city hall, the library, and Swedish hospital, and serves the low income residential areas along Avondale Road. For a limited time, the City of Tukwila provided discounted rides to and from Park and Ride and transit centers using Uber and Lyft, matching public transportation prices up to a maximum of \$3.25. We recommend SeaTac learn more about these types of pilots and try one of them in the next funding cycle.

By working collaboratively with the city's transportation department, King County, Sound Transit Authority, and other partners, SeaTac may be able to enhance bus transit routes, and encourage and piloting alternative transportation options.

Some examples of transportation alternatives and enhancements that could be tried include:

- Adding more Dart routes.
- Partnering to provide more shuttles to high density areas.
- Supporting the creation of vanpools through [rideshareonline.com](https://rideshareonline.com). King County Metro provides the van and provides a reserved parking space for the van at park and ride transit centers.
- Working with King County Metro and apartment complexes to create an ORCA passport benefit for low income residents. Queen Anne has a program offering subsidized, lower rate ORCA passes for people living in low income apartment complexes. These types of passports are often given to workers in higher income housing developments to help shift travel behavior away from cars. There doesn't seem to be a comparable program for people with incomes between 0 and 20% AMI.
- Collaborate with King County Metro and Sound Transit to accommodate people who work late night or overnight shifts. The current bus and light-rail routes and schedules seem to be geared more toward those working an 8 a.m. – 5 p.m. schedule.

SeaTac can also support programs and agencies offering free and discounted transit passes (bus and light rail), discounted or paid for Uber and Lyft rides, and consider expanded funding for the taxi script program. Paying \$30 a month for a bus pass is a hardship for people making 0-20% AMI. Several community organizations currently receiving funding from the city subsidize the cost of public transportation for their clients. For example, Catholic Community Services provides general rides for people in their program, and if they aren't able to fulfill a specific request, will coordinate with Uber and Lyft to provide rides. SeaTac could increase these investments and/or earmark funds to be used for transportation subsidies, or if transportation is not identified as a priority for funding, the City could play a powerful leadership role in approaching regional transit agencies and advocating for more subsidized transportation for its residents.

Finally, SeaTac could cultivate “shared parking” relationships to provide more free and additional parking options near transit centers through creative partnerships with community based organizations. Churches and housing complexes often have more parking than is needed by their residents during weekdays.

## Mobility and Transportation Options to Consider

**#1: Fund a few discreet pilot projects to enhance door-to-door transportation for SeaTac’s most vulnerable populations.**

**#2: Work collaboratively with the city’s Transportation Department, King County, Sound Transit Authority and other partners to enhance bus transit routes and pilot alternative transportation options.**

**#3: Support programs and agencies that offer free and discounted transit passes, discounted or paid for Uber and Lyft rides, and consider expanded funding for taxi script program.**

**#4: Cultivate “shared parking” relationships to provide more free parking options near transit centers through creative partnerships with community-based organizations.**

## Improving Economic Health

Funding programs related to economic health was not one of the top three priorities expressed by the community of people interviewed. Improving the economic health of a community at the municipal level is primarily addressed through economic development initiatives that attract employers to the area that offer living wage jobs, and providing funding for employment and training (E&T) programs to ensure residents have the necessary jobs skills to work in those industries. There are other agencies and programs providing employment and training-related services in the SeaTac area, such as the state WorkFirst program and WIOA-funded programs. However, the City of SeaTac has an opportunity to provide a voice for low-income residents by continuing to participate in regional workforce development workgroups with county and state employment and training agencies, thus influencing how state and federal funding is invested in SeaTac, and which contractors are providing such services.

The community values the case management and resource and referral assistance the City provides, in that this role helps maximize use of other programs in the community, and provides a needed conduit to collaboration among resources. We recommend continuing to invest in this direct service to helping connect residents to available E&T programs.

If the City chooses to continue to grant a small amount of funding for economic-health related services, funds should target job skills training and employment assistance for residents not eligible for county or state programs, such as the working poor between 130-200% of federal poverty level, as these individuals may fall through the cracks of the other programs. In 2016, according to the ACS, there were approximately 3,000 working-age people in SeaTac with incomes between such levels who might benefit from skills training or assistance finding a better-paying job.

Finally, the City has an opportunity to partner with the Port of Seattle to create a training program and career ladder for SeaTac residents interested in working at the airport. A community leader also suggested the City should negotiate an agreement with the Port to create employment targets for hiring SeaTac residents.

