



*"We are a community that welcomes, values, and cares for each other
and encourages connection, participation and involvement
so that all community members may live well."*

The Central South King County Venture A Strategic Plan to Reduce Poverty

Volume I: Final Strategic Plan

**Submitted to the Northwest Area Foundation
By the Temporary Coordinating Committee
June 30, 2004**

Prepared by
The Cedar River Group
500 Union Street, Suite 1045
Seattle, Washington 98101
206-223-7660

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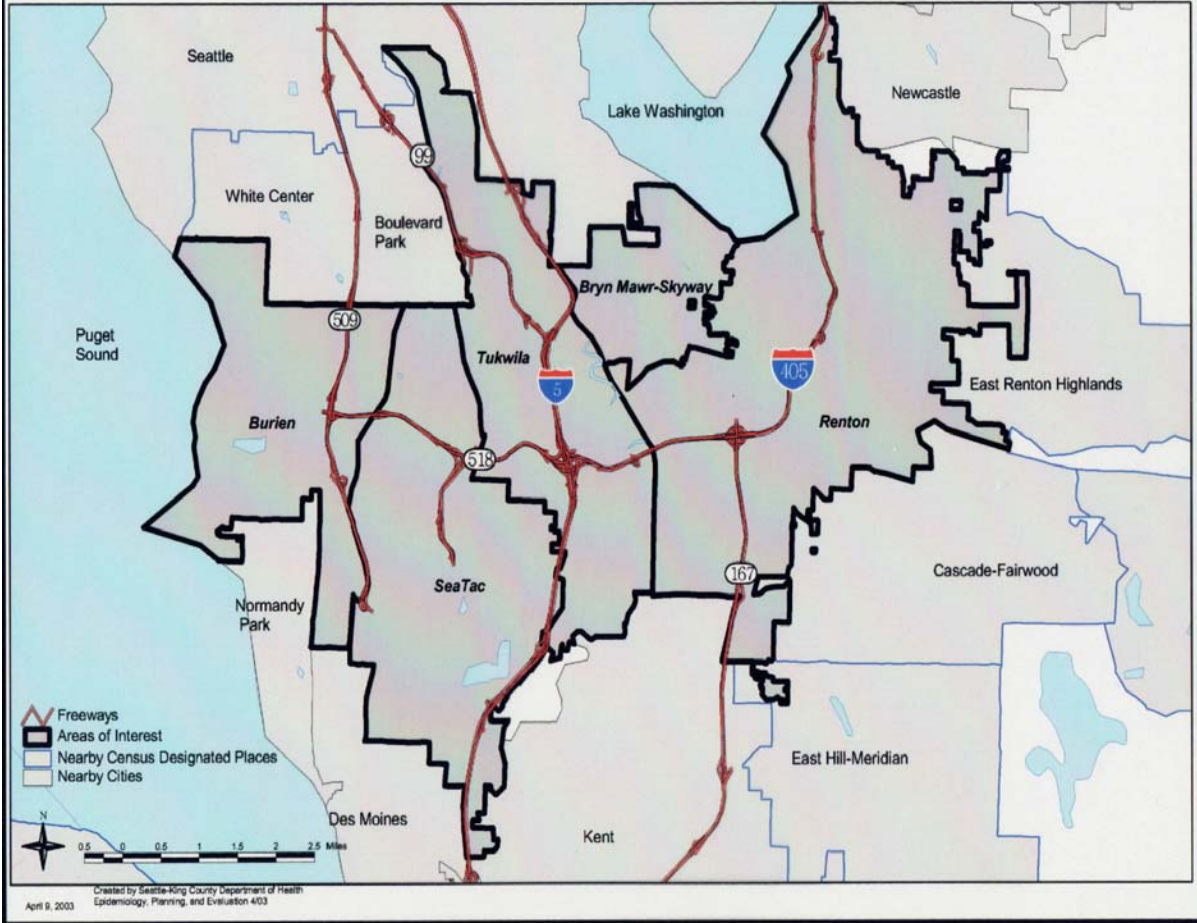
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Abbreviations

AOP	Apprenticeship Opportunities Project
DSHS	Department of Social and Health Services
ECEAP	Early Childhood Education and Assistance Program
EITC	Earned Income Tax Credits
ESL	English as a Second Language
FACES	Family and Child Early Support
Fannie Mae	Federal National Mortgage Association (FNMA)
FTE	Full-Time Equivalent
GED	General Education Diploma
IDA	Individual Development Account
IRS	Internal Revenue Service
ReWA	Refugee Women’s Alliance
SSCC	South Seattle Community College
TANF	Temporary Assistance to Needy Families
TCC	Temporary Coordinating Committee
TSA	Transportation Safety Administration
VESL	Vocational English as a Second Language
WASL	Washington Assessment of Student Learning
WMBE	Women and Minority Business Enterprise



South Central King County Overview



Central South King County Strategic Plan

Executive Summary

Background

The cities of Burien, SeaTac, Tukwila and Renton, and the community of Skyway make up Central South King County. Three years ago the Northwest Area Foundation identified Central South King County as a prime area where a new and challenging trend is at work. This trend is the shift in urban poverty from urban, inner-city neighborhoods to the “first ring” communities at the larger city’s edge. It is to such communities that the children of big-city residents are moving. They seek there more affordable housing, better schools and new job opportunities. In addition, refugees and immigrants who would once have gone to inner-city neighborhoods now seek a foothold in surrounding cities and communities.

Like many metropolitan areas, King County has been slow to recognize and respond to this migration of the poor. Yet the evidence of the migration is clear. The available data show that in comparison to all of King County, the Central South King County area has:

- More racial and ethnic diversity, including more than 20 percent foreign-born;
- A higher poverty rate;
- A high eligibility for and use of public assistance programs;
- A high percentage of school children eligible for the free- and reduced-price lunch program and in transitional English programs;
- School students speaking more languages than in most school districts in the state;
- A higher school drop-out rate; and
- A larger number of adults without health insurance.



Even these facts do not tell the whole story:

- Most of the numbers are from the 2000 Census, now four years old. Since then the economy has worsened and the pace of demographic change has been speeding up.
- A long-standing weakness in census data is that immigrants, refugees and the homeless are under-counted. This is a result of a number of factors. Among these are the lack of a permanent address and fears about reporting information to a government agency.
- Adding to the challenge is the fact that Washington has had the most rapid increase in immigration rate of any state in the past decade. In addition, King County is a magnet for secondary migration by immigrants and refugees who settled first in another city.

To search for the reality beyond the numbers, the Northwest Area Foundation formed a team with community members. For two years the team reached out to all the diverse groups who struggle with poverty in Central South King County. Working through “informal community leaders,” they conducted surveys, held focus groups and sponsored community meetings. They learned from residents’ experiences and ideas. Together they created a vision of “*a community that welcomes, values, and cares for*

each other, and encourages connection, participation and involvement so that all community members live well.”

In mid-2003, the team created a Temporary Coordinating Committee (TCC). It was the TCC’s job to identify strategies to achieve the community’s vision. The TCC chose strategic planning and outreach consultants. Together they broadened the community dialogue to include even more groups.

The Strategic Plan

Strategies

This Strategic Plan is the product of those two years of effort. It was created by literally hundreds of individuals. They worked together in planning sessions sometimes held in 10 different languages and that drew as many as 500 people. The Plan is a 10-year action program to reduce poverty in Central South King County. It draws heavily from the ideas and opinions of the participants. It also draws on the lessons from many generations and ethnic communities in America who successfully made the journey out of poverty. It is designed to mobilize the energy and wisdom of the community in a cooperative “Venture” with the Northwest Area Foundation. This Venture will carry out the following four strategies.

South King County has undergone a tremendous transition within the last decade. Vast numbers of low-income people who could no longer afford to live in the city moved into the area. They have transformed these cities, and in so doing have often times challenged the status quo.

– Jeannine Balfour,
Northwest Area
Foundation

1. **Improve Family Stability** – Family stability is the key to improved economic status, school success for children, and building relationships with neighbors. When families have easy access to basic necessities (such as food, housing and health care) and connections with others facing the same challenges and with members of the larger community, they are in a much better position to move forward.

The Venture will develop an integrated system of community services along with peer networks to help families and individuals to stabilize their lives, to prepare to succeed in the economy and to participate fully in community life.

2. **Expand Economic Opportunity** – For communities to reduce poverty, the individuals and families must have access to good jobs, training to improve their skills, and business and economic opportunities that build assets for themselves and their community.

The Venture will strive to open the doors to economic opportunity for people in Central South King County who are struggling to overcome poverty. The Venture will do this by: connecting residents with training and job opportunities; helping residents create and expand their own enterprises; helping families build wealth; and helping individuals who have gained professional skills in other countries to become certified to use those skills in our community.

3. **Invest in Children and Youth** – Poverty during childhood has the most significant impact on economic success in adulthood. To break the cycle of poverty, families must be able to help their children have high-quality early childhood experiences, strong relationships with the public schools, and out-of-school experiences that support social, emotional, academic and career development.

The Venture will support and strengthen existing community initiatives to help the children and youth of Central South King County to learn, thrive and succeed. The Venture’s role will be to focus on two phases of development: early childhood education and learning opportunities out of school.

4. **Build Strong Communities** – When individuals and families develop and use their leadership abilities, they expand their potential to help each other and build a stronger community. Communities in poverty, working together, can build on their assets by developing human and social capital to address community members’ needs, give voice to their concerns, and work collaboratively with organizations throughout the area.

The Venture will build upon the assets of communities in poverty by developing new leaders and nurturing community-based and community-driven organizations in order to develop in low-income communities a sustainable fund of human and social capital.

Action Teams

For each of these four strategies, the TCC formed Action Teams. Each Action Team is comprised of people struggling to overcome poverty, community-based groups, and representatives of public and private organizations who must be partners in making these strategies succeed. The Action Teams identified concrete actions they would like to pursue, and possible phases for the work. In total there are 13 actions described in the Plan. The Action Teams will decide on the steps to take first based on their first-hand experience with the issues and opportunities involved. They will then implement the actions and refine them as new opportunities arise.

For example, the Action Team for Expanding Economic Opportunity has chosen first to focus on connecting residents with job opportunities by building on the success of Airport Jobs and the Apprenticeship Opportunities Program. The Action Team will add new dimensions to these programs including vocational English as a Second Language programs and the creation of “Airport University” to offer customized and targeted training opportunities at the airport.

The Action Teams will seek to take advantage of these and many other opportunities for early successes. At the same time, they will do the planning that will help them tackle more difficult issues.

The “informal community leaders” are an essential part of this Strategic Plan. These leaders have been crucial for the TCC’s success to date. They will become the core members of the Action Team for Building Strong Communities. They will be the bridge to other leaders in communities in poverty, and between those communities and the agencies, employers, and schools and colleges that will make the plan work. For the informal community leaders—and the Venture—to succeed, the Venture must invest in their skills and effectiveness. So the Venture will create a Multi-Cultural Leadership Institute to provide basic and advanced leadership training for the informal community leaders, the Governing Council and others involved in the Venture, as planned in Strategy 4: Build Strong Communities.

Local Sponsor

Once the Foundation has approved the Strategic Plan, the TCC will seek a “local sponsor” for the Venture. The TCC will request proposals from nonprofit and educational organizations to serve in this role. The sponsor will need to have credibility in the community and a solid track record of administering complex projects. The sponsor will provide administrative and fiscal management, and staff support for the Venture.

Governing Council

At the same time, the TCC will begin a transition toward a permanent Governing Council for the Venture. The 19-member Council will consist of 13 representatives of communities struggling to overcome poverty, and six who represent resources in the overall community. These Council members will share the vision of this Strategic Plan and have skills and resources to contribute. Working with the local sponsor, the Governing Council will oversee the Action Teams' work to carry out the action program in this Strategic Plan. The Council will have final authority for allocating resources among the Action Teams, and coordinating their efforts as a single coherent initiative.

Financial Plan

To carry out this Strategic Plan, the TCC is requesting \$10.2 million over a 10-year period. This investment will be phased. The first two years will be a start-up period. Three years of intense investment will follow. In the last five years, the Northwest Area Foundation's funds will gradually diminish, replaced by local resources. The allocation of funds varies from year to year. But overall, the TCC's plan is to dedicate Northwest Area Foundation resources as follows:

- Actions to Build Community: 30%
- Actions to Improve Family Stability: 15%
- Actions to Expand Economic Opportunity: 15%
- Actions to Invest in Children and Youth: 15%
- Administration: 20%
- Evaluation: 5%

To complement the funding requested from the Northwest Area Foundation, each strategy includes a leveraging plan. These plans will raise public and private resources for specific action items. The leveraging plans identify organizations, foundations, government agencies and private corporations with interests that complement the Venture. It is premature to seek specific funding commitments at this point. But we believe the targets in this Strategic Plan to be aggressive but realistic. We estimate that more than \$18.4 million in leveraged funds could come from local, state, federal, philanthropic and corporate sources during the 10-year Venture.

Conclusion

We believe that the Northwest Area Foundation and community team have already raised the community's energy and will to succeed. With the proposed investments and the integrity of the four strategies, the Venture can be a powerful force for change. Working together, we will substantially improve the lives of thousands of people in Central South King County and enhance the prospects of future generations in our community.

We are a community that welcomes, values, and cares for each other, and encourages connection, participation, and involvement so all community members live well.
– Central South King County community vision statement

Central South King County Strategic Plan

I. Description and Needs

The communities of Burien, SeaTac, Tukwila, Skyway and Renton are in King County, Washington, just south of the City of Seattle. In this plan, these communities are called Central South King County. In recent years, these communities have experienced rapid growth and dramatic change. This change is similar to changes in “first ring” suburbs nationwide, as the challenges of the inner city shift to the suburbs.

A. Statistics

Overview

The focus of this Strategic Plan is to reduce poverty in Central South King County over the next 10 years. When making a plan, it is important to know what the starting point is. This section of the Strategic Plan provides data about the people of Central South King County today. This information points to many of the challenges people face, and the areas aspects of life that the Strategic Plan will work to strengthen and improve.

The available data show that in comparison to all of King County, the Central South King County area has:

- More racial and ethnic diversity, including more than 20 percent foreign-born
- A higher poverty rate
- A high eligibility for and use of public assistance programs
- A high percentage of school children eligible for free- and reduced-price lunch programs and participating in transitional English programs
- School districts with some of the largest numbers of languages spoken in the state
- A higher school drop-out rate
- A larger number of adults without health insurance

It is important to note that the numbers alone do not tell the whole story. Six key ways that the numbers fall short are:

- Most of the numbers are now five years old. The U.S. census is the basis for many statistics about people. But the census is done only every 10 years. The numbers we use now are from the 2000 Census, so they show the world as it was in 1999. In this period of time, there can be—and have been—large changes in the economy and in the make-up of a community.
- A long-standing weakness in census data is that immigrants, refugees and the homeless are undercounted. This is a result of a number of factors. Among these are the lack of a permanent address and fears about reporting information to a government agency.
- Adding to the challenge is that in the past decade, Washington has had the most rapid increase in foreign-born population of any state. In addition, many immigrants and refugees who settle in King County had initially immigrated to another city.
- The available numbers don’t provide information on all the sets of factors that are important. For example, school districts in Central South King County say that a



large percentage of families with young children in the area are people of color and speakers of languages other than English. To some extent, this shows up in the data when comparing the race and ethnicity of the population in general (Table 3) with the school student ethnicity (Table 23).

- The numbers also don't show how the challenges facing a family can pile up. For example, one member of the Somali community commented that the Somalis feel they have four strikes against them: they are immigrants, they are black, many don't speak English well, and they are Muslim.
- The numbers alone don't show what it is like to struggle with poverty on a day-to-day basis. For this understanding, we need to hear directly from those who are living the struggle.

In short, the data in this section provide an important window on the lives of people in Central South King County. But to create this Strategic Plan, we have also relied on comments and ideas from residents of Central South King County, along with governments and agencies.

Poverty in these areas is not as intractable or ingrained as in many inner city areas. There is a mentality that upward mobility is possible.
– Community Interviews, 2001

Data Sources

The information for this section comes from the following sources of information. We extend sincere thanks for the expertise and effort that these sources represent.

- Child Care Resources, *State of Child Care 2002*, August 2002
- City of Burien, *Community Profile*, September 2003
- Highline Public Schools reports
- King County, *2001 King County Benchmark Report*
- King County Budget Office, *The 2003 King County Annual Growth Report*
- King County Housing Authority, "Section 8 Distribution," 12/31/03
- Nonprofit Assistance Center report to the Northwest Area Foundation, prepared by Dr. Sebhat Tenna, "Setting Context: Data Information on Refugee and Immigrants in Central South King County"
- Northwest Area Foundation Indicator Website, www.indicators.NorthwestAreaFoundation.org/, which maps many factors about Central South King County based on the 2000 U.S. Census
- Office of the Superintendent of Public Instruction Web site, www.k12.wa.us/Reports, which offers information about schools and students
- Public Health – Seattle & King County, *Communities Count 2002: Social and Health Indicators Across King County*
- Puget Sound Regional Council's series of reports on Census 2000 (www.psrc.org/datapubs/census2000/)
- Puget Sound Regional Council, *Fiscal Year 2004: Comprehensive Economic Development Strategy for the Central Puget Sound Region*, September 2003
- Puget Sound Regional Council, *Puget Sound Trends: Employment in Central Puget Sound Cities, March 2001 – March 2002*, February 2004
- U.S. Census Bureau, *Statistical Abstract of the United States, 2003*
- Washington Research Council, *Special Report: Public Funding for Health and Human Services in King County*, September 18, 2002
- Washington State Department of Corrections, *Class I Impacts: Work During Incarceration and Its Effects on Post-Prison Employment Patterns and Recidivism*, February 2003
- Washington State Department of Corrections, "Fiscal Year 2004 Releases"

- Washington State Department of Corrections, *Serious and Violent Offender Reentry Initiative: Grantee Adult Workplan, 2002*

Location

This strategic plan focuses on an area of King County, Washington, that this plan calls Central South King County. (See map on page ix.) Central South King County includes the cities of Burien, Renton, SeaTac and Tukwila, and the community of Skyway. (Skyway is an unincorporated area located at the northwestern edge of Renton, next to Tukwila.) All are well-established, urban communities. The City of Renton incorporated in 1901 and Tukwila in 1908. Burien and SeaTac became cities only recently: Burien in 1993 and SeaTac in 1990.

Central South King County is nearly 47 square miles in area. Three of the Central South King County communities include waterfront areas. Burien borders on Puget Sound on the west. Renton and Skyway are on Lake Washington at their northern borders.

The People of Central South King County

Population and Age

The 2000 U.S. Census puts the total population of Central South King County at 138,587. This is 8 percent of King County’s total population. Some key factors are:

- **Size:** Renton has the largest population in Central South King County (50,052); Skyway has the smallest (13,977).
- **Age:** Children are 23 percent of the area’s population; elders are 11 percent.
- **Population growth:** Tukwila has grown by 21 percent in the last 10 years, Renton by 19 percent, and SeaTac by 12 percent.

These proportions are roughly the same as for the rest of King County.

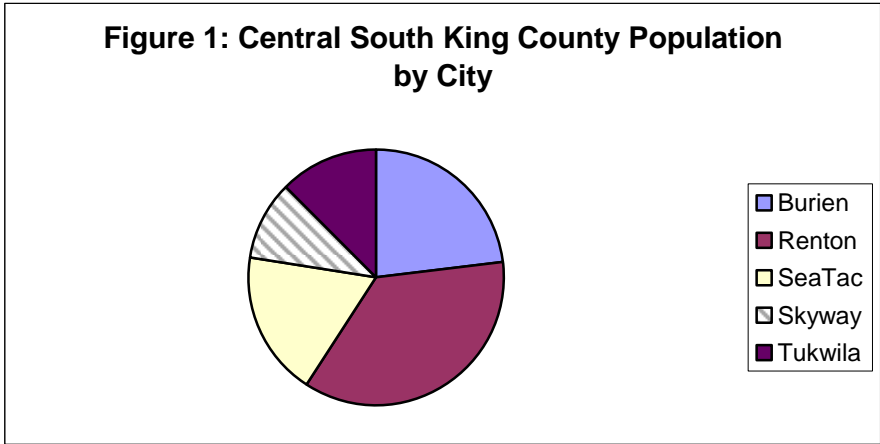
Table 1 below shows the population for each city in Central South King County by age group. Figure 1 shows how the population of each city contributes to the population of the Central South King County area.

Table 1: Population and Age

City/Community	2000 Population	Age 17 and Under	Age 18 to 64	Age Over 65
Burien	31,881	7,261 (23%)	20,235 (63%)	4,385 (14%)
Renton	50,052	10,913 (22%)	34,016 (68%)	5,123 (10%)
SeaTac	24,496	6,217 (24%)	16,805 (66%)	2,474 (10%)
Skyway	13,977	3,190 (23%)	8,850 (63%)	1,940 (14%)
Tukwila	17,181	4,124 (24%)	11,712 (68%)	1,345 (8%)
Total:	138,587	31,705 (23%)	91,618 (66%)	15,267 (11%)
<i>King County (for comparison)</i>	1,739,621	23%	67%	10%

Source: 2003 King County Annual Growth Report

Figure 1: Central South King County Population by City



[We have] richness of multi-cultural diversity.
 – Small Group Feedback, 5/02

There was moderate growth in the area’s population from 1990 to 2000. There were also annexations by some of the cities, which contributed to their increased population. King County’s growth in these years was 15 percent. Tukwila and Renton grew faster than the county in real terms. Table 2 below shows the growth in population and accounts for the change from adding land areas to a city. Since Burien was not incorporated until 1993, it is not included. Growth figures are not available for Skyway.

Table 2: Population Growth

City/Community	Total Population Growth 1990-2000	Number Accounted for by Annexation	Real Population Growth
Renton	8,364 (20.1%)	590	7,774 (18.6%)
SeaTac	2,802 (12.3%)	127	2,675 (11.8%)
Tukwila	5,307 (44.7%)	2,764	2,543 (21.4%)
<i>King County (for comparison)</i>	<i>229,715 (15.2%)</i>	<i>0</i>	<i>15.2%</i>

Source: Puget Sound Regional Council, 2000 Census: Redistricting Data

Race and Ethnicity

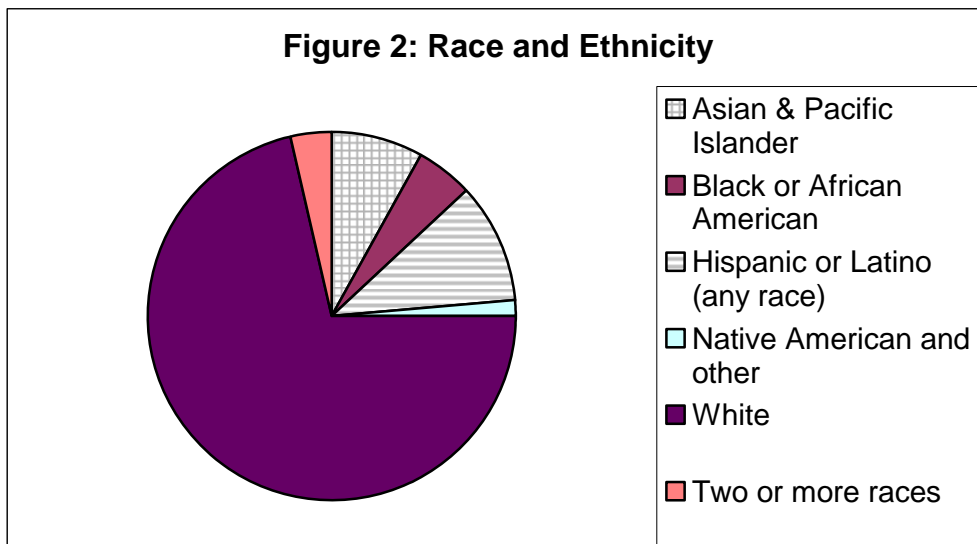
Central South King County has a diverse population. The percentages of Asian and Pacific Islander, Black, and Hispanic residents, and people of two or more races are much higher than for King County as a whole. Table 3 and Figure 2 show the racial and ethnic make-up of Central South King County, as reported in the 2000 U.S. Census.

Table 3: Population by Race and Ethnicity

City/ Community	Asian and Pacific Islander	Black or African American	Hispanic or Latino (may be any race)	Native American and other	White	Two or more races
Burien	2,572 (8%)	1,587 (5%)	3,397 (11%)	416 (1%)	22,799 (72%)	1,110 (3%)
Renton	6,896 (14%)	4,142 (8%)	3,818 (8%)	488 (1%)	32,759 (65%)	1,949 (4%)
SeaTac	3,468 (14%)	2,266 (9%)	3,302 (13%)	423 (2%)	14,666 (58%)	1,371 (5)
Skyway	3,100 (22%)	3,500 (25%)	620 (4%)	100 (1%)	5,960 (43%)	700 (5%)
Tukwila	2,169 (13%)	2,174 (13%)	2,329 (14%)	247 (1%)	9,297 (54%)	965 (6%)
Total:	18,205 (13%)	13,669 (10%)	13,466 (10%)	1,674 (1%)	85,481 (62%)	6,095 (4%)
<i>King County (for comparison)</i>	11%	5%	6%	>1%	73%	4%

Source: 2003 King County Growth Report

Figure 2: Race and Ethnicity



Immigrants and Refugees

One way to estimate the numbers of refugees and immigrants living in an area is to use the census data for people born outside the United States. In Central South King County, 20 percent of residents are foreign-born. This is a high proportion. Tukwila has the highest percentage of foreign-born residents (26%), with SeaTac a close second (23%). Table 4 shows the total number and percent of foreign-born residents in each city, and then how many are naturalized citizens and how many are not citizens.

Table 4: Foreign-Born Population

City/ Community	Total Foreign Born (% of population)	Naturalized Citizen	Not a Citizen
Burien	4,840 (15%)	1,916	2,924
Renton	9,590 (19%)	4,207	5,383
SeaTac	5,763 (23%)	1,707	4,056
Skyway	2,536 (18%)	1,387	1,149
Tukwila	4,512 (26%)	1,422	3,090
Total:	27,241 (20%)	10,639	16,602

Source: NAC, "Setting Context"

The largest number of foreign-born people in Central South King County are from Asia (11,956 people, or 44 percent of foreign-born residents). Latin America is the birthplace of the next largest group (7,086 or 26 percent of foreign-born residents). Table 5 and Figure 3 show the part of the world where the foreign-born residents of Central South King County were born.

The presence of an international community brings new assets to the area, along with the need for education, training and citizenship education.
– Community Forum, 5/02

Table 5: Place of Birth of the Foreign-Born Population

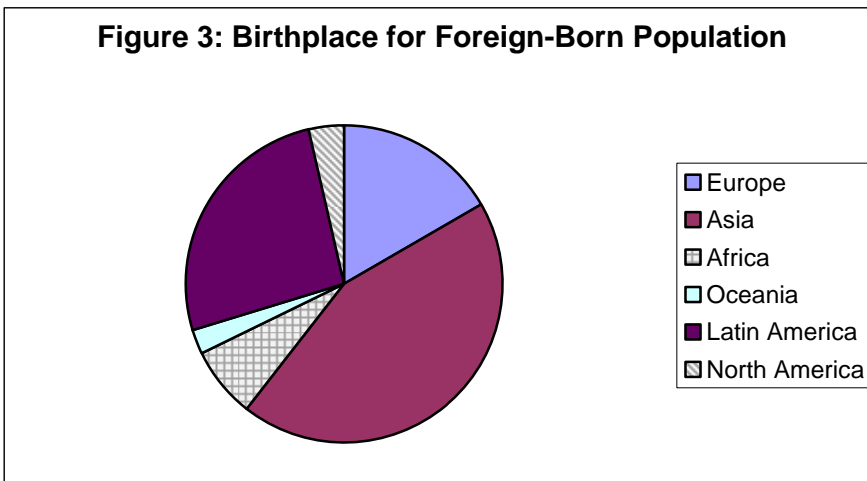
	Burien	Renton	SeaTac	Skyway	Tukwila	Total (% of foreign- born residents)
Total foreign-born:	4,840	9,590	5,763	2,536	4,512	27,241
<i>Europe:</i>	<i>905</i>	<i>1,951</i>	<i>604</i>	<i>142</i>	<i>967</i>	<i>4,569 (17%)</i>
Northern Europe (UK, Sweden)	153	400	101	42	56	
Western Europe (France, Germany)	112	237	43	56	77	
Southern Europe (Italy, Greece)	62	36	62	11	5	
Eastern Europe (Ukraine, Bosnia)	578	1,278	398	33	822	
Europe, n.e.c.*	-	-	-	-	7	
<i>Asia:</i>	<i>1,756</i>	<i>4,615</i>	<i>2,154</i>	<i>1,898</i>	<i>1,533</i>	<i>11,956 (44%)</i>
Eastern Asia (China, Korea)	426	1,113	293	420	315	
South Central Asia (India, Iran)	321	290	467	26	125	
South Eastern Asia (Philippines, Vietnam)	925	3,140	1,294	1,439	1,060	
Western Asia (Iraq, Armenia)	84	72	85	13	33	
Asia, n.e.c.	0	0	15	0	0	
<i>Africa:</i>	<i>179</i>	<i>529</i>	<i>665</i>	<i>111</i>	<i>456</i>	<i>1,940 (7%)</i>
Eastern Africa (Ethiopia, Somalia)	95	310	546	60	377	

	Burien	Renton	SeaTac	Skyway	Tukwila	Total (%)
Middle Africa	10	0	0	0	0	
Northern Africa (Egypt)	0	70	0	0	23	
Southern Africa (South Africa)	0	8	6	0	0	
Western Africa (Nigeria, Ghana)	8	70	106	29	33	
Africa, n.e.c.	66	71	7	22	23	
Oceania (Polynesia, Australia)	172	132	216	68	92	680 (2%)
Latin America:	1,642	1,947	1,891	254	1,352	7,086 (26%)
Caribbean (Haiti, Trinidad)	50	21	76	8	9	
Central America (Mexico, El Salvador)	1,454	1,772	1,750	243	1,241	
South America (Chile, Peru)	138	154	65	3	102	
North America (Canada)	186	416	225	63	112	1,002 (4%)
Born at sea	0	0	8	0	0	8 (<1%)

* n.e.c. — “not elsewhere classified” – People who say they are from a particular part of the world but don’t identify a country.

Source: NAC, “Setting Context”

Figure 3: Birthplace for Foreign-Born Population



Language

As the tables above of the foreign-born population may suggest, English is not the first language for many residents of Central South King County. However, speaking, understanding and writing English are crucial for getting a good job in our area. They are also important skills in daily life for tasks ranging from making a doctor’s appointment to shopping.

The census provides several kinds of information about speakers of languages other than English. One is the language people speak at home. Table 6 shows the top 10 languages for each community in Central South King County, with the number and

percentage of adult speakers. This information may help the Central South King County project to choose languages for translation of the project’s written information.

