

NEIGHBORHOOD REVITALIZATION STRATEGY AREA PLAN

**FOR
NORTH FEDERAL WAY**

For Public Comment

DRAFT

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NEIGHBORHOOD REVITALIZATION STRATEGY AREA PLAN FOR NORTH FEDERAL WAY

1. EXECUTIVE SUMMARY

TO BE INSERTED

2. PURPOSE

The City of Federal Way proposes to develop a Neighborhood Revitalization Strategy Plan (NRSA) for a northern neighborhood of the City. The City selected the area, consisting of two U. S. Census Block Groups and the Villa Capri Apartments (an affordable housing complex adjacent to the two Block Groups), because it contains a mix of residential and commercial land uses and has multiple needs. The Plan and the approval of a subsequent application to the U. S. Department of Housing and Urban Development, will provide the City with a tool to involve the residents of the community in undertaking a number of community improvements in the area.

The development of the Plan will provide the City with a vehicle to obtain needed flexibility in the use of its Community Development Block Grant (CDBG) funds. HUD-approved NRSA's allow the City flexibility in undertaking economic development, housing, and public service activities with the CDBG funds in several ways: 1) job creation or retention activities in the area will not be subject to burdensome reporting on employees benefitting from the activity; 2) implementation of housing activities which must meet low and moderate income benefit requirements is facilitated; 3) reporting requirements for economic development projects are reduced; and 4) if the City employs a Community-Based Development Organization (CBDO) to implement projects in the NRSA, they may use a greater proportion of the CDBG for public services to residents of the area.

Importantly, the Neighborhood Revitalization Strategy Plan will also serve as a road map for actions over the coming years as the neighborhood, the non-profit community, funders and the City work together on needed improvements to the area. It is fully intended that the Plan will also provide the format and reference point from which the implementation of planned activities will build. Staff of the Federal Way Department of Community Development initiated the process in April 2014 by inviting representatives of several local non-profit agencies serving the area to join them on a Project Action Team (PAT) tasked

with developing the plan. During the process of developing the Plan, the PAT recognized that a major component necessary for the success of its implementation – a strong, engaged neighborhood organization – was not in place. Accordingly, the Plan includes several initial activities involving community building aimed at creating more community involvement and decision-making in the implementation stages. It is anticipated that the Plan will evolve as more involvement by residents of the neighborhood takes place.

