



CITY OF BELLEVUE

In Partnership with the
University of Washington

COMMUNITY ENGAGEMENT STRATEGY FOR RESIDENTS OF MULTI-FAMILY HOUSING

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Livable City Year 2018–2019
in partnership with
City of Bellevue

Spring 2019



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City of Bellevue
www.washington.edu/livable-city-year/



The LCY student team with instructor Richard Conlin (left), Bellevue Towers Homeowners Association Board President Ed Anderson (second from right), and his wife, Sharon Anderson (right). MARK HEILMAN

Student researchers in URBDP 562, Introduction to Neighborhood Planning and Community Development

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ACKNOWLEDGMENTS

This project would not have been possible without the dedication of City of Bellevue staff. We particularly thank Mark Heilman, Neighborhood Outreach Manager for the City of Bellevue’s Department of Community Development, and Mike McCormick-Huentelman, Assistant Director in Community Development, who is responsible for Neighborhood Services. We would also like to thank Ed Anderson, the Homeowners Association Board President of Bellevue Towers, Kayla Young, Andrew’s Glen Resident Support Specialist, and Keith Swenson, who served as the 12 Central Square point of contact.

We are particularly indebted to Keith Swenson, who volunteered his time and enthusiasm to work with our group. As our community contact, he spent hours answering our questions, joining us for survey administration, and touring 12 Central Square for our benefit. Thank you, Keith, for your dedication to the public process and the education of UW’s student body. You are an inspiration!

To all the residents who took time to complete our surveys: THANK YOU. Your efforts are deeply appreciated, and we hope that they will influence meaningful change for a more inclusive public process in Bellevue. We value your time and cherish your honesty.

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TABLE OF CONTENTS

About Livable City Year	i.
About Bellevue	ii.
Bellevue 2035	iii.
Executive Summary	01
Introduction	03
Methods	09
Case Studies	11
Survey Methodology	17
Survey Results	23
Recommendations	31
Conclusion	45
References	47
Appendices	49

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Recommended citation: Gamble, Isis Moon. *Community Engagement Strategy for Residents of Multi-Family Housing*. Seattle: University of Washington, Livable City Year. 2018–2019.

ABOUT LIVABLE CITY YEAR

The University of Washington's Livable City Year (LCY) initiative is a partnership between the university and one local government for one academic year. The program engages UW faculty and students across a broad range of disciplines to work on city-defined projects that promote local sustainability and livability goals. Each year hundreds of students work on high-priority projects, creating momentum on real-world challenges while serving and learning from communities. Partner cities benefit directly from bold and applied ideas that propel fresh thinking, improve livability for residents, and invigorate city staff. Focus areas include environmental sustainability; economic viability; population health; and social equity, inclusion and access. The program's 2018–2019 partner is the City of Bellevue; this follows partnerships with the City of Tacoma (2017–2018) and the City of Auburn (2016–2017).

LCY is modeled after the University of Oregon's Sustainable City Year Program, and is a member of the Educational Partnerships for Innovation in Communities Network (EPIC-N), an international network of institutions that have successfully adopted this new model for community innovation and change. For more information, contact the program at uwlcyl@uw.edu.



ABOUT CITY OF BELLEVUE

Bellevue is the fifth largest city in Washington, with a population of more than 140,000. It's the high-tech and retail center of King County's Eastside, with more than 150,000 jobs and a skyline of gleaming high-rises. While business booms downtown, much of Bellevue retains a small-town feel, with thriving, woodsy neighborhoods and a vast network of green spaces, miles and miles of nature trails, public parks, and swim beaches. The community is known for its beautiful parks, top schools, and a vibrant economy. Bellevue is routinely ranked among the best mid-sized cities in the country.

The city spans more than 33 square miles between Lake Washington and Lake Sammamish and is a short drive from the Cascade Mountains. Bellevue prides itself on its diversity. Thirty-seven percent of its residents were born outside of the US and more than 50 percent of residents are people of color, making the city one of the most diverse in Washington state.