### **Economic Health Options to Consider**

**#1: Continue participating in the regional workforce development workgroups to influence how state and federal funding is invested in SeaTac.**

**#2: Consider funding job skills training and employment assistance for residents that are ineligible for county, state, or federal programs.**

**#3: Seek to leverage opportunities for job training in partnership with Port of Seattle.**

### **Conclusion**

**Ensure SeaTac's human services investments are serving the entire community, not just people who know how to navigate the human services system.**

The human services needs assessment and environmental scan show how cultural, language, and socioeconomic diversity in SeaTac and the region isolates some households and parts of the community from access to opportunities that would help reduce the harmful effects of poverty and social injustice. The City needs to identify and fund creative ways to bridge these gaps in access and services so all SeaTac residents have the opportunity to achieve self-sufficiency.

#### **A voice for equity and empowerment.**

City of SeaTac is a uniquely diverse community – racially/ethnically, culturally, socio-economically, and politically. Participants in the human services assessment pointed to the critical role Parks, Community Programs and Services has played in raising awareness of the need to ensure all groups are represented in city services and initiatives. The Parks, Community Programs and Services Department is uniquely positioned to foster interconnectedness and work with partners in the community to break the patterns which contribute to disparity. The community sees a strong role for the Department to play in finding new ways to work for racial justice and equity, and to ensure the people of SeaTac



are not excluded from the City's decision-making process racism, homophobia, sexism, language barriers, cultural bias or other forms of cultural dominance.

**Inject more equity in the human services funding application process and in decisions about distribution of resources.**

More needs to be done to ensure the City's human services contracting process is truly equitable and funds and services are distributed geographically where they are needed. A companion concern is the City's human services funding is opaque to most in the community; how and where SeaTac resources are allocated is not well understood. The City should address the need for outreach and education on how and what it funds, along with continual improvement to its funding policies and process.

**Thank you to the following agencies and organizations for their assistance in this report:**

Angle Lake Family Resource Center; City of SeaTac City Council; Community Services Advisory Committee; City of SeaTac Parks, Community Programs, and Services; Communities of Opportunity, King County Public Health; Kent Youth and Family Services; Global to Local; Highline School District; Housing Development Consortium, King County; Housing Policy and Special Projects, King County; International Rescue Committee, Seattle; King County DSHS/CSD/HCD Housing Rehabilitation Program, Lutheran Community Services, Refugees NW; Madrona Elementary; Meals on Wheels, Sound Generations; Multi-Service Center, South King County; Partners In Employment; SeaTac Community Center, Senior Services; Somali Youth Club; South King Council of Human Services; South King County Mobility Coalition; SW Youth & Family Services Family Center; Tenants Union of Washington State; Tukwila Food Pantry; Tyee High School; Windsor Heights Apartments.

## APPENDIX

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### Extant Data Sources

2012 Survey of Business Owners

[City of SeaTac 2018 Minimum Wage Adjustment, press release. October 2017](#)

[City-Data.com, SeaTac, WA](#)

[Community Health Needs Assessment. Valley Medical Center. 2017](#)

[Highline Public Schools 2015-16 Annual Report to the Community](#)

[Highline School District Fast Facts](#)

[Highline School District, "Class of 2017 Graduation Rate, November 2017](#)

[Housing and Human Services Element. Chapter 3. City of SeaTac Comprehensive Plan.](#)

[King County Metro Transit, ORCA LIFT](#)

[National Healthy Housing Standard. Housing Development Consortium. 2017](#)

[OSPI Performance Indicators – Data and Analytics](#)

[OSPI Washington State Report Card, Highline School District, Dual Credit Participation Summary 2015 - 2016](#)

SeaTac Human Services CLA 2017, C. Brandt-Schluter, Human Services Manager

[SeaTac, Washington: Households Demographics. Robert J. Weis, PhD. For City of SeaTac, April 2015](#)

[US Census Bureau, 2016 American Community Survey \(ACS\)](#)

[US Census Bureau American Fact Finder, SeaTac Commuting Characteristics by Sex 2015-2016](#)

[City of SeaTac Annual Police Service Highlights & Data. 2016](#)

[Domestic Abuse Women's Network. 2016 Annual Report](#)

[Highline School District Annual Report to the Community 2015-2016](#)

[OSPI, Migrant and Bilingual Education, Annual Report to the Washington State Legislature, 2015-16, Appendix C](#)

[SeaTac Housing Data by City. Housing Development Consortium. Updated August 2017](#)

SeaTac Human Services CLA 2017, C. Brandt-Schluter, Human Services Manager

[SeaTac, Washington: Population Demographics. Robert J. Weis. April 2015](#)

[King County City Health Profile – SeaTac/Tukwila. March 2016](#)

“Internet Access Services as of 06/30/16,” Federal Communications Commission

[“Local Profile: SeaTac, WA,” Prosperity Now Scorecard, July 2017](#)

[School’s Out Washington. Landscape Scan. September 2017](#)

[School’s Out Washington: Out-of-School Time Landscape Scan Sept 2017, BERK Consulting](#)