3. THE NORTH FEDERAL WAY NRSA AREA

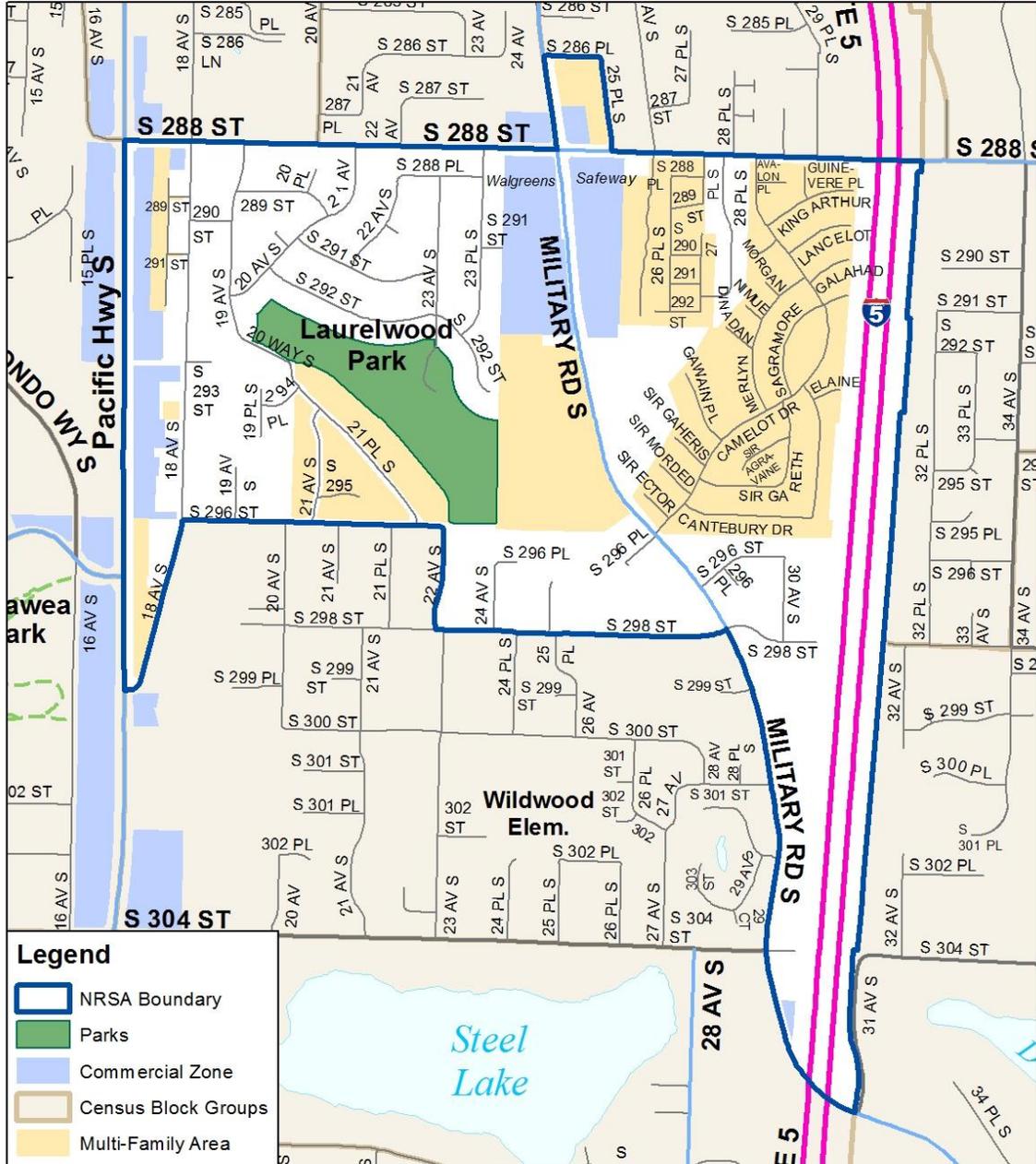
BOUNDARIES

The neighborhood is located in northern Federal Way, approximately 2 miles north of the main shopping/commercial area of the City. It is located within block groups 1 and 3 of Census Tract 300.05 plus a small, one block addition to include the Villa Capri Apartments affordable housing located adjacent to its northern border. The NRSA borders (outlined in the map below) follow Interstate 5 on east, a major north-south arterial (Pacific Highway South) on the west, South 288th Street on the north and the southern border meanders along three primary streets of South 296th, South 298th and Military Road South. As noted above, the area is contiguous, including a one block addition (bordering South 288th, Military Road South, South 286th and 25th Place South) to include the 90-unit Villa Capri apartment building.

City of Federal Way

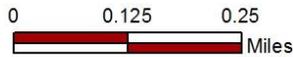
NRSA Vicinity & Street Map

Map Date: February 2016
 City of Federal Way
 Federal Way, Wa. 98003
 (P) 253-835-7000
 (W) www.cityoffederalway.com



Legend

- NRSA Boundary
- Parks
- Commercial Zone
- Census Block Groups
- Multi-Family Area



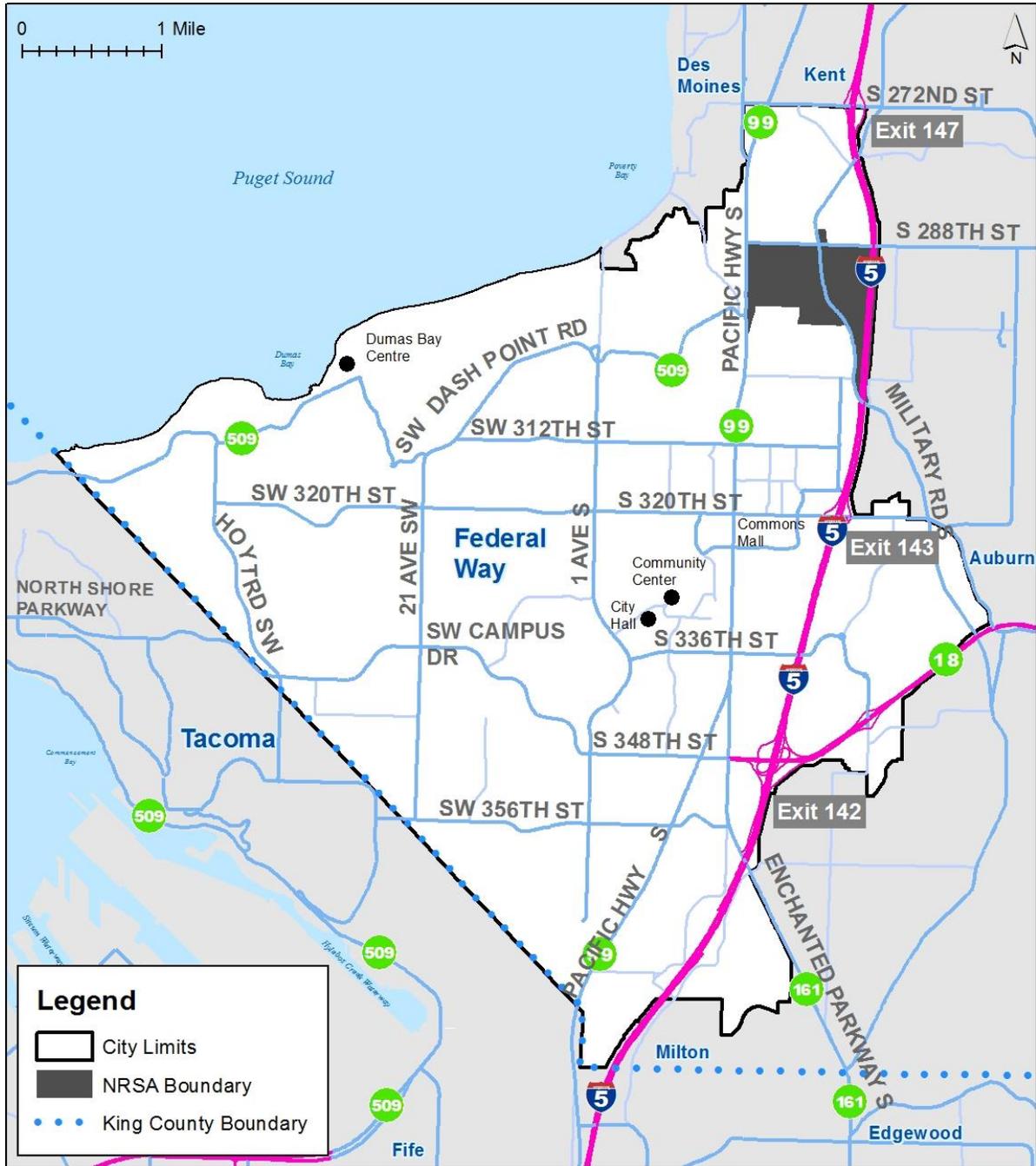
This map is intended for use as a graphical representation. The City of Federal Way makes no warranty as to its accuracy.



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The area is predominately residential with a mix of single family homes and low level apartment buildings along with some privately-owned manufactured home courts. Two large multi-family complexes in the NRSA (Laurelwood Gardens and Villa Capri) offer a major source of affordable housing along with the manufactured home courts. The vast majority of services available to residents are in two commercial/retail areas located along the western flank of the NRSA on Pacific Highway South (from 18th Avenue South to South 288th) and at the intersection of South 288th and Military Road. The residential areas are characterized by numerous cul du sacs with a backdrop of evergreen forested areas. The area is served by a major City Park (Steel Lake) just south of its borders and a large green belt park, Laurelwood Park, which is located centrally in the neighborhood on a northwest/southeast axis. Both elementary schools serving the area are located outside of the boundaries as are the middle school and the high schools. Resident access to a major job center in Kent Valley located 4-5 miles to the east, is primarily by auto and bus. Many of the area's residents commute to major downtown service/commercial/retail centers in nearby Tacoma and Seattle. The City of Federal Way commercial/retail center is two miles south with easy bus access for residents living near Pacific Highway South.