Bellevue is an emerging global city, home to some of the world's most innovative technology companies. It attracts top talent makers such as the University of Washington-Tsinghua University Global Innovation Exchange. Retail options abound in Bellevue and artists from around the country enter striking new works in the Bellwether arts festival. Bellevue's agrarian traditions are celebrated at popular seasonal fairs at the Kelsey Creek Farm Park.

Bellevue 2035, the City Council's 20-year vision for the city, outlines the city's commitment to its vision: "Bellevue welcomes the world. Our diversity is our strength. We embrace the future while respecting our past." Each project completed under the Livable City Year partnership ties to one of the plan's strategic areas and many directly support the three-year priorities identified by the council in 2018.



**BELLEVUE 2035:
THE CITY WHERE YOU WANT TO BE**

Community Engagement Strategy for Residents of Multi-Family Housing supports the High Performance Government target area of the Bellevue City Council Vision Priorities and was sponsored by the Department of Community Development.



HIGH PERFORMANCE GOVERNMENT

Bellevue is characterized by high performance government. Our residents live in a safe, clean city that promotes healthy living. The perception of safety contributes to the success of businesses and neighborhoods. Police, fire and emergency personnel are seen by citizens every day, and we ensure that these services reflect high standards and pride.

People are attracted to live here because they see that city government is well managed. Our high quality of customer service ensures that residents realize a direct link between their tax dollar investments and the services they receive. We make public investments wisely, assuring taxpayers that we are living within our means, while also ensuring that we have superb infrastructure to support growing businesses and desirable residential opportunities. We have beautiful public buildings that residents point to with pride. Government plays its role in supporting the careful balance of neighborhoods, commercial and retail growth, diverse residential living opportunities, and amenities that characterize Bellevue. City leadership fosters careful, long-term planning, responsible financial policy, and thoughtful partnerships with businesses, the nonprofit sector, and the region.

We seek input from our residents and businesses, and this input informs city decision-making. We make decisions in a transparent manner. We support public engagement and connectivity. Bellevue does its business through cutting-edge technology. City government uses technology to connect with its residents, giving them voice in their community. Our boards, commissions, and other citizen advisory groups assist the City Council in providing superior leadership by representing the diverse interests of the city and providing thoughtful and creative ideas that assure sound policy direction and decisions.

Our residents care for Bellevue. They speak up and collectively work to address our mutual needs. In Bellevue, our commitment to public service is paramount. Our residents know that their local government listens, cares about, and responds to them.

**BELLEVUE 2035:
THE CITY WHERE YOU WANT TO BE**

*Bellevue welcomes the world. Our diversity is our strength.
We embrace the future while respecting our past.*

The seven strategic target areas identified in the Bellevue City Council Vision Priorities are:



ECONOMIC DEVELOPMENT

Bellevue business is global and local.



TRANSPORTATION AND MOBILITY

Transportation is both reliable and predictable. Mode choices are abundant and safe.



HIGH QUALITY BUILT AND NATURAL ENVIRONMENT

From a livable high-rise urban environment to large wooded lots in an equestrian setting, people can find exactly where they want to live and work.



BELLEVUE: GREAT PLACES WHERE YOU WANT TO BE

Bellevue is a place to be inspired by culture, entertainment, and nature.



REGIONAL LEADERSHIP AND INFLUENCE

Bellevue will lead, catalyze, and partner with our neighbors throughout the region.



ACHIEVING HUMAN POTENTIAL

Bellevue is a caring community where all residents enjoy a high quality life.



HIGH PERFORMANCE GOVERNMENT

People are attracted to living here because they see that city government is well managed.

For more information please visit: <https://bellevuewa.gov/city-government/city-council/council-vision>

EXECUTIVE SUMMARY

As a city that will soon transition to having more multi-family units than single-family homes, the City of Bellevue tasked a research group of University of Washington students to identify the most effective ways to conduct community outreach with multi-family developments and communities. The research team examined case studies, assessed demographic information, talked with property managers of three apartment buildings, and conducted a community survey among residents. While the research team was divided into three sub-teams to conduct analyses of the three buildings, the whole team worked together to develop the survey, analyze data, and develop recommendations to provide to City staff.