Table 6: Top 10 Languages Spoken at Home by Adults and Percentage of Population

Rank	Burien	Renton	SeaTac	Skyway	Tukwila	King County (for comparison)
1	English only (81%)	English only (78.2%)	English only (71.5%)	English only (76.8%)	English only (67.9%)	English only (81.6%)
2	Spanish (7.3%)	Spanish (5.5%)	Spanish (10.5%)	Tagalog (4.7%)	Spanish (10.7%)	Spanish (4.1%)
3	Vietnamese (1.5%)	Vietnamese (3.2%)	Tagalog (2.6%)	Spanish (3.7%)	Tagalog (2.9%)	Chinese (2.4%)
4	Tagalog (1.4%)	Chinese (2.6%)	African languages (2.5%)	Chinese (3.6%)	Serbo-Croatian (2.4%)	Vietnamese (1.4%)
5	Japanese (0.8%)	Tagalog (2.0%)	Vietnamese (1.9%)	Vietnamese (2.7%)	African languages (2.3%)	Tagalog (1.4%)
6	Korean (0.5%)	Russian (0.9%)	German (0.6%)	Japanese (1.4%)	Mon-Khmer, Cambodian (2%)	Korean (1.0%)
7	German (0.4%)	African languages (0.7%)	Chinese (0.6%)	Laotian (1.1%)	Chinese (1.7%)	Japanese (0.8%)
8	Chinese (0.4%)	Korean (0.6%)	French (0.6%)	African languages (0.8%)	Vietnamese (1.7%)	German (0.8%)
9	Russian (0.4%)	Japanese (0.5%)	Korean (0.6%)	Mon-Khmer, Cambodian (1.1%)	Russian (1.2%)	Russian (0.6%)
10	Italian (0.4%)	German (0.5%)	Serbo-Croatian (0.6%)	German (0.5%)	Polish (0.8%)	French (0.6%)

Reach out to people who live in isolation.
– Small Group Feedback, 5/02

Source: Puget Sound Regional Council, 2000 Census: Characteristics of Language

For more information on the languages spoken at home, see Table 26: Languages of School Students, on page 26.

The census also provides information about residents’ ability to speak English. For people who have a home language other than English, one question asks them how well they speak English: “Very well,” “Well,” “Not well,” or “Not at all.” Table 7 shows the percentage of adults who said they do not speak English “very well” (that is, they gave one of the other three answers).

Table 7: Limited English-Language Skills

City/Community	Percentage of Adults Who Do Not Speak English “Very Well”
Burien	9%
Renton	11%
SeaTac	15%
Skyway	10%
Tukwila	16%

Source: NAC, “Setting Context”

The census also provides information about households where no person who is age 14 or older speaks English “very well.” The census calls these households “linguistically isolated.” This means that the members of the household speak little or no English. Central South King County has a higher percentage of adults who speak little or no English than does King County (6 percent compared with 4 percent). In addition, more of the people in this category in Central South King County speak Spanish, while more in King County are speakers of Asian and Pacific Island languages. Table 8 provides details.

Table 8: Adults Speaking Little or No English (Linguistic Isolation) – Number and Percentage of Population

City/Community	Spanish Speakers	Speakers of Other Indo-European Languages	Speakers of Asian and Pacific Island Languages	Speakers of Other Languages	Total
Burien	728 (2.3%)	288 (0.9%)	328 (1%)	43 (0.1%)	1,387 (4.4%)
Renton	733 (1.7%)	781 (1.6%)	1,239 (2.5%)	146 (0.2%)	2,899 (5.8%)
SeaTac	986 (3.9%)	254 (1%)	369 (1.4%)	233 (0.9%)	1,842 (7.2%)
Skyway	170 (1.2%)	6 (0.04%)	411 (2.9%)	12 (0.08%)	599 (4.3%)
Tukwila	766 (4.5%)	286 (1.7%)	413 (2.4%)	104 (0.6%)	1,569 (9.1%)
Total	3,383 (2.4%)	1,615 (1.2%)	2,760 (2%)	538 (0.4%)	8,296 (6%)
<i>King County (for comparison)</i>	<i>16,166 (0.9%)</i>	<i>12,955 (0.8%)</i>	<i>35,739 (1.9%)</i>	<i>3,148 (0.2%)</i>	<i>67,008 (3.9%)</i>

Source: Puget Sound Regional Council, 2000 Census: Characteristics of Language

Education Level

A college degree is rapidly becoming a basic requirement for most higher paying jobs today. For most Central South King County communities, less than a quarter of the residents have a college degree. However, the majority have at least a high school degree. The percentage with at least a high school degree is slightly lower than in King County as a whole. But the percentage with a college degree is significantly lower than for the county. Table 9 shows the level of education that adults in Central South King County have achieved.

Table 9: Adult Education Level

City/Community	Completed High School and Above	Completed Bachelor's Degree and Above
Burien	85%	21%
Renton	87%	28%
SeaTac	81%	15%
Skyway	84%	24%
Tukwila	82%	17%
<i>King County (for comparison)</i>	88%	33%

Sources: NAC, "Setting Context"; 2001 King County Benchmark Report

Education level also predicts future income. In general, adults with only a high school education earn roughly half of what those with a college degree earn. Adults whose formal education ends before 9th grade earn only 25 percent of what those with a college degree earn. Table 10 uses national data to show the relationship between education and median annual income. (The *median* income is exactly in the middle of all the incomes of people in the community. Half of all incomes are below the median, and half are above it.)

Poverty is a real experience for all groups, whether they were born in the United States, or have come as immigrants and refugees. No one should be expected to do with less because of where they came from.
 – Collaboration Work Group, 9/02

Table 10: Relationship Between Education and Income Level

Education Completed	Median Annual Income (United States, 2001)
Less than 9 th grade	\$18,120
9 th to 12 th grade, no diploma	\$23,251
High school graduate/GED	\$36,055
Some college, no degree	\$45,810
Associate degree	\$51,162
Bachelor's degree or more	\$72,284

Source: U.S. Census Bureau, Statistical Abstract of the United States 2003

Income

Median Household Income

The median household income in Central South King County is lower than for King County. (The U.S. Census defines *household* as the group of people who live together in a housing unit.) Table 11 shows information about Central South King County households and their median income.

Table 11: Households and Median Income

City/ Community	Number of Households (2000)	Average Household Size	Median Household Income (1999)
Burien	13,399	2.36	\$41,577
Renton	21,708	2.29	\$45,820
SeaTac	9,708	2.53	\$41,202
Skyway	5,570	2.5	\$47,485
Tukwila	7,186	2.38	\$40,718
<i>King County (for comparison)</i>	711,490	<i>(not available)</i>	\$53,157

Source: 2003 King County Growth Report

Poverty

There are a number of ways to define poverty. The Temporary Coordinating Committee has chosen the following two-faceted approach to defining poverty.

1. The TCC recognizes that poverty is not limited to income alone, but also involves isolation and lack of access to opportunity (see Definition of Poverty, page 30). So the strategies in this Strategic Plan, especially for community building, aim to serve all people in the community who struggle with poverty.
2. At the same time, many existing programs that will be part of the Central South King County Strategic Plan have specific income guidelines, such as not more than 200 percent of the federal poverty level (see below). Examples include food stamps, subsidized housing, and the free-and-reduced-price school lunch program. Where the Venture includes existing programs that have specific income guidelines, the Venture will use those guidelines.

The data available on people in poverty use the federal poverty level. So the tables below use this poverty definition. However, readers should keep in mind that the Central South King County Venture will use a broader definition of poverty.

Federal Poverty Level

Every year, the federal government defines what poverty is. The government sets guidelines for the dollars of annual income at or below which a person or family is in poverty, depending on the number of people in the family. For example, in 2003, the poverty level for a family of two was \$12,120, while for a family of four, it was \$18,400. Many other groups use the federal poverty level (or multiples of it, such as 200 percent of poverty) as a guide for determining who is eligible for services. Note that this Strategic Plan does not define poverty solely by the federal poverty guidelines. See “Definition of Poverty,” page 30.

Table 12 shows the poverty rates in Central South King County under the federal poverty level guidelines. The poverty rate in Central South King County communities is higher than the rate for King County as a whole. The table also shows the poverty rate for young children, since they are especially likely to be harmed by the effects of poverty. For example, children in poverty often have poor diets and limited access to health care. So it is a matter of concern that the poverty rate of young children is high.

Table 12: Persons Living Below the Federal Poverty Level

City/ Community	Number of Persons in Poverty (1999)	Percentage of the Population in Poverty (poverty rate)	Percentage of Children Age 0 - 5 in Poverty
Burien	2,961	9%	17%
Renton	4,798	10%	11%
SeaTac	2,839	12%	21%
Skyway	1,073	8%	15%
Tukwila	2,167	13%	14%
Total	13,838	10%	
<i>King County (for comparison)</i>	142,546	8.4%	9.9%

Source: 2003 King County Growth Report

Poverty means to me a lot of pain. Because when I am thinking about what to eat, to wear, and where to sleep, it affects me and my children every day.

– Comment from East African Group, 5/03

Place of Birth and Race/Ethnicity

Of the Central South King County residents who are living below the poverty level, 34 percent are foreign born. Tukwila has the highest rate of foreign-born residents in poverty—43 percent. Table 13 shows the number of persons in poverty in Central South King County (from Table 12) and the number and percent who are U.S. citizens by birth and who are foreign born.

Table 13: Poverty Status by Place of Birth

City/ Community	Number of Persons in Poverty (1999)	Native U.S. Citizens in Poverty (% of persons in poverty)	Foreign-Born Persons in Poverty (% of persons in poverty)
Burien	2,961	2,198 (74%)	763 (26%)
Renton	4,798	3,092 (64%)	1,706 (36%)
SeaTac	2,839	1,671 (59%)	1,168 (41%)
Skyway	1,073	953 (89%)	120 (11%)
Tukwila	2,167	1,227 (57%)	940 (43%)
Total:	13,838	9,141 (66%)	4,697(34%)

Source: NAC, "Setting Context"

Statistics on poverty by racial and ethnic groups are not available for Central South King County. However, the numbers for the larger South King County Region in Table 14 are likely to be typical for the area. (The South King County Region is one of four planning regions in King County—North King County, South King County, East King County and Seattle.)

Table 14: Percent of Persons in Poverty, by Race/Ethnicity

	South King County Region	King County (for comparison)
African American only*	18%	20%
American Indian/Alaska Native only	19%	21%
Asian/Pacific Islander only	10%	12%
Hispanic/Latino	18%	18%
Multi-Racial	13%	14%
White alone	6%	6%

* "Only" means the people who reported this racial/ethnic group only in the 2000 census. People who reported more than one race are listed in the "Multi-Racial" category.

Source: Public Health – Seattle & King County, Communities Count

Family Type

Families headed by a woman alone (called female head of household) are much more likely to be living in poverty than families headed by a man alone. Table 15 compares the percentages of family types living in poverty.

Table 15: Families in Poverty, by Family Type

City/ Community	Total Families in Poverty (1999)	Female Head of Household in Poverty	Male Head of Household in Poverty	Married Couple in Poverty
Burien	561	290 (52%)	68 (12%)	203 (36%)
Renton	853	332 (39%)	88 (10%)	433 (51%)
SeaTac	592	264 (45%)	98 (17%)	230 (39%)
Skyway	237	147 (62%)	31 (13%)	59 (25%)
Tukwila	356	139 (39%)	50 (14%)	167 (47%)
Total	2,599	1,172 (45%)	335 (13%)	1,092 (42%)
<i>King County (for comparison)</i>	22,597	10,831 (48%)	2,120 (9%)	9,646 (43%)

Source: Puget Sound Regional Council, Census 2000: Characteristics of Poverty

Persons with Disabilities

Having a long-lasting disability can make it hard for a person to get and keep a job, especially one that pays a living wage. In Central South King County, the poverty rate among adults with disabilities is higher than the overall poverty rate (14 percent compared to 10 percent). The unemployment rate for persons with disabilities is 35 percent. Table 16 provides information by city and a comparison to the county.

Table 16: Persons with Disabilities: Poverty and Unemployment

City/ Community	Persons with Disabilities, Ages 16 and up (1999)	Percentage in Poverty (poverty rate)	Percentage Unemployed, Ages 16-64
Burien	5,993	15%	38%
Renton	9,103	14%	32%
SeaTac	4,736	15%	36%
Skyway	2,508	10%	36%
Tukwila	3,126	14%	38%
Total	25,466	14%	35%
<i>King County (for comparison)</i>	246,381	15%	38%

Source: Puget Sound Regional Council, 2000 Census: Characteristics of Disability

Poverty means having to send the kids to school with dirty clothes.
 – Comment from All-Inclusive Cultural Group, 5/03

Ex-Offenders

People who have recently been released from prison face many challenges. Poverty is a crucial one. A 2003 state Department of Corrections study found that the second highest predictor of *returning* to prison was earning wages of less than \$5,000 in the year after release.

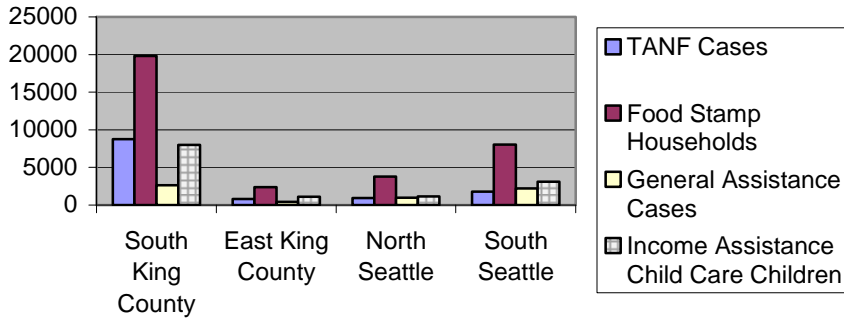
No data are available that directly show the number of ex-offenders in Central South King County or their poverty status. However, a total of 2,361 offenders were released into King County as a whole in the past year.

One key to establishing a stable life and staying out of poverty is finding a job. There is a clear link between education level and an ex-offender’s ability to find a job. Unfortunately, only 33 percent of Washington state offenders who are leaving prison have completed high school (or a GED) or above. This percentage is much lower than the more than 80 percent of Central South King County’s residents overall who have completed high school. (See Table 9.) A Department of Corrections study found that having a high school education was the third highest predictor for getting a job within a year after release from prison.

Use of Assistance Programs for Low-Income Families

Many more people in the South King County Region (which includes Central South King County) than in other parts of the county are eligible for and use public programs that assist low-income families. The state Department of Social and Health Services (DSHS) runs several programs for low-income families. These include Temporary Assistance to Needy Families (TANF), food stamps, General Assistance, and child care subsidies provided by the Division of Income Assistance. Figure 4 shows the number and level of caseloads in South King County in comparison to other regions of the county.

Figure 4: Selected DSHS Caseloads



Source: Washington Research Council

Another kind of assistance is the housing voucher program (also called Section 8 housing) of the U.S. Department of Housing and Urban Development. Local public housing agencies run this program for their area. To be eligible, a family’s income may not be more than half of the median income for the county or metropolitan area. In most cases, the participating families have incomes that are not more than 30 percent of the median income.

There are more Section 8 housing units in Central South King County than there are in most other areas in the county. Of 27 areas of King County outside Seattle, the Tukwila/Des Moines area (which includes SeaTac) has the most Section 8 units. Burien ranks a close second. Table 17 shows the top eight areas of King County outside Seattle.

Table 17: Number of Section 8 Housing Units – Top Areas Outside Seattle

Rank	Number of Section 8 Housing Units	Area
1	1257	Des Moines/Tukwila* (includes SeaTac*)
2	1208	Burien*
3	1188	Kent
4	1141	Federal Way
5	748	Auburn
6	664	Bellevue
7	420	North end
8	334	Renton* (includes Skyway*)

* Part of Central South King County
 Source: King County Housing Authority

Employment

Labor Force and Unemployment

A job is the major source of continuing income for most people. The employment picture in the Puget Sound Region changed rapidly in the economic downturn that started in 2000. Since then, Washington state has had one of the highest unemployment rates in the nation.

The census was taken before the economic downturn. However, it gives a snapshot of the size of the labor force and of unemployment in 1999 when the economy was good. The census asked people (age 16 and over) about their employment status. The census puts the people who either had jobs or were looking for work and were not in the military into the “civilian labor force.” As Table 18 shows, the unemployment rate in 1999 was lower in Burien and Renton than in other Central South King County communities. Overall, the unemployment rate was about the same as for King County.

I was looking for a place to live, in shelters and any help—there was nothing. I ended up living on the streets with my son.

– Comments from Latino Group, 5/03

People not in the labor force include students, people who are taking care of the home or family full-time, retired people, seasonal workers who are in an off-season and not looking for work, people who are in hospitals or other institutions, and people doing only occasional and unpaid family work. The percentage of people in Central South King County who were not in the labor force in 1999 was a little higher than in King County.

It is important to note that not all jobs provide a living wage. So people who are employed may still be struggling to overcome poverty. (See the discussion of living wage jobs on page 49.)

Table 18: Civilian Labor Force and Employment in 1999

City/ Community	Civilian Labor Force (percent of persons age 16+)	# Employed	# Unemployed (percent of civilian labor force)	Not in Labor Force (percent of persons age 16+)
Burien	16,496 (65%)	15,897	599 (4%)	8,953 (35%)
Renton	28,797 (72%)	27,552	1,245 (4%)	11,168 (28%)
SeaTac	13,522 (68%)	12,708	814 (6%)	6,496 (33%)
Skyway	7,076 (63%)	6,650	426 (6%)	4,094 (37%)
Tukwila	9,479 (70%)	8,900	579 (6%)	4,002 (30%)
Total	75,370 (68%)	71,707	3,663 (5%)	34,713 (32%)
<i>King County (for comparison)</i>	<i>972,790 (70%)</i>	<i>929,205</i>	<i>43,585 (5%)</i>	<i>414,947 (30%)</i>

Source: Puget Sound Regional Council, 2000 Census: Characteristics of Employment

Businesses and Jobs

The number of businesses in an area and the number of jobs in those businesses tells another part of the employment picture. Table 19 shows this information for Central South King County.

It is revealing to compare the number of jobs to the labor force. Renton, SeaTac and Tukwila have between 18,200 and 34,600 more jobs than residents in the labor force. So businesses in these communities need to attract workers from other areas. On the other hand, Burien and Skyway have between 4,500 and 5,600 more working residents than jobs. Many residents there must look elsewhere for work.

Table 19: Numbers of Businesses and Jobs, Compared to Labor Force

City/ Community	Number of Business Units (2001)	Number of Jobs (2001)	Civilian Labor Force
Burien	1,100	12,039	16,496
Renton	1,739	56,169	28,797
SeaTac	787	31,801	13,522
Skyway	190	1,490	7,076
Tukwila	1,545	44,072	9,479
Total	5,361	145,571	75,370

Note: The number of businesses shown here does not include persons who are self-employed. The number of jobs includes only jobs covered by unemployment insurance.

Source: 2003 King County Growth Report

The business sector in which people are employed can suggest their wage levels. Manufacturing and professional jobs generally have higher wages than do service jobs, for example. Table 20 shows the percentage of people employed by sector in Central South King County compared with King County.

Table 20: Percentage of Employment by Business Sector

Sector	Central South King County	King County (for comparison)
Management and Professional	30%	43%
Service	16%	13%
Sales	29%	26%
Construction and Maintenance	10%	7%
Production and transportation	16%	10%

Source: City of Burien Community Profile

Housing

Housing is one of the basic needs of life. Residents of any community need to be able to find housing and to afford it. There appears to be enough housing in Central South King County based solely on the number of residents and the number of housing units. But affordability is another matter. For low-income families and those in poverty, the median rental cost is not affordable.

Table 21 shows the number of single-family homes and multifamily buildings in Central South King County, the median house value and the median monthly rental for a two-bedroom apartment unit.

Table 21: Housing Units, House Value and Rental Cost (2000)

City/ Community	Number of Housing Units	Median House Value	Median Two- Bedroom Rental Per Month
Burien	14,024	\$175,100	\$666
Renton	22,699	\$183,800	\$723
SeaTac	10,032	\$157,800	\$654
Skyway	5,780	\$181,400	\$742
Tukwila	7,817	\$150,100	\$697

Source: 2003 King County Growth Report

Comparing the rental cost with people’s incomes shows how easily they can afford these housing costs. A general guideline that the U.S. Department of Housing and Urban Development, mortgage lenders and other organizations use is that a family should not spend more than 30 percent of their income on housing.

- The median rental cost for each community is less than 30 percent of the median household income (see Table 11). So families at the median income level should be able to pay these costs.
- However, the median rental rates are more than 30 percent of income for a family of four living in poverty. In 2000 (the year of the rental rates), the poverty rate for a family of four was \$16,700. A rental at 30 percent would have been \$418 per month—quite a bit less than any of the median rental costs. In fact, it would have taken more than half the income of the poverty-level family of four to pay these median rental rates.

Communities have a stake in the healthy and successful development of young children, and a responsibility to support families.
– 0 to 5 Pilot Collaboration, 7/03

Children and Education

Child Care

Having child care makes it possible for parents to work outside the home. Two important factors are the supply of child care and the cost. No information is available to show if the supply meets the demand for child care in Central South King County.

In addition, not enough child care is available in King County during the early morning and evening hours when many workers in service jobs need it. Communities of color and immigrants have also stressed the need for more child care programs that reflect their values, culture and language.

In terms of cost, child care is often the single largest expense in raising a family. Table 22 shows costs in the South King County Region, which includes Central South King County.

Table 22: Average Child Care Costs in South King County (2002)

Age	Average Monthly Cost
Infant (0 – 1 year)	\$662
Toddler (1 to 2½ years)	\$808
Preschool (2½ to 5 years)	\$576
School-age (5 to 11 years)	\$378

Source: Child Care Resources

Comparing these child care rates to the median household income (in Table 11) shows how much of the family income may be going to child care. Child care for an infant costs between 21 and 24 percent of the median household income in Central South King County. This is a very large amount.

Number and Ethnicity of School Students

Children in Central South King County go to school in one of three school districts: Highline, Renton and Tukwila. The Highline School District includes Burien and SeaTac, but it also includes several other areas that are not part of this Strategic Plan, such as Des Moines, Normandy Park and White Center. The Renton School District includes Skyway. Table 23 shows the number of students enrolled in each school district and their ethnicity.

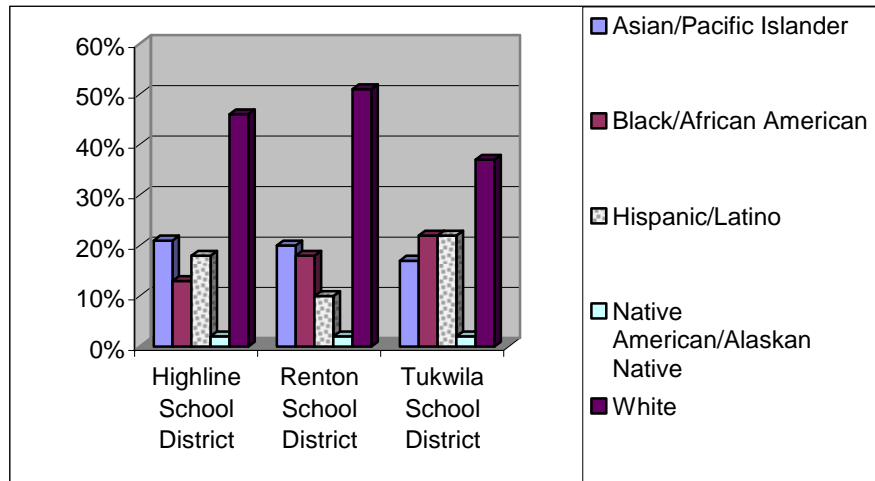
Table 23: School District Enrollment and Student Ethnicity

	Highline School District	Renton School District	Tukwila School District	State of Washington (for comparison)
Enrollment as of October 2002	17,735	13,100	2,742	1,015,747
Asian or Pacific Islander	21%	20%	17%	8%
Black or African American	13%	18%	22%	6%
Hispanic or Latino	18%	10%	22%	12%
Native American or Alaskan Native	2%	2%	2%	3%
White	46%	51%	37%	73%

Source: Office of the Superintendent of Public Instruction

It is important to note that the records show more ethnic diversity among school-age children than in the population as a whole in Central South King County. This may be because the schools are able to capture this information better than the census can. Figure 5 shows the ethnic make-up of students.

Figure 5: Enrollment by Ethnicity



Children need the same opportunity to be successful in education and in life.
 – Visioning Meetings, 2/03

Students in Special School Programs

Public schools offer three special programs:

- Free or Reduced-Price Meals – a nutrition program for low-income children
- Special Education – assists children with disabling conditions who need special help
- Transitional Bilingual – assists children who are learning the English language and need to gain more skills in English in order to learn effectively in a regular classroom

A high percentage of Central South King County students are eligible for free and reduced-price meals, and the transitional bilingual program. For example, the percentage of Tukwila students in the meals program is nearly double the percentage for the state as a whole. Table 24 shows the usage rates of these programs in Central South King County and the comparison to the state.

Table 24: Percentage of Students in Special Programs

	Highline School District	Renton School District	Tukwila School District	State of Washington (for comparison)
Free or Reduced-Price Meals	51%	38%	62%	36%
Special Education	11%	13%	11%	12%
Transitional Bilingual	11%	8%	26%	7%

Source: Office of the Superintendent of Public Instruction

Within these programs, the percentages are higher for people of color and students whose home language is other than English. Table 25 shows these percentages using the Highline School District as an example.

Table 25: Example: Percent of Students in Highline School District Receiving Free or Reduced-Price Lunch, by Ethnicity and Language

Language Group	Percent Receiving Free or Reduced-Price Lunch	Ethnic Group	Percent Receiving Free or Reduced-Price Lunch
Amharic	69%	Asian/Pacific Islander	59%
Arabic	68%	African American	69%
Bosnian	57%	Hispanic	67%
Cambodian	69%	Native American	54%
Cantonese	58%	White (not of Hispanic Origin)	26%
Cam	80%		
Chinese	41%		
English	37%		
Farsi	77%		
Filipino	36%		
Haitian Creole	92%		
Hindi	56%		
Hmong	70%		
Ilokano	67%		
Japanese	17%		
Korean	20%		
Kurdish	64%		
Laotian	56%		
Oromo	93%		
Other	61%		
Polish	29%		
Punjabi	63%		
Rumanian	13%		
Russian	56%		
Samoan	74%		
Somali	77%		
Spanish	72%		
Tagalog	49%		
Thai	31%		
Tigrinya	74%		
Tongan	55%		
Ukrainian	62%		
Vietnamese	64%		

Source: Highline Public Schools

Languages

Students who are learning English have language as an added challenge to being successful in school. Students in Central South King County schools speak more languages than in other school districts in the state. Highline School District has the fourth highest number of languages in all of Washington state. Renton is the ninth highest and Tukwila the tenth. Table 26 shows the total number of languages in each school district and the top five languages (other than English).

Table 26: Languages of School Students

School District	Number of Languages	Top Five Languages (in order by number of speakers)
Highline	57	Spanish, Somali, Vietnamese, Cambodian, Punjabi and Ukrainian (the last two both have the same number of speakers)
Renton	47	Spanish, Vietnamese, Russian, Ukrainian, Cantonese Chinese
Tukwila	41	Spanish, Bosnian, Vietnamese, Russian, Cambodian

Source: Office of the Superintendent of Public Instruction

Student Achievement (WASL scores)

The Washington Assessment of Student Learning (WASL) tests what students know and can do in five areas: math, reading, writing, listening and science. The tests are given to students in 4th grade (all but the science test), 7th/8th grades (math, reading, writing and listening in 7th grade; science in 8th), and 10th grade.

Students in Central South King County school districts generally have lower WASL scores than do students in Washington as a whole. (Average scores for King County are not available.) Table 27 shows the percentage of students who met the basic standards for each subject at each grade level.

Support our teens so they have the chance to succeed.
 – New Futures Report, 6/03

Table 27: Percentage of Students Meeting Basic WASL Standards (2002/03)

School District and Grade	Math	Reading	Writing	Listening	Science
Highline:					
4 th grade	45%	57%	43%	53%	----
7 th /8 th grades	25%	34%	43%	81%	31%
10 th grade	34%	54%	48%	71%	26%
Renton:					
4 th grade	49%	60%	53%	59%	----
7 th /8 th grades	30%	36%	49%	83%	34%
10 th grade	38%	54%	56%	73%	Not available
Tukwila:					
4 th grade	27%	39%	40%	37%	----
7 th /8 th grades	22%	37%	50%	85%	25%
10 th grade	18%	30%	41%	53%	17%
State Totals for Comparison:					
4 th grade	55%	67%	54%	66%	----
7 th /8 th grades	37%	48%	55%	87%	36%
10 th grade	39%	60%	61%	76%	32%

Source: Office of the Superintendent of Public Instruction

The above rates are for all students in each grade taken together. The rates are lower in most cases, for Black, Hispanic, and Native American students and for students who are English language learners. This difference between the results for students of color and

for White students is often called the achievement gap. Table 28 gives an example using the Highline School District.

Table 28: Example: WASL Achievement by Racial/Ethnic Group and for English Language Learners in the Highline School District (2002/03)

Group and Grade	Math	Reading	Writing	Listening	Science
Asian:					
4 th grade	48%	56%	47%	44%	----
7 th /8 th grades	25%	31%	50%	83%	30%
10 th grade	34%	53%	47%	65%	18%
Black:					
4 th grade	29%	48%	31%	43%	----
7 th /8 th grades	9%	17%	30%	71%	13%
10 th grade	11%	28%	25%	50%	5%
Hispanic:					
4 th grade	25%	37%	26%	35%	----
7 th /8 th grades	13%	18%	25%	68%	20%
10 th grade	17%	29%	24%	44%	11%
Native American:					
4 th grade	26%	41%	44%	52%	----
7 th /8 th grades	16%	35%	33%	72%	21%
10 th grade	29%	50%	38%	54%	25%
White:					
4 th grade	60%	73%	54%	70%	----
7 th /8 th grades	33%	45%	49%	88%	40%
10 th grade	43%	65%	60%	83%	37%
English Language Learners:					
4 th grade	9%	14%	11%	12%	----
7 th /8 th grades	4%	2%	10%	47%	3%
10 th grade	2%	6%	4%	11%	0%

Source: Highline Public Schools

Drop-Out Rates

A high school education is a basic requirement for most jobs. Public schools in Washington provide two kinds of statistics on completing school. One is the *drop-out rate*. This tells how many (or what percentage of) students left school in a given year without transferring to another school. Some of these students might have completed another type of school program, such as a General Education Diploma (GED), however. The second type is the *cohort graduation rate*. This tells how many (or what percentage of) students who started 9th grade together went on to graduate from high school or complete a GED.

Between 10 and 13 percent of students in Central South King County drop out of school each year. This is a higher drop-out rate than for King County. Table 29 shows the

dropout and cohort graduation rates for the three school districts and all districts in the county.

Table 29: Drop-Out and Graduation Rates

	Highline School District	Renton School District	Tukwila School District	King County (for comparison)
Annual Drop-Out Rate (percentage of students who dropped out in 2001/02)	10%	13%	10%	9%
Cohort Graduation Rate (percentage of students in 9 th grade in 1998 who graduated from high school on time in 2002)	57%	51%	62%	County total not available, but as high as 93% in the Mercer Island School District

Source: Office of the Superintendent of Public Instruction

People don't get medical services because they don't have the money. The parents are sick and cannot work.

– Comment from Latino Group, 5/03

Health Insurance

Most individuals and families cannot afford the high cost of health care without having insurance that covers at least part of the cost. Researchers have found that people who do not have health insurance have an increased risk of serious illness or death from causes that might have been prevented. The percentage of adults in the South King County Region (a larger area than the focus of this plan) who do not have health insurance is higher than for King County as a whole. Table 30 compares the regions of King County.

Table 30: Adults Ages 18 – 64 Without Health Insurance

Region	Percent of Adults Without Health Insurance
South King County	11%
North King County	15%
East King County	5%
Seattle	13%
<i>King County (for comparison)</i>	9%

Source: Communities Count 2002

The rates are higher, though, for younger adults, and for people who have less education, lower incomes, or are in certain ethnic groups. Table 31 highlights a few of these groups in King County. (This information is not available for Central South King County alone.).