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This map is intended for use as a graphical representation. The City of Federal Way makes no warranty as to its accuracy.

QUALIFYING DEMOGRAPHIC CRITERIA

According to the U. S. Census, a total of 3,892 persons resided in the NRSA in 2014, representing approximately 4.4% of the City’s population. The contiguous area of the NRSA is more than 90% residential. Over 72% of NRSA area residents live in low and moderate income households. The area meets HUD’s public benefit requirement to qualify as a NRSA since 72.3% of its residents are low and moderate income, exceeding the minimum requirement of 54.5% low and moderate income (based on the City’s upper population quartile).

Table 1: NRSA Population

Location	Block Group 300.05-1	Block Group 300.05-3	Villa Capri Apartments	Total
Population	2,520	1,205	167	3,892
Per Cent Low-Moderate Income	81.35%	49.38	100%	72.3%

Source: HUD Low and Moderate Income Data 2014

Other comparative demographic data provides a further view of the issues facing the residents of the NRSA. Also see “Neighborhood Assessment” below for discussion of data related to identified needs of the neighborhood.

Table 2: Comparative Demographic Data (NRSA – City)

Demographic Data	Block Group 300.05-1	Block Group 300.05-3	City of Federal Way
Total Population	2,520	1,205	89,306
Median Household Income	\$42,401	\$54,955	\$57,583
Households Under \$25,000 Income	24%	24%	20%
Persons Living Below Poverty	12%	12%	15%
Less than 9 th Grade Education	9%	8%	4%
Minority Population	55%	50%	43%
Black Alone	3%	22%	10%
Asian alone	8%	19%	14%
Ethnic Hispanic	45%	28%	16%
Language Other Than English Spoken at Home	62%	28%	31%
Population under 18 Years	36%	34%	28%
Population over 65 Years	3%	11%	10%
Households of Persons Living Alone	6%	11%	26%
Owner Occupied Units	79%	52%	56%
Average Household Size	3.10	3.15	2.67
Structure Built Before 1980	46%	63%	47%
Median Gross Rent	\$814	\$963	\$997

Source: 5-year 2012 American Community Survey and 2010 Census (Data does not include the 167 residents of Villa Capri Apartments)

4. THE COMMUNITY CONSULTATION PROCESS

The City's Department of Community Development began the process of community consultation in April 2014. The area being considered for inclusion in the NRSA did not have a defined community organization (or organizations) in place which represented their interests. Therefore, the City decided that the best approach to obtain input on the needs and assets of the area was to carry out a multi-level consultation process, which included an advisory committee, meetings in the community and key informant interviews.

Project Advisory Team (PAT) - Representatives of non-profit organizations deeply involved in providing services and programs to the neighborhood were invited by the City to participate in a citizen's advisory committee - the Project Advisory Team (PAT). Ten of the primary organizations serving the neighborhood agreed to participate on the PAT. Included were service providers, housing providers, educational organizations, employment trainers, religious organizations and community organizers. Department of Community Development staff and a consultant served as staff to the Team. The PAT provided guidance to the City in developing the Plan, giving valuable feedback on issues facing the community and assisting in outreach to the community. Representatives of the following organizations participated on the PAT:

Camelot Square Manufactured Home Park	Thomas Jefferson High School
Villa Capri Affordable Housing Development	Highline College
Laurelwood Gardens Affordable Housing Development	CHI Franciscan Health
Federal Way Human Services Commission	The Multiservice Center
Vision of Community Fellowship	City of Federal Way Community Development Department

Community Meetings - Three Community Meetings/Resource Fairs were planned and facilitated by the PAT. The meetings were held in June 2014 at the three major housing developments in the area (Camelot Square, Laurelwood Gardens and Villa Capri Apartments) and served two purposes: First, to obtain direct input from residents of the area on needs, resources, what they liked about their community and what they wanted changed. Individual PAT members conducted one on one interviews with participants (see Appendix for instrument and results). Spanish translators assisted the process as needed. While many more participated in the meetings, a total of 36 interviews were completed providing insight into resident perceptions of the neighborhood and what they believed should change. Second, representatives of community services organizations were invited to staff tables providing information to attendees on their program services. In September 2015, residents of the area were again invited to a follow-up meeting held at the Wildwood Elementary School to discuss the results of the consultation/needs assessment and obtain their input on potential goals and strategies for the area.

Key Informant Interviews – A list of community leaders was developed by the PAT to obtain the expertise of key stakeholders in the planning process. During the months following the initial community meetings, one-one interviews were held with the following persons (see Appendix for interview survey and results):

Tracy Oster – Communities in Schools

Caren Adams – Seattle/King County Public Health

Doug Baxter – Franciscan Health System

Randy Hoag – Vision of Community Fellowship

Mark Hendricks – Federal Way Boys & Girls Club

Kim House – Institute for Family Development

High School Discussions on their Community and Neighborhood – A member of the PAT participated in interviews of 150 students in 6 AVID Program (a program to help students prepare for college and success in the emergency global society) classes at Thomas Jefferson and Federal Way High Schools, the two high schools serving the NRSA. The interviews used an open discussion process with specific formatted questions developed by the Harwood Institute aimed at capturing the student aspirations and concerns about their neighborhoods (see the Appendix for the full report). Among the primary comments by the youth were: 1) they wanted to be more involved in their neighborhood and improving it but felt their opinions and ideas would not be valued; 2) there is a need for a safe gathering place for neighborhood/youth activities; 3) they felt unsafe on the streets because there were not enough sidewalks and streets were too dark and unsafe, contributing to crime activities; and 4) they offered several suggestions for improving the neighborhood.