After engaging with three very different building complexes and having different experiences with each community, the research team presented recommendations to City staff in early June 2019. The recommendations and best practices developed from the background research and resident interactions are outlined in this report.

The research team found that although the needs of multi-family residents and communities are not the same as the needs of single-family homeowners, their interests are very similar. The common misconception that renters lack passion for community involvement is misguided. Many multi-family unit residents are excited about the prospect of becoming more involved in the city and local planning practices, but have felt historically excluded from these processes. Additionally, the time, location, and topic of community engagement events tend to be less accessible for multi-family renters, especially those with low incomes, new immigration status, or lower levels of familiarity with the English language.

Many multi-family unit residents are excited about the prospect of becoming more involved in the city and local planning practices, but have felt historically excluded from these processes.

In order to address these inequities, the research team recommends that the City of Bellevue restructure the way that it conducts community outreach and look into more non-normative ways of engagement. We recommend that Bellevue City staff invest in further research into outreach methods to multi-family communities and work alongside residents to determine accessible times, locations, and topics of outreach events. We also recommend that City staff invest in utilizing the existing social networks of communities and connect with apartment homeowners association members, key community leaders, and apartment staff to create outreach networks and strategies. Additionally, we recommend that passionate community members and residents be given opportunities to become community liaisons, as part of a program that the City can create in partnership with residents. We believe that by critically assessing current strategies and redeveloping processes to meet the contextual needs of multi-family residents, the City of Bellevue can reach its residents in a more equitable and meaningful way. This will not only further City planning goals, but also build confidence and skills for residents.



Community meeting at Bellevue City Hall, 2018
CITY OF BELLEVUE

INTRODUCTION

CITY AND PROJECT GOALS

Although the City of Bellevue has strong commitments to community engagement, most of its community engagement practices have been developed to reach owners of single-family homes and long-term residents which has historically included most of the Bellevue community. As Bellevue has grown over the last several decades, an increasing number of multi-family residences have been added. More than 75% of multi-family unit residents are renters, and renters and multi-family housing residents have different interests, needs, and modes of communication from those of single-family communities. The research team was tasked to answer questions centered on effective modes of outreach and engagement with renters in multi-family units to strengthen the connections between the City of Bellevue and these residents. The research team examined the current assets and community networks of multi-family renters, where these renters look to for pertinent information regarding their communities and city services, and what they feel is necessary to know in order to be active participants in the City of Bellevue.



Bellevue Towers (the highest buildings shown) are high-income condominiums in the heart of downtown Bellevue. LCY STUDENT TEAM

This project reviewed and considered the strategies that could be adopted by the City to strengthen public engagement in multi-family communities. Three multi-family properties were identified as research case studies, selected for their varying characteristics and locations throughout the city:

- **12 Central Square:** a market rate apartment complex of 204 units north of the city center. The 1,250 square feet, two-bedroom apartments are listed between \$2,675 and \$2,965. The apartments offer a variety of amenities, including a pool and a garden for residents to enjoy.
- **Bellevue Towers:** high-income condominiums in the city center that include 539 units ranging in cost from \$800,000 to \$4.5 million. Most of its units are owner occupied, but many owners rent out their apartments. Additionally, a large number of apartments are vacant for many months of the year and are owned by either foreign investors, who rent the units, or by individuals who use them as a second residence.
- **Andrew's Glen:** a low-income development in the Factoria neighborhood that is managed by Imagine Housing. This property includes 20 apartment homes for formerly homeless veterans at or below 30% of area median income, and 20 apartment homes for other residents earning between 40% and 60% of area median income.