Table 31: King County Adults in Certain Groups Without Health Insurance

Group of Adults	Percent Without Health Insurance
Age: 18 – 24	21%
Education:	
Less than high school education	31%
High school graduate	15%
Income:	
Less than \$15,000 income	26%
\$15,000 to \$24,000 income	35%
\$25,000 to \$35,000 income	16%
Race/Ethnicity:	
Hispanic/Latino	24%
African American	12%
Asian/Pacific Islander	11%

Source: Communities Count 2002

Transportation

Residents have cited transportation as a major barrier to finding and keeping a job, getting access to services, and connecting with other people and groups. There are several aspects to the transportation challenges:

- Roads and geography mainly flow north-south. The major highways that serve Central South King County are Interstates 5 and 405, and State Routes 99, 509 and 518. Of these, only Highway 518 and a section of I-405 run east-west.
- Public transportation is largely geared to commuters who are traveling to cities to the north and south.
- The locations of community services are scattered. People usually have to make a separate trip to reach each one.

B. Community Comments About Needs

In the two years leading to the development of this Strategic Plan, many community members in Central South King County have offered thoughts about their lives, their struggles, and their hopes for their families and communities. These comments support and expand on the needs documented above.

The Planning Digest in the Appendix includes a full list of comments taken from documented work in the community between July 2001 and December 2003. The comments fell into four areas. These are as follows:

- **Basic needs for family stability** – food, health care, housing, access to social services, legal help, help for the elderly
- **Economic opportunities** – gaining the skills needed for good jobs, English as a Second Language classes, access to employers, job opportunities, help for starting a business
- **Children and youth** – child care, early childhood education, good schooling, helping parents get involved with schools, bilingual services, after-school programs, activities to help children learn and develop, programs for youth,

tutors, mentors, scholarships, activities to involve children and youth with their culture, opportunities to build leadership, internships

- **Strong communities and civic participation** – leadership development for residents, using community strengths, building relationships among different cultures, sharing information and resources, encouraging cooperation and collaboration, celebrating our diversity, communicating in multiple ways and in multiple languages, encouraging people to get involved, strong community values among adults and youth, more gathering places, safety, better transportation

These comments become the framework for the strategies of this Strategic Plan.

C. Definition of Poverty

What is poverty? One way to define it is “by the numbers.” From that perspective, most people agree that you are poor in Central South King County if you have a family income of less than 200 percent of the federal poverty level. (See the discussion of the federal poverty level on page 15.)

Real issues – everybody wants to improve their “quality of life.”

– Small Group Feedback, May 2002

But the experience of poverty is also important. The people of Central South King County describe poverty this way:

- *lack of finances, education, means and opportunity*
- *lack of respect*
- *you do your best and it’s still not enough*
- *illiteracy*
- *ignorance, the lack of information about how to be within the society*
- *capable for jobs, but turned down anyway*
- *no way out*
- *want to work but don’t know the more hidden points of resumes and job skills*
- *it is different, the poverty here—here is the lack of opportunities*
- *poverty means to me a lot of pain*
- *having to send the kids to school with dirty clothes*
- *no support system for a quality of life*
- *putting up with bad housing, living in motels*
- *a school district that doesn’t understand and charges extra for activities and trips*
- *violence, drugs, people making bad choices*

Poverty touches some portion of all groups in Central South King County:

- *Poverty is a real experience for all groups, whether they were born in the United States or have come as immigrants and refugees.*
- *No one should be expected to do with less because of where they come from.*
- *We need to keep focused on social justice perspective, coming out of seeing people’s assets rather than their deficits.*

In short, poverty is about the lack of access and disenfranchisement as well as the lack of income.

Similarly, prosperity is about more than income. People in Central South King County describe prosperity this way:

- *tolerance of differences*
- *people would not be stereotyped*
- *opportunity for everyone to meet their human potential*
- *people would feel they belong to a community – not a matter of social, ethnic, economic status*
- *all have a sense of contributing to community*
- *everyone gives and receives*
- *people would recognize their strengths and would be active contributing participants*
- *a lot of people help each other*
- *a sense of security*
- *easy access to services*
- *increased parental involvement in schools*

This Strategic Plan is based on the facts of poverty *and* the experience of poverty. The Temporary Coordinating Committee has approved the following definition of poverty and goal for this Strategic Plan:

The goal of the Central South King County Strategic Plan is to reduce the impact of poverty and accentuate the strengths of our community through a series of strategies that stabilize our families, create economic opportunities, invest in our children and youth, and build our communities.

Central South King County Strategic Plan

II. Strategic Plan Development Process

A. Early Phases

The Northwest Area Foundation began working with the Central South King County communities in 2001. The Foundation has worked to help the community develop a single, unified strategic plan for reducing poverty for the long term. The Foundation's role has been to help the community strengthen its capacity to design and lead this plan.

For a summary by topic area of comments from the early phases of work, see the Planning Digest in the Appendix.

Exploration

The Central South King County effort began in June 2001 with an exploration phase. The Foundation held meetings with more than 500 organizations and individuals, and provided resources for planning. In May 2002, the Foundation held a community forum to explain the Community Ventures Program and how Central South King County could benefit.

Groundwork and Outreach

The next phase laid the groundwork for strategic planning. Interested community members formed three work groups:

- Collaboration Work Group
- Communication Work Group
- Inclusive Participation Work Group

The Collaboration Work Group spawned two pilot projects:

- 0 – 5 Pilot Collaboration – focusing on the health, education and literacy of children from birth to age 5; and
- Refugee and Immigrant Collaboration – focusing on the integration of newcomers into the community, especially refugees and immigrants

These pilots provided a way of learning lessons about the needs of people in Central South King County and about collaborating. The pilots produced reports and recommendations in July 2003.

The Communication Work Group produced a video, *Voices & Visions*, which provided an overview of the people of Central South King County and their vision for their community.

The Inclusive Participation Work Group organized additional outreach and engagement of community members. Two organizations conducted interviews with members of underserved communities:

- HomeSafe interviewed community members in Renton, Skyway and Tukwila. These interviews included members of Latino, East African, Ukrainian, Vietnamese, Native American, Russian, African American and white communities.



- New Futures interviewed community members in Burien and SeaTac. These interviews included members of Latino and Tarascan communities, and youth of color.

The overall goal of this outreach work was to make sure that this strategic planning effort involved a wide range of people in Central South King County, especially groups who often are left out of planning processes.

In addition to the efforts of the work groups, the Foundation held community visioning meetings in early 2003.

B. Temporary Coordinating Committee

In mid-2003 the Foundation assisted the community in forming a Temporary Coordinating Committee (TCC) to guide the planning process. The purpose of the committee is to advise and coordinate planning activities, including the expenditure of planning funds, leading to the submittal of this Strategic Plan to the Northwest Area Foundation. The TCC is a volunteer group. Members live and/or work in Central South King County.

In late 2003, the TCC selected consultants to conduct outreach and to help the community develop and write the strategic plan. The TCC has provided close oversight of the consultants' work plans and progress.

In January 2004, given the increase in activities to develop the strategic plan, the TCC began meeting twice a month. The TCC reviewed plans for the two community workshops (see below) and discussed the results from those events. They also reviewed and commented on several drafts of the strategies for this Strategic Plan, identified potential partners, and developed methods for measuring outcomes. The TCC has also served as the main forum for deciding among options for governance and how to allocate the budget.

Leadership development among refugees and immigrants is critical for successful collaboration. . . . It is critical to train, hire, recognize and compensate community leaders for their work.
 – Refugee and Immigrant Pilot Collaborative, 7/03

Temporary Coordinating Committee

Members:

Caren Adams, Public Health – Seattle & King County
 Kimberlee Archie, RAYS West Hill Family Enrichment Center/United Way of King County
 Denese Bohanna, South King County Community Network
 Pang Chang, School's Out Washington
 Robert D. Collier, II, community activist
 Ken Curl, Renton Black Parents Association
 Celeste DaVault, West Hill Community Council
 Christine Giffey-Brohaugh, The Salvation Army Renton
 Joseph E. Garcia, Seattle Community College Federation of Teachers/AFT Local #1789
 Carol Gregory, Highline School District
 Lori Guilfoyle, United Way of King County, South Office
 Sejid Halilovic, Bosnian community
 Abdulhakim Hashi, Somali Community Service Coalition
 Hong Huynh, Episcopal Migration Ministries
 Ahmed Jama, Somali Community Services Coalition
 Bob Johnson, International Rescue Committee – Seattle
 Susan Richards, Communities in Schools of Renton

Kinza Schuyler, Cross Cultural Health Care Program
Meena Sharma, YWCA of South King County
Miguel A. Urquiza, Federal Way Public Health Center
Boots Winterstein, M.A.R., Lutheran Community Services

Administrative Support to TCC:
Becky Hamrick, United Way of King County

Northwest Area Foundation:
Diane Wanner, Community Liaison
Jeannine Balfour, Associate Community Liaison II
Michelle Grosz, Partnership Administrator
Rose Kuehni, Administrative Assistant

Consultants:
Jesus Rodriguez and Vicki Asakura (Nonprofit Assistance Center), Outreach
Coordination Consultants
Tom Byers, Karen Lane and John Howell (Cedar River Group), Strategic Planning
Consultants

C. Informal Community Leaders

Central South King County is home to a large and growing number of ethnic and cultural groups. Languages spoken by community members involved in this strategic planning effort include: Bosnian/Croatian, Cambodian, English, Laotian, Russian, Somali, Spanish, Swahili, Tarascan, Ukrainian and Vietnamese. It was important to include members of all these communities in the strategic planning efforts, including those who do not speak English. Other community members whose lives are affected by poverty but are often not included in planning (such as the elderly, the homeless and youth) also participated in the planning.

In order to reach as many people as possible who are struggling to overcome poverty, the Inclusive Participation Work Group, and later, the outreach consultant, worked to identify “informal community leaders.” These are people who are connected with an underserved community but who also are connected to the broader community. They speak both the language of their community and English. Because of these connections, the informal community leaders can serve as a bridge of language and culture. (**Note:** This Strategic Plan uses the term “informal community leader.” But for ongoing work, these individuals as a group will choose a term for their role that they like and can take pride in.)

During development of this Strategic Plan, a key task of the informal community leaders was to encourage members of their community to attend the two planning workshops (see below). The outreach and strategic planning consultants held several meetings with the leaders before the workshops. These meetings were to explain the strategic planning process and the importance of the informal leaders’ role and their community’s participation. At the workshops, the informal community leaders provided language interpretation, and helped members of their community to participate.

The large turnout at both workshops attests to the effectiveness of the informal community leaders. In fact, it was clear after the first workshop that where there was an informal community leader in place, there were many more participants from that community. Based on this experience, the TCC decided to expand the number of

informal leaders for the second workshop. Leaders were added to serve the Somali, Russian/Ukrainian and Vietnamese communities. As a result, attendance from these communities was much higher at the February workshop.

The informal community leaders also played a key role in the revision of the draft Strategic Plan by serving on the four Action Teams. In addition, the informal community leaders are working to document the assets and resources in their communities.

For more on the roles that the informal community leaders will play if this Strategic Plan is approved, see Strategy 4: Build Strong Communities, starting on page 102.

Informal Community Leaders

Name	Cultural Group	Name	Cultural Group
Angelica Vargas	Tarascan	Amila Halilovic	Eastern European
Nasra Abdullahi	Youth of Color, Somali	Khamson	Laotian
Beatrice Clark	African American	Keokitvon	
Bill Hopper	All Inclusive	Albert Williams	Youth of Color
Njambi Gishuru	East African	Dahir Hussein	Somali
Helena Gentry	African American	Angela Suslova	Russian/Ukrainian
		Kim Thomas	Cambodian
		Hawk	
Mercedes Mota	Latino	Oanh Tran	Vietnamese
Hava Jazvin	Eastern European		

The majority of service providers work with people who are able to get from one place to another, and who speak at least a limited amount of English. Not enough organizations work with populations who don't have these abilities.
 – Community Interviews, 2001

D. Community Workshops in Early 2004

The strategic planning team invited community members to two planning workshops in early 2004: on Saturday, January 31, and Saturday, February 28. Both were held at Showalter Middle School in Tukwila. This is a central location on a bus line. The school has the kinds of large and small rooms needed for the workshops.

The purposes of both workshops were to:

- engage community members in providing ideas and confirming the draft goals and strategies in this Strategic Plan, and
- begin connecting residents to real opportunities and services.

Both workshops began with an opening session for the full group to explain the purpose and agenda for the day. Then participants gathered in small groups by language, culture or common interest to discuss the strategic plan goals and strategies. Next was a buffet lunch featuring special foods from several of the cultural groups. While dining, participants also enjoyed entertainment provided by members of the local communities.

After lunch, participants had the opportunity to connect with health services, job placement and benefits (such as child care and energy assistance). The community agencies that offered services were:

- Sea Mar – free diabetes and blood pressure screening
- Port Jobs and Airport Jobs – information about these employment programs and how to connect with employers at the airport

- Help for Working Families – information about low-income rates for utilities, health care coverage and child care voucher programs
- Goodwill Industries – information about job training
- South Seattle Community College (added in February) – information about ESL and other classes
- United Way Volunteer Tax Assistance (added in February) – information about the Earned Income Tax Credit

Participants at both workshops signed in with their names and contact information. The TCC is maintaining a mailing list.

January Workshop – Confirmed Strategies

The January 31 workshop brought together more than 250 residents of Central South King County and people who provide services in the area. There were 11 small-group discussions: two in English, two in Laotian, plus groups in Bosnian, Somali, Spanish and Tarascan, Swahili, Vietnamese/Cambodian, and groups for youth and for partners.

Participants confirmed the four strategies proposed for the Strategic Plan. As mentioned above, these were the areas that emerged from review of the prior two years’ work in the community, as summarized in the Planning Digest (see Appendix). The four strategies are:

1. Improve Family Stability
2. Expand Economic Opportunity
3. Invest in Children and Youth
4. Build Strong Communities

The meeting participants agreed that these strategies provide the right focus for a plan to reduce poverty in their communities. They also offered many ideas for actions to work toward these strategies. See the Appendix for the compiled notes from the discussion groups.

February Workshop – Prioritized Actions

The February 28 workshop brought together nearly 500 people. There were increases in attendance from the Somali and Russian/Ukrainian communities, and a sizable number from the Southeast Asian community. There were 14 discussion groups: African, African American, two Bosnian groups, Cambodian, English, Laotian, Russian/Ukrainian, Somali, Tarascan, Vietnamese, organizations (“partners”) and youth.

Participants focused on specific actions as part of the strategic plan. They also voted on their priorities by placing colored dots next to their top choices. (Each participant had five green dots to use for voting.) The voting illustrated the urgency many community members feel to address key issues. The top five actions were:

1. Family Stability – Housing (14.5% vote)
2. Economic Opportunities – Employment (13% vote)
3. Family Stability – Health Care (10.8% vote)
4. Family Stability – Legal Issues (9.6% vote)
5. Family Stability – Community Services (8.4% vote)

See the Appendix for the compiled notes from the discussion groups and the “green dot” voting by discussion group.

E. Interviews

Between December 2003 and March 2004, the strategic planning team conducted a series of interviews to find out more about community members' concerns and needs, and the services offered and planned by local nonprofits and governments. The interviews included: members of the TCC; elected officials in Burien, Renton, SeaTac, Tukwila and the King County Council; and potential partners for the Strategic Plan strategies. These interviews provided information and points of view that helped to shape this Strategic Plan.

F. Draft and Final Strategic Plans

The TCC submitted the draft Strategic Plan To Reduce Poverty to the Northwest Area Foundation on March 31, 2004. After careful review, the Foundation provided a letter of response on April 29. The letter offered comments and questions, and suggested a number of areas that needed to be strengthened.

There are unique forces here that bring groups together. Needs have been identified. What is needed now is to implement ways to address identified needs.

– Communication Work Group, 9/02

The TCC took the opportunity provided by the Foundation's comments to begin working in the four Action Teams (one for each of the four strategies in the Strategic Plan) and start embedding the governance structure into the plans. The Action Teams included informal community leaders. The TCC and Action Teams met six times in May and early June to focus the strategies and action plans, and strengthen the plans for governance of the Venture. This Final Strategic Plan reflects their significant effort and new work.

G. Next Steps

As of June 30, 2004, the community is submitting to the Northwest Area Foundation this Final Strategic Plan—the result of the planning process that began in 2001. If the Foundation accepts this plan, it will fund a 10-year partnership with the community. In order to realize the plan's goals, the community must leverage the Foundation's investment and create additional partnerships. The descriptions of the strategies in Chapter IV include funding plans and lists of potential partners.

Central South King County Strategic Plan

III. Opportunities

This Strategic Plan builds on the many assets of the people, organizations and institutions in Central South King County. Opportunities to draw upon and expand the assets of the people and many organizations are the focus of the strategies in Chapter IV. This chapter focuses on three types of opportunities that are particularly important for the strategies proposed in this plan. These are: (1) the local network of community services; (2) the economic “engines” and trends; and (3) policies and programs of the area’s local governments.

A. Network of Community Services

Central South King County residents have opportunities to make use of community services that are active or are expanding in the area. However, many area residents are not aware of these opportunities. So this Strategic Plan includes action steps to help people find the services they need and make connections with others who share their concerns. The following are a few of the key players.

Opportunities to Improve Family Stability

The following are examples of the opportunities to improve family stability in Central South King County, and to invest in children and youth. Additional partners to carry out actions in the Family Stability strategy are listed on pages 61 – 72, and in the Children and Youth strategy on pages 92 – 99.

- **Kids Get Care** – is a program in King County that offers health and dental care for children regardless of their health insurance status. The focus is first on providing care for specific health problems together with preventive care. Then, in the same visit, the program helps the family identify resources for ongoing coverage. In two years, the program has increased by 41 percent the rate of two-year-olds who are up-to-date with well-child visits and immunizations. Research has shown that children who are up-to-date on well-child care are much less likely to become emergency room cases. Public Health – Seattle & King County coordinates the Kids Get Care program. There is currently one Kids Get Care site in Central South King County—at Renton Community Health Center.
- **Lutheran Community Services Northwest** – is planning a large new facility in SeaTac. It will include low-income housing for seniors, an extended-hours, seven-day-a-week child care center, and a health clinic that may become a hub for Kids Get Care. The extended-hours child care center will be especially important for workers at the airport and in related businesses. It is very hard to find child care outside of the standard 7 AM to 6 PM hours. But airport-related jobs cover 24 hours. So having child care available will enable more people to work. In addition, SeaTac is a good, central location for a Kids Get Care hub, to add to the one in Renton.
- **Refugee Women’s Alliance (ReWA)** – serves refugee and immigrant women and children, mainly from Southeast Asia, Eastern Europe, the former Soviet Union and



East Africa. ReWA offers education and training in English as a Second Language, citizenship, early childhood, parenting and youth tutoring. It also offers bilingual and bicultural social services, including services for domestic violence victims and children with disabilities. ReWA has a South King County office in SeaTac.

- **The Salvation Army** – plans to create a new service center across from Renton High School. They currently operate the largest food bank in Central South King County, located in downtown Renton. The new service center will have a self-shopping food bank, where people can choose the food items that are appropriate for their family’s culture. It will offer a learning kitchen, where people can learn how to prepare healthy and low-cost meals, and a garden where they can learn how to grow vegetables. In addition, the service center will have space for other service providers. This will provide the chance to get food, learn to make healthy meals, and use a legal clinic or get tax help—all in one trip. The Salvation Army has a capital campaign underway to raise \$1.5 million for the building, with more than half (\$860,000) of the needed funds already raised. Construction is to begin in September 2004, with a target completion date of March 2005.

The Salvation Army also offers an energy assistance program, rental assistance and utility assistance. They have plans to add access to domestic violence resources and basic health screening.

- **Seattle City Light programs** – Roughly half of the Central South King County area gets its electric service from Seattle City Light. City Light has a program to provide lower electric rates to low-income people. The utility also offers help to homeowners who want to weatherize their homes, which can save on their electric bills. Much of the outreach for these programs is within Seattle. It takes place in neighborhood service centers, where people can pay their electric bills and get other city services. However, there are no service centers outside Seattle. So finding an effective way to get the word out in Central South King County would help more people to sign up for City Light’s programs.
- **YWCA** – has several programs in Central South King County to help women in need move toward independence, self-sufficiency and safety. The YWCA has an emergency shelter in Renton, and services for homeless families in SeaTac and Tukwila.

Opportunities to Expand Economic Opportunity

The following are examples of programs to improve economic opportunity in Central South King County. Additional partners to carry out actions in the Economic Opportunity strategy are listed on pages 76 – 89.

- **United Way of King County** – offers free help preparing income taxes to low-income people. In particular, they help people who are eligible to file for Earned Income Tax Credits (EITC), Child Care Tax Credits, Child Tax Credits and Education Credits. These credits put money back in the pockets of low-income people. But many don’t know about this program or find the forms difficult to understand. This spring United Way is offering help at five sites in White Center as part of the Annie E. Casey “Making Connections” project there, plus one site at the Airport Jobs office in SeaTac. Between January 1 and March 8, 2004, they had helped 767 people prepare their income tax returns. Thirty-nine percent (298)

No one knows all the organizations/ services available for reducing poverty. . . . The process of referring people to organizations is overwhelming.
– Collaboration Workgroup, 6/02

qualified for the EITC. With the various tax credits, the median refund due to all 767 people was \$1,145. In White Center, these tax refunds have put \$1.3 million so far back into the hands of families. Besides helping people claim the tax credits they are eligible for, the free tax service also saves the family the cost of a tax preparation service, some of which charge 10 percent of the refund due. In addition, the law allows people filing for the EITC for the first time to go back to the two prior years and file new returns if they were eligible for the credit before. The United Way tax service will help people file these amended returns, too.

A larger opportunity for this tax help project might be to follow the model of the Philadelphia Campaign for Working Families. In addition to free tax help, this campaign offers two other kinds of services to help low-income people improve their financial picture. One is educational programs—workshops on budgeting, wise use of credit cards, use of banks and credit unions, and saving for a car, home or education. The second service is a review of the public benefits for which a family might qualify, such as food stamps, child care subsidies and health care coverage. There might be opportunities in Central South King County to partner with institutions such as Washington Mutual Bank to provide similar services here.

- **Community and Technical Colleges** – offer “customized job skills” training and Vocational English as a Second Language (VESL). The colleges work closely with local employers to tailor the trainings to the skills that job applicants need. For example, Highline Community College offers computer and business skills classes needed by bank proof operators, and VESL classes for construction workers and airport baggage handlers; Renton Technical College offers job training in property management for people with limited English proficiency. The Duwamish Branch of South Seattle Community College offers a number of apprenticeship programs, along with training in hazardous materials handling. The colleges are very interested in expanding the number of classes they can offer to Central South King County residents and are willing to consider funding to match Northwest Area Foundation funds for this purpose.
- **YWCA** – The King County Jobs Initiative provides job training, job placement and support services for residents of Burien, Tukwila, SeaTac and West Hill. Its WorkSource Renton office also helps job seekers.



Opportunities to Invest in Children and Youth

The following are examples of the opportunities to invest in children and youth in Central South King County. Additional partners to carry out actions in the Children and Youth strategy are listed on pages 92 – 99.

- **AmeriCorps** – is a network of national programs that engage people in intensive service in communities. They serve in nonprofits, public agencies and faith-based organizations. AmeriCorps teams are now working with Highline schools in tutoring and after-school programs. Engaging some AmeriCorps teams to work with a Central South King County agency could help to jump-start some of the strategies in this plan, such as after-school tutoring.
- **Family and Child Early Support (FACES) South** – is a coalition of agencies in South King County dedicated to improving services for families and young children. FACES South is participating in the Early Childhood and School

Readiness Action Agenda. The Action Agenda work will link families who have young children with family support services that can address concerns about children's development.

- **YWCA** – The Youth Options program, located in Renton, offers help with education, job training and job placement, and leadership development to youth between 16 and 21 years old who live in South King County.

Building Strong Communities

The following is an example of an opportunity for collaboration to build a strong community. Additional partners to carry out actions in this Strategic Plan area are listed on pages 102 – 110.

- **Collaboration with White Center** – Related to the above network of community services is an opportunity to work together with a project in White Center. This is the “Making Connections” project of the Annie E. Casey Foundation. It is one of several Making Connections sites nationwide, all working to strengthen families in low-income or isolated neighborhoods. The effort addresses issues that align with several strategies in this plan: improving job opportunities, building a strong community, and having reliable services close to home. The White Center initiative could provide five kinds of opportunities for the Central South King County work.
 1. Lessons learned – Central South King County can learn from White Center's experience with how well certain approaches work.
 2. Sharing of resources – We could collaborate in bringing a service or strategy to all of our communities, Central South King County and White Center alike. For example, White Center is participating in a campaign to help people claim Earned Income Tax Credits. The benefits to Central South King County by joining in this effort would be: sharing costs of translating the materials into languages that both areas need, recruiting banks and other partners, on-site management, and outreach to participants.
 3. Because the flow of transportation in our area is mainly north-south, it is often easier for people in Burien to get to services in White Center than in Renton. So some community services could locate in either Burien or White Center, and serve both communities.
 4. As White Center seeks to develop its own local leadership, it will also need training. So it could become a partner with Central South King County in developing the Multi-Cultural Leadership Institute.
 5. On a larger scale, collaborating with White Center would achieve a scale that might serve as a national model. White Center is part of the ring of communities just south of Seattle. There is currently a national debate about the shifts that are happening from urban areas to “ring suburbs.” Together we could show some strategies that might be effective elsewhere.

All these things work together to help us get jobs—job skills, language skills, child care.
– HomeSafe Report, 5/03

B. Economic Engines

Central South King County includes strong companies and business sectors. In addition, there are plans for development in the area that will bring new jobs and opportunities. Unlike many communities that neighbor on large cities across America, Central South King County has a large existing job base. Data from the 2000 census showed that there are 145,571 jobs in Central South King County, while there are only 75,370 workers in

the labor force. (See Table 19. Businesses and Jobs Compared to Labor Force, page 21.) A major challenge is for people working to overcome poverty to gain access to the jobs. (See also the discussion in Strategy 2 on page 76 about the match or mismatch of community members' skills and job opportunities.)

To begin seeking inroads, it is important to understand where the jobs are concentrated and who the major employers are.

Trends

As in most of the nation, the Puget Sound region's economy has shifted in the last 40 years from a main base of manufacturing to services. Losses in manufacturing jobs have especially touched Renton and Tukwila. Between 2001 and 2002, a time of large job losses at Boeing, Tukwila lost 19.2 percent of its jobs and Renton lost 7.5 percent. Most of these jobs were in manufacturing. However, manufacturing, including aerospace, continues to play a strong role in the area's economy.

Between 1995 and 2002, the largest increase in jobs in the Puget Sound region was in the services sector. Jobs in services increased by 4.2 percent per year. Jobs in the construction and resources sector were a close second, increasing by 3.8 percent per year. Jobs in government and education increased by 2.3 percent per year, and in retail by 1.8 percent per year.

In this time period, the biggest growth in wages was in the services sector. The manufacturing sector, however, continued to have the highest wages.

The Puget Sound Regional Council recently assessed the strengths and weaknesses of the region as they relate to the economy. Many of these strengths and weaknesses apply to the Central South King County communities. The Regional Council found the following key factors.

Strengths:

- Quality of life
- Technology businesses, skilled workforce and research facilities
- International trade
- Diverse economy
- Diverse population
- Strong military sector
- Health care and research
- Educational institutions and a well-educated population
- Growing regional coordination

Weaknesses:

- Transportation
- Need for increased regional coordination on economic development
- Infrastructure gaps and lack of funding
- Declining opportunities for blue-collar employment
- Lack of affordable housing
- Complex and non-coordinated regulations

Major Employers and Jobs by Sector

One way to consider where the jobs are is to see who the major employers are. Table 32 lists major businesses and employers in each community.

Table 32: Major Businesses and Employers

City/ Community	Businesses/ Employers	City/ Community	Businesses/ Employers
Burien:	Alliance of American Veterans Fred Meyer Highline Care Center Highline Community Hospital Highline School District Performance Brokers Southgate Ford Stock Market	Skyway:	Specific company names are not available, but the list by business sector above shows that most of the jobs are in financial and other services, government and education, and retail.
Renton:	ACME Poultry The Boeing Company Container Corporation of America KRAFT/Perry Brothers PACCAR Sid Eland Sound Ford US West Communications Valley Medical Center	Tukwila:	The Boeing Company Bon Macys Kenworth Trucking METRO NC Machinery Nordstrom Red Dot Corporation Tukwila Warehousing United Parcel Service
SeaTac:	Alaska Airlines The Boeing Company Doubletree Hotels Horizon Air Industries HOST International Marriott Hotel Northwest Airlines Port of Seattle United Airlines US Postal Service		

Source: 2003 King County Growth Report

The number of jobs by business sector shows where the employment opportunities are. It also suggests the salary levels of the employees. For example, retail businesses tend to employ many people, but most are lower paid sales clerks. Table 33 shows the jobs for each business sector.

Teach us how to find jobs.
– Comment from East African Group, 5/03

Table 33: Number of Jobs by Business Sector

City/ Community	Agriculture, Forestry, Fishing, Mining, Construction	Finance, Insurance, Real Estate, Services	Manu- facturing	Retail	Wholesale, Transporta- tion, Communica- tion, Utilities	Govern- ment, Educa- tion
Burien	453	5,597	155	2,992	1,026	4,018
Renton	2,111	12,173	22,982	8,613	5,151	13,764
SeaTac	495	6,604	759	2,574	19,004	21,579
Skyway	100	500	50	320	40	480
Tukwila	1,637	11,077	12,494	9,843	7,142	16,985
Total	4,796	35,951	36,440	24,342	32,363	56,826

Source: 2003 King County Growth Report

Putting this information together points to a large concentration of jobs in four sectors in Central South King County: Sea-Tac Airport, Southcenter, Boeing and PACCAR, and construction projects that are underway throughout the area.

Development Plans and Jobs

A lively mix of economic development is brewing in Central South King County. The area is the site of a number of development projects that will bring construction jobs and new opportunities, even in a slow economy.

- **Seattle-Tacoma International Airport** – Sea-Tac is the 16th busiest airport in the nation for passenger traffic and the 18th busiest for cargo. The airport has been affected by the decline in travel and air cargo after September 11, 2001. But passenger levels started to increase in 2003. Sea-Tac has 123 different employers, generating 18,000 jobs. Another roughly 52,000 jobs directly result from visitors arriving at Sea-Tac and purchases by firms who have customers at the airport. Clearly, Sea-Tac is a key economic engine in Central South King County.



In addition, the airport has a major expansion program underway. This expansion will add a third runway, and a new passenger terminal and control center. Some new areas will open in 2004. The full expansion is to be complete in 2010.

Fortunately, there is a special program in place at Sea-Tac Airport that holds great promise for residents of Central South King County. This program has been created during the past two years by Port Jobs.

- **Port Jobs** – is a nonprofit organization that connects disadvantaged people with jobs in companies that do business at the seaport and airport. It was started in 1993 with a grant from the Northwest Area Foundation. Two key projects are Airport Jobs and the Apprenticeship Opportunities Project.
- **Airport Jobs** – part of Port Jobs, connects job-seekers with employers at the airport. There are a large number of living-wage, entry-level jobs as well as advancement opportunities at the airport. Before Airport Jobs, job seekers had a

hard time finding out about job opportunities, and had to locate and go to each employer to apply. With Airport Jobs, job seekers can research available positions and complete applications to more than 100 employers at the airport. These include airlines, freight handling companies, ground service companies, warehouses, retail shops and hotels. Employers like the easy access to job candidates. The program is funded by the Port of Seattle through airport landing fees. Airport Jobs has a staff of two and one-half, plus a loaned Employment Specialist from the state Department of Employment Security who helps job seekers with unemployment benefits and job search assistance. Even in a post-9/11 economy and with only three-and-a-half staff, Airport Jobs placed 800 people in jobs last year. Approximately 20 percent (160) were residents of Central South King County. Airport Jobs' office is at Sea-Tac Airport on the mezzanine level of the main terminal. See also Strategy 2: Expand Economic Opportunity, starting on page 76.