Others included in consultation - In addition, two key businesses in the central business area of the NRSA were interviewed. The Assistant Manager of the neighborhood Safeway and the Manager of the neighborhood 7-11 provided insight into the perspectives of businesses serving the area. They expressed an interest in reducing shoplifting and improving communication within the neighborhood.

Coordination and Consultation with Other Planning Processes – The consultation process also included a review of the Draft by Federal Way Human Services Commission, **INSERT UPDATED LANGUAGE WHEN PLAN REVIEW PROCESS IS COMPLETED (the PRHSPS, the FEDRAC and the Federal Way City Council. The Plan was prepared, reviewed and submitted to HUD as a Substantial Amendment to the Federal Way Consolidated Plan and therefore was published for a 30-day public comment period on ____, the public was provided a 20-day notice on ____ inviting participation to a public hearing on the Amendment on ____ before the Plan was submitted to HUD on ____.)**

This community participation process provided an important insight into resident concerns on needs and issues faced by the neighborhood. More specific information on opportunities and barriers were provided by the representatives of businesses, non-profit organizations serving the area and the members of the PAT, with the PAT taking leadership in developing the goals and strategies aimed at improving the area.

5. NEIGHBORHOOD ASSESSMENT

NEIGHBORHOOD CONDITION AND NEEDS

The North Federal Way Neighborhood Revitalization Strategy Area exhibits a wide variety of problem areas in need of attention. The following summarizes the major areas of needs identified through the needs assessment and public participation process.

Household Income Needs

- **General, underlying issues of poverty and the lack of living wage jobs:**
 - Census data show that the percentage of households with incomes under \$25,000 in the NRSA, at 24%, was higher than the City's percentage of 20% (2012 American Community Survey –ACS - data for BGs 300.2/5-1 and 300.2/5-3). While jobs lost as a result of the 2008 Recession, have been replaced, a high percentage of jobs available in the recovery have been lower paying jobs.
 - Household sizes are 17% larger than the City-wide for number of persons in households (2010 Census data).
 - Households living in the western (Laurelwood Park) section of the NRSA had a median household income of only \$42,401, more than 26% below the city-wide figure (2012 ACS adjusted for inflation).
 - In addition, 2013 HUD data show that 72% of the households in the western area of the NRSA had incomes at or below 80% of median area income and 62% of the households in the eastern area fell below 80% of median.
 - The percentage of children receiving free or reduced cost lunches at the 2 elementary schools (72% and 83%) in 2014 was considerably higher than the State (46%) or Federal Way School District (59%). 50.6% and 62.2 percent of students in the two high schools attended by students from the NRSA received free or reduced lunches.

Education/Workforce Ready Needs

- **Lack of readiness to compete for living wage jobs:** 8.4% of the NRSA adult population in the NRSA had less than an 9th grade education, more than double the citywide education levels, reflecting a significant employment barrier for many residents of the area (2012 ACS). 18/9% of adults over the age of 25 have no high school diploma or GED (www.localscape.property/#kingcountyassessor/my-property.)
- **Language skill barriers:** Potential language barriers are reflected by the census data indicating a rate of language other than English spoken at home in the Laurelwood Park section, at 62% of households - double the City's percentage of 31%. Residents are not taking advantage of opportunities for ESL; and inadequate transportation may be a factor.
- **Unemployment/Youth unemployment:** Unemployment in the City climbed back over 5% in November 2015 to 5.4%. Like many low and moderate income neighborhoods, unemployment and underemployment are major factors in the stability of the community. Because of a lack of education and experience, many of its residents are either not qualified for living wage jobs or are unable to compete for them. Youth unemployment is typically double that of overall employment, in part because youth are unprepared to compete for jobs.
- **Educational achievement/Parental involvement in education is low:** Recent Washington State Office of Public Instruction data for reading and math levels at the two elementary schools

(Wildwood and Valhalla) serving the NRSA reveal lagging achievement scores compared to state wide averages (2013-14 third grade reading scores for NRSA area schools are 40.5 and 63.0 compared to state averages of 72.0 and third grade math scores are 35.0 and 44.5 compared to the state average of 63.0). Tenth grade scores of 78.8 for reading (Federal Way and Thomas Jefferson High Schools) fell short of the statewide average of 82.9 whereas tenth grade math scores of 79.2 essentially equaled the statewide math achievement score of 79.5. (NOTE: High school scores have limited reliability as a measure of NRSA students' achievement because students from the NRSA represent a small percentage of the students attending the two Federal Way High Schools.) In discussions with school officials, they expressed that parental involvement in their children's education was very limited.

- **Transportation from the neighborhood to jobs is limited:** For employees who can afford autos, access from the neighborhood to Interstate 5 and to Pacific Highway South, which serve major employment areas of the region is excellent. However, public bus systems serve only the north and west areas of the neighborhood requiring long walks for persons living in the south or east areas. Only one east-west bus (#183) serves the neighborhood along 288th traveling between Kent Station and the Federal Way Transit Center/Downtown Federal Way with schedules ranging from 30 to 60 minutes between 6:00 AM and 7:00 PM and no service at other hours. Bus service (Rapid Ride "A" route) to Sea-Tac airport, Link Light Rail, Seattle and the Federal Way Transit Center (Downtown Federal Way) is available only at the very northwest corner of the neighborhood (288th and Pacific Highway South).

Housing Condition/Costs

- **Housing Condition- Lack of resources to maintain housing/need for housing repair:** Compared to many cities, Federal Way housing is relatively new- with 53% built after 1979 (2012 ACS); however, in the Laurelwood Park area, only 38% of the housing was constructed after 1979. A visual review of the housing stock reveals that the primary need relative to condition of housing is the result of deferred maintenance which has in some cases requires major repair. Many homes and rentals need minor repairs to maintain the integrity of the housing. Manufactured homes in some of the courts are deteriorating and in need of energy/safety improvements. The lack of financial resources is a major barrier for many of the area's homeowners, especially for seniors. Paint up, fix up of housing and yards is needed to build neighborhood and homeowner pride.
- **Lack of Affordable Housing:** Not unlike many areas in the Puget Sound area, the high cost of housing is a major issue. Rent increases over the past 3 years have added to the already high cost of renting that was evident in 2012 when the median monthly gross rents were \$814 and \$963 respectively for the eastern neighborhoods and western neighborhoods of the NRSA (2012 ACS). Using estimates from the NLIHC 2012 report on affordability, a family of 4 would need an income of \$35,575 to be able to afford the rent for a standard 2-bedroom unit (paying 30% of their gross income). Since the median income in the NRSA was only in the mid-\$40,000s in 2012,

rent required would not be affordable to a significant percentage of households in the NRSA. By 2015, rents in King County had risen 29%, making it even more unaffordable. For homeowners or homebuyers, median values for single family homes were approaching \$250,000 in 2012, requiring a family of 4 to have an income of \$71,000 to be able to afford a 90% mortgage at current interest rates for a 30-year conventional loan. Given the significant number of low and moderate income households in the NRSA, many find available rental housing unaffordable and homeownership well beyond their means.

Community/Resident Involvement and Improvement of Neighborhood Setting

- **Resident involvement in the community is very limited:** Outside of non-profit organizations serving the area, there are few identified, active community leaders. Neighborhood leadership needs to be developed and supported.
- **No community organization represents the area's interests:** There is no community organization representing the area and therefore limited community vision and ownership.
- **Lack of sense of community or "place"; and no central place or facility for community gatherings:** There is a lack of community identity. There is no perceived location for community events and, as a result, limited opportunities to develop a sense of community. Support for community-based improvement activities is not readily available.
- **Blighting influences are evident, including graffiti and trash:** While there are blighting influences evident, there is no effective program in place or a community ownership of the area which could remove the influences and help prevent future occurrences.
- **Inadequate communication on resources available to the residents:** Information on services and activities available to residents is limited and currently not effective to serve as a base for community building.

Economic Development/Investment

- **Limited neighborhood businesses serving the needs of the area:** Residents of the NRSA have indicated that businesses in the area do not provide the full range of needs. The vast majority of businesses serving the area are located in strip malls along Pacific Highway South, on the western edge of the area, and the intersection of South 288th Street and Military Road South. A small scattering of businesses is located further south on Military Road. Several large, commercially-zoned lots along Pacific Highway South and along Military Road South are undeveloped as are a few scattered vacant lots along 288th from Pacific Highway to Military Road. A February 11, 2016 windshield survey of the commercial/retail areas found 65 businesses operating in the area (not including cottage industries in single family homes). The vast majority of businesses provided services (43), followed by retail (12), restaurants serving primarily ethnic

food (6) and other/unknown (4). Several churches and/or religious organizations were occupying other spaces. The most common services were beauty salons/barbers, followed by 3 auto repair shops, 2 medium to large-sized food stores, two small food stores, a major drug store, a furniture store, and a gas station along with a variety of other small retail and service businesses. A surprisingly few vacancies in businesses spaces were found (8, representing 10% of the locations but estimated at less than 2% of the total square footage in business buildings located in the neighborhood).

- **Small businesses need support to remain viable/development opportunities for small business:** Some businesses appear to be underinvested and may be able to effectively use support to expand or improve their business through small business loans/improvement to facades. Some of the strip malls have large, unused paved areas that could be better utilized and/or made more attractive through landscaping, façade improvements or improved signage. While there are several vacant large and small commercial/retail zoned properties in the area that could be used for new or expanded businesses, there are few opportunities for employment in the NRSA without the influx of new capital investment.
- **Limitations on access between residential areas and businesses:** Neighbors have indicated that the infrastructure, including sidewalks and trails, do not currently provide safe and easy access to businesses, especially for the elderly and handicapped. The pedestrian route that appears to be the most dangerous (given traffic volume and narrow pedestrian spaces) is Military Road south to Interstate 5.

Infrastructure Improvements

- **Inadequate streets, sidewalks and lighting:** Pedestrian safety improvements are needed to help provide safe access to shopping and schools. Lighting and pedestrian/traffic separation along Military Way are especially needed.
- **Inadequate recreational facilities and parks:** While opportunities exist to maximize the use of recreational facilities and parks in the area, community input to determine the best, supportable improvements and access is needed. The full potential of trails for access has not been explored.
- **Inadequate infrastructure to support “community building”:** Untapped potential exists to use community participation in small infrastructure improvements to support the development of a strong community as discussed above in community involvement.

Opportunities for Youth

- **Transportation to afterschool and summertime activities is lacking:** Few youth programs are offered in the community and therefore transportation to the activity is essential. Currently,

transportation is considered inadequate for youth to take full advantage of the available programs located in communities in close proximity to the NRSA.

- **Activities to help youth succeed are limited:** Residents and local non-profit organizations expressed a need for providing youth with positive activities to support their development (including tutoring and mentoring) at locations within the neighborhood. Middle School and High School youth expressed in classroom discussions that they do not have safe places to meet and participate in activities within the neighborhood and that they feel isolated from decisions affecting the neighborhood.
- **Youth lack employment skills:** Youth are not prepared to enter the job market, lacking job skills, job search techniques and job retention skills.

Neighborhood Safety and Security

- **Pedestrian safety is compromised by lack of separation of pedestrians and vehicular traffic; and by lack of good street lighting:** On a few streets in the area, there is very limited separation from traffic for pedestrians to walk safely to school, activities and businesses. The pedestrian shoulder along Military Road south from 288th is particularly narrow and unprotected. Improved street lighting for traffic/pedestrian safety and for crime prevention is needed.
- **Crime prevention and security:** Federal Way Police indicate that crime against persons and property remains a major community issue in the area. Federal Way Police Department crime statistics for 2015 reveal that crime rates for seven major offense categories are significantly higher in the NRSA area than city-wide rates, except for theft (where NRSA rates were 32% below the city rate). Trends from 2011 to 2015 show steady rates in the NRSA except for thefts which were trending downward. This compares with city-wide rates over the same period which showed significant trends upward for data related to assault, robbery and theft (See Appendix for Crime Statistics). Of concern in viewing the data, it could be affected by relatively more under-reporting in the NRSA area than in other parts of the City. Resident cooperation in reporting crime is needed to help reduce crime. Improved relations between the community and police are needed.