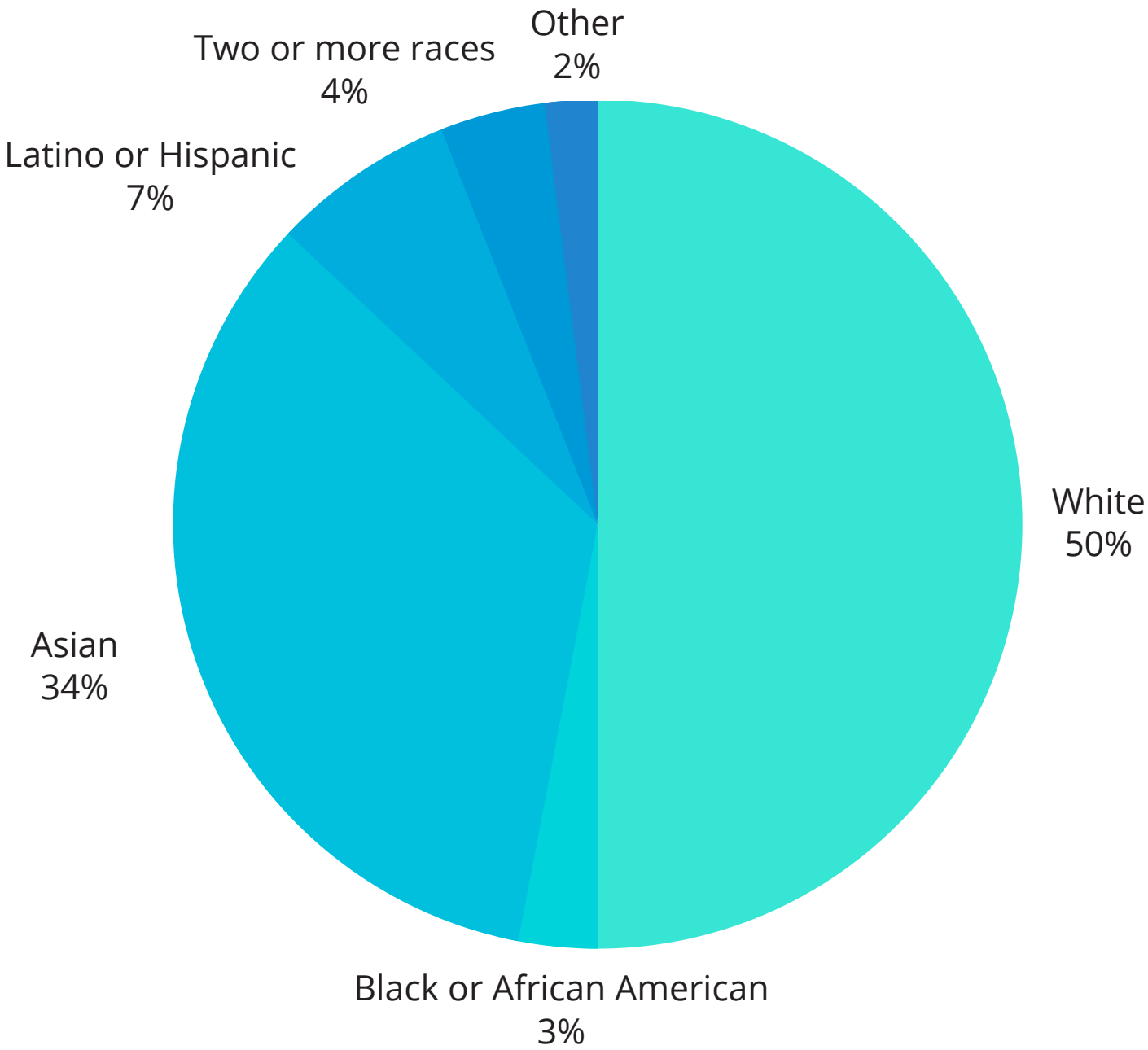
This report outlines best practices and case study examples for public engagement techniques, presents findings from a field study that incorporated a survey to learn more about residents and their preferences regarding community engagement, and concludes with recommendations for the City to consider that might improve communication between multi-family residents and the City of Bellevue.