- **Apprenticeship Opportunities Project (AOP)** – part of Port Jobs, helps link women, people of color and those facing barriers to employment to apprenticeships in the construction trades. The AOP reaches out to communities struggling to overcome poverty to identify job seekers who might be interested in apprenticeships. The project helps them increase their English and math skills if needed to qualify for an apprenticeship. It also helps them pay union dues, get the tools and work clothes they need, and get child care during training. Apprenticeships combine on-the-job training with classroom work. They last from three to five years. Apprenticeships pay wages during training (\$9 to \$15 per hour) and lead to good-paying jobs. Union journeymen earn between \$25 and \$35 an hour.

We need computer literacy classes and journeymen courses for decent-paying skilled work.

– Comment from African American Group, 5/03

Through agreements with Port Jobs, private and public developers commit to using apprentice labor equaling 15 percent or more of the total labor hours on a given construction project. In some cases, participating employers also contribute to AOP \$0.20 per labor hour worked. These funds go to recruitment, training and support services for disadvantaged individuals entering apprenticeships. Private developers who have participated include Vulcan Northwest (Paul Allen), Immunex/Amgen, Harbor Properties, the Seattle Mariners (for construction of Safeco Field), and Pine Street Development. The AOP office is in downtown Seattle.

Recent studies of the construction trades reveal that there will be an even greater need for construction workers in the coming decade. The average age of construction workers in King County now is close to 50. Many will retire in the next 10 years. This fact opens job opportunities to younger workers who are prepared.

The AOP has been a successful program for nearly a decade. But Central South King County residents have not taken advantage of the program at a rate equal to residents of Seattle, since there has been greater outreach in that city. To make sure that Central South King County residents get into apprenticeship programs to have the chance of getting local construction jobs, people who need jobs:

1. Need to find out about apprenticeships and how to apply; and
2. May need to upgrade their skills in order to qualify, such as taking English classes.

It is clear that even providing English as a Second Language classes can open opportunities. The drywallers' union started offering ESL classes for Spanish speakers a few years ago. Now a majority of their members are Latino. See also Strategy 2: Expand Economic Opportunity, starting on page 76.

Other development projects and opportunities include the following.

- **Sound Transit** – This regional transportation agency is building a light rail system that will improve transportation between Seattle and Central South King County. The first segment will run from downtown Seattle south to South 154th Street in Tukwila. Sound Transit has a project labor agreement that includes goals for using Women and Minority Business Enterprises (WMBE). These goals provide an opportunity to small local businesses whose owners are women and minorities. After the light rail line is built, there will be jobs for operators, maintenance people and others to run the system. Sound Transit has worked with Port Jobs to include apprenticeship requirements to ensure that some union jobs in construction and operation will go to low-income individuals, including youth of color, recent immigrants and women. Construction of the light rail line is starting in 2004. The schedule calls for service to the South 154th Street Station to start in 2009. In the future, the plans are to extend the line to Sea-Tac International Airport.
- **Southcenter** – The Southcenter shopping and business district in Tukwila has more than 500 retail stores, restaurants, lodgings and offices in two square miles. The Southcenter Mall alone has 163 stores, restaurants and kiosks. The mall and surrounding area provide a large source of jobs. Many are entry-level jobs that do not require a high skill level, such as retail clerks and warehouse jobs.

One potential for increasing job opportunities for Central South King County residents is to launch an employment center with Southcenter employers similar to Airport Jobs (see above). The employment center would save employers time and money in recruiting job applicants. Job seekers would get easy access to a large number of employers. Local community colleges would offer pre-employment VESL training to non-native English speakers to help them compete for jobs and advancement opportunities.

- **Highline Public Schools** – The voters in the Highline school district passed a levy in 2003 to replace seven elementary schools and renovate several others. In addition, the Port of Seattle and the Federal Aviation Administration have each pledged \$50 million over the next 10 years to dampen the noise from Sea-Tac Airport in the 15 schools most affected. The school district has agreed to participate in the Port Jobs Apprenticeship Opportunities Project. So the construction work will bring job opportunities to the area.
- **Boeing and its network of suppliers** – For many years, the Boeing Company has been a major employer and economic force in Central South King County. Although Boeing has downsized in recent years, it has renewed its commitment to manufacture airplanes in the Seattle metropolitan area. Therefore, this major employer will continue to be an important economic driver. Boeing's major operations in Central South King County are:
 - **Renton:** Boeing Commercial Airplanes is headquartered at Longacres Park. In 2003, Boeing Commercial Airplanes generated \$22.4 billion in



revenue. Employees at the company’s Renton plant produce the world’s best selling jetliner, the 737 family. Also, the 757 jetliner remains in production at the Renton plant until the end of 2004. Forty percent of the world’s commercial jetliner fleet is produced at Boeing’s Renton facility. Boeing Capital, which provides financial solutions for Boeing customers, is also headquartered in Renton. Together, these units employ more than 10,000 people.

- **SeaTac:** Boeing Spares Distribution Center is part of the company’s Commercial Aviation Services business unit. The center houses spare parts for distribution to customers worldwide. More than 1,200 employees work at this site.
- **Tukwila:** Boeing Integrated Defense Systems produces products that service the armed forces of America. More than 7,400 employees work at the Tukwila site.

Of these sites, commercial airplane production in Renton is by far the biggest. The company currently has a backlog of more than 800 737s and a strong potential for continued future sales around the world. The company also continues to invest in this site under a 45-year development agreement with the City of Renton. Boeing recently invested \$1.5 million in revising its comprehensive plan for the development of its Renton facilities.

Finally, Boeing’s increasing productivity is creating other opportunities for the community. For example, through improvements in the way planes are managed at the Renton site, the company was able to surplus 75 acres of property in Renton without reducing plane production. That 75 acres is now being developed as a major retail center, thanks to a joint investment in new infrastructure of \$67 million, half paid by Boeing and half by the City of Renton. The new retail center is expected to open in 2009.

We need opportunities for jobs you grow and move with—a lot have ceilings; we need careers.

– Comment from African American Group, 5/03

- **Urban redevelopment in Renton and Burien** – Plans for Renton include a downtown Regional Growth Center. The goal is to attract a mix of uses including residential, retail, office and services. There is to be multi-family housing in a variety of types and prices. In Burien, public agencies and a private company are planning redevelopment in the downtown area. This includes a block with an office and retail complex, a 10-acre site the City of Burien wants to redevelop into “Town Square,” and a Metro transit park-and-ride center that is to be renovated. The Town Square would include 200 to 300 housing units, a government center (city hall, library), and retail stores.
- **Growth centers in Tukwila and SeaTac** – Tukwila has two areas of planned growth. One is the North Tukwila Manufacturing and Industrial Center, at the city’s north end. This is home to a large number of manufacturing and industrial companies, including Boeing. These companies currently provide 11,881 jobs. Of these, 76 percent are in manufacturing. The city has developed policies to support industrial activities in this area and to attract new businesses. The other growth area is the Tukwila Regional Growth Center, around Southcenter Mall. This area now has mainly retail, commercial, and industrial businesses and offices. The future plans, however, include multi-family housing, recreation and development around the Sounder commuter train station.

The SeaTac Regional Growth Center is along International Boulevard, including the airport. It is now mainly commercial. The future plans are for a mixed-use area that will include office buildings, commercial space, retail, entertainment, and multi-family and single family housing.

- **Environmental projects** – The lower Duwamish Industrial Area that is adjacent to Central South King County is a federal Superfund site. Federal, state and local public dollars combined with private resources will fund a \$2 billion environmental cleanup project in the area. This project can provide job opportunities for Central South King County residents who have training in hazardous materials handling and in construction. The community colleges provide this training. In addition, there is a growing need in the construction field for workers skilled in “deconstruction.” This involves carefully removing materials from existing buildings to recycle or sell for reuse.

Living Wage

Any review of economic opportunities needs to take into account the wage levels of the jobs available. As many Central South King County residents know too well, a person can have a job but not make enough money to lift themselves and their family out of poverty.

A “living wage” is the level of income a person needs to have a decent standard of living and not have to choose among basic necessities of daily life, such as shelter, food, clothing and transportation. There are a number of ways to define the dollar amount of a living wage. For the Central South King County Venture, we will use the “self-sufficiency standard” developed by researchers in 2001 (Diana Pearce, Ph.D. and Jennifer Brooks, *The Self-Sufficiency Standard for Washington State*, Washington Association of Churches, September 2001).

The prime advantage of the self-sufficiency standard is that it accounts for the costs of living and working as they vary by family size and composition, and by geographic location. The Workforce Development Council of Seattle/King County offers a handy self-sufficiency calculator on their Web site using this standard (www.wdcssc.com/ssc/wagecalculator.aspx). A person can enter basic information about where he or she lives, the number and ages of children and adults in the family, and the number of full-time students over age 18. The calculator returns a worksheet showing a budget for monthly expenses, the tax credits available (Earned Income, Child Care and Child Tax Credits), and the hourly, monthly and yearly self-sufficiency wage for that person/family. The Council’s Web site also includes a link to the full report on the self-sufficiency standard.

Potential Impacts of Development

In addition to the new opportunities described above, urban redevelopment can also have a downside. For example, development can have negative impacts on the natural environment, and can displace homes and small businesses. In Washington state, the development and environmental review processes give concerned citizens and organizations an opportunity to comment on public and private projects. In some cases, citizens and groups can also bargain for mitigation. (Mitigation is an action that reduces or makes up for the harm caused by another action. For example, a project that takes away open space might create or improve public open space elsewhere.) With this in

mind, the Central South King County Venture will follow the development processes in areas of concern and participate in comment and review, such as for Environmental Impact Statements. Where feasible, the Venture will also negotiate for mitigation.

Environmental Impact of the Third Runway

The growth of Sea-Tac Airport as a center for international trade is an important element of the Venture’s strategy to expand economic opportunity for residents of Central South King County. Much of the expansion of Sea-Tac is already underway. Some parts are completed. However, it is important to acknowledge that the development of the third runway continues to be a source of controversy within the community. Indeed, the battle over the impact of this project has been fought for more than a decade, and continues in the courts to this day. At present, few doubt that the project will ultimately move forward. The question now before the courts is whether the Port of Seattle (which operates the airport) has proposed adequate ways to mitigate the project’s impact on wetlands.

During construction of the runway, the Port will fill about 18 acres of wetlands on the west side of the airport and other areas. To compensate for filling these areas, the Port will work to protect and restore wetlands and creeks in the project area, and create replacement wetlands near the Green River in Auburn. The Port will also build stormwater facilities to contain runoff, remove pollutants and protect water quality in the project area. The Port is now working with regulatory agencies to finalize these plans.

The Venture will have no role to play in the court’s decision on this matter. However, the Venture could benefit in two important ways.

- First, because the cities of Burien and SeaTac are part of the lawsuit against the runway, their leaders have been reluctant to approach the Port for help in addressing the increasing needs of their low-income residents. When the lawsuit is resolved, those conversations can take place.
- Second, the Port’s ability to increase its support for Venture-related projects, such as Airport Jobs, the Apprenticeship Opportunities Partnership and other new initiatives, depends in part on reducing the delays in the third runway project and the cost of the lawsuit.

For these reasons, the Economic Opportunity Action Team (Strategy 2) will monitor the progress of this issue. Once the courts have ruled, the Team will seek to bring the parties together as partners in the Venture.

C. Local Government

The cities of Burien, Renton, SeaTac and Tukwila offer a variety of human services and education programs for local residents. The cities and the County Council also look for opportunities to collaborate in programs to fill the residents’ needs. This strategic planning process included interviews with local officials. They suggested existing programs that are good resources or that could be expanded, and new program ideas that would further the goals of this Strategic Plan.

A perfect living environment would be where people are helping each other rise so they can stand by themselves.

– Community member in “Voices and Visions” video

Comments on Programs to Improve Family Stability

The following are comments from local government officials about programs in this area.

- **Better communication about existing services** – The City of Burien plans to provide more information in Spanish about city services and programs. They have a growing Spanish-speaking population. Renton officials agree that to serve their diverse population, programs need to have more translated materials and to have interpreters available. Tukwila and SeaTac officials noted that residents generally need more information about services – communication methods may need to be expanded. The County Council member offered to put information about the Central South King County strategies in his newsletter.
- **Cross-training services staff** – Renton officials recommend additional training for the staff of “entry point” services such as food banks, health clinics and schools. To improve referrals, the training would cover the range of services that are available in the community and how to apply. Staff could also receive diversity training for culturally appropriate referrals.
- **Multi-service centers** – Tukwila and County officials suggest that providing “wrap-around” services would be the most effective approach. For example, residents would be able to get job training, family support and housing referrals all in one location. This could be a multi-service center or a multi-cultural family center. The center also should be staffed to provide referrals to other services.
- **On-site services** – New Futures provides a good model for services. They go to the neediest area and provide services on-site in an apartment complex. They would be a good partner for the Central South King County project.
- **Expand hours of child care** – County and SeaTac officials stressed that there are not enough child care and after-school programs open during swing-shift hours. Many businesses in the area have workers on shift 24 hours a day. Child care needs to be available for these workers. Tukwila officials noted that increased child care would help to reduce transience of families.
- **Expand health care options** – County officials suggested funding staff positions at existing health programs, such as Sea Mar, to do outreach in communities struggling to overcome poverty. SeaTac officials said that a child care center that provides medical and dental services would be an excellent way to provide services where people can access them.
- **Citizenship classes and tests** - The City of Tukwila sponsors citizenship classes, which are open to anyone in the community. In past years, it has also funded the citizenship test (\$350) for Tukwila residents.
- **Improve low-income housing** – There is a need to convert low-income private housing to better management. Tukwila officials would like nonprofits to manage, renovate and operate housing.
- **Possible partners** – Catholic Community Services (emergency services), YWCA (domestic abuse, rental assistance), Tukwila Food Pantry, Children’s Foundation (emergency services, holiday meal program), Refugee Women’s Alliance, Home Sight, RAYS Family Enrichment Center in Skyway, Sea Mar (especially the dental program), Somali Community Center in Seattle.
- **In-kind contributions** – County Council members have access to two surplus vans each year to distribute to community groups.



Comments on Programs to Expand Economic Opportunity

The following are comments from local government officials.

- **ESL** – Bow Lake Elementary School (in SeaTac) has evening ESL classes. A volunteer literacy program from Highline Community College offers the classes. More than 100 adults attend. To let more people know about the classes, SeaTac officials suggested that the schools can reach families who might not know where to get help or might be reluctant to ask.
- **Job training** – The City of Burien is working with two nearby community colleges to bring job training programs to Burien. The colleges are willing to provide instructors if the city can provide classroom space. The Center for Career Alternatives and Puget Sound Training Center are successful programs to provide job retention, job placement and job skills training.
- **Small business support** – The City of SeaTac provides financial support to the Small Business Center at Highline Community College, as do several other area cities. The Center helps people better understand how to plan, organize and run a small business.
- **Public market** – Renton has a public market on Tuesdays during the summer. Burien has a farmers’ market open on Thursdays from May to October. These markets could be a way to reach out to ethnic communities and invite community members to become vendors, shoppers or performers.

We need to show more responsibility for the youth. Teach them skills, give them something to live for.

– Comment from All-Inclusive Group, 5/03

Comments on Programs to Invest in Children and Youth

The following are comments from local government officials.

- **Parent support** – Apple Parenting at South Seattle Community College has a good program. Child Protective Services refers families to them when children have been in trouble.
- **Out-of-school-time activities** – The City of Burien plans to be more active in coordinating before- and after-school activities, since 75 percent of students have both parents in the work force. County officials noted that there are excellent computer training programs at the Boys & Girls Clubs and RAYS. But neither schools nor these programs have funds to publicize the programs broadly.
- **Collaboration with school districts** – The City of Tukwila, working with the school district, funds counseling services, and before- and after-school activities in schools.
- **Possible partners** – Children’s Foundation (improving children’s reading), Renton Area Youth (mental health counseling in school district), Boys & Girls Clubs, RAYS Family Enrichment Center.

Comments on Building Strong Communities

The following are comments from local government officials.

- **Diversity** – The City of Renton is planning to create a diversity committee to reach out to ethnic communities. The committee could be asked to identify the priority needs for communities struggling to overcome poverty. The City of Burien has been recognized by the Washington Association for Cities for their work with ethnic communities.

Central South King County Strategic Plan

IV. Strategies

A. Introduction

Vision and Overall Goal

The following vision for Central South King County grew from community meetings held in early 2003.

We are / will be a community that welcomes, values, and cares for each other, and encourages connection, participation and involvement so all community members live well.

In keeping with this vision, the Temporary Coordinating Committee approved the following goal for this Strategic Plan:

The goal of the Central South King County Strategic Plan is to reduce the impact of poverty and accentuate the strengths of our community through strategies that stabilize our families, create economic opportunities, invest in our children and youth, and build our communities.



Strategies

This Strategic Plan is based on more than two years of planning work that involved several hundred residents of Central South King County. Through interviews, focus groups, surveys and public workshops, four strategies emerged representing key steps in the journey out of poverty. The strategies are as follows.

1. **Improve Family Stability** – Family stability is the key to improved economic status, school success for children, and building relationships with neighbors. When families are stable, the whole community benefits. When families have easy access to basic services (such as food, housing and health care) and connections with others facing the same challenges and with members of the larger community, they are in a much better position to move forward.
2. **Expand Economic Opportunity** – As they assemble the essential tools of survival, individuals who are struggling to overcome poverty must also find a way to make a living for themselves and their families. Many must learn English and basic job skills, and must make connections with employers. Others need help starting or building a business. Still others must become certified so they can take advantage of their existing training in teaching, health care or other fields.
3. **Invest in Children and Youth** – To break the cycle of poverty, low-income families must be able to help their children have high-quality early childhood experiences, strong relationships with the public schools, and out-of-school experiences that support social, emotional, academic and career development.
4. **Build Strong Communities** – Few individuals manage to complete the journey out of poverty without support. Most succeed because of help from others who band together to confront similar challenges, In the process, they build a sense of community. This strategy will help families and individuals to develop and use their

leadership skills in order to give voice to their community's concerns, create solutions and build the shared assets of the community.

These four strategies were strongly affirmed in the final planning workshop, in which more than 500 Central South King County residents participated. To flesh out the strategies, the Venture's Temporary Coordinating Committee created four Action Teams—one for each strategy. The Action Teams are composed of informal leaders from communities struggling to overcome poverty, representatives of community-based groups, educators, and representatives of public and private organizations who must be partners in making these strategies succeed.

In a series of six planning workshops, the Action Teams sharpened the strategies, refined specific actions they intend to pursue, and sketched out general timelines for implementing each action. As the Venture proceeds, the Action Teams will continue to refine the actions included in this proposal.

Six Criteria

The Northwest Area Foundation has six criteria for a strategic plan. Here are the six criteria and notes about how this Strategic Plan addresses each one.

1. A significant focus on reducing poverty

All four strategies in this Strategic Plan focus directly on reducing poverty in Central South King County. Each will help individuals, families and communities to build on their strengths in a specific arena that supports the journey out of poverty. Although not everyone will benefit directly from each specific action, the strategies *as a whole* are intended to address the needs of all the diverse communities who are working to overcome these challenges. They include immigrant and ethnic communities, single mothers, youth, persons with disabilities, and ex-offenders, among others.

2. Substantial involvement of diverse interests, including all sectors and voices not traditionally heard in a planning process

As described in Chapter II, the process for developing this plan included more than two years of community input, planning and pilot projects. Augmenting their work were focus groups, interviews of public school and local government officials, and discussions with Chambers of Commerce, major employers and the heads of the three community colleges that serve the area. There were two large community meetings to review the strategies, each attended by several hundred residents. Many came from groups who have not always been included in planning efforts—such as people who speak little or no English, whose native language does not have a written form, and who do not have a permanent address. At these meetings, community members talked about ways to reduce poverty, commented on the proposed strategies and actions, and ranked the importance of the actions. In the final phase, the planning team brought together representatives of all of these sectors, including the informal community leaders, to form Action Teams. These Teams refined the strategies and actions in the draft plan. Each team will continue to bring new members to join the Venture so that all the assets of the community are fully engaged.

3. Do no harm environmentally, culturally or socially

Central South King County is a community in transition. It is already buffeted by displacement and changes in the economic status of its residents and businesses.

Families in poverty for a few generations are hard to integrate into services due to broken promises, disbelief.

– Small Group Feedback, May 2002

Upscale development on prime properties has edged out blue-collar, mostly white, families. At the same time, lower-income families from the inner city and newly arrived immigrants have made their home in the area. There is even frequent displacement *within* Central South King County. Especially among the low-income communities, families move in response to a variety of factors, including changes in income, the search for better housing, and transportation problems. The Venture alone cannot solve the complex factors that are contributing to displacement in this community. It can, however, work to make Central South King County a place of stable neighborhoods where people of all incomes want to stay because it is a good place to live and work.

A central objective of the Central South King County Strategic Plan is to preserve the mix that makes this part of King County unique. One essential part of that process is to improve the incomes of the poorest residents now and the access to economic opportunities of those who continue to arrive. In the end, building stable communities in Central South King County will depend on building “community.”

This plan has placed a major emphasis not just on *what* needs to be done, but on *how* it should be done to build strong communities. Central to the plan is respect for individuals in poverty and for the cultures of the many groups who live and work in Central South King County. With this grounding, the plan proposes an approach to working together that builds bridges across differences and increases the capacity of all participants to work more effectively cross-culturally. For example, a central tenet of the plan is strong respect for the assets of the people and communities struggling to overcome poverty in Central South King County. A major emphasis of the fourth strategy is to build on the strengths in these communities and their engagement with others in their area. The Venture’s principles for governance also include respect for all cultures and inclusiveness in decision-making.

Finally, none of the strategies offered here will have a negative affect on the environment. Some potential actions may benefit the environment. These include job training and apprenticeships in hazardous materials handling, and utility programs to promote home weatherization to save energy. The Venture will also participate in environmental review processes for areas of concern and will negotiate for mitigation, as feasible. (See also the discussion of potential impacts of development on page 49.)



4. Thoughtful and realistic strategies for accomplishing community goals

The strategies in this plan came out of the views and aspirations of hundreds of community members who participated in interviews, focus groups, surveys and planning workshops. The Action Teams have worked to ensure that the strategies and proposed actions will be effective. They analyzed the assets within local communities and identified actions that take advantage of current circumstances and opportunities. For example, actions within each of the four strategies will support residents’ connecting to the major economic engines within the community and with training opportunities. The four strategies are interdependent. They contribute to the development of assets for individuals, families and the community as a whole.

5. Development of local abilities to achieve long-term goals

This Strategic Plan is designed to build upon the strengths of the community in ways that will create a new and diverse generation of leaders, and transform institutions. The keys to this transformation will be:

- Creating the infrastructure needed to promote family stability;
- Forming partnerships to create opportunities to “earn while you learn” by bringing community colleges into the workplace to support upward mobility;
- Helping local businesses to develop; and
- Developing leadership in communities in poverty and cross-cultural literacy throughout the community.

6. Learning and adapting in response to new knowledge and changing circumstances

This Strategic Plan reflects the best thinking of planning participants about current conditions and the available forecasts. However, changes will occur over time in response to external events and learnings from plan implementation. The Governing Council and Action Teams will assess their experience in carrying out the plan, share new information, and adapt the plan to new opportunities and changing conditions. In addition, 5 percent of total funding is reserved for local evaluation and research to equip the Venture to improve over time. The Executive Director’s office will be the principal repository of the learnings of the Venture. The Executive Director and Governing Council will share ideas among the Action Teams, analyze and act on evaluations, and air and resolve any differences about direction.

We need a proper picture of hope. People rise above circumstances with a little push.

– Comment form African American Group, 5/03

Strategy Features

There are several points to keep in mind when reviewing the strategies and actions in this plan.

- **Outcomes and Indicators** – Until the Governing Council makes decisions on how to allocate funds to specific projects to serve specific populations, it is impossible to define specific measures to evaluate the programs. Our approach with this plan has been to identify key outcomes we would expect as a result of carrying out the strategies. During the first year, the Governing Council will create an evaluation framework that will guide all evaluation activities for the remainder of the project. Every agency or group that receives funding to carry out any portion of the plan will be expected to participate in that evaluation process.
- **Actions** – The strategies and actions represent ways to address needs expressed by the community. As a practical matter, they cannot all be tackled at once. Indeed, not all are ready to begin right now. The structure of the plan permits work to begin in some areas at the same time as the Action Teams continue program planning and design in other areas.
- **Next Steps** – Implementation of this 10-year strategic plan will take place in phases. This plan suggests some of the first steps to get each action started and use early opportunities to achieve success, as well as some longer-term activities. It will be up to the Action Teams to decide on priorities and create a plan to implement each action. This method will enable the community to learn from its experience and to adjust the plan where needed.
- **Partners** – Developing this Strategic Plan has galvanized the interest and commitment of a wide range of organizations. The list of partners for each action suggests organizations that have expressed interest and/or who might play an important role. However, listing as a “partner” does not represent a financial commitment at this time.

- **Connections to Other Strategies** – All the strategies are interconnected. A section under each strategy describes how it relies on and contributes to the other strategies.
- **Action Team** – Each strategy has an Action Team that will guide its development and progress. The Action Teams all include informal community leaders, representatives of partner agencies involved in the strategy’s work, and volunteers from the community. The teams will have co-conveners, including one from communities struggling to overcome poverty and one from among the partner organizations. Each team will also have a lead partner to provide basic support to the team.
- **Staffing** – Just as the Venture will depend on a diverse group of volunteers for the Action Teams, so also the Venture will aim to draw on diverse communities and local residents to fill the strategies’ staffing needs.

Financial Plan

The actions in this plan involve three different types of resources.

1. Actions that can be implemented by “diplomacy” – that is, by making connections that don’t require allocations of Northwest Area Foundation funds. An example might be to connect an English as a Second Language provider with a local agency that has free space in order to provide classes close to home where there are no such classes now.
2. Actions that tap into existing programs to bring resources to the community. An example is to connect families to the existing children’s health program Kids Get Care.
3. Actions that require additional resources in order to carry them out.

If approved by the Northwest Area Foundation, the strategies in this plan will be funded through a 10-year grant from the Foundation plus leverage raised by the Venture. The Financial Plan in each strategy lays out a pathway for gaining the leverage needed. The Action Teams will also look for opportunities to make use of the first two types of resources listed above.

Based on the Northwest Area Foundation’s comments on the March 31 draft Strategic Plan, the Action Teams made significant revisions to the strategies and funding plans. Because the Action Teams have identified phases of work for the strategies, most of the budgets reflect these changes in timing for both leverage and expenses. The financial plans for each strategy, therefore, do not follow exactly the same pattern.

Budget Guidelines

The TCC has approved the following budget allocation guidelines for funds from the Northwest Area Foundation.

ADMINISTRATION: 20% Share of Foundation Funding

Rationale: This category includes the services provided by the sponsoring organization, such as fiscal management and accounting, staff support for the Governing Council, outreach and fundraising, and necessary materials, office space, insurance, and other administrative services. The guideline reflects local benchmarks such as United Way, which uses a 17 percent guideline and will not fund an agency with administrative costs above 24 percent. Note that the Administration line assumes full-time staffing throughout the life of the Venture, even though Northwest Area

Foundation funding ramps down after Year 5. This budget assumes a small increase (2.5 percent per year) in administrative expenses. Staff support for the Action Teams, funded from their allocations, is subject to further discussions with the Governing Council, and the Action Team co-conveners and lead partner, and is not included in this budget allocation.

STRATEGY IMPLEMENTATION: 65% Share of Foundation Funding

- Strategy 1: Improve Family Stability (15%)
- Strategy 2: Expand Economic Opportunity (15%)
- Strategy 3: Invest in Children and Youth (15%)
- Strategy 4: Build Strong Communities (30%)

Rationale: A 15 percent allocation each for Strategies 1 – 3 provides these Action Teams with a share of the funding to use to create leverage to carry out the actions for their strategy. Strategy 4 includes the continuation and expansion of the role that has been played by the informal community leaders in building the capacity of communities that are struggling to overcome poverty. In addition, Strategy 4 includes a training component for the entire Venture—the Multi-Cultural Leadership Institute. The community grants program proposed in the March draft has been scaled back and folded into this strategy. Building this “capacity for leadership and connection” is essential to all the strategies. Hence 30 percent is allocated for Strategy 4.

This could be an opportunity for a shared regional strategy.
 – Community Interviews 20001

LOCAL EVALUATION, RESEARCH AND DEVELOPMENT: 5% Share of Foundation Funding

Rationale: This modest allocation will complement the evaluation resources provided by the Foundation. It will allow the Governing Council to conduct local evaluation, and the research and development activities that it deems important.

Funding Flow and Budget

The TCC considered several options for the flow of funding from the Northwest Area Foundation. The TCC has chosen to propose a flow that will ramp up funding quickly in Years 1 and 2, have a peak in Years 3 – 5, and provide a “soft landing” in Years 6 – 10. Figure 6 shows this flow. However, the new Governing Council will need to confirm this plan.

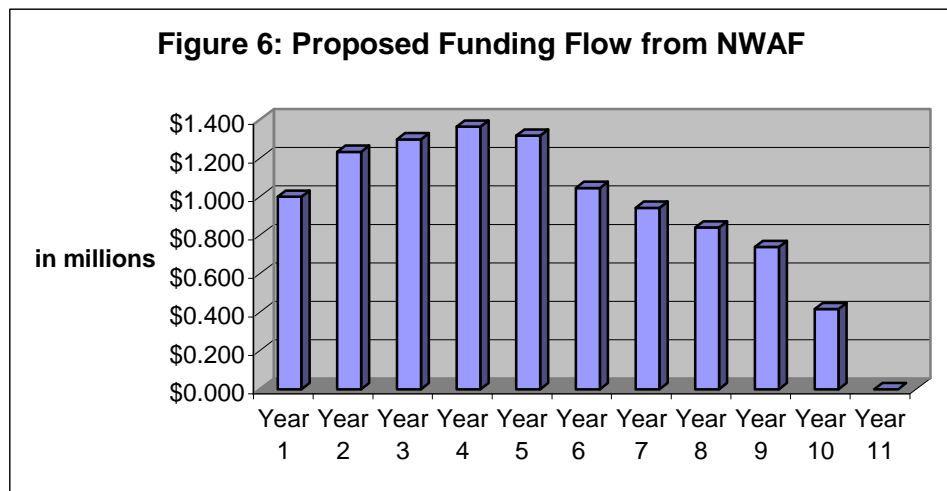
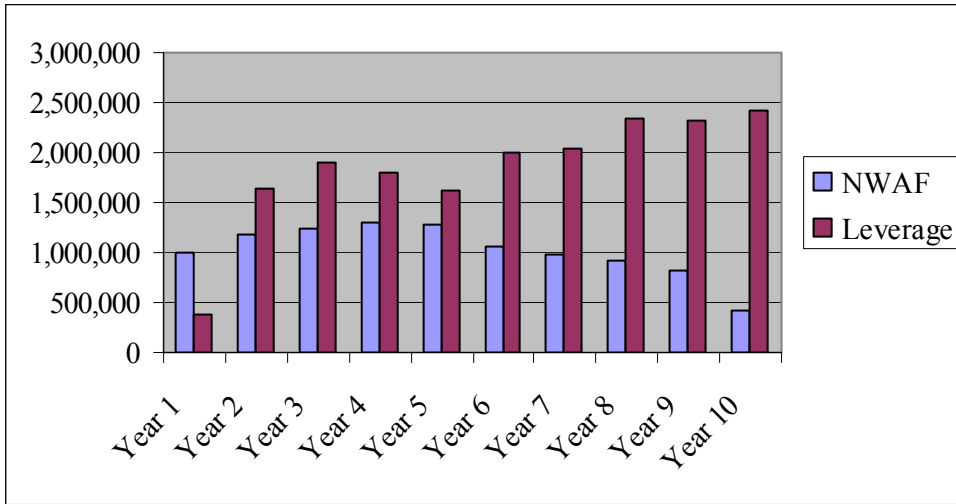


Figure 7: Ten-Year Leverage Forecast



Plan for Securing Leverage

This Strategic Plan envisions that the Northwest Area Foundation’s investment of \$10.2 million will leverage more than \$18.4 million in public and private investments in the Venture strategies during the next 10 years (see Figure 7 above). The approach to securing leverage is based on several key concepts:

- The interest of the Northwest Area Foundation in Central South King County has already raised awareness of the shifting geography of poverty within the region. This new awareness sets the stage for approaching local foundations with specific proposals to fund Venture actions.
- The cadre of informal leaders proposed in this plan provides, for the first time, a way of improving connections with many Central South King County communities in poverty. A number of organizations have already expressed interest in the Venture. It should be possible to convince still more to partner with the Venture.
- There is a strong existing employer base in Central South King County with a vested interest in securing capable workers. There is evidence to suggest they are willing to contribute their fair share to solid employment and training programs.
- This plan builds upon several exciting initiatives underway in Central South King County that have established a track record and are ready to be taken to scale. These initiatives should prove to be strong candidates for new funding support.

With these concepts in mind, the Action Teams identified leverage opportunities for the actions included in the strategic plan. Their lists are a realistic starting point. The Action Teams will review, refine and improve the leverage plans in the first two years of the Venture, and as new opportunities arise.

Evaluation

Each strategy in this Strategic Plan includes one or two outcomes and a list of possible indicators to track progress. However, as noted above, it is not possible to define measures and an evaluation plan until the Action Teams recommend, and the Governing Council decides how to allocate funds to specific actions. During the first year, the Governing Council will create an evaluation plan to guide evaluation activities for the remainder of the project. Every agency or group that receives funding to carry out any portion of the plan must agree to participate in the evaluation process.

Sustaining the Strategies

The ultimate goal of the Venture is to transform the way communities in Central South King County work together across economic, racial and ethnic lines. The strategies in this plan will create new alliances and leadership within these communities that will form the impetus to continue the work of the Venture after the 10 years of Northwest Area Foundation involvement and funding. Here are some of the ways the community will be transformed and the goals of the Venture sustained.

The cities in the area have experienced a big influx of people—immigrants, working poor and people looking for more affordable living.
– Community member in “Voices and Visions” video

- Communities that are struggling to overcome poverty will have capable leaders to champion their interests, strong grassroots organizations in which they can participate, and greatly improved access both to peer networks and to other resources in the community.
- Organizations that work with communities in poverty will have greatly improved skills through embedded informal community leaders, staff who are culturally competent and new ways of doing business.
- New institutions, such as Airport University and the Multi-Cultural Leadership Institute, will have been formed and become so essential to the way the community does business that their continued success is assured.
- Formal and informal systems (e.g., schools and early childhood caregivers, or job development agencies and mutual assistance associations) will have built strong connections that use the assets of each collaboratively to further the goals of this plan.
- Foundations, businesses and other funders will recognize and continue to support the innovation and collaboration that is the hallmark of the way the community tackles new problems and issues as they arise.
- Throughout the year, the community will gather at numerous events and celebrations that honor the rich diversity of Central South King County.

B. Strategy 1: Improve Family Stability

The Venture will develop an integrated system of community services to help families and individuals struggling to overcome poverty to stabilize their lives, to prepare to succeed in the economy, and to participate fully in community life.

Rationale

Family stability is the key to improved economic status, school success for children, and building relationships with neighbors. When families have easy access to basic necessities (such as food, housing and health care) and connections with others facing the same challenges and with members of the larger community, they have a secure footing to move forward.

But many families and individuals in Central South King County lack these basics because they have only recently arrived in the area or because of unexpected life changes, such as ill health or unemployment. They are among the most isolated groups. They often find themselves forced to use their limited resources in unproductive ways—buying fast food because they do not have access to a kitchen, or failing to attend to health issues that may cause long-term disability because they cannot pay for the medicine or treatment.

This strategy will build a system to help such individuals and families secure the tools so their journey out of poverty can begin. Without this strategy, the other strategies in this plan will be beyond the reach of some community members.

How easy is it to obtain the essential resources to survive? An honest assessment shows glaring deficiencies. The delivery “system” relies on a handful of agencies and community organizations that are widely scattered through Central South King County. These agencies have done remarkable things with limited resources. But policy makers and local philanthropies have been slow to recognize and respond to the shift in poverty to Central South King County. So, local agencies have not had the funding and political support that have been available to similar organizations within Seattle. The tools at local agencies’ disposal have simply not been equal to the challenge of meeting the varied needs of Central South King County’s residents.

Several agencies have managed to create extraordinary programs to meet a specific need, such as food assistance. Some community members have become quite skilled in finding and navigating the services available, and can help others to do so. Still, most people lack these connections and must to go from agency to agency to piece together life essentials. This task is often beyond the reach of those most in need.

Communities struggling with poverty in Central South King County face barriers of language, cultural differences, geographical distances and the complexity of the American social services system. Those who are re-entering society after a period of incarceration also face isolation and numerous barriers to achieving social and economic integration. The failure of our community to get this “right” means that many individuals and families struggling to overcome poverty must spend their very limited cash and time on items that could be available to them at significantly reduced cost



through food stamps/food banks, clothing banks, housing vouchers or support to help pay utility bills, to name a few. With this help, limited family resources can be re-allocated to support the journey out of poverty—such as for child care, transportation to work, ESL classes or other training opportunities.

Central South King County has several important assets to help communities work through these challenges.

- Some individuals from communities struggling to overcome poverty have learned how to navigate support systems.
- Local agencies have a track record of ingenuity in the face of scarcity.
- The leaders of these agencies are willing to collaborate and try new methods.
- Public officials and local philanthropists are beginning to acknowledge the population shifts that have concentrated poverty in Central South King County communities.
- Through the process of developing this plan, informal community leaders have been able to reach into their communities to increase networking, identify other leaders and break through the isolation that separates people struggling to overcome poverty.

Strategy 1 is designed to build upon these existing assets.

The Action Team for this strategy will use the following criteria to focus their work.

The actions will:

1. Reach out to vulnerable populations, including those who are isolated or living in fear.
2. Build on existing programs that work and emerging peer networks.
3. Increase access to services while encouraging self-sufficiency.
4. Provide new opportunities to develop leaders within communities struggling to overcome poverty.
5. Address the overarching issues of cultural, linguistic and geographical barriers.
6. Do no harm, such as making sure that people do not fall behind by accepting help.

Because of the culture shock, [immigrants] create a kind of island of their community. It's helpful in one way because they help each other. But it can be a problem because they do not get access to the larger picture.

– Community member in “Voices and Visions” video

Outcomes and Indicators

Outcome: Those who are struggling to overcome poverty have access to the tools they need to stabilize their lives and their families and begin the journey out of poverty.

Indicators:

- Increase in affordability, availability, accessibility and appropriateness of needed services.
- Increase in the number of families receiving services that are coordinated, culturally competent and for which they are eligible.
- Fewer families and individuals experience hunger, homelessness and untreated illnesses.
- Increase in the number of families and individuals that move to the next level of stability in their lives (such as moving from homelessness to transitional housing).

- Fewer families and individuals have payment related disruptions in housing status and living conditions, such as utility shut-offs, evictions, repossessions and foreclosures.
- Fewer families have to move from place to place, disrupting their lives and their children’s education.
- Increase in the number of individuals who are able to participate in job training and employment opportunities.
- Increase in the number of individuals who participate in peer networks and mutual support efforts.

Action One: Provide Essential Tools to Begin the Journey Out of Poverty

During the first phase of this Strategy (two to three years), the Family Stability Action Team will create three to five **multi-service centers** with the capacity to equip families and individuals with the tools they need to begin the journey out of poverty. These tools will include initially:

- Emergency food, clothing and housing assistance;
- Child care subsidies;
- Utility rate relief;
- Connections to pre-employment training, ESL classes, opportunities to develop employment-related skills, and employment programs;
- Other services that are essential to family stability; and
- Opportunities for peer networking.



Once the system of multi-service centers is created, the Action Team will turn its attention to three systemic issues that have been identified by the communities struggling to overcome poverty as central to their success: legal assistance; health care and stable housing. These are the focus of Actions Two, Three and Four of this strategy (see below).

The system of multi-service centers will be designed to incorporate several important values:

- **Collaboration:** The Action Team will provide “common ground” for community agencies, civic leaders and representatives of communities that are struggling to overcome poverty to work together in new ways. These include collaboration among agencies and communities, and building peer networks within and across communities.
- **Continuity:** The system of centers will be built upon the foundation of existing agencies with a track record of success in assisting people to make the journey out of poverty. Rather than “reinventing the wheel,” this approach will create a new system with new approaches to service delivery, without sacrificing established relationships of trust.
- **Coherence:** The Action Team will work with the agencies to transform the current patchwork of services into a coherent system of multi-service centers. These centers will be geographically distributed across Central South King County and will provide the basic tools families need in a single location. For

example, there is currently no connection between local food banks and the food stamps program. But at the multi-service centers, a person who comes to the food bank could also have the opportunity on-the-spot to fill out and get help with the forms to enroll for food stamps.

- **Co-location:** At present, various organizations in Central South King County have extraordinary expertise in certain subject areas. But none can offer the range of resources that are needed. By co-locating staff within the multi-service centers, we can take advantage of these skills more effectively.
- **Cross-training:** Rather than focusing upon a single need, such as hunger, the staff of the multi-service centers and staff of other “points of entry” for services will be cross-trained to equip families and individuals with the full range of tools they need to begin making their way out of poverty. In addition, since the informal community leaders will play a key role in referring people to the centers, they will receive training about the services available through the centers.
- **Connection:** The most important feature of the system we envision is its *connections*. We see the centers connected to one another through the Action Team; to communities that have been isolated through the work of the informal community leaders; and to the major “economic engines” in Central South King County through a series of relationships that are described in Strategy 2. In addition, the peer network and personal relationships among people using and volunteering for the centers will create connections within and across communities. These person-to-person connections will go a long way toward breaking down the barriers that keep people from moving out of poverty.

Have a referral desk at food banks with one staff person who can let people know about programs and services to help them.

– HomeSafe Report, 5/03

The main tasks of the multi-service centers will be to:

- Help people struggling to overcome poverty to meet their basic needs so they can use their dollars for other purposes that help them move forward;
- Refer people to other services and programs that may be useful to them;
- Empower people in poverty to see their strengths and potential, and become their own advocates;
- Help people prepare for employment by connecting them with pre-employment training, as well as programs for ESL, communication skills, employment, and volunteer experiences where they can build employment-related skills; and
- Build community through the interactions of people of different cultures, and opportunities to build networks and relationships within and across cultures.

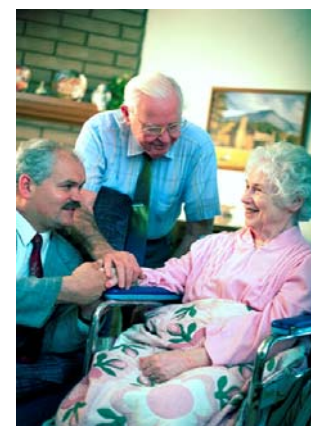
The informal community leaders of this Venture will play a key role by referring people to the multi-service centers. The centers also will conduct outreach by providing information to other local agencies who can refer people to the centers.

In addition, the centers will have volunteer and peer networking programs. These will provide a friendly and welcoming environment, along with deeper connections in local communities. The volunteers will receive training in the resources available at the multi-service centers and in the community. The pool of volunteers needs to be diverse so that the volunteers reflect the communities, cultures and languages of people seeking help at the centers, and bring a variety of skills and experience. Along with the volunteer program, the centers will create a peer learning network where people from

all communities can share their skills and experience in areas related to the center's services. For example, this might include a recipe exchange and cooking demonstrations among people using the food bank, or a new-parent mutual support group.

Next Steps

1. Expand the Action Team of partners.
2. Identify the range of services and programs that would be optimal to offer at multi-service centers. These might include a food bank, health care, pre-employment workshops, job search help, housing assistance, legal services, a volunteer program and a peer learning network.
3. Assess existing agencies in terms of the areas served, language groups served, services now offered and needed, and potential partners.
4. Identify planned and potential locations for multi-service centers (including the Salvation Army's location in Renton, and Lutheran Community Services' planned site in SeaTac), and develop collaborations to provide multiple services at each of them.
5. Identify agencies interested in cross-training workers who assist low-income households.
6. Develop a collaboration to bring in the services and languages that the current service centers don't offer. (For example, the Salvation Army food bank doesn't currently offer access to legal services.)
7. Contact Seattle City Light and Puget Sound Energy to explore the potential for expanding their energy assistance programs for low-income people into Central South King County and identifying new opportunities, such as providing staff for the multi-service centers.
8. Provide information that will help agencies in completing their capital campaigns to create the multi-service centers.
9. Develop a People's Yellow Pages—a directory of local resources—through a volunteer or youth project (such as City Year, an after-school youth program, or a project of a service or community organization). Produce it in multiple languages in print and on the Web.
10. Help to bring together providers, programs and services as multi-service centers develop.
11. Provide the informal community leaders with training in services available to Central South King County residents.
12. Develop cross-training for multi-service center staff, volunteers and informal community leaders, and develop a plan to expand the training to all entry points for services in Central South King County (such as schools and health clinics).
13. Provide information to other service providers in the Central South King County area to encourage referrals.
14. Seek models for a volunteer program and peer learning network, and develop pilots at one of the multi-service centers.



Potential Partners

Lutheran Community Services Northwest
The Salvation Army

Community Health Centers of King County
 Grassroots organizations
 Department of Social and Health Services (DSHS)
 Local governments
 West Hill Community Council storefront office
 Local food pantries
 Domestic violence programs
 Children’s Foundation
 Public Health – Seattle & King County
 Cross Cultural Health Care Program
 Community Dental Service
 Renton Technical College Dental Program
 Communities in Schools of Renton
 Help for Working Families
 Refugee Women’s Alliance
 RAYS Family Enrichment Center
 Somali Community Center
 Puget Sound Blood Center

Help the children to have medical coverage; help ensure that when they are sick, they can get help.

– Comment from Latino Group, 5/03

Action Two: Provide Access to Legal Assistance

The first new service to be added in the system of multi-service centers will be **legal assistance**, starting in Year 2. This is a priority because many of the residents of Central South King County have legal concerns related to immigration, landlord/tenant matters, child custody, employment discrimination and other legal challenges that create huge barriers to securing employment and overcoming poverty.

Next Steps

1. Survey informal community leaders, service providers and mutual assistance associations to find out:
 - a. Which language and cultural groups have the most urgent needs?
 - b. What are the issues – Immigration? Tenant’s rights? Child custody? Issues related to employment?
 - c. Which of the multi-service centers is best prepared to pilot the new service?
2. Meet with potential partners (one-on-one or by convening a group) to identify ways to develop legal clinics that will meet the needs identified.
3. Work with informal community leaders to make the community aware of the service.
4. Implement a pilot project and evaluate the results.
5. Expand the model within each of the centers.

Potential Partners

Northwest Immigrant Rights Project
 University of Washington Law School Clinics
 Seattle University

YWCA legal advocates
King County Extension Services Legal Action Center
Seattle Tenants Rights program
Tenants Union
National Lawyers Guild
Regional Justice Center (domestic abuse)
Northwest Justice
Lutheran Refugee Program
Faith organizations

Action Three: Improve Access to Health Care

A third objective of the system of multi-service centers will be to increase the number of low-income residents of Central South King County who have a **medical home** (i.e., a permanent relationship with a primary care provider). This step is important because it is the key to reducing the disparities in health status that afflict communities who are struggling to overcome poverty. The goal is to start health services in one multi-service center in Year 4. Over time, this effort will be expanded, and the Action Team will work with the Health Department and other partners to develop culturally appropriate **preventive health projects** to reduce the impact of chronic illnesses within Central South King County.

Next Steps

1. Inventory available health resources in Central South King County and add this information to the People's Yellow Pages. Include languages and cultures served, and eligibility requirements.
2. Provide information to the informal community leaders about the health resources available, eligibility, languages and cultures served, and the sites for Kids Get Care and the Washington Basic Health Plan.
3. Work with Public Health – Seattle & King County to reach out to families in Central South King County to provide coverage through Kids Get Care and enroll adults in the Washington Basic Health Plan.
4. Work with Lutheran Community Services to make their new SeaTac facility a Kids Get Care site.
5. Identify other potential sites for Kids Get Care, such as the Salvation Army's new facility in Renton, and in Burien in conjunction with projects in White Center.
6. Join with organizations that advocate for continued funding and expansion of Kids Get Care and Washington Basic Health.

Potential Partners

Community Health Centers of King County
Cross Cultural Health Care Program
Head Start
Community Health Services in Kent
Public Health – Seattle & King County
Lutheran Community Services



Area hospitals and physicians' networks
Community Dental Services
Sea Mar

Action Four: Improve Housing Stability

The need to increase the **housing stability** of low-income families and individuals was cited during the community planning workshops as a primary concern. However the resources needed to address that concern will take time to mobilize. The goal is to begin this work in Year 4. A continuum of housing services is needed including:

- **Targeted rental and utility rate assistance** through a community revolving fund to enable people to remain in their homes;
- A **housing rehabilitation** program for low-income residents that includes conservation measures to cut the amounts families must spend on utilities;
- Targeted programs of **code enforcement** that support affected tenants with necessary relocation and other services; and
- Increased **home-ownership** opportunities by building family assets and reducing transaction costs.

When people can't afford to rent, it brings about a very transient community, which in turn affects the education system.

– Comment from African American Group, 5/03

Next Steps

In Year 4 of the grant period, the Action Team will create a detailed Housing Action Plan that:

1. Connects the multi-service centers with programs such as the Housing Repair Programs operated by King County and by the City of Renton;
2. Identifies programs that exist but need more outreach or to be expanded into more languages;
3. Identifies gaps; and
4. Recommends the best ways to:
 - a. Establish connections to City Light and Puget Power utility conservation programs.
 - b. Explore development of a community revolving fund for rental and utility rate assistance, using such sources as the fees paid to Central South King County cities for late utility payments.
 - c. Explore connections with Renton Technical College training programs in the construction trades as a vehicle for low-cost rehab.
 - d. Explore creation of code enforcement-housing rehab teams to:
 - (1) identify substandard housing, (2) coordinate code enforcement with wrap-around services for tenants, and (3) identify nonprofit housing developers to step in as the purchaser to create stable, safe housing.
 - e. Create a tool bank for individuals who want to rehabilitate their homes, coupled with home repair classes at community centers.
 - f. Expand housing authorities' family self-sufficiency programs that permit low-income families to purchase a home.
 - g. Expand Home Sight's Purchase Assistance Program.

- h. Work with financial institutions to structure programs, in cooperation with local banks, that will reduce down payments and transaction costs for low-income residents seeking to purchase a home.
- i. Explore different ownership structures, such as tenant cooperatives.
- j. Connect with Habitat for Humanity.

Potential Partners

Local governments
 Agencies working to reduce homelessness
 Financial institutions and local lenders
 Utility conservation programs
 Housing authorities
 YWCA
 Police departments
 King County Department of Community Development
 King County Housing Repair Program
 Renton Housing Repair Program
 Renton Housing Authority
 Fannie Mae
 Federal Home Loan Bank
 Homestead
 Home Sight
 ACORN
 Fremont Public Association
 Habitat for Humanity
 Christmas in April



Connections to Other Strategies

The cross-training of the multi-service center staff and volunteers will include the programs that the other Action Teams in the Venture will be promoting and creating. These include: Strategy 2: Economic Opportunity (adult basic skills, ESL; job training programs; Airport University; programs to help low-income residents with the Earned Income Tax Credit and Child Care Tax Credit); and Strategy 3: Children and Youth (early childhood programs; out-of-school and tutoring programs for school-age children).

The multi-service centers will have strong connections with the cadre of informal community leaders, described in Strategy 4. The centers will provide training for the informal community leaders so they can make referrals to the centers. The centers also will rely on programs to be provided by the Multi-Cultural Leadership Institute (described in Strategy 4, page 104) to increase the cultural competence of multi-service center staff and volunteers.

Actions proposed in later phases (e.g., health care and housing programs) will related to the other strategies in similar ways.

Action Team

The Action Team for this strategy will include informal community leaders and representatives of the partner agencies from all fields who will collaborate in this strategy. Currently the Action Team includes three informal community leaders, along with representatives of the City of Renton, Cross Cultural Health Care Program, DSHS Renton Community Service Office, Public Health Access and Outreach Team, Salvation Army Renton, and United Way of King County South Office. Others to be added might include representatives of community and technical colleges, early childhood care/education programs, financial institutions and local lenders, grassroots organizations, and utilities.

One organization will serve as a lead partner to provide basic staff support to the team. The team will have a co-convenor from one of the communities struggling to overcome poverty and a co-convenor from among the partner agencies.

Staffing

The Action Team will use part of the Strategy 1 budget for staff to coordinate the start-up of each action in the strategy. This staffing may be as an employee of one of the participating agencies, by contract or on a consulting basis.

For Action One, developing three to five multi-service centers (page 63), there will be a coordinator to work with agencies who will operate the centers, determine what is needed, and bring together providers and programs to participate in each center. The coordinator will be able to take the learnings from the first one or two centers to apply to new ones to be developed as part of the network. The coordinator will develop the volunteer program and peer network, and lead the teams developing the cross-training and other tools for the centers, and creating the People's Yellow Pages. The multi-service center coordinator also will play an important role in seeking leverage opportunities. This staff position begins as full-time for three years, then ramps down to decreased hours (half- to one-quarter-time) once services are in place.

For Action Two, adding legal services to the centers (page 66), the budget includes contract staffing for start-up and evaluation in Years 1 and 2.

For Actions Three (health care, page 67) and Four (housing, page 68), the Action Team will select staffing with the expertise to coordinate setting up these components of the multi-service centers. The health care staffing will start in Year 3 and the housing staffing in Year 4. These staff positions will be shorter-term (one or two years full-time followed by three years part-time) to get these aspects of the program underway.

Financial Plan

Strategy 1 will have an allocation of approximately 15 percent of the Northwest Area Foundation grant to the Venture, totaling \$1,468,650. This strategy also expects to develop leverage with a total value of \$3,909,890 (\$934,890 in-kind; \$1,975,000 in cash grants or contributions for operating expenses, plus \$1,000,000 in capital fund contributions to develop facilities to house the multi-service centers).

Leverage Opportunities

The planning team has identified the following leverage opportunities for the actions in Strategy 1. This list is a realistic starting point. The Action Team will review, refine and

People are not aware of what resources are available—need to get the word out.

—Comment from All-Inclusive Cultural Group, 5/03

improve it in the first year of the Venture. The following sources of leverage are reflected in the proposed budget (Table 34).

Action 1: Multi-Service Centers

- \$25,000 in grant funding will be secured from a local foundation in Year 1 (of the 10-year Northwest Area Foundation grant period) to aid the Action Team in planning the network of multi-service centers.
- \$25,000 of in-kind technical assistance will be sought in each of the first two years to provide cross-training for multi-service center staff and informal community leaders. This training will enable them to offer access to a wide variety of benefits in a single visit.
- \$100,000 in-kind in Year 2 for a loaned executive from a major corporation. Depending on this person's skills, he or she might play a key role in meeting with business groups to seek funding, in logistics and planning for the opening of the multi-service centers, in operations management, and/or in marketing and communications.
- \$10,000/year for five years (starting in Year 3) in cash contributions from local service clubs that have a mission of improving family stability generally, or improving access to legal services, health care and/or housing.

Action 2: Legal Services

- \$25,000 in in-kind legal services (starting in Year 2) for area residents from the University of Washington Law School, Seattle University Law School and/or other providers. These services would take place at the multi-service centers. This level of support is projected to grow by 3 percent per year throughout the life of the project.

Action 3: Health Care

- \$50,000 each in Years 3, 4 and 5 will be sought from a national foundation to expand Kids Get Care Services in Central South King County. Attempts will be made to negotiate continuation of these services based on the savings from reduced rates of hospitalizations and acute care. However, these savings amounts are *not* included as leverage in the plan.

Action 4: Housing

- Beginning in Year 4, the Venture will seek an ongoing commitment totaling \$250,000 per year to implement the Housing Action Agenda created by the Action Team. The regional offices of the Federal Home Loan Bank, Fannie Mae and the U.S. Department of Housing and Urban Development have excellent records of support for such efforts. We also anticipate approaching financial institutions, mortgage lenders, architectural and engineering firms, builders and public agencies, along with corporations for whom housing and home improvement is part of their mission.
- Also in Year 4, the Venture will seek a commitment of \$100,000 per year in-kind in new energy conservation investments in Central South King County for low-income homeowners and tenants. These investments will be sought from Seattle City Light, Puget Sound Energy and the Bonneville Power Administration. This



level of support is projected to grow by 3 percent per year throughout the life of the project.

Capital Funding

In addition to the above leverage for operating expenses, the Venture will seek capital funding contributions of \$500,000 per year in Years 2 and 3 for the development of facilities to house the multi-service centers that are essential to implementing the Family Stability strategy.

Budget

The following 10-year budget shows for each action in the strategy the funding flow from the Northwest Area Foundation grant and from leverage over the 10 years of the grant, and the anticipated expenses.

Sustaining the Strategy

At the end of the 10-year Northwest Area Foundation grant, the multi-service centers will be in place with the legal, health care and housing components, and a strong peer network. The Action Team expects that the collaborative partnerships built during the 10 years will be solid, and that after the start-up period, the partner organizations at the multi-service centers will be able to continue the services as part of their regular operations.

See the next page for the Strategy 1 budget.

TABLE 34
STRATEGY #1: BUDGET AND LEVERAGE

(in \$000s)

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	NWAF Total	Leverage Total
1. MULTI-SERVICE CENTER												
Coordinator Salary & Benefits	70.00	72.10	74.25	38.25	38.25	25.50	26.27	27.05	27.86	0.00	399.53	
Expenses	30.00	31.20	31.10	15.60	15.60	10.40	10.71	11.03	11.36	0.00	167.01	
People's Yellow Pages		42.45		10.35		11.53		17.21		0.00	81.54	
Training	25.00	25.00							49.87	0.00	99.87	
Sub-Total: NWAF	125.00	170.75	105.35	64.20	53.85	47.43	36.98	55.30	89.10	0.00	747.95	

Leverage:												
Cash	25.00		10.00	10.00	10.00	10.00	10.00					75.00
In-Kind	25.00	125.00										150.00
Capital Funds		500.00	500.00									1,000.00
Sub-Total: Leverage	50.00	625.00	510.00	10.00	10.00	10.00	10.00	0.00	0.00	0.00		1,225.00

2. ACCESS TO LEGAL ASSISTANCE												
Contract for Start-Up & Evaluation	25.00	25.00					5.67					
Sub-Total: NWAF	25.00	25.00	0.00	0.00	0.00	0.00	5.67	0.00	0.00	0.00	55.67	

Leverage:												
Cash												0.00
In-Kind		25.00	25.75	26.52	27.32	28.14	28.98	29.85	30.75	31.67		253.98
Sub-Total: Leverage	0.00	25.00	25.75	26.52	27.32	28.14	28.98	29.85	30.75	31.67		253.98

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	NWAF Total	Leverage Total
3. ACCESS TO HEALTH CARE												
Coordinator Salary & Benefits			71.20	36.75	37.08	38.19	25.46				208.68	
Expenses			31.20	15.60	15.60	15.60	10.40				88.40	
Sub-Total: NWAF	0.00	0.00	102.40	52.35	52.68	53.79	35.86	0.00	0.00	0.00	297.08	

Leverage:												
Cash			50.00	50.00	50.00							150.00
Sub-Total: Leverage	0.00	0.00	50.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00		150.00

4. ACCESS TO HOUSING												
Coordinator Salary & Benefits				72.00	71.67	37.08	38.19	39.34			258.28	
Expenses				31.20	31.20	15.60	15.60	16.07			109.67	
Sub-Total: NWAF	0.00	0.00	0.00	103.20	102.87	52.68	53.79	55.40	0.00	0.00	367.94	

Leverage:												
Cash				250.00	250.00	250.00	250.00	250.00	250.00	250.00		1,750.00
In-Kind						100.00	103.00	106.09	109.27	112.55		530.91
Sub-Total: Leverage	0.00	0.00	0.00	250.00	250.00	350.00	353.00	356.09	359.27	362.55		2,280.91

GRAND TOTAL:												
NWAF Total:	150.00	195.75	207.75	219.75	209.40	153.90	132.30	110.70	89.10	0.00	1,468.65	
Leverage Total:	50.00	650.00	585.75	336.52	337.32	388.14	391.98	385.94	390.02	394.22		3,909.89

C. Strategy 2: Expand Economic Opportunity

To open the doors to economic opportunity, the Venture will pursue a four-part strategy designed to: connect residents with training and jobs tied to the major economic engines of Central South King County; help residents to create and expand their own enterprises; help families build wealth; and help individuals who have gained professional skills in other countries to become certified to use those skills in our community.

Rationale

While working to assemble the tools for survival, families and individuals who are struggling to overcome poverty search for the means to make a living. Not surprisingly, community residents rated “jobs” as one of the most critical of all the issues presented during the community workshops. Fortunately, Central South King County has substantial assets when it comes to employment opportunities. Indeed, there are more people going to work each day at jobs in Central South King County than there are residents! The problem is that there is a mismatch between the apparent skills of residents who are struggling to overcome poverty and the qualifications needed to fill those jobs, or others in nearby communities.

It is different the poverty here. Here it is the lack of opportunities – maybe a job with a low wage or a very basic job.

– Comment from Latino Group, 5/03

A number of factors create this mismatch. First, many of those who are struggling to overcome poverty in Central South King County are isolated by language or other factors, and lack information about the employment and training opportunities that may be open to them. Once they learn about such opportunities, their ability to participate may be limited by the inability to communicate in English, the lack of technical skills, child care and transportation issues, or personal challenges such as substance abuse or a history of incarceration. They may also face prejudices regarding differences in race, ethnicity, culture, and religious beliefs and practices.

This strategy is intended to reduce these barriers systematically and open pathways to opportunity. These pathways will help residents get jobs and move up, start their own businesses, build wealth through effective asset management, and become certified to use skills they have.

The Economic Engines of Central South King County

The Economic Opportunity Action Team has identified four major economic engines within our community:

- Public infrastructure projects including the Duwamish industrial clean-up, Sound Transit’s Light Rail System, the Airport’s third runway project, and Highline Schools’ Capital Improvement Program;
- Sea-Tac International Airport;
- Southcenter shopping mall and surrounding businesses; and
- Boeing and the cluster of manufacturing enterprises that surround it.

These four economic engines share several key characteristics:

- They represent clusters of many employers rather than single companies.
- They provide many different types of jobs in one area or construction site.

- Their success depends on a skilled workforce that is able to respond to competitive pressures.
- There are, at least in theory, opportunities for upward mobility to wage levels that will sustain a family.

The Action Team found that there are community assets that can be tapped immediately in two of the four economic engines to expand employment opportunities for Central South King County residents. The other two economic engines hold promise.

In the Construction Trades

The **Apprenticeship Opportunities Partnership (AOP)** is a rare collaboration of labor, government, builders, joint apprenticeship programs and community agencies. The AOP is transforming the construction trades in King County by providing new opportunities for women, persons of color and persons with disabilities to enter apprenticeships. Pioneered by the Port of Seattle, the partnership has grown to cover most public projects and many large private projects as well. Through the Partnership, developers of large projects agree to include a requirement that at least 15 percent of the labor hours worked on the project be performed by apprentices in state-approved programs, and that certain percentages of those positions go to women, minorities and persons with disabilities. These contractual obligations create a market for apprentices to be filled by community-based organizations as they refer promising candidates to the Partnership Office. There, candidates receive the support services they need, and are linked to pre-apprenticeship training if necessary to meet the standards for apprenticeship in one of the 16 participating trades. Wage levels during apprenticeship range from \$9 to \$15 per hour with benefits to start. When apprentices qualify as journey-level workers, wages increase to \$25 to \$35 per hour.

To date residents of Central South King County have not taken full advantage of the AOP. There are several reasons for this relatively low participation. First, most of the early construction projects covered by the apprenticeship contracts were within the City of Seattle, and most of the outreach took place within the city. Second, there were no specific agreements in place with community-based organizations in Central South King County to identify and recruit candidates. Until work began on this Strategic Plan, very few of those involved in the Venture even knew of AOP’s existence.

Now is an excellent time to launch an effort to get more residents of Central South King County involved in the AOP. Three major public works projects that carry the apprenticeship requirements are located within the area. These are the third runway at Sea-Tac, the Highline Schools Capital Program, and Sound Transit Light Rail. With the recent improvement in the general economy, other long delayed projects are beginning to move ahead, and new projects are once again taking shape. The Venture can help residents take advantage of these opportunities by creating a pipeline to employment in the construction trades through the AOP.

At the Airport

Airport Jobs is a four-year-old program of Port Jobs to link low-income job seekers to employment and training opportunities within companies based at the airport. Nearly 18,000 people are employed at Sea-Tac International Airport, and many thousands more derive their livelihoods indirectly from the activities that take place there. More than 120 different employers operate within the airport. They offer employment



opportunities in fields ranging from retail sales to security, and from engine repair to freight management. Since 1999, an increasing number of these employers have found it in their interest to work through Airport Jobs to find workers to meet their needs. As a result, 120 employers have hired 3,400 mostly low-income job-seekers through the program. About 20 percent of those placed are Central South King County residents.

This high placement level is remarkable for several reasons. First, the staff of Airport Jobs is very small, with only two and one-half staff from Port Jobs and one on loan from the Department of Employment Security. Second, most of the program's work has been done in the shadow of the post-9/11 recession in the airline industry, when many airport businesses have been struggling. Third, a very high percentage of job applicants face language and other barriers to employment. Airport Jobs has addressed these challenges by developing extraordinary relationships—with its clients, with employers and with community colleges.

The emerging relationships with the colleges are especially important. Many of those who come to Airport Jobs seeking employment simply do not have a sufficient command of the English language to qualify for employment at the airport. To meet this challenge, Airport Jobs and South Seattle Community College (SSCC) have worked together to offer highly customized vocational English as Second Language (VESL). These programs teach English targeted to specific jobs at the airport.

The VESL program was developed in response to the crisis that developed after 9/11. At that time, airport security shifted to the Federal Transportation Safety Administration (TSA). Hundreds of workers, many of them immigrants and refugees, were faced with losing their jobs unless they passed the tests required for TSA employment. At the request of the workers, Airport Jobs worked with SSCC to develop a specialized curriculum designed to help the incumbent workers pass the test. As a result, 50 percent of those who took the test managed to pass and gain access to TSA positions that paid considerably more (and included benefits) than they had previously earned as employees of private security firms. This rate of success was five times higher than the national average!

Based on that success, the Port Jobs/SSCC partnership has created other customized training programs that are short-term, on-site and highly focused to provide skills needed for specific existing jobs. Experience suggests that this kind of training is the key to unlocking the assets of job-seekers, who generally are highly motivated and ready to learn. This kind of training is also essential to help workers move from entry-level jobs, which typically pay \$8 to \$12 per hour, into higher-wage positions that can sustain a family well above the poverty line.

At Southcenter

The Southcenter shopping mall and business district shares many characteristics with the airport because Southcenter is an aggregation of many different employers who collectively provide thousands of jobs in retail sales and related fields. With the recent improvement in the economy, sales activity at Southcenter is expected to increase, and employment opportunities should increase as well.

To take advantage of that opportunity, the Venture will need to build new relationships with employers, as Airport Jobs has done at Sea-Tac during the past four years.

We need more ESL programs. All the available programs are too small with wait lists of three months or more to get enrolled. People are unable to do anything because they have to wait.
– Comment from Latino Group, 5/03

Training linkages will also need to be made. One possibility is the new retail sales training program being created at Renton Technical College.

In Manufacturing

The recent recession has been especially hard for the manufacturing sector in Central South King County. Manufacturing employment in the Puget Sound region as a whole fell by nearly 29,000 jobs between 2000 and 2002. A good deal of this job loss involved layoffs from the Boeing Company, since commercial airplane production was hit especially hard as a result of 9/11. The impact of those layoffs had a ripple effect on hundreds of other Central South King County companies that supply Boeing with parts and services.

In spite of earlier doubts about Boeing's long-term future in Central South King County, the company has decided to continue aircraft production in Washington state. This augurs well for Boeing's continued presence as a major employer here. Boeing's 737 commercial jet, produced in Renton, is the world's best selling airplane. Boeing currently has a backlog of more than 800 orders for 737s. There is a strong potential for continued future sales around the world. The company also continues to invest in their Renton site under a 45-year development agreement with the City of Renton.

The Action Team has now established a good line of communications with the Boeing Company and the City of Renton. We have also begun to work with SSCC to identify other opportunities in manufacturing that are coming into view as the college plans its new industrial and technology skills center at the Duwamish Branch. The Action Team will closely monitor the manufacturing sector and respond quickly to emerging opportunities.

Action One: Connect Residents with Job and Training Opportunities

Connect low-income Central South King County residents with job opportunities at the major employment centers that provide them with the chance to “learn while they earn” through apprenticeships and customized on-site training programs.

Our first priority will be to connect more residents with opportunities in the construction industry and the airport. We will build on the success of Airport Jobs and the Apprenticeship Opportunities Program, and add several new dimensions to these well-tested programs.

- **Informal community leaders and multi-service centers will provide new connections with AOP and Airport Jobs for Central South King County residents.** Because many of those struggling to overcome poverty in Central South King County have been isolated by linguistic and cultural barriers, lack of transportation, and lack of information, residents of the area have not taken full advantage of the opportunities offered by Airport Jobs and the AOP. The Venture will overcome those barriers by training the informal community leaders and the staff of the multi-service centers to connect people with these resources.
- **Residents will be connected to newly emerging opportunities to acquire adult basic skills, ESL and VESL programs.** The Venture will use the same methods to expand access to the new training opportunities that are emerging within the



community colleges. A special effort will be made to connect immigrants and refugees with vocational ESL programs to provide them with sufficient English skills to qualify for jobs.

- **Support the creation of “Airport University” to offer customized and targeted training opportunities at the airport.** The concept of Airport University is, perhaps, the most exciting element of this strategy. Building upon the partnership of Port Jobs, South Seattle Community College, and airport employers, the Venture will provide the tools to help create Airport University—an integrated system of employment and upward mobility training that meets the needs of employers and Central South King County residents. This concept acknowledges that many area residents find it necessary to enter the job market in entry level positions that do not provide adequate wages to bring their family above poverty. Through careful analysis and cooperative relationships, the partners in Airport University will create customized training programs to provide workers with the opportunity to move up at the airport. SSCC will offer that training on-site at the airport.
- **Support systems will be created to strengthen the prospects for success.** From the start, the AOP has provided a flexible package of support services for apprentices entering the construction trades. These services are tailored to the needs of the individual. Services have included remedial training to enable applicants to qualify for specific trades, funding for tools and equipment, assistance with child care, and help with transportation to and from the job. The Venture will work to extend that practice throughout its programs. As a first step, Airport Jobs and AOP will work with the multi-service centers to develop packages of services tailored to workers in its programs. For example, many of the workers at the airport work early morning or late night shifts, making it difficult to obtain quality child care. Through the Venture, the new Lutheran Community multi-service center in SeaTac will make child care available during extended hours.

Many of my friends drive cabs all night and work at stores or parking lots and barely have enough to put food on the table. But they are the lucky ones because they have jobs.

– Comment from East African Group, 5/03

To address the transportation problems that make it hard for many Central South King County residents to get to work, the Venture will work with Port Jobs to expand its innovative Working Wheels program that enables low-income wage earners to purchase their own vehicles over time as part of a package of supports for workers.

Areas for Future Exploration

- **Explore the replication of the Airport Jobs model at Southcenter.** The Southcenter mall and business district is one of the largest retail employment centers in Western Washington. It is similar to the airport in that it provides thousands of jobs through literally hundreds of employers. Once Airport University is underway, the Venture will seek to replicate the success of Airport Jobs at Southcenter.
- **Explore the potential to replicate the principles of the apprenticeship opportunities program to create a pathway to jobs in the manufacturing sector.** Historically, manufacturing has been the cornerstone of the economy of Central South King County. Boeing’s Renton plant has been the anchor for the manufacturing sector in the area, although Paccar Truck Manufacturing Company and other significant employers also have roots in the community. During the recent recession, the manufacturing sector lost jobs, and the fate of Boeing’s Renton plant was clouded by the slump in new airplane production that followed the 9/11 disaster.

The Action Team has established ties to the Boeing Company, which expects to retain a strong presence in Renton. The Action Team will monitor Boeing’s plans so as to identify potential future opportunities. The team will also work in partnership with the new Center for Industrial and Technical Skills at South Seattle Community College and with Renton Technical College to identify future opportunities in other manufacturing companies.

Outcomes and Indicators

Outcome: Central South King County families and individuals have increased earnings and income.

Indicators:

- More parents are employed in jobs that provide supporting wages, benefits and career advancement.
- Increase in the number of Central South King County residents employed at Sea-Tac Airport.
- Increase in the opportunities for upward mobility at Sea-Tac through customized training.
- Increase in the number of residents employed in construction trades at family-wage levels.

Next Steps

1. Expand the Action Team of partners.
2. Expand the capacity of Airport Jobs and the AOP to meet the needs of Central South King County residents.
3. Train the informal community leaders and the staff of the multi-service centers to link Central South King County residents to ESL, VESL, basic skills training and customized job skills training through Airport Jobs, AOP and the community colleges.
4. Develop a structured method for referring people into Airport Jobs and the AOP, and a feedback loop from AOP to referring agencies about their referrals.
5. Develop a detailed work plan for the creation of Airport University.
6. Identify additional public and private construction work that could be partners in AOP. Talk with them about adding apprenticeship requirements in their construction contracts.
7. Create a package of support services linked to these employment opportunities.
8. Create an action plan for the replication of Airport Jobs at Southcenter.



Partners

Airport Jobs
Port Jobs Apprenticeship Opportunities Project
Management and employers at Sea-Tac and Southcenter
Labor unions
Sound Transit
Renton Chamber of Commerce
Southwest Chamber of Commerce
Renton Technical College

South Seattle Community College
 Highline Community College
 Highline, Renton and Tukwila School Districts
 Center for Career Alternatives
 Puget Sound Training Center
 EvenStart
 Lutheran Community Services
 Faith communities (e.g., Prince of Peace Lutheran Church in SeaTac)
 Head Start services for parents

Action Two: Provide Support for Business Development

Provide support to residents who are seeking to start and expand their own businesses through an integrated program of micro-lending and technical assistance.

Rationale

A significant number of Central South King County residents are seeking to work their way out of poverty by creating their own small businesses. These businesses often build on the assets that residents brought with them from other nations, or acquired on their own initiative here in Central South King County. Many of these enterprises are successful to some degree. But many more fail to reach their potential because their owners lack access to conventional sources of capital, or do not have the full range of skills needed to succeed.

Need access to support services and legal help to set up a small business.
 – Visioning meetings, 1/03

While the Central South King County planning effort has been underway, agencies involved with the Venture have taken the initiative to begin a micro-lending program. Although the effort has been underway for only a few months, the early results are both positive and instructive. Some small loans have had an immediate positive impact. For example, a loan to a small painting company started by Bosnian refugees enabled the company to purchase new spray painting equipment, expanding its capacity and building its profitability. There have been other instances in which loans were only marginally effective because the applicant also needs help with other issues, such as permitting, marketing or business planning.

As a second pathway, the Venture will mobilize technical assistance resources to complement the loans being made to fledgling community enterprises. The Action Team will work initially with South Seattle Community College’s new Small Business Support Center, then add local chambers of commerce, to identify established businesses willing to provide help and advice to emerging enterprises. Once the effort has a track record, the Action Team will approach Washington Mutual Bank and other commercial lenders to secure their participation.

Outcomes and Indicators

Outcome: Small businesses owned by community members will increase in number and assets.

Indicators:

- Increase in the success rate among community businesses.
- Increase in the number of people employed by participating businesses.
- High rates of loan repayment.
- Increase in the number of organizations who volunteer to provide technical assistance.

Next Steps

1. Work with the informal community leaders to inventory the small businesses in their community.
2. Establish a close working relationship between the new micro-lending program and SSCC's small business center.
3. Create a skills bank of professionals who are willing to provide technical assistance to community enterprises.
4. Communicate with owners of small businesses to inform them of the micro-lending and technical assistance programs.
5. Explore the use of micro-lending to increase the number of culturally competent child care settings while providing opportunities for low-income women to start businesses.
6. Build a record of success of micro-lending to attract large lenders to make loans in the community.
7. Approach mainstream lenders to provide equity to increase the revolving loan fund and to establish ongoing relationships with community businesses.



Partners

International Rescue Committee
Cascadia Revolving Fund
Informal community leaders
Local lenders
Social Investors Forum sponsored by Social Venture Partners
Washington CASH
City of Renton
Boeing Employees Credit Union

Action Three: Help Families Build Assets

Help families build assets by expanding free tax preparation services, financial literacy training and Individual Development Accounts (IDAs).

The third pathway to expanding opportunity is to help community residents build their assets. One proven method for achieving that objective is to help residents qualify for the **Earned Income Tax Credit** (EITC) and the **Child Care Tax Credit**, and avoid the costs of commercial tax preparation by providing free assistance in preparing their tax returns. During the past 18 months, United Way of King County and the Making Connections Initiative have pioneered a community outreach and assistance program in several sites in and near Central South King County. That program helped families to obtain an average of more than \$1,100 through the Earned Income Tax Credit. The

Venture will build on that success by expanding that program in several important ways.

- **Expand access** by offering tax preparation assistance at more sites and in more languages.
- **Expand the financial impact of the program** by developing the capacity to do “retroactive claiming.” This mechanism enables a family filing for the first time to claim the credit for up to three years prior.
- **Add other services to create an integrated asset management program for Central South King County residents.** The popularity of the pilot program suggests that there is a great opportunity to use the free tax preparation service as the gateway to other asset building strategies, such as the creation of **Individual Development Accounts (IDA)**. The program also creates an ideal setting in which to provide financial literacy training, including awareness of predatory lending practices and ways to avoid falling prey to these tactics.

The Action Team will work with the current sponsors to create an integrated program. The Action Team will also use the relationships developed with employers at the airport and within the construction industry (and ultimately at other sites) to connect with their employees. When possible, tax preparation and related services will be provided at the work site.

Poverty means no financial stability.
– Comment from African American Group, 5/03

To finance this work, the Action Team will seek to identify local companies that derive a direct benefit from the expenditures Central South King County residents will make with the income they receive through the EITC program. For example, experience has shown that many families take advantage of the opportunity to purchase durable goods to improve their quality of life. The Action Team believes that it may be possible to convince the leaders of local companies that it is in their interest, both in terms of their business and their civic standing, to provide financial support for a strategy that has proven to be effective in putting dollars into the hands of their customers.

Outcomes and Indicators

Outcome: More Central South King County families and individuals receive their fair share of tax credits and build wealth.

Indicators:

- Increase in the percentage of eligible Central South King County residents who receive EITC and child care tax credits.
- Increase in the number of community volunteers who participate in tax assistance.
- Increase in the number of families who have savings accounts.

Next Steps

1. Meet with the Making Connections project in White Center and the United Way group that ran the EITC program. Find out how the program works, what makes a good site, in which languages materials are available.
2. Educate the informal community leaders about the EITC, who qualifies, the money it can provide, where to get assistance.
3. Equip existing multi-service centers with computers and Web-access needed to prepare the returns so they can serve as sites for the project.

4. Work with United Way to develop an EITC program for Central South King County, with a goal of having it running in January 2005.
5. Contact financial institutions about conducting financial literacy workshops in connection with the EITC program, and offering no-fee checking accounts.
6. In January 2005, begin offering an EITC program in at least two sites in Central South King County.
7. Identify who offers Individual Development Accounts, how they work, what is needed.
8. Develop and implement a plan to increase residents' access to these accounts.
9. Identify potential local sponsor(s), build the case based on results of pilot, and request funding to carry the program forward.

Partners

United Way

Making Connections

Multi-service centers

Informal Community Leaders

Multi-cultural Leadership Institute

Employers involved in Airport Jobs, the AOP and other Venture projects

Local companies who are potential sponsors

Action Four: Assist Immigrants with Skills Certification

Assist immigrants who obtained professional or technical degrees in their home countries to become certified and employed in their chosen field in Central South King County.

Rationale

Informal community leaders have identified the extraordinary assets of many members of their communities who have critical skills in such fields as health care and education. But they cannot use these skills in the United States because their credentials are not recognized. If this problem could be overcome, the community would benefit in many ways. Health care providers and teachers who are familiar with the language, culture and life experience of refugee and immigrant communities would make services more accessible and more effective. They would serve as bridges with hospitals, clinics, schools and colleges. They would also serve as role models for the next generation. What's more, there is an actual or looming shortage of professionals in these fields. So foreign-trained professionals can fill a need in the wider community.

There are a number of programs to help foreign-trained professionals overcome these problems in order to use their skills. For example, the University of Washington Medex Program accepts individuals with various backgrounds for training as licensed medical assistants who can diagnose and treat patients under a physician's supervision. A number of community colleges are developing similar programs to address the shortage in the nursing field. What is needed is a coherent method to help community members identify these opportunities. The Venture will work to accomplish that objective.



The Action Team’s effort will begin with health care and education, because those fields are particularly important to the community. As the effort succeeds in those fields, the Action Team will expand the scope to include other sectors. There will be four criteria for selecting other fields:

1. Community need for the goods or services that could be provided.
2. The documented availability of employment opportunities in that field.
3. The numbers of residents who have skills that need to be certified.
4. The availability and practicality of training programs leading to certification.

Outcomes and Indicators

Outcome: More Central South King County residents are able to use their skills to support their families and help the community.

Indicators:

- Increase in the number of pathways to certification identified,
- Increase in the number of Central South King County residents who succeed in becoming certified and employed in their field.

Hire more of us to work in the schools— at all levels.

– Final Report by New Futures, 6/03

Next Steps

1. Ask informal community leaders to identify people in their community who have medical or teaching degrees in their home countries, and work authorization in the United States.
2. Research options for certification or employment in the health and education fields for those with health care or teaching degrees in their home countries, and create linkages.
3. Work through the Multi-Cultural Leadership Institute (Strategy 4) to offer presentations by credentialing programs to make the community aware of the opportunities they offer.
4. Evaluate the potential of a revolving loan program to enable people who have health care or teaching degrees from their home countries to complete the U.S. certification process in return for devoting a certain amount of time to working in the community.

Partners

Informal community leaders
Community and Technical Colleges
University of Washington
Valley General and Highline Hospitals
Highline, Tukwila and Renton Schools

Connections to Other Strategies

The strategy for expanding opportunity is completely interdependent with the strategies for increasing family stability, investing in children and youth, and building strong communities.

- The informal community leaders (in Strategy 4) and the multi-service centers (in Strategy 1) will identify individuals within all of the communities that are

struggling to overcome poverty, and will make timely and appropriate referrals to the four pathways programs in this strategy.

- The multi-service centers must equip families with the essential prerequisites that will enable members of the family to participate in employment and training.
- The extended-hours child care to be provided by the Lutheran Community Services Center at SeaTac will be especially critical to the success of Airport University.
- The Multi-Cultural Leadership Institute (in Strategy 4) will provide the forum for developing the necessary knowledge and skills to connect residents with the opportunities the Action Team for Strategy 2 will develop.

Action Team

The Action Team will be comprised of four working groups organized around each specific action in the strategy. Ruth Westerbeck, Program Manager of Airport Jobs, and Keith Marler, Director of Basic Skills Programs at South Seattle Community College, will lead the working group for Action One. Bob Johnson, Regional Director of the International Rescue Committee, and Hong Huynh of Episcopal Migration Ministries will lead the working group for Action Two. Bill Hopper and a representative of United Way will lead the working group for Action Three. Leaders for the Action Four working group will be identified at a future meeting. The co-conveners of the Action Team will be Hong Huynh of Episcopal Migration Ministries and Joe Garcia of Seattle Community College Federation of Teachers.

Staffing

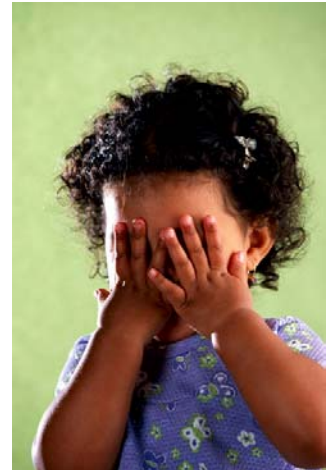
The Action Team will require at least a half-time staff person with excellent facilitation skills, diplomatic abilities, and the ability to identify and secure additional resources. In addition, the Action Team may choose to pursue Actions Two, Three and/or Four by either adding additional staff capacity or by contracting with agencies or individuals to complete specific tasks.

Financial Plan

A total of \$1,468,650 in Northwest Area Foundation resources will be dedicated to this strategy during the 10 years of the Venture's activities. In Year 1, \$90,000 will be allocated to Action One, focused primarily on expanding the capacity of Airport Jobs to reach out to the Central South King County community and supporting the development of Airport University. This will include providing seed money to begin curriculum development, and other costs associated with assuring that low-income Central South King County residents who participate in Airport University will receive the training and supports necessary to succeed in employment and move up the ladder.

The remaining \$60,000 for Year 1 will be used to carry out the next steps listed for Actions Two – Four. The Action Team will recommend specific expenditures to the Governing Council within three months of the Northwest Area Foundation's acceptance of the Venture partnership. Part of these allocations may be used to provide staff support for the Action Team.

As Airport University becomes a reality, we anticipate that the concepts it represents will become more popular among employers, community and technical colleges, and community organizations. If it is as successful as we believe it will be during its first



two to three years, Airport University will have demonstrated the efficacy of training that:

- Is customized to meet specific needs;
- Is short term;
- Is targeted to specific jobs;
- Stresses vocational ESL;
- Takes place on-site; and
- Is linked to support services.

Having established its value, we believe that Airport University will be able to secure an increasing proportion of its funding from employers and public agencies. This will allow the Venture to shift emphasis to the other areas that have been identified for future study, or to take advantage of opportunities that emerge in Actions Two – Four.

Plan to Secure Leverage

Action 1: Connections to jobs and training opportunities at the major employment centers

- In Year 1, the Venture will work with South Seattle Community College, Highline Community College and Renton Technical College to increase funding levels for VESL and other basic skills programs by at least \$200,000 in-kind annually throughout the 10-year planning period. The budget includes \$200,000 in Year 1, increasing at 3 percent per year thereafter.
- The Venture will seek to leverage funding to create Airport University through local grants and employer contributions and/or specific grants. This funding will begin in Year 2 at \$50,000, and increase by 3 percent per year throughout the remainder of the grant period.
- The Venture will seek grant funding in Year 3 to replicate the Airport Jobs model at Southcenter. The grant will provide \$100,000 in Year 4, and will be replaced by employer contributions of \$100,000 in Year 5, \$150,000 in Year 6, and \$200,000 in Year 7, after which these contributions will increase at 3 percent per year throughout the grant period.
- Beginning in Year 2, the Venture will work to secure new partnership agreements with organizations sponsoring major construction projects in Central South King County. These agreements will contain contributions of \$0.20 per labor hour worked to support pre-apprenticeship training, recruitment and support services for Central South King County residents entering state-approved apprenticeships. These commitments are expected to average \$100,000 in-kind per year for the life of the Venture.

Action 2: Support for Business Development

- In Year 1, the Venture will seek \$50,000 in in-kind support through the small business center at South Seattle Community College and from local business organizations to provide technical assistance in combination with micro-lending. This will continue through the 10 years of the grant period.
- In Year 2, the Venture will seek \$50,000 in grants to expand the capital available through the micro-lending program developed by the International Rescue

Employment can help solve lots of issues in our community.

– Visioning Meetings, 1/03

Committee and other organizations in Central South King County. As the loan fund develops credibility, the Venture will seek additional capital from local lending institutions. The budget includes contributions of \$100,000 in Year 4, \$100,000 in Year 6, and \$100,000 in Year 8.

Action 3: Building Assets

- During Year 1, the Venture will work with United Way and other sponsors to seek corporate sponsorship for the asset building activities outlined in this strategy. The budget sets a target of \$200,000 for this purpose in Year 2, and assumes that funding level will continue for a three-year period. For Years 5 through 10, the Venture will seek \$100,000 per year.
- The work on the EITC program starting in Year 2 will also produce in-kind support through expansion of the United Way volunteers to staff additional sites.

Action 4: Skills Certification

- During Year 3, the Venture will seek \$200,000 in funding from health care organizations and educational institutions to establish a “scholarship for service” program. This program will make grants and low-interest loans available to health care, teaching and other professionals to allow them to enter programs that provide them with certification of their skills. In return, the scholarship recipients will be expected to work for a certain period within Central South King County.

Sustaining the Strategy

At the end of the decade:

- This Action Team’s work will have dramatically changed the relationship among employers, community and technical colleges, and communities struggling to overcome poverty, making it possible for individuals to “learn while they earn” at the major economic engines of Central South King County. Workers will have clear pathways to climb the wage ladder through customized training that is relevant to both their current circumstances and their future aspirations.
- The dream of owning a business will be more attainable, through micro-lending and the sharing of technical skills across sectors and across communities.
- Families will be able to keep more of what they earn and build wealth. They will have learned how to participate in the Earned Income and Child Care Tax Credits, establish individual development accounts, and build equity through financial literacy.
- Skilled Central South King County residents will be using assets that had been locked away by certification barriers, so they can provide vital health, education, and other professional and technical services within Central South King County.

The Action Team believes that the relationships we will establish, and the changes we will create through these strategies, will sustain themselves for generations to come.

TABLE 35

STRATEGY #2: BUDGET AND LEVERAGE

(in \$000s)

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	NWAF Total	Leverage Total
1. EMPLOYMENT & TRAINING												
Coordinator Salary & Benefits	72.00	74.16	76.38	78.68	81.04	62.60	64.40	54.40	45.35	0.00	609.01	
Expenses	18.00	20.00	22.00	25.00	27.00	22.00	15.00	12.00	10.00	0.00	171.00	
Consultant Services & Program Expenses	0	22.84	26.22	28.12	17.56	7.70	0.00	0.00	0.00	0.00	102.44	
Sub-Total: NWAF	90.00	117.00	124.60	131.80	125.60	92.30	79.40	66.40	55.35	0.00	882.45	
Leverage:												
Cash		50.00	52.50	155.10	157.90	210.80	263.80	277.00	290.90	305.40		1,763.40
In-Kind	200.00	310.00	320.50	331.50	343.10	355.30	368.00	381.40	395.50	410.30		3,415.60
Sub-Total: Leverage	200.00	360.00	373.00	486.60	501.00	566.10	631.80	658.40	686.40	715.70		5,179.00
2. SMALL BUSINESS SUPPORT												
Consulting/Contract Services	20.00	26.00	27.60	29.20	27.90	20.50	17.60	14.70	11.90	0.00		
Sub-Total: NWAF	20.00	26.00	27.60	29.20	27.90	20.50	17.60	14.70	11.90	0.00	195.40	
Leverage:												
Cash	0.00	50.00	0.00	100.00	0.00	100.00	0.00	100.00	0.00	0.00		350.00
In-Kind	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00		500.00
Sub-Total: Leverage	50.00	100.00	50.00	150.00	50.00	150.00	50.00	150.00	50.00	50.00		850.00

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	NWAF Total	Leverage Total
3. ASSET BUILDING												
Consulting/Contract Services	20.00	26.00	27.60	29.20	27.90	20.50	17.60	14.70	11.90	0.00		
Sub-Total: NWAF	20.00	26.00	27.60	29.20	27.90	20.50	17.60	14.70	11.90	0.00	195.40	

Leverage:												
Cash	0.00	200.00	200.00	200.00	100.00	100.00	100.00	100.00	100.00	100.00		1,200.00
In-Kind	0.00	24.00	48.00	64.00	64.00	64.00	64.00	64.00	64.00	64.00		520.00
Sub-Total: Leverage	0.00	224.00	248.00	264.00	164.00	164.00	164.00	164.00	164.00	164.00		1,720.00

4. CREDENTIAL ASSETS												
Consulting/Contract Services	20.00	26.00	27.60	29.20	27.90	20.50	17.60	14.70	11.90	0.00		
Sub-Total: NWAF	20.00	26.00	27.60	29.20	27.90	20.50	17.60	14.70	11.90	0.00	195.40	

Leverage:												
Cash	0.00	0.00	200.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Sub-Total: Leverage	0.00	0.00	200.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		200.00

GRAND TOTAL:												
NWAF Total:	150.00	195.00	207.40	219.40	209.30	153.80	132.20	110.50	91.05	0.00	1,468.65	
Leverage Total:	250.00	684.00	871.00	900.60	715.00	880.10	845.80	972.40	900.40	929.70		7,949.00

D. Strategy 3: Invest in Children and Youth

The Venture will support and strengthen existing community initiatives to help the children and youth of families struggling to overcome poverty in Central South King County to learn, thrive and succeed. The specific role of the Venture will be to focus on two phases of development: early childhood education (ages birth to five); and out-of-school experiences (ages five to 18).

Rationale

Poverty during childhood has the most significant impact on economic success in adulthood. To break the cycle of poverty, low-income families must be able to help their children acquire the education and life skills necessary to obtain living-wage jobs. Yet achievement gaps for low-income and minority students persist in schools throughout Central South King County (see discussion of student achievement, pages 26–27). Working in collaboration with school districts that are grappling with No Child Left Behind and Washington state mandatory testing, the Venture will focus on two important complementary aspects of school success: early childhood development and school readiness, on the one hand, and out-of-school experiences, on the other.

We need child care that respects our different cultures, teaches our children what they need to succeed in early elementary school, and teaches us how to be more effective parents.

– New Futures Report, 5/03

Research amply demonstrates that a child’s ability to succeed in school and learn effectively is shaped by the first few years of life. Early childhood education programs can shape a child’s ability to learn and to relate well to others. Children who are ready for kindergarten will do better throughout their school career. Once in school, how children spend their out-of-school time also has a big impact on their behavior and development. Studies show that effective out-of-school programs can provide positive experiences, role models and hope for school-age children. Out-of-school programs can build job skills, develop leadership talents, and help keep children focused on positive, safe behaviors. Out-of-school activities are often an essential link in keeping children engaged in school during periods of transition.

This strategy takes advantage of a number of community assets. By building on the strengths that exist in the community today there is a much greater likelihood that the programs will be sustained over time. Each culture has its own unique approaches to raising children. Those traditions will be honored in the Venture’s actions. They are assets that will be identified and built upon. For example, African oral traditions call for using natural leaders to spread information, rather than using written materials. Implementation of this strategy will help each culture validate its own “best practices,” while incorporating what research tells us are the best ways to get children ready for school or keep them engaged once they are in school.

Another community asset is the excellent programs and agencies currently serving families in poverty. The actions within this strategy will be coordinated with several key existing agencies and programs (i.e., Getting School Ready, From Neurons to Neighborhoods, SOAR, South FACES, Schools’ Out Washington, South King County Community Network). These partnerships will be strong advocates for the Venture’s programs, which will also help to ensure that the programs will be sustained over time.

A special note is in order on children who have developmental delays, adjudicated youth, and children of incarcerated parents. With regard to the first, early diagnosis and intervention plays a major role in improving their ability to acquire life skills. However, some families may be unable to detect certain developmental issues early and many do not take advantage of existing testing and intervention services. Adjudicated youth and children of incarcerated parents have a great many other issues with which to contend, often with predictable results in terms of behavior and school success. The Venture will particularly look for opportunities to address the developmental needs of these children as part of the actions listed below.

In evaluating specific activities to support this strategy, the Action Team will use the following criteria:

- The action/activity addresses an identifiable need.
- The action/activity builds connections among disconnected systems.
- The action/activity creates or expands a partnership or collaboration.
- The Venture’s investment is or will be matched by the investment of other resources in the community.
- The action/activity is scalable and sustainable.
- The action/activity builds the capacity of existing formal or informal systems.
- The action/activity will be carried out in a manner that is culturally competent.
- The action/activity fosters youth leadership wherever possible.

Outcomes and Indicators

Outcome: Children are ready to succeed in school.

Indicators:

- Increase in partnerships between schools, communities and families to make children ready for school and schools ready for children.
- Increase in student academic success.
- Increase in the percentage of parents involved in school-related activities, especially parental involvement that reflects the diversity of the community.
- Increase in parents’ knowledge about healthy development of children.
- Increase in the knowledge of and training for child care providers (including family, friend and neighbor caregivers) regarding the healthy development of children.
- Increase in school policies and practices that address the needs and expectations of multi-lingual, multi-ethnic families.
- Greater understanding throughout the community about the importance of early childhood education and out-of-school experiences in helping children succeed in school.

Outcome: Children and youth gain the skills to lead and succeed.

Indicators:

- Increase in student academic success.
- Increase in the number of children and youth participating in out-of-school opportunities.



- Reduction in drop-out rates, youth crime and teenage pregnancy.
- Increase in the number of mentors connected to youth from families struggling with poverty.
- Increase in the number of internships held by youth from families struggling with poverty.

Action One: Promote Early Childhood Development and School Readiness

Reach out to low-income families with newborns and pre-school children in order to maximize each child’s physical, social, emotional and educational readiness for school. Link Central South King County families to community support teams and a network of services. These might include, depending on the family’s needs:

- language-appropriate and culturally competent information and training about nurturing, child development and school readiness for new parents, licensed child care providers, and informal care providers such as family, friends and neighbors;
- family ESL and literacy classes, where appropriate;
- opportunities for interactions among families to reduce the social isolation of parents;
- home visiting programs;
- early developmental assessments and services; and
- linkages to other related services.

Increase communication between schools and parents. Inform parents about school activities, encourage them to participate by having interpreters.

– Visioning Meetings, 2/03

The time just prior to the start of formal schooling is an important period of transition for many children. Therefore, the Venture will work with school districts to develop culturally competent programs to acquaint low-income families and their four-year-old children with school prior to the beginning of kindergarten (e.g., preschool in school, special summer programs).

Next Steps

1. Pilot a program in a single, low-income ethnic community to assess cultural beliefs and attitudes toward the development of very young children in order to design a grassroots-based, culturally competent education campaign to inform that community about how best to support the education of their children. Thereafter, use lessons learned to expand this approach to other communities.
2. Build a community/school network in each school district to support school readiness by strengthening collaborations with mutual assistance and faith-based organizations, and civic groups.
3. Seek additional funding from federal, state and foundation resources interested in early childhood development and school readiness.
4. Investigate hiring Work First Parents who are training for jobs in early childhood education as interns in schools and child care facilities.
5. Develop one or two pilot collaborations for introducing children and families to school before kindergarten. Involve elementary schools and parent associations from ethnic communities or other community-based mutual assistance associations.
6. Look for funding and opportunities to bring school readiness programs to all low-income families in Central South King County.

Partners

Highline, Renton and Tukwila School Districts
Highline Hospital
Valley Medical Center
SOAR
South FACES
Welcome Baby
South King County Community Network
Children’s Home Society of Washington
Early Head Start
Head Start
Child Care Task Forces
Early Childhood Education and Assistance Program (ECEAP)
Puget Sound Educational Service District
Public School Child Find
PEPS/PEPS en Español
Russian Community Center
Renton Black Parents Association
Child Care Resources
Public Health – Seattle & King County
Ruth Dykeman Children’s Center (Burien)
Somali Community Services Coalition
Korean ReWA Support Group
EvenStart (Renton and Tukwila)
RTC Dental Clinics
Lutheran Community Services Family Support Center, and Child Care and Development Center
Burien Youth Health Center
United Way of King County
Refugee Support Service Coalition
Apple Parenting
Mutual assistance associations
Faith- and community-based organizations
Child care providers



Action Two: Ensure the Healthy Development of Children and Youth

Improve the number, quality and accessibility of age-appropriate, culturally competent and safe **out-of-school experiences** that support the social, emotional and academic development of children and youth, and the career development of youth. Such opportunities might include, depending on the age and grade of the child:

- tutoring,
- recreational and arts programs,

- mentoring,
- leadership training,
- internships,
- volunteer and service learning opportunities,
- job readiness, and
- college preparation.

Next Steps

1. Conduct an inventory of out-of-school programs in Central South King County to determine where quality, quantity and access need to be improved for communities in poverty.
2. Work with existing providers to increase the types of activities that are offered (including arts, recreation, basic skills, job readiness and college prep).
3. Make tutoring available for every child whose family feels it is needed, through collaborations between school districts and community- and faith-based organizations or mutual assistance associations. Encourage community-based organizations to get certified by the state to provide tutoring under No Child Left Behind.
4. Support and expand mentoring programs through collaborations between schools and community- and faith-based organizations (e.g., ethnic Chambers of Commerce or mutual assistance associations) to offer role models whose culture and life experience match those of the students.
5. Support and expand high school internship programs by linking them to more employers through Chambers of Commerce, Rotary Clubs and other business groups.
6. Find opportunities for adjudicated youth to work off community service hours. For example, the Washington Community Corrections program may have an insurance fund that would make employing such youth more acceptable to businesses.
7. Connect with Youthsources for programming for out-of-school youth.

[We need] activities for kids so they can have positive influences—summer groups, volunteer opportunities, etc.

– Comment from All-Inclusive Cultural Group, 5/03

Partners

Highline, Renton and Tukwila School Districts
 Renton Black Parents Association
 Strategic Learning Center
 Lutheran Community Services
 City Year
 Refugee Support Services Coalition
 Communities in Schools of Renton
 United Way Mentoring Roundtable
 Southwest Chamber of Commerce
 Ethnic chambers of commerce
 Mutual assistance associations
 Faith-based communities and religious schools
 Occupational Skills Center
 Parks and Recreation departments

Community centers
School's Out Washington
Washington After-School Network
SOAR
Youthsource
Children's Foundation
Renton Area Youth
Boys and Girls Clubs
RAYS Family Enrichment Center

Connections to Other Strategies

Strategy 3 connects with other strategies on a number of levels. First, the system of informal community leaders and the Multi-Cultural Leadership Institute (in Strategy 4) will be essential partners in outreach to low-income families of children from birth through high school graduation from all ethnic and cultural communities in Central South King County. Training—both of adults working with children and youth, and of youth—will be an important element of capacity-building for those involved in this strategy. Further, connections with the business community developed through the Economic Opportunity Strategy (Strategy 2) will contribute to success for children and youth. Connections to quality child care are critical for employers and workers, as well as for healthy development of children. In addition, employers can provide internships and mentorship for youth and give young people the opportunity to connect to the workplace. Finally, multi-service centers (Strategy 1) will provide an important source of information for families struggling to overcome poverty about the resources available for early childhood and out-of-school education that can help them support the healthy development and academic success of their children.



Action Team

The initial Action Team has met numerous times to craft and refine the strategy and action steps. The team is currently comprised of a broad cross-section of interests and community perspectives, including informal community and youth leaders, and representatives from multiple ethnic communities, K – 12 schools, family and children advocates, and community agency staff knowledgeable about early childhood education and out-of-school programs. Additional Action Team members will be added to insure diverse and representative membership.

The Action Team will have as one co-convenor South FACES. The South King County Community Network has a strong interest in serving as the lead partner, but their Board has not yet acted to approve this step.

Staffing

There will be one full-time coordinator, or two part-time positions (one for early childhood education and the other for out-of-school experiences). The staff will be responsible for convening and supporting the work of the Action Team, carrying out research, providing grant-writing assistance, and organizing community-based program development work. This staff is expected to be supplemented by in-kind contributions from partner agencies. Staff will not be responsible for program delivery, which will be carried out by individual partners in the Action Team. The staffing for this strategy is

expected to be fully absorbed in the work of other agencies/organizations as Venture funding begins to decline, starting in Year 6.

Financial Plan

The initial annual allocation of \$150,000 for this strategy will be used as follows:

Early childhood education coordinator	\$ 30,000
Out-of-school programs coordinator	\$ 30,000
Early childhood education program activities	\$ 45,000
Out-of-school program activities	<u>\$ 45,000</u>
TOTAL	\$150,000

This allocation is forecast to continue for five years, but the Action Team may recommend changes to this distribution formula after the initial phase has been completed.

Offer low-cost recreational or sports events so low-income children can participate.
 – Visioning Meetings, 2/03

In addition to the in-kind leverage for staff support described above, there are many opportunities for matching funds and in-kind contributions. For example, in the first year, the Action Team will secure \$2,500 to translate and an in-kind contribution to print Getting School Ready materials into Bosnian, Swahili and Laotian. Getting School Ready is a local program that provides a *Guide* for parents, caregivers, educators and everyone who touches a child’s life. The *Guide* is already available in English, Cambodian, Russian, Somali, Spanish and Vietnamese. Adding the additional translations will make this a standard guide for parents across the Venture communities. We will also develop a program for certifying grassroots tutoring programs with the Office of the Superintendent for Public Instruction so that these programs can receive Title I funds. That effort is expected to serve 150 students by Year 4 of the Venture (current reimbursement rates are \$1,266 per student served).

Grants to promote early learning, mentorships and internships through partnerships between schools and community-based organizations will also be sought from local foundations such as The Seattle Foundation and Social Venture Partners, from regional foundations such as the Stuart Foundation, and from national foundations such as the Satterberg Foundation. Each of these organizations is interested in this area of funding and in developing the kinds of partnerships that will be the hallmark of the Venture. We will also seek out opportunities to employ local low-income youth in programs (such as City Year) that support tutoring and other projects of the Venture. A major goal of these efforts will be programs that will be sustainable after the grant funding is exhausted. The Action Team will focus special attention on opportunities to support the academic success of developmentally delayed children, formerly incarcerated youth and the children of incarcerated adults.

Sustaining the Strategy

A key goal for this strategy is to reinforce among the geographic and ethnic communities in this region the importance of early childhood education and out-of-school programs in helping children succeed in school. Our aim is to change community norms with the expectation that, having recognized and committed to the importance of these efforts, local officials and community leaders will work to ensure that sufficient resources are allocated for this purpose. At the end of a decade, funding

for these two actions will have leveraged substantial additional resources, and grassroots organizations will be playing a major role in the academic success of their children. In addition, the strategy's program activities will be integrated into school, community nonprofit, park and recreation, and other organization budgets. Most important, the communities will have developed the broad-based support needed to sustain these activities over time.

TABLE 36

STRATEGY #3: BUDGET AND LEVERAGE

(in \$000s)

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	NWAF Total	Leverage Total
1. SCHOOL READINESS												
Coordinator Salary & Benefits	25.00	25.75	26.52	27.32	28.14	0.00	0.00	0.00	0.00	0.00	132.73	
Expenses	5.00	5.25	5.50	6.00	6.25	0.00	0.00	0.00	0.00	0.00	28.00	
Program Research/Development	45.00										45.00	
Program grants/investments		66.88	71.85	76.56	70.31	76.95	66.15	55.35	44.55	0.00	528.60	
Sub-Total: NWAF	75.00	97.88	103.87	109.88	104.70	76.95	66.15	55.35	44.55	0.00	734.33	
Leverage:												
Cash	2.50	100.00	100.00	100.00	150.00	150.00	150.00	200.00	200.00	200.00		1,352.50
In-Kind	35.00	31.00	32.02	33.32	34.39	70.70	72.82	75.00	77.25	79.57		541.07
Sub-Total: Leverage	37.50	131.00	132.02	133.32	184.39	220.70	222.82	275.00	277.25	279.57		1,893.57
2. OUT-OF-SCHOOL ACTIVITIES												
Coordinator Salary & Benefits	25.00	25.75	26.52	27.32	28.14	0.00	0.00	0.00	0.00	0.00	132.73	
Expenses	5.00	5.25	5.50	6.00	6.25						28.00	
Program research/development	45.00										45.00	
Program grants/investments		66.88	71.85	76.56	70.31	76.95	66.15	55.35	44.55	0.00	528.60	
Sub-Total: NWAF	75.00	97.88	103.87	109.88	104.70	76.95	66.15	55.35	44.55	0.00	734.33	

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	NWAF Total	Leverage Total
Leverage:												
Cash		131.65	163.30	226.60	177.40	177.40	178.22	229.07	229.94	230.84		1,744.42
In-Kind	30.00	31.00	32.02	33.32	34.39	70.70	72.82	75.00	77.25	79.57		536.07
Sub-Total: Leverage	30.00	162.65	195.32	259.92	211.79	248.10	251.04	304.07	307.19	310.41		2,280.49

GRAND TOTAL:												
NWAF Total:	150.00	195.76	207.74	219.76	209.40	153.90	132.30	110.70	89.10	0.00	1,468.66	
Leverage Total:	67.50	293.65	327.34	393.24	396.18	468.80	473.86	579.07	584.44	589.98		4,174.06

E. Strategy 4: Build Strong Communities

The Venture will build upon the assets of communities struggling to overcome poverty by developing new leaders and nurturing community-based and community-driven organizations in order to develop in low-income communities the sustainable human and social capital to organize to address their needs, give voice to their concerns, and work collaboratively with organizations from throughout the community.

Rationale

Poverty in Central South King County is the result of many factors. Chief among them is the isolation that communities struggling to overcome poverty experience. When disability, age, infirmity, lack of English skills, and/or immigrant status, among other circumstances, are added to lack of income, the degree of isolation increases dramatically. Communities in poverty do not lack assets. Gaining full participation in the economic and civic life of the community, however, requires the kind of deep-rooted change that will come when communities in poverty are empowered and learn to work together, and other communities learn to work with them. Working successfully across these differences will make Central South King County the kind of welcoming community in which people of all backgrounds and income levels want to live and work.

Train our own people to train us. Hire more staff from our community to help us.

– Comments from East African Group, 5/03

To accomplish this larger goal, it is necessary to nurture the leadership that already exists in communities struggling to overcome poverty. It also requires strengthening or creating social structures and grassroots organizations that can serve their needs, speak out for their interests, and work together to build bridges to the institutions, businesses and civic organizations that control resources and influence public decisions.

This investment in the human, social and civic capital of communities struggling to overcome poverty is essential if these communities are to sustain and build upon the progress made during the Northwest Area Foundation Venture. When the financial support provided by this grant is no longer available, the communities must be able to access resources, help each other and speak more effectively for themselves.

The development of this strategic plan benefited enormously from the involvement of informal community leaders who were retained to help the Temporary Coordinating Committee navigate the formal and informal systems of communication and influence in low-income communities, including youth, African-American, Latino and other ethnic groups. These leaders helped us reach into isolated communities, gain their trust, and benefit from their experiences and insights.

The informal community leaders were inundated, however, by cries for help to arrange housing, find clothing, access health care, open doors to training or job opportunities, etc. This outpouring, while distracting, was evidence of the validity of including isolation as a part of our definition of poverty. There are existing programs and services to address at least some of these needs in Central South King County, but many people struggling to overcome poverty don't know about them, don't trust them, can't access them (because of barriers such as transportation or language), or believe they will not be treated appropriately when they do. This experience reinforced our conviction that

reducing poverty is not only about increasing incomes. It must also include building social capital.

Thus, this strategy focuses on three tasks:

1. Nurturing leaders who can build bridges and make powerful connections within and among groups struggling to overcome poverty, and between communities in poverty and those with resources.
2. Creating training programs that develop and enhance the cross-cultural leadership capabilities of all who participate in the Venture.
3. Strengthening grassroots organizations of all kinds (e.g., Chamber, PTA, church, community council) in communities struggling to overcome poverty.

These three tasks will be the core legacy of the Central South King County Venture.

The community brings a number of assets to this task:

- The work of the Immigrant and Refugee Pilot Collaboration and the informal community leaders under two contracts with the Northwest Area Foundation to increase outreach and document community and cultural assets;
- The strengths and capabilities of individuals struggling to overcome poverty;
- The traditions of self-help and mutual support that many communities struggling to overcome poverty share;
- The diversity that contributes to more effective learning and better solutions across communities and from different traditions;
- The presence of a number of fledgling community-based and -driven organizations such as the African Chamber of Commerce and the Refugee Support Services Coalition;
- The commitment of organizations like United Way of King County and New Futures to developing leadership training oriented towards communities struggling to overcome poverty;
- The practical experience and knowledge of organizations and leaders who have gone before (e.g., those associated with the founding of SeaMar, a community health agency serving a largely Latino population); and
- A climate of interest among foundations and other funders in our region to examine nontraditional leadership models, demonstrated by the recent creation of local groups (such as Grantmakers of Color, People of Color in Philanthropy, and the Seattle Foundation's 21st Century Leadership Fund), and explored in recent forums on "Racism in Grantmaking" sponsored by United Way, Social Venture Partners, A Territory Resource and others. We also believe that the Social Enterprise Group would be interested in investing in revenue-generating opportunities allied with this strategy.



The Action Team designed this strategy with three complementary and self-reinforcing approaches.

1. **Strengthen Informal Leadership.** Our own experience as well as research has shown that connections are best made by trusted community leaders acting as both advocates and educators. For this reason, the Venture will make a major investment in developing the leadership assets of communities struggling to overcome poverty in Central South King County by building the skills of

informal community leaders. These leaders themselves become teachers in their interactions with their communities. We will continue to retain and develop the capabilities of a limited number of such leaders, who will be central to expanding leadership and organizational capacity within communities struggling to overcome poverty. Over the course of the Venture, we anticipate engaging at least one informal community leader from every identifiable low-income group in Central South King County.

2. **Develop a Multi-Cultural Leadership Institute.** The success of the plan depends on a strong leadership development program. This includes board training for individuals struggling to overcome poverty who will serve on the Governing Council, opportunities for paid and unpaid informal leaders to learn how to navigate systems in order to access economic opportunities, and conflict resolution and cross-cultural skill-building for the many and varied agencies and groups involved in the plan. Although there are elements of training available in Central South King County, they are not networked and do not form a comprehensive program. Therefore, we will develop a virtual Multi-Cultural Leadership Institute that will coordinate leadership development for low-income residents of the Venture community and selected representatives of Venture partners, whether governments, nonprofits, businesses or civic organizations. The Institute is not a physical location. Instead, it is the creation and coordination of a framework for leadership development that builds on assets in the community and engages a variety of partners—including the informal community leaders—to deliver these leadership opportunities in the community.
3. **Build Organizational Capacity.** Low-income communities who succeed in leaving poverty do so in part by building their own networks and support systems, whether through churches, nonprofit organizations, or civic associations such as PTAs and Chambers of Commerce. In order to nurture community-based organizations, the Venture will create a Community Asset Fund that can provide limited investments, matched by other resources, to develop the capacity of civic organizations in communities struggling to overcome poverty. Modeled on the central concept of capacity-building used by the Kresge Foundation, but on a much smaller scale and not focused on capital investments, the Fund will provide small grants for projects that support the plan, the accomplishment of which will increase the capacity of the organizations that undertake them. The central purpose of these grants will be to build the capacity of organizations based in communities struggling to overcome poverty to organize, define a project, identify the needed resources, apply for funds, and achieve a successful result.

Lots of different kinds of people are leaders.
– Visioning Meetings,
2/03

As an example of how this action might work, an informal community leader might discover a number of Latino vendors who do not know of each other. Having been introduced and discovered their mutual interest, they decide to form a mutual assistance association, participate in leadership training, recruit more members and take advantage of small business development programs offered under Strategy 2. To make more people aware of their businesses, they decide to sponsor a community festival featuring Latino food and craft items. They apply to the Community Asset Fund for a grant of \$5,000 to pay for out-of-pocket costs for the festival—a street use permit, advertising, etc.—matched by the food and organizational time they will contribute. The festival in turn

attracts the interest of the local Chamber of Commerce, which makes a connection with the vendors' organization, leading to new collaborations that grow businesses and strengthen connections.

Outcomes and Indicators

Outcome: A cadre of strong leaders from all communities struggling to overcome poverty are identified and participate in programs that enhance their leadership skills.

Outcome: Community-based and -driven civic organizations are nurtured and have successfully accomplished projects to support their own communities.

Indicators:

- More families are connected to informal helping networks and bridging assets.
- Three generations of leaders from communities struggling to overcome poverty participate in leadership development training.
- Leadership Institute graduates take up formal and informal leadership roles on non-profit boards and city advisory groups and commissions.
- Participation in citizenship classes increases among low-income residents of Central South King County.
- At least one application for the Community Asset Fund is received from every community struggling to overcome poverty over the life of the Venture.
- The number of partnerships between community-based and mainstream organizations increases.
- Community events that are cross-cultural celebrations increase in number and attendance.

Actions to Develop Leadership in Communities Struggling To Overcome Poverty

Action 1: Employ and train up to 10 **informal community leaders** for 20 hours per week to undertake the following duties:

1. Map systems of formal and informal communication in their communities and use them to make connections and build bridges within and among communities in poverty, and between communities in poverty and organizations with resources that can lead to greater self-sufficiency.
2. Communicate to low-income individuals in the community how to access resources they can use to lift themselves from poverty so they become more self-sufficient in meeting their needs;
3. Identify additional leaders and provide basic training in leadership and organizational development;
4. Help organizations based in communities struggling to overcome poverty to obtain the technical assistance they need to thrive and prosper; and
5. Foster partnerships between low-income community associations and mainstream civic organizations to share resources and skills, and create community events and celebrations that enable all Central South King County residents to honor the rich diversity of the community.



The strategy Coordinator (see Staffing, below) will train and organize informal community leaders, establish work programs and priorities with them, and assess results. The Coordinator will also work to obtain free media coverage of these individuals and the work they do, and arrange for speaking opportunities for them in a variety of settings in order to reach as many communities, in and out of poverty, as possible.

Finally, the Coordinator will manage a “next steps” program designed to provide employment opportunities for informal community leaders in other organizations. One element of this effort will be outreach to schools, government and nonprofit organizations (e.g., WorkSource or the Workforce Development Council) to encourage them to embed informal community leaders in their own programs. Another will be working with academic and commercial research organizations to use informal community leaders to obtain high-quality data about their communities. For example, the Communities Count program of the Public Health Department – Seattle & King County does not include non-English speakers in its biennial survey of health and poverty because it has no workers who can speak foreign languages. The Venture could find and train additional informal community leaders to meet this need and generate revenue in the process.

Note: The term “informal community leader” is used in this plan. But the term that will be used on an ongoing basis should come from the leaders themselves. Their title needs to be something they are proud of and want to use as an identity.

Action 2: Create a virtual¹ **Multi-Cultural Leadership Institute** that builds on successful programs already available in the community, such as United Way’s Project LEAD, a board training program for people of color. The Institute will provide basic and advanced leadership training to the members of the Governing Council, Action Teams and informal community leaders. It will also provide training to other low-income residents, particularly those who are already leading or trying to organize community-based organizations. It will provide the forum for cross-training members of partner agencies, one-stop service centers, local businesses who participate in the Venture, and civic organizations. Thus, it will be a venue for individuals learning to work across cultural, language and economic differences. The focus will be on real-life concepts that relate to the lives of participants, rather than abstract or theoretical aspects of leadership.

The Venture will also explore with the community colleges the development of a formal certificate program and the possibility of granting course credit toward an Associate of Arts degree. Access to citizenship classes will be included in the offerings of the Institute. The Venture will make the initial investment in the Institute, but will seek partners and grant funding to sustain it after the first few years. The Institute may also generate revenue to support other aspects of this strategy by marketing its training programs to other organizations and institutions in Central South King County. The Venture will continue, however, to provide stipends throughout the duration of the project to low-income participants without other resources.

¹ The Institute is “virtual” because it will not be a school or a particular building, nor will it be delivered online. Rather, it will be a program of classes offered by a variety of organizations and taking place in a variety of local settings, but knit together by an overall curriculum design.

Bridge people help the community to connect to the resources they need. Trust between the bridge person and the community is key. The goal of bridging is to break down barriers and bridge communities for the purpose of improving the entire community.

– Inclusive Participation Work Group, 10/02

Next Steps

1. *Quickly* hire a coordinator and up to 10 part-time informal community leaders who represent a mix of men and women of diverse ages from a variety of communities struggling to overcome poverty and who live in Central South King County. Informal community leaders must speak English and the language of their ethnic community if that is not English, and have transportation. Some experience in accessing systems will be desirable. Candidates will be individuals with good people skills who are resourceful, mature, intelligent, articulate, and have a level of integrity that has gained them credibility within their communities. This transition to staff the Venture must be as seamless as possible.
2. Form an Action Team of the informal community leaders and others to plan and coordinate activities called for in this strategy. The Coordinator will staff the Action Team.
3. Inventory current leadership development programs and opportunities available in the area. Work with professional trainers and coaches as well as community representatives and community colleges to design the Multi-Cultural Leadership Institute.
4. Develop career pathways for community leaders and volunteers so they can use what they learn to improve their family's economic condition.
5. Increase the engagement of community members in City Year, AmeriCorps, SeniorCorps and other community and national service programs. Engage those organizations in assisting communities struggling to overcome poverty in Central South King County. Encourage other volunteers from Central South King County to join in supporting the Venture.
6. Explore ways to award volunteers stipends that can be matched through individual development accounts (IDA) that could enable them to “volunteer and learn” or, if they are in school, to “earn and learn.”
7. Seek Housing Authority approval for training and/or volunteering for elements of this plan as meeting the required community service requirements and as being eligible for resident paid employment through the Housing Authority (similar to the Urban Initiative).
8. Locate free, accessible space where leadership training can occur and ethnic communities can meet/offer programs, etc.



Partners

Renton Technical College and other Community Colleges
Central South King County organizations and institutions
New Futures
HomeSafe
Nonprofit Assistance Center
United Way of King County Volunteer Center
Faith-based communities
Refugee Support Services Coalition
Somali Services Coalition
Mutual assistance associations

Action to Build Organizational Capacity in Communities Struggling To Overcome Poverty

Action 3: Starting in Year 3, after the Leadership Institute is up and running, the Venture will create a **Community Asset Fund**. This fund will provide small capacity-building grants of \$5,000 to \$10,000 to community-based, community-driven organizations to strengthen their ability to organize and carry out time-limited projects that meet the needs of their communities and support the strategies of this plan. Grants must be matched by cash and/or in-kind contributions at least 1:1. Applicants must be eligible 501(c)(3) organizations with sufficient fiscal capacity (or a sponsor with sufficient fiscal capacity) to manage the grant. Further grant guidelines will be developed by the Action Team that guides and supports this strategy based on the experience gained in the first two years of the grant.

Next Steps

Prior to the beginning of the third year of the Venture:

1. Decide on the amount of money to budget for the matching fund and the target number of projects to be funded in the first year it is made available to the community.
2. Decide on the basic rules, such as what kinds of projects are eligible and what counts as match.
3. Coordinate with cities that also have community matching funds to avoid duplication and to maximize leverage.
4. Organize an outreach program.

Partners

Central South King County cities
Neighborhood and ethnic associations
Faith-based communities

Connections to Other Strategies

While this strategy has important goals relative to the building of human, social and civic capital in communities struggling to overcome poverty, it also supports each of the other goals in this Strategic Plan. Informal community leaders will play a central role in connecting communities to the opportunities afforded through the activities of other Action Teams. They will also be key advisors to partner agencies as they attempt to reach out more effectively, interact with communities struggling to overcome poverty in ways that are more culturally competent, and build more responsive systems.

The Multi-Cultural Leadership Institute will be the center of the Venture's own training programs. The Multi-Cultural Leadership Institute will *not* include basic skills or job-related training. Those programs will be provided in other settings. Rather, the Institute will be the focal point for all of the training required for Governing Board and Action Team members, informal community leaders, other community leaders, partner agency staff and volunteers who participate in the Venture. As it builds on these successes, the Leadership Institute may begin to involve others not associated with the Venture, thus helping to create a new approach to multi-culturalism in this highly diverse community.

There is a need for capacity building for small refugee and immigrant organizations and community associations. Conversely, many larger, more sustainable organizations need to develop multi-cultural capacity.

– Refugee and Immigrant Pilot Collaborative, 7/03

Taken together, these programs will assist the Venture to identify and move into leadership positions—in and outside of the Venture—individuals from communities struggling to overcome poverty throughout Central South King County.

Action Team

The Lead Partner for Action Team 4 will be the Basic Studies Program of Renton Technical College. John Chadwick, Dean of that program, will be one of the Action Team’s co-conveners. The other co-convenor will be selected from among the community members appointed to the Governing Council. Members of the Action Team will include the Coordinator, the informal community leaders, representatives of the training programs that will become part of the Institute, and volunteers from community organizations such as community councils and faith-based organizations. The Action Team may also elect to form smaller, specific Advisory Committees for the Leadership Institute and the Community Asset Fund grant program.

Staffing

A full-time Coordinator will be responsible for staffing this Action Team. The Coordinator’s role will include recruiting and training informal community leaders, organizing and staffing Action Team meetings, and managing the Community Asset Fund grant program. The Coordinator will oversee the work required to develop the Leadership Institute, which will likely include contributed staff support from partner organizations. Funds allocated to the start-up phase of the Institute may be used, in part, to supplement these resources. It may be necessary, for example, to hire contract staff or consultants to evaluate current offerings, identify gaps and assist the Action Team to put together a comprehensive curriculum. Arrangements for permanent staff support for the Institute will be developed during the start-up phase.

Financial Plan

Approximately \$3 million will be allocated to the actions in this strategy over the course of the decade (see Table 37, page 112). Of that amount, two-thirds will be allocated to the Coordinator and the informal community leaders. The balance will be divided between the Leadership Institute and the Community Asset Fund.

Action 1: Informal Community Leaders

The Venture will employ a full-time coordinator until the last year of the contract with the Northwest Area Foundation. It will also retain and train 10 informal community leaders in Years 1 through 5 and then begin reducing the number gradually, while working with community agencies to pick up funding for this program. As a result, there will be at least 10 informal leaders employed by the Venture and/or other agencies throughout the life of this program. Matching funds will be in cash as agencies hire new staff or the Venture receives contracts for the services of informal community leaders, such as conducting surveys of low-income households.

Action 2: Multi-Cultural Leadership Institute

The Venture will maintain a fund to provide tuition/stipends for low-income individuals who participate in training at the Leadership Institute throughout the life of this plan. These funds may be supplemented by contributions from other sources. Start-up funds for the Institute will also be provided by the Venture, but these funds will be replaced entirely by other cash and in-kind sources by Year 6. We anticipate that virtually all of the leveraged resources will be in the form of cash contributions.



Action 3: Community Asset Fund

We expect that the leverage for the Community Asset Fund will be approximately 60 percent in kind, with the balance in cash.

Sustaining the Strategy

After a decade of this work, communities that have experienced poverty in Central South King County will have built a critical infrastructure of leaders and organizations to meet their needs. They will have forged mutually beneficial partnerships with a variety of mainstream organizations. Although the Venture will no longer pay informal community leaders to perform the tasks listed above, we believe that the concept of identifying and using such individuals will have become so engrained in how the community does business that local governments and nonprofit organizations of all kinds will be using this system to help them deliver their services.

The Multi-Cultural Leadership Institute will have become a solid institution, run by a board of the partners who created it, and will be financially self-sufficient. The Community Asset Fund will have served its purpose in building strong community-based organizations and will be taken over by its collaborators, the cities in the area.

See the next page for the Strategy 4 budget.

TABLE 37

STRATEGY #4: BUDGET AND LEVERAGE

(in \$000s)

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	NWAF Total	Leverage Total
1. LEADERSHIP DEVELOPMENT												
Coordinator Salary & Benefits	72.00	74.20	76.40	78.70	81.00	83.50	85.90	88.60	91.20	45.30	776.80	
Informal Community Leaders	113.00	123.60	127.30	131.20	135.10	125.30	114.70	103.40	76.10	0.00	1,049.70	
Expenses	15.00	15.50	15.90	16.40	16.90	17.40	17.90	18.40	19.00	9.80	162.20	
Sub-Total: NWAF	200.00	213.30	219.60	226.30	233.00	226.20	218.50	210.40	186.30	55.10	1,988.70	

Leverage:												
Cash	0.00	0.00	0.00	0.00	0.00	55.60	114.70	177.30	213.10	250.90		811.60
Sub-Total: Leverage	0.00	0.00	0.00	0.00	0.00	55.60	114.70	177.30	213.10	250.90		811.60

2. LEADERSHIP INSTITUTE												
Stipends for low-income leaders	20.00	30.00	40.00	50.00	50.00	27.60	13.20	8.80	9.40	0.00	249.00	
Start-Up Funding	80.00	100.00	48.50	21.50	14.60	0.00	0.00	0.00	0.00	0.00	264.60	
Sub-Total: NWAF	100.00	130.00	88.50	71.50	64.60	27.60	13.20	8.80	9.40	0.00	513.60	

Leverage:												
Cash			60.00	85.00	100.00	125.00	135.00	150.00	175.00	200.00		1,030.00
In-Kind	10.00	10.00	10.00	10.00								40.00
Sub-Total: Leverage	10.00	10.00	70.00	95.00	100.00	125.00	135.00	150.00	175.00	200.00		1,070.00

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	NWAF Total	Leverage Total
3. COMMUNITY ASSET FUND												
Grants to Grass Roots Organizations			50.00	75.00	75.00	75.00	75.00	75.00	60.00	50.00	535.00	
Sub-Total: NWAF	0.00	0.00	50.00	75.00	75.00	75.00	75.00	75.00	60.00	50.00	535.00	
Leverage:												
Cash			20.00	30.00	30.00	30.00	30.00	30.00	24.00	20.00		214.00
In-Kind			30.00	45.00	45.00	45.00	45.00	45.00	36.00	30.00		321.00
Sub-Total: Leverage	0.00	0.00	50.00	75.00	75.00	75.00	75.00	75.00	60.00	50.00		535.00
GRAND TOTAL:												
NWAF Total:	300.00	343.30	358.10	372.80	372.60	328.80	306.70	294.20	255.70	105.10	3,037.30	
Leverage Total:	10.00	10.00	120.00	170.00	175.00	255.60	324.70	402.30	448.10	500.90		2,416.60

Central South King County Strategic Plan

V. Governance and Administration

A. Governance of the Venture

An important part of the process of developing this Strategic Plan was to decide what form the Venture will take to carry out the plan. To create this part of the plan, the planning team interviewed the TCC members and other key stakeholders to ask their views on governance, and worked with the TCC and Action Teams to revise and refine the draft structure. This work resulted in a set of principles and a plan for governing the Venture.

The Venture will consist of a Governing Council, four Action Teams, and a sponsoring organization, which will provide financial services and staffing. (See Figure 8: Organizational Structure, page 117.)

Essential Functions

The governance structure will provide an entity capable of:

1. Partnering with the Northwest Area Foundation
2. Providing direction for the implementation of the Strategic Plan
3. Guiding the allocation of financial resources
4. Maintaining accountability for expenditures
5. Bringing together diverse constituencies
6. Building strong and lasting partnerships
7. Evaluating the success of strategies and communicating lessons learned
8. Attracting additional resources from public and private funding sources
9. Accepting Northwest Area Foundation funding within Internal Revenue Service (IRS) rules

Principles of Governance

The TCC adopted the following Principles of Governance in June 2004:

- The Governing Council will represent all sectors of the community who are genuinely committed to reducing poverty.
- The Council will be responsible to the community, the Foundation and the sponsoring organization for effective stewardship of the mission, goals and strategies of this strategic plan, and the resources provided to carry it out.
- Action Teams, which began meeting to respond to the April 29 comments of the Northwest Area Foundation, will be involved in nominating individuals for membership on the Governing Council, especially for the representatives of groups from the larger community (employers, labor, government, etc.)
- The membership must be balanced to reflect the ethnic, age, cultural and geographic diversity of Central South King County.
- Council members must have influence in their own community—such as members of organizations largely composed of individuals who are struggling to overcome



poverty, faith leaders, or people who are involved as TCC members or members of working groups.

- The members will reflect a balance in terms of their interests in the four strategies.
- The Council will operate under clearly established rules for working with each other and making decisions (such as Roberts' Rules of Order).
- All members of the Council will participate as equals so that historical inequities in power do not prevent any voice from being heard and respected.
- Necessary accommodations will be made to assure full participation (e.g., translation/interpretation, transportation, physical access).
- The Council must be committed to social justice as an operating principle for the conduct of its business and decision-making.
- Members of the Council must have the ability to agree to disagree.
- Training will be provided to all members of the Governing Council in at least the following areas:
 - The system of rules under which the Council will operate (e.g., Roberts' Rules)
 - Power issues and methods to share power
 - Public speaking/presentation skills
 - Conflict resolution
 - Undoing racism, addressing class issues
 - Collaboration
 - Financial accountability
 - Avoiding conflicts of interest
 - Evaluation techniques
 - Information technology

An empowered community makes things happen for themselves.

– Visioning Meetings, 2/03

Governing Council

The Governing Council will be responsible to the Northwest Area Foundation and to the sponsoring organization for all aspects of the Central South King County strategic plan for reducing poverty.

Responsibilities: The Council's main responsibilities will be:

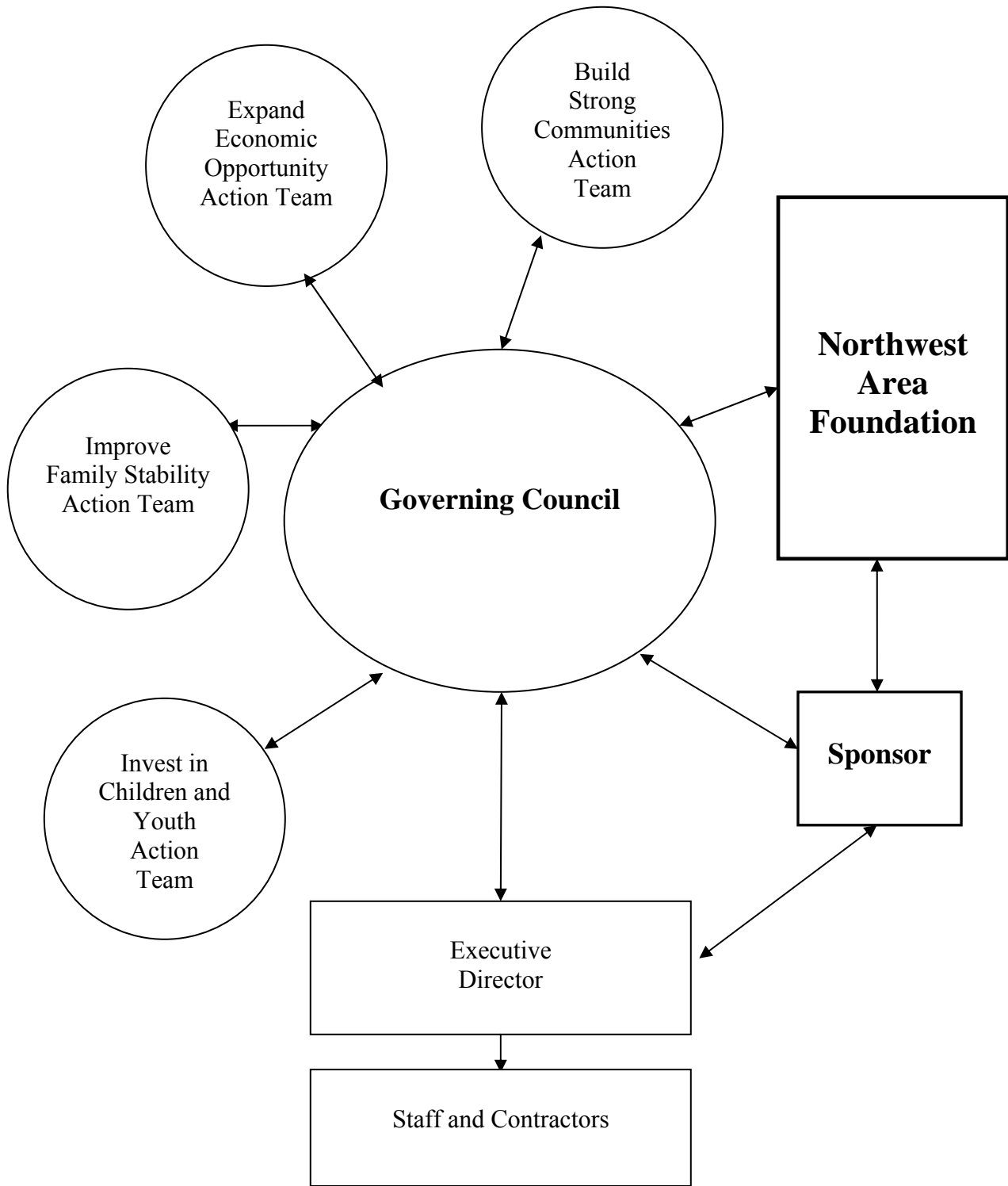
- **Plan stewardship** – includes allocating resources, periodically revising the plan, developing outcomes and progress measures, reaching out to the community, forming partnerships, and attracting additional resources from other public and private funding sources;
- **Administration** – includes oversight of staffing and budgets, and accountability for expenditures; and
- **Reports** – progress reports to the Northwest Area Foundation.

Membership: The Council will have 19 members:

- 13 (two-thirds) representing communities struggling to overcome poverty, and
- six representing resources in the overall community.

The TCC chose to have a two-thirds majority represent communities struggling to overcome poverty so that in decision-making a “supermajority” will speak for the people most affected by the Venture's work.

**Figure 8: Central South King County Venture
GOVERNANCE STRUCTURE**



Qualifications:

- The Governing Council members who represent communities that are struggling to overcome poverty must have the respect of their community and the ability to mobilize their community’s assets to carry out strategies for the benefit of all communities that are working to overcome poverty in Central South King County. These individuals do not all need to have incomes that place them below the poverty level. Rather, we are looking for authentic and recognized leaders of their community’s efforts to reduce poverty who have the ability to reach across differences of ethnicity and class to find common ground.
- The members selected to represent other sectors of the community must have a demonstrated commitment to the goals of the Venture and the ability to mobilize assets from the broader community to achieve those goals.
- The combined membership of the Council will include members with backgrounds as employers, nonprofit service providers, and representatives of K-12 education, community and technical colleges, labor organizations, faith-based entities, local government agencies, and community and civic organizations.
- At least one of the co-conveners of each Action Team will be a member of the Council.
- Each member of the Governing Council will be encouraged to participate on one of the Action Teams.

Support existing organizations. There are a lot of resources —build on that.
 – Comment from All-Inclusive Group, 5/03

Term of Office: The members of the Council will have three-year terms. The terms will be staggered so that only a part of the Council will complete their terms each year.

Nominations for Initial Governing Council: Each Action Team will select three members to serve on a nominating committee to identify candidates for the first Governing Council. At least one of the members from each Action Team will be an informal community leader. The committee will identify a slate of candidates for the Governing Council, subject to final approval by the TCC.

Rules of Procedure: The Governing Council will adopt the rules under which it will operate. These rules will include at a minimum: a method for selecting leaders (e.g., Chair or other officers); the appointment of committees as necessary for the efficient management and administration of the Venture; and the means that will be used to prevent conflicts of interest. For example, it is assumed that no employee of the Venture will serve as a member of the Council. There must also be rules that direct whether or under what circumstances an entity that may receive a contract or grant related to the Venture can vote on matters relating to that proposal. The Council will also establish mechanisms to assure that barriers to equal participation are removed (for example, whether to provide stipends or reimbursements for those who could not afford to participate without them).

Structure of the Governing Council After the First Phase: The Governing Council described above, which represents a simple model of blended interests, will have responsibility for implementing the Strategic Plan during the first phase of the Venture (approximately two years). During that period, the Council will receive extensive training and will continually evaluate its success in assuring that the Venture remains

responsive to, and driven by, the interests of the communities that are struggling to overcome poverty.

Prior to entering Phase Two of the Venture, the Council will weigh its performance and the needs of the Venture, and consider options for adjusting the structure to fulfill that commitment. Among the options that will be considered are the following:

- Retaining this blended governance structure if it is working well;
- Modifying the blended governance structure, e.g., changing the mix among the sectors represented on the Council;
- Converting to the tiered model of governance described in the draft strategic plan. In this model, the Governing Council would have three tiers:
 - (1) Leaders – people struggling to overcome poverty;
 - (2) Partners – representatives of groups that work directly with people in poverty; and
 - (3) Stewards – representatives of institutions in the community.The Leaders’ tier would hold decision-making power, with support from the second and third tiers.
- Retaining the blended model but changing the voting arrangements (e.g., using paired voting in which community members are paired with members from other sectors and cast a single vote); and
- Other alternatives that hold promise.



Action Teams

There will be four Action Teams—one for each strategy in the approved plan. The Action Teams will guide the development and progress of the strategies.

Responsibilities: The Action Teams will:

- put the strategies into action,
- create partnerships,
- pursue additional funding opportunities,
- prepare budgets, and
- make recommendations to the Governing Council about use of the Northwest Area Foundation funds over the life of the project.

In addition, Action Team 4, Building Strong Communities, will work with the staff and the Multi-Cultural Leadership Institute to develop a training program for members of the Council and the Action Teams that addresses the issues listed in the Principles of Governance.

Membership: The Action Teams all include informal community leaders and representatives of partner agencies involved in the strategy’s work. Interested individuals and organizations will be invited to join. The teams will have co-conveners, including one from communities struggling to overcome poverty and one from among the partner organizations. Each team will also have as a lead partner an organization that agrees to provide basic support to the team.

One of the co-conveners of each Action Team will serve as a member of the Governing Council.

Sponsoring Organization

A local nonprofit will serve as the sponsoring organization of the Venture.

Roles

The sponsoring organization will play two important roles: financial and staff support. The financial role involves receipt of funds from the Northwest Area Foundation, oversight of expenditures, fiscal management and accounting. This is a serious responsibility. Only a fairly large organization with significant financial capabilities is likely to be willing to take on this role. In terms of staffing, the local sponsor will become the employer of the staff dedicated to the Venture or will contract for that service. The sponsor will provide payroll services, access to its benefits plan, office space, supplies and technical support.

Selection

The TCC will need to select a sponsor before the Venture can receive funds from the Northwest Area Foundation. Under IRS rules, the Northwest Area Foundation must give its funds to a qualifying organization. So the local sponsor must be a nonprofit, an educational institution or a community foundation.

Criteria: At the March 3, 2004, TCC meeting, the TCC decided on the following criteria for selecting a sponsoring organization:

1. Ability to provide both financial and staff support
2. Significant presence across the communities of Central South King County
3. Demonstrated commitment to cultural competency
4. Competence in staffing/supporting participatory governance
5. Transparent and responsive administration and fiscal structures with the capacity to manage a project of this size
6. Significant infrastructure support
7. Organizational expertise in a significant number of the strategies
8. Willingness to make a substantial financial and/or in-kind contribution to the success of the Venture

In addition, the sponsor will need to be comfortable with the governance structure that the TCC has chosen. This means that the sponsoring organization will believe in grassroots democracy and know how to nurture leaders.

Potential Sponsors: The TCC identified the following organizations as potential sponsors:

- Seattle Foundation
- United Way
- YWCA
- YMCA
- Catholic Community Services
- Children's Home Society

[My vision is] a community of people living and working together, a vibrant community, one where there's housing, opportunity for our young people, and we take care of our seniors. I want Renton to be that type of community where people can feel at home. Not overdeveloped, but a vibrant community.

– Community member in "Voices and Visions" video

- Lutheran Community Services
- Puget Sound Educational Services District
- Renton Technical College
- Highline Community College

The TCC will issue a Request for Qualifications to recruit a sponsoring organization immediately upon receiving the Northwest Area Foundation’s approval of this Strategic Plan.

B. Administration Staffing

The Venture will have three permanent staff members, two of whom are paid from funds set aside for administering the Venture and one of whom will be paid from funds devoted to Strategy 4. These staff members will either be employed by the sponsoring organization directly or through a contract. These staff are:

1. An Executive Director who will be the lead “ambassador” for the Venture, provide leadership support to the Governing Council and Action Teams, ensure communication flow, help to keep activities on course, provide contract management and day-to-day management of Venture activity, and identify new opportunities. This individual will be the principal spokesperson for the Venture, with a major role in introducing the Venture to groups who have not yet participated fully, whether additional communities in poverty or elements of the business community. The Executive Director’s office will also be the principal repository of the learnings of the Venture. There, ideas from different Action Teams can be cross-fertilized, feedback can be analyzed and acted upon, and any differences about direction can be aired and resolved appropriately.
2. An Administrative Assistant, who will manage the office, maintain rosters and mailing lists, serve as the Secretary to the Governing Council, organize major Venture meetings and events, and maintain records and files.
3. A Coordinator (see Strategy 4) who will manage the informal community leaders, play a key role in developing the Multi-Cultural Leadership Institute, organize cultural celebrations and make cross-cultural connections in support of the work of all Action Teams. Funding for this position will be part of the Strategy 4 budget.



The TCC will write a detailed job announcement for the Executive Director, including qualifications for the position. The position will require an individual with expertise in at least one substantive area covered by the plan, experience in leading organizations and working with volunteers, and a track record of being able to leverage resources.

The three remaining Action Teams have also identified some staffing needs and have budgeted accordingly. It will be up to the Executive Director, once selected, to work with Action Teams 1, 2 and 3 to develop the best method of meeting their support needs within the budgets they have identified. Depending on the level of support for each Action Team provided by the lead partner, the type of expertise each requires (e.g., early childhood development, grant writing), the number of hours specified per week, and other factors, the Executive Director will develop the remainder of the staffing plan, subject to the necessary approvals. The staffing plan may involve, for example, consolidating part-time positions into full-time support roles with obligations to more than one Action Team, hiring part-time staff on contract, or developing other models in

collaboration with the sponsoring organization or other partner agencies. It may also involve developing an ongoing relationship with the University of Washington’s Daniel J. Evans School of Public Affairs to provide interns and students from the Public Service Clinics to support the venture. To the extent possible, the Venture will retain staff from Central South King County.

As noted above, the sponsoring organization will oversee expenditures and provide accounting functions. The sponsoring organization will report to the Northwest Area Foundation as scheduled in the contract with the Foundation. These reports will include the financial report and the progress report prepared by the Governing Council.

C. Financial Plan

If approved by the Northwest Area Foundation, this strategic plan will be funded through a 10-year grant from the Foundation plus leverage raised by the Venture. The TCC has approved budget allocation guidelines and a suggested flow of funds from the Foundation. These are described in detail in Chapter IV, starting on page 53.

The budget for Administration in the first year of the Venture (see Table 38) will be allocated as follows:

Executive Director salary & benefits:	\$ 96,000
Administrative Assistant salary & benefits	\$ 36,000
Other Administrative Expenses	\$ 60,000
Grant-writing Assistance	<u>\$ 8,000</u>
Total	\$ 200,000

Thereafter, administrative expenses are assumed to increase by 2.5 percent per year for the balance of the 10-year period. Other administrative expenses will be used for items such as phones, stationery, information technology, training and meeting expenses. The precise items in the expense budget will not be known until the sponsoring organization’s in-kind contribution is negotiated. (For example, it is assumed the sponsoring organization will donate office space.)

In addition, the Venture has budgeted \$50,000 per year for research and evaluation.

A summary of the entire allocation of Foundation resources over the life of the Venture and of leveraging expected can be found in Table 39, page 126.

D. Steps To Set Up the Venture

Several activities need to take place within two to three months of the Northwest Area Foundation’s acceptance of this plan. These activities will set up the Venture. The Temporary Coordinating Committee will require staff to support it in completing the initial steps until the sponsoring organization and Executive Director have been selected. During this period, the TCC can also take steps to form the Governing Council and Action Teams, which can then begin taking steps to implement the plan. Below are the immediate steps to set up the Venture. Steps 1 through 3 below may occur at the same time. They need to be completed before the other steps can take place.

[We want to be a community where] families have lots of ways to get to know each other, a place of local networks coming together.
 – Visioning Meetings, 2/03

1. Negotiate a partnership agreement with the Northwest Area Foundation

A delegation of the TCC will negotiate and finalize a partnership agreement with the Foundation.

2. Select a sponsoring organization

A committee of the TCC will review and revise the criteria for selecting a sponsoring organization (see page 120). They will issue a Request for Proposal for the sponsor and evaluate the responses. This committee will recommend a sponsor to the full TCC for approval.

3. File Articles of Incorporation

The TCC will write and file Articles of Incorporation for the Venture to establish it as an entity.

4. Negotiate grant agreement with sponsor

The sponsoring organization and Northwest Area Foundation will negotiate and finalize a grant agreement. This will include a more detailed budget, at least for Year 1.

5. Identify an Executive Director

The sponsor, in consultation with the TCC/Governing Council (whichever is in place at the time), will recruit and select an Executive Director to staff the Venture. As noted above, the Executive Director may become an employee of the sponsor, or may be a contract employee.

6. Transition from the TCC to the Governing Council

The TCC will request the existing Action Teams to select members for the Nominating Committee. This committee will identify and recruit possible Governing Council members to represent communities struggling to overcome poverty and other key stakeholders. The TCC will then choose the members of the Governing Council, conduct transition briefings and arrange the initial training for the Governing Council members.

7. Initiate the transition of informal community leaders from the current contract to the Venture

A Coordinator must be selected to manage the informal community leaders, to organize Action Team 4 and the work necessary to carry out Strategy 4, and to support the other Action Teams and partner agencies. The Coordinator must present a plan to the Governing Council for retention/selection of the Venture's initial informal community leaders, including how informal community leaders will represent the various groups in poverty, and establish goals and a work program for the next steps in identifying assets and building capacity. The transition between the existing contract with the Nonprofit Assistance Center and the permanent structure within the Venture must be as seamless as possible.

8. Expand Action Teams

The TCC and/or Governing Council, working with the informal community leaders, will finalize selection of co-conveners and lead partners for each Action Team. The conveners will recruit additional members for the Action Teams from among all of the groups that have been involved to date in Venture activities and any others whose participation is essential to the success of the Venture.

9. Action Teams develop implementation plans

The Action Teams will review and revise the actions for their strategy, as set out in this Strategic Plan. They may choose, for example, to revise the phasing of activities or criteria for selecting activities or projects. From this effort, they will prioritize those actions that can be accomplished right away and identify any additional planning steps for the next phase of actions. They will further refine the budget and leveraging opportunities and may solicit cash and/or in-kind support from additional partners.

10. Action Teams review results of Evans School public service clinic projects

Graduate students at the University of Washington's Daniel J. Evans School of Public Affairs have just finished work on a number of research projects for the Central South King County planning effort. These involve:

- identifying low-income residents' transportation needs,
- measuring the effectiveness of after-school programs,
- evaluating the Housing Authority's rental policy,
- analyzing micro-business and micro-lending opportunities,
- identifying the health needs of uninsured people, and
- improving information about immigrant populations.

The projects were timed to be completed by June 2004 in order to inform the work of the Action Teams.

E. Conclusion

The TCC believes that the Northwest Area Foundation and the work to date by everyone involved in the planning effort for the Venture have already raised the community's energy and will to succeed. With the proposed investments and the integrity of the four strategies, the Venture can be a powerful force for change. Working together, we will substantially improve the lives of thousands of people in Central South King County and enhance the prospects of future generations in our community.

[We want to be a community] where children flourish and grow to achieve their full potential, where people are healthy and happy, where there are parks and community gardens, and where everyone has a equal stake and shares in its success.

– Visioning Meetings, 2/03

TABLE 38**ADMINISTRATION BUDGET
(in \$000s)**

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Executive Director Salary & Benefits:	\$96,000	\$98,880	\$101,846	\$104,902	\$108,049	\$111,290	\$114,629	\$118,068	\$121,610	\$125,258
Administrative Assistant Salary & Benefits:	\$36,000	\$37,080	\$38,192	\$39,338	\$40,518	\$41,734	\$42,986	\$44,275	\$45,604	\$46,972
Other Administrative Expenses	\$60,000	\$61,800	\$63,654	\$65,624	\$67,531	\$69,556	\$71,643	\$73,792	\$76,467	\$77,770
Grant-Writing Assistance	\$8,000	\$7,240	\$6,432	\$5,514	\$4,665	\$3,701	\$2,681	\$1,601	\$0	
Total:	\$200,000	\$205,000	\$210,125	\$215,378	\$220,763	\$226,282	\$231,939	\$237,737	\$243,681	\$250,000

TABLE 39

CENTRAL SOUTH KING COUNTY STRATEGIC PLAN

PROPOSED 10-YEAR BUDGET

		STRATEGY PROGRAMS				SUPPORT			
		Strategy 1: Improve Family Stability	Strategy 2: Expand Economic Opportunity	Strategy 3: Invest in Children and Youth	Strategy 4: Build Strong Communities	Subtotal: Strategies	Administration	Evaluation, Research & Development	Total
Year 1									
	NWAF	\$150,000	\$150,000	\$150,000	\$300,000	\$750,000	\$200,000	\$50,000	\$1,000,000
	Leverage	\$50,000	\$250,000	\$67,500	\$10,000	\$377,500	\$0	\$0	\$377,500
	Total	\$200,000	\$400,000	\$217,500	\$310,000	\$1,127,500	\$200,000	\$50,000	\$1,377,500
Year 2									
	NWAF	\$195,750	\$195,000	\$195,750	\$343,300	\$929,800	\$205,000	\$50,000	\$1,184,800
	Leverage	\$650,000	\$684,000	\$293,650	\$10,000	\$1,637,650	\$0	\$0	\$1,637,650
	Total	\$845,750	\$879,000	\$489,400	\$353,300	\$2,567,450	\$205,000	\$50,000	\$2,822,450
Year 3									
	NWAF	\$207,750	\$207,400	\$207,750	\$358,100	\$981,000	\$210,125	\$50,000	\$1,241,125
	Leverage	\$585,750	\$871,000	\$327,340	\$120,000	\$1,904,090	\$0	\$0	\$1,904,090
	Total	\$793,500	\$1,078,400	\$535,090	\$478,100	\$2,885,090	\$210,125	\$50,000	\$3,145,215
Year 4									
	NWAF	\$219,750	\$219,400	\$219,750	\$372,800	\$1,031,700	\$215,378	\$50,000	\$1,297,078
	Leverage	\$336,520	\$900,600	\$393,240	\$170,000	\$1,800,360	\$0	\$0	\$1,800,360
	Total	\$556,270	\$1,120,000	\$612,990	\$542,800	\$2,832,060	\$215,378	\$50,000	\$3,097,438
Year 5									
	NWAF	\$209,400	\$209,300	\$209,400	\$372,600	\$1,000,700	\$220,763	\$50,000	\$1,271,463
	Leverage	\$337,320	\$715,000	\$396,180	\$175,000	\$1,623,500	\$0	\$0	\$1,623,500
	Total	\$546,720	\$924,300	\$605,580	\$547,600	\$2,624,200	\$220,763	\$50,000	\$2,894,963
Year 6									
	NWAF	\$153,900	\$153,800	\$153,900	\$328,800	\$790,400	\$226,282	\$50,000	\$1,066,682
	Leverage	\$388,140	\$880,100	\$468,800	\$255,600	\$1,992,640	\$0	\$0	\$1,992,640
	Total	\$542,040	\$1,033,900	\$622,700	\$584,400	\$2,783,040	\$226,282	\$50,000	\$3,059,322

		STRATEGY PROGRAMS				SUPPORT			
		Strategy 1: Improve Family Stability	Strategy 2: Expand Economic Opportunity	Strategy 3: Invest in Children and Youth	Strategy 4: Build Strong Communities	Subtotal: Strategies	Administration	Evaluation, Research & Development	Total
Year 7									
	NWAF	\$132,300	\$132,200	\$132,300	\$306,700	\$703,500	\$231,939	\$50,000	\$985,439
	Leverage	\$391,980	\$845,800	\$473,860	\$324,700	\$2,036,340	\$0	\$0	\$2,036,340
	Total	\$524,280	\$978,000	\$606,160	\$631,400	\$2,739,840	\$231,939	\$50,000	\$3,021,779
Year 8									
	NWAF	\$110,700	\$110,500	\$110,700	\$294,200	\$626,100	\$237,737	\$50,000	\$913,837
	Leverage	\$385,940	\$972,400	\$579,070	\$402,300	\$2,339,710	\$0	\$0	\$2,339,710
	Total	\$496,640	\$1,082,900	\$689,770	\$696,500	\$2,965,810	\$237,737	\$50,000	\$3,253,547
Year 9									
	NWAF	\$89,100	\$91,050	\$89,100	\$255,700	\$524,950	\$243,681	\$50,000	\$818,631
	Leverage	\$390,020	\$900,400	\$584,440	\$448,100	\$2,322,960	\$0	\$0	\$2,322,960
	Total	\$479,120	\$991,450	\$673,540	\$703,800	\$2,847,910	\$243,681	\$50,000	\$3,141,591
Year 10									
	NWAF	\$0	\$0	\$0	\$105,100	\$105,100	\$250,000	\$66,000	\$421,100
	Leverage	\$394,220	\$929,700	\$589,980	\$500,900	\$2,414,800	\$0	\$0	\$2,414,800
	Total	\$394,220	\$929,700	\$589,980	\$606,000	\$2,519,900	\$250,000	\$66,000	\$2,835,900
Grand Total:									
	10-yr. NWAF Total:	\$1,468,650	\$1,468,650	\$1,468,650	\$3,037,300	\$7,443,250	\$2,240,905	\$516,000	\$10,200,155
	10-yr. % Allocation Total:	14.4%	14.4%	14.4%	29.8%	73.0%	22.0%	5.1%	
	10-yr. Leverage Total:	\$3,909,890	\$7,949,000	\$4,174,060	\$2,416,600	\$18,449,550			\$18,449,550