POTENTIAL BARRIERS

There are a number of barriers to improving the area which must be recognized and actions taken to overcome them during the implementation of the project:

- Lack of resident knowledge of available resources
- Lack of engagement of residents in community activities

- Narrow right of ways in areas currently unsafe for pedestrian transit
- Limited resources available for public improvements or economic development
- Insufficient public transportation to residents in the NRSA who are not close to Pacific Highway South or Military Road, or who need transportation to work during night shift hours.
- A lack of economic resources for residents to participate in business development and employment in the NRSA and a wariness of the private sector to invest in the area
- A learned apathy of the community, lack of “sense of community” and lack of opportunity for involvement, inhibits community member involvement in neighborhood activities and decisions affecting them
- Language and cultural barriers limit effective community participation

COMMUNITY ASSETS & OPPORTUNITIES

Several assets available to the community and opportunities to support improvements were revealed during the course of the Needs Assessment. The following outlines some of the major assets and opportunities:

1. While the issues facing the community are many, the assessment found many of the residents have strong, positive feelings about both their neighbors and their neighborhood.
2. The area is characterized as primarily single family residential in a backdrop of large evergreen trees, in open space areas and parks.
3. City Hall is interested in providing assistance to improve the area.
4. Several active non-profit organizations and churches are interested in serving the area and collaborating to expand services to residents.
5. The City as a whole has a generally strong local economy and residents are within close proximity to job centers.
6. Several properties which are zoned for commercial use are either unused or underdeveloped and are potential new business sites.
7. Housing in the area is relatively new, with most units lacking repairs due to deferred maintenance.
8. Youth express an interest in improving their community and being involved in decisions affecting their neighborhood.
9. South King County is considered an area of high need and a priority for programs improving the economic and social base of the area.
10. There has been a history of cooperation and joint funding of activities by non-profits and government in Federal Way.

11. Given the extensive assistance to residents of the NRSA provided by the Washington State DSHS through the Federal Way SCO, closer cooperation with the office and staff may result in more coordinated focus on the needs of the area.

6. STRATEGIES FOR ECONOMIC EMPOWERMENT

The City is committed to work with residents of the area to improve their neighborhood and provide expanded opportunities for residents to succeed. It is recognized that this is not a simple task given the need and the barriers to success. Therefore, a two-pronged approach will be used in the early years of the NRSA. First, activities will focus on community capacity building, increasing community involvement and improving the connectivity between the City and the neighborhood. Second, a limited number of key and achievable project activities will be implemented to improve the economic condition of the neighborhood and its residents. The community process has led to establishing six goals outlined below and along with implementing strategies to be employed in the neighborhood. Within these goals, the first three will be the “table-setting” (see “Primary Goals and Strategies” below), initial focus of the Plan to assure its success in impacting all six goals over time.

Primary Goals and Strategies

GOAL 1: Empower Residents to Improve their Neighborhood through Community-based Activities

- Support leadership development in the neighborhood
- Develop and distribute improved information on available resources and services
- Increase involvement of the community in decisions affecting the neighborhood
- Support English language classes and computer training
- Encourage community-based activities, such as community gardens
- Seek private and public financial resources to support community-based activities and events

GOAL 2: Provide Expanded Opportunities for Youth to Succeed

- Support positive youth activities held inside the neighborhood
- Improve transportation to afterschool and summer activities
- Expand tutoring and mentoring programs
- Strengthen parent involvement in neighborhood schools
- Support activities which develop youth leadership
- Support youth employment and training programs held in or close proximity to the neighborhood

GOAL 3: Improve Safety and Security within the Neighborhood

- Improve pedestrian safety; separate vehicular and pedestrian traffic

- Improve street lighting
- Increase cooperation between the police and the residents

Long-term Goals and Strategies

GOAL 4: Strengthen the Economic Vitality of the Neighborhood

- Increase jobs and educational opportunities
- Encourage small neighborhood business development
- Improve and support businesses serving the neighborhood
- Improve access between residential areas and the businesses

GOAL 5: Improve the Housing Stock

- Target housing repair assistance/reduce barriers for persons with disabilities
- Work toward establishing neighborhood paint up/fix up assistance effort
- Increase homeownership

GOAL 6: Improve the Neighborhood Setting

- Create a community identity or “sense of place”
- Increase community events/gatherings
- Improve streets, sidewalks, lighting and parks
- Improve parks and recreational facilities
- Reduce blight, graffiti and trash
- Improve public transportation within the neighborhood

7. PLANNING FOR SUCCESS: PERFORMANCE MEASURES/OUTCOMES

PLANNED ACTIVITIES AND 5-YEAR OUTCOMES

An important part of the effort to revitalize the North Federal Way neighborhood is to track progress and successes; and to measure performance. A variety of activities are initially planned to implement the strategies and goals. These planned activities and outcomes undoubtedly will be modified as implementation of the Plan proceeds and community involvement increases. The following are the activities currently planned in the area:

PRIMARY EMPOWERMENT GOALS	INITIAL PLANNED ACTIVITIES	Strategic Partners / Potential Resources	5-YEAR OUTCOME MEASURES
GOAL 1: Empower Residents to Improve their Neighborhood through Community-based Activities	<ul style="list-style-type: none"> • Work toward establishing a more formal and effective process for local decisions affecting the neighborhood, including considering establishing a neighborhood committee and/or exploring the development of a CBDO • Conduct a “Mayor Walk” or “City Walk” in two or three sub-neighborhoods to learn first-hand from residents what they see as the issues. Utilize information to revise/re-prioritize plan activities • Engage community members in activities building their leadership and involvement in decisions affecting their neighborhood • Expand partnerships of community organizations and the City to increase neighborhood involvement • Continue to utilize the expertise of the PAT in the implementation stage of the Plan and expand its membership to additional organizations such as DSHS CSO and local multicultural churches. • Provide culturally appropriate community resources information and hold community resource fairs in the neighborhood • Seek private and public funds for a small neighborhood grants program that involves participation of the community/Partner with CHI Franciscan Health • Explore the potential for developing a 	<p>City of Federal Way:</p> <ul style="list-style-type: none"> • Mayor’s Office • Council • Commissioners <ul style="list-style-type: none"> ○ Parks ○ Human Services ○ Art, etc. • Police Dept. • Community Development, Community Services <p>Nonprofit resources:</p> <ul style="list-style-type: none"> • King County Housing Authority (Property Management at Laurelwood) • DSHS CSO, Federal Way • St. Vincent DePaul • MSC • CCS • Historical Society • Others..... • African American Churches, Korean, etc. • Communities in Schools • South King County Fire <p>Resources:</p> <ul style="list-style-type: none"> • 	<p>A more effective process of involving residents in decisions affecting their neighborhood will be in place within the first 12 months</p> <hr/> <p>Each year a minimum of 20 additional residents will be involved in community building activities</p> <hr/> <p>5 or more community-participation projects will be completed in 5 years</p> <hr/> <p>At least 6 non-profit organizations will partner with the City to undertake community building activities</p> <hr/> <p>At least 20 additional residents per year will receive transportation to classes or will participate in classes provided near their homes</p> <hr/> <p>A baseline “Community Well-being” survey will be conducted within 6 months of HUD approval with follow-up progress survey within 3 years of HUD approval</p> <hr/> <p>A partnership of community</p>

PRIMARY EMPOWERMENT GOALS	INITIAL PLANNED ACTIVITIES	Strategic Partners / Potential Resources	5-YEAR OUTCOME MEASURES
	<ul style="list-style-type: none"> community garden or family backyard gardens • Increase resident use of ELL and computer training • Support the development of community events to enhance community participation • Increase connections and coordination between managers of the 3 major housing developments and planning endeavors to assure continuity of effort • Increase awareness and education of human services available within the City. • Housing development managers partner with Police to ensure and promote cooperation. • Conduct “Community Well-being” surveys to assess satisfaction of community members and progress in improving the neighborhood 		<p>members and the non-profit community will result in holding at least one major community event per year and one community resources fair</p>
<p>GOAL 2: Provide Expanded Opportunities for Youth to Succeed</p>	<ul style="list-style-type: none"> • Enhance partnerships between schools and non-profits to provide mentoring and tutoring services with emphasis on ELL students and barriers to learning • Collaborate with school districts to increase participation in parent training and parent involvement in neighborhood schools • Develop a solution to the lack of safe and affordable access (transportation or distance) for youth to participate in organized activities/Partner with organizations serving youth • Enhance partnerships between City and 		<p>At least 20 youth/year will be served in out-of-school programs, either through transportation to existing or new supportive services programs near their home.</p> <p>A baseline “Community Well-being” survey of youth will be conducted within 6 months of HUD approval with follow-up progress survey within 3 years of HUD approval; and the survey will reflect improved youth</p>

PRIMARY EMPOWERMENT GOALS	INITIAL PLANNED ACTIVITIES	Strategic Partners / Potential Resources	5-YEAR OUTCOME MEASURES
	<p>schools by encouraging staff to participate in school activities</p> <ul style="list-style-type: none"> • Encourage youth leadership in neighborhood activities by involving youth in planning neighborhood activities/events • Work with local employment programs to increase their use and ease of accessibility for participation by neighborhood youth 		<p>satisfaction and/or increased involvement with the community</p> <p>Both local elementary schools will show improved scores in their Smarter Balance Test within 3 years</p> <p>At least 25 youth will participate in community services projects in the NRSA</p>
GOAL 3: Improve Safety and Security within the Neighborhood	<ul style="list-style-type: none"> • Conduct an assessment of pedestrian safety in the neighborhood, including street crossings, lighting, signalization, school zone signage, and vehicular traffic/pedestrian separation • Assist in developing improved police/neighbor relations by including police presence and participation in neighborhood meetings and events whenever feasible • Include youth and Police and South King County Fire and Rescue programs starting in elementary schools • 		<p>At least 3 recommendations of the Pedestrian Safety Assessment are implemented within 2 years</p> <p>Neighbors will express a greater satisfaction with safety in the Well-being survey</p> <p>Crime data will show reduced rates over the next five years</p> <p>Police will participate in at least four community events or resource fairs per year within the NRSA area</p>
LONG-TERM EMPOWERMENT GOALS			
GOAL 4: Strengthen the Economic Vitality	<ul style="list-style-type: none"> • Survey business owners in the neighborhood 		<p>At least one business/year in the area will have invested in</p>

PRIMARY EMPOWERMENT GOALS	INITIAL PLANNED ACTIVITIES	Strategic Partners / Potential Resources	5-YEAR OUTCOME MEASURES
of the Neighborhood	<p>to determine their interest in receiving TA and/or loan assistance for starting or growing their businesses</p> <ul style="list-style-type: none"> • Support and encourage partnerships which provide training and job preparation assistance to youth entering the workforce • Market the CDBG Program’s MSC YES Program and youth employment programs to youth in the neighborhood • Assess the potential for redevelopment/development of existing commercially-zone properties in the NRSA • Survey residents to determine their interest in needed businesses and services • Encourage businesses to meet the area needs including health welfare 		<p>improving or expanding their businesses through assistance from the City Commercial Loan Program, Exterior Improvement Program or ED Technical Assistance Program</p> <p>At least 3 persons/year from the NRSA are enrolled in one of the 2 CDBG-funded Economic Development Programs</p> <p>The number of businesses operating in the community will increase</p> <p>Community programs will assist youth from the neighborhood to obtain a GED or employment. At least 2 youth will obtain a GED or employment in the first year; and in each subsequent year over the five years, an additional 2 youth will be assisted over the previous year (30 youth over 5 years)</p>
GOAL 5: Improve the Housing Stock	<ul style="list-style-type: none"> • Target marketing of the City’s CDBG housing repair program to increase homeowner participation in the NRSA neighborhood • Explore the potential for establishing a “Paint 		<p>Use of City Rehabilitation Program (or handicapped accessibility retrofit funds) assistance in the NRSA area</p>

PRIMARY EMPOWERMENT GOALS	INITIAL PLANNED ACTIVITIES	Strategic Partners / Potential Resources	5-YEAR OUTCOME MEASURES
	<p>your Neighborhood” Program that involves community participation</p> <ul style="list-style-type: none"> • Work with Puget Sound Energy to conduct Energy Audits and seek Weatherization funds to supplement City repair funds 		will increase by rehabilitation of an additional 10 homes in the neighborhood
<p>GOAL 6: Improve the Neighborhood Setting</p>	<ul style="list-style-type: none"> • Work with residents of the neighborhood to determine priorities for improving and developing parks and recreational facilities serving the neighborhood • Initiate community-based planning effort to consider improvements to Laurelwood Park to increase its use for neighborhood gatherings • Support and encourage the development of community-driven events • Use the City’s Code Compliance Program to remove blighting influences in the neighborhood • To help build community pride, work with residents of the neighborhood to determine locations for the development of community gardens • Promote the area through Public Access Channel and City website • Paint and improve 288th and Military Intersection • Add historical name signage throughout the NRSA 		<p>Complete one significant project or activity per year that will improve the neighborhood (such as a physical improvement or a project which helps establish a “sense of place” for the neighborhood)</p> <p>Community members will express a greater satisfaction with their neighborhood in the Well-being Survey</p> <p>The number of code compliance actions taken annually in the neighborhood will increase</p>

OTHER POTENTIAL ACTIVITIES

The above actions represent a strong beginning toward meeting many of the needs identified in the Needs Assessment. They do not, however, address all of those identified needs; and several important needs will remain unresolved. In order to take advantage of opportunities that may arise over the 5 years of the NRSA Plan and to offer alternative steps that could be taken by participants involved in on-going planning for the area, the following outlines some of the potential actions that could be considered:

EMPOWERMENT GOALS	OPTIONAL ACTIVITIES
GOAL 1: Empower Residents to Improve their Neighborhood through Community-based Activities	<ul style="list-style-type: none"> • Establish a major fund source for small improvement projects in the area • Provide funds to create a community-based organization to work toward implementation of major improvements to the community
GOAL 2: Provide Expanded Opportunities for Youth to Succeed	<ul style="list-style-type: none"> • Seek funding for a YouthBuild Program to provide entry level job skills development in the construction trades • Provide a van to transport youth in the area to programs outside of the area • Work with community partners to create a permanent space for youth programs in the NRSA
GOAL 3: Improve Safety and Security within the Neighborhood	<ul style="list-style-type: none"> • Broaden the pedestrian walkways along Military Road and significantly increase the barriers between vehicles and pedestrians • Promote the use of Block Watch and recruit and train residents to serve as Captains
GOAL 4: Strengthen the Economic Vitality of the Neighborhood	<ul style="list-style-type: none"> • Encourage the development of additional businesses in the neighborhood to provide better access to services/provide economic development assistance to support the inclusion of new jobs occupied by NRSA low and moderate income persons
GOAL 5: Improve the Housing Stock	<ul style="list-style-type: none"> • Establish a “Paint your Neighborhood” Program that involves community participation • Survey households with disabled persons and offer rehabilitation assistance to retrofit homes and apartments for accessibility • Seek additional funding for vouchers to serve currently unserved but rent-burdened renters in the neighborhood

EMPOWERMENT GOALS	OPTIONAL ACTIVITIES
	<ul style="list-style-type: none"> • Seek resources to improve/redevelop the manufactured housing site within the area. • Establish a rental rehab program for multi-family and single family units in the neighborhood
GOAL 6: Improve the Neighborhood Setting	<ul style="list-style-type: none"> • Develop or improve trails to improve access throughout the neighborhood and to access local businesses and services • Develop bike access to local businesses and services • Study the feasibility of developing a community center, library, and garden at Laurelwood Park • Study the potential for creating a neighborhood greenway (similar to Westway/Twin Lakes)

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8. RESOURCES - FINANCIAL AND PROGRAM

Potential Financial Resources

South King County United Way (Advancing Leadership funding)

WA State Housing Trust Fund

King County HOME Consortium

City 108 Loan financing

City CDBG

City General Fund

City Housing Rehabilitation Program

Washington State DSHS

Seattle/King County Public Health

“Build the Bridge” (CHI Franciscan Health matching fund)

Vision of Community Fellowship (matching fund)

The Seattle Foundation

King County Housing Development Consortium

Lake Haven Utility District

Puget Sound Regional Council

Federal Way Chamber of Commerce

King County Economic Development Council

Private Businesses in NRSA

King County Community & Human Services CDBG Capital (Economic Development)

Washington State Housing Finance Commission

Potential Program Resources

King County Housing Choice Vouchers

South King County Health District

Sound Transit (bus passes)

Local Churches

Federal Way Senior Center

Computer Center (reference correct???)

Communities in Schools

Neighborhood Schools & PTAs

YouthBuild

Habitat for the Humanity

King County Housing Authority Manufactured Homes for potential preservation of Camelot Mobile Home Park

South King County Human Services

Highline Community College Small Business Development Center

Non-profit Organizations (not previously noted above):

Federal Way Boys and Girls Club

Kent Youth and Family Services

Auburn Youth Resources

Catholic Community Services

Valley Cities Mental Health Treatment

Washington State DSHS CSO

One America

Multi-Service Center

Federal Way Public School District

DAWN

Habitat for the Humanity

St. Vincent de Paul

Potential Human Resources

Local Churches

Area Non-profit Organizations

AmeriCorps

APPENDIX

Community Meeting Survey and Survey Results

Key Informant Individual Survey and Survey Results

High School Community Conversations

Inventory of Businesses in the NRSA

Crime Statistics (Federal Way and NRSA)