GROWTH AND CHANGE

Originally planned predominantly for automobile travel and suburban homes, Bellevue is now one of the region's targeted urban growth centers, leading to a new focus on multi-family development and public transit. While growth in Bellevue has historically been driven by the connection to Seattle via the floating bridge, the future of its growth is dependent on the expansion of the Link Light Rail that will be coupled with transit-oriented housing clustered near stations in previously under-populated portions of the city. In addition to these future housing units, which will consist of significant quantities of multi-family units, the current housing stock already includes more than 27,000 units of multi-family housing, representing almost half of the total available housing units citywide. This ratio is proportionately higher than county averages and represents the Bellevue living experience for thousands of families. Despite this substantial population of multi-family households, outreach and engagement techniques from the City tend to favor single-family residences. For example, the traditional engagement styles of hosting homeowners association meetings generally target single-family residents, since traditional urban planners believe that home-ownership is associated with interest in community events and information, which is a false assumption. In recognition of the strong and growing demographic of multi-family residents, the City seeks to improve its connection to renters and condominium dwellers by updating community engagement strategies to better reflect the needs of the community. This project is centered on working with multi-family residents to identify the most effective and relevant ways to conduct outreach.

Currently, Downtown Bellevue is not only the most densely populated neighborhood of the city, it is also one of the most rapidly growing neighborhoods in the City of Bellevue. In the year 2035, the downtown area is projected to be one of "the Northwest's most distinctive business districts, featuring a successful mix of office towers, stores, theaters, restaurants and hotels, along with such cultural facilities as museums, the regional library, and Meydenbauer Convention Center. An increasing number of people live in Downtown, where new apartment and condominium complexes are coalescing into true urban neighborhoods" (Comprehensive Plan 2015). Downtown is expected to accommodate about half of the projected growth for 2035. Based on state and regional growth factors, the population of Bellevue is projected to be 160,400 by the year 2035 (Comprehensive Plan 2015).

BELLEVUE DEMOGRAPHICS, 2017



U.S. CENSUS BUREAU, 2017 AMERICAN COMMUNITY SURVEY

As Bellevue shifts towards being a city with more residents living in multi-family units than single-family homes, the city has a host of new challenges to address.

As Bellevue shifts towards being a city with more residents living in multi-family units than single-family homes, the city has a host of new challenges to address. Bellevue's demographic makeup is also changing. Bellevue is a diverse city, in terms of ethnicity, country of origin, religion, languages spoken, and age, and is becoming even more diverse. Bellevue had a population of 122,363 people in 2010, with 40.8% of the population identified as people of color, predominately Asian-American (27.5%). As Bellevue grew to 142,200 residents in 2017, the population of people of color grew by 2017 to become equal in size to the white population. In 2010, 38% of Bellevue residents spoke a language other than English at home, and the median age of Bellevue residents was 38.5 years. This suggests the importance of considering future plans in the light of potential cultural and language barriers as well as the change to a city with a population comprised mainly of minorities.

As cultural diversity increases, Bellevue continues to be a relatively wealthy city. The median household income rose from \$81,912 in 2010 to \$105,402 in 2017 (American Fact Finder 5-Year Estimates). New multi-family housing units in Bellevue tend to be studio and one-bedroom units, reflecting a growing population of single adults. 2017 data shows a 19% increase in new one-bedroom units and an 11% decrease in new two-bedroom units between 2010 and 2017. Despite the increase in median wages, 26% of Bellevue households are cost burdened, which means they pay 30% or more of their income towards housing costs. This number is particularly significant among renters with incomes of less than \$20,000, with 84% of those residents facing cost burdens. For residents with incomes between \$20,000 and \$39,999, 75% are cost burdened. Although 13% of the Bellevue population pays under \$1,000 per month for their apartments, many of these households are cost burdened.

The research team was tasked with examining the changing nature of Bellevue's cultural and housing assets and assessing the best practices in moving forward with public engagement. In order to closely reflect Bellevue's population makeup and expected population distribution in this assessment, two of the complexes studied in this project are located downtown: 12 Central Square (adjacent to the downtown core) and Bellevue Towers (located within the core). The third complex, Andrew's Glen, is in the Factoria neighborhood south of downtown, an area that includes older commercial development as well as new employment centers.



12 Central Square apartments is a market-rate apartment complex with 204 units north of the city center. LISA JOHNSON

METHODS

In order to create practical and feasible recommendations for the City of Bellevue to conduct outreach to multi-family communities, the research team conducted two phases of research. The first phase included researching case studies and investigating effective and innovative ways of outreach. The second phase consisted of creating and conducting a survey with residents from all three apartment buildings. The team used both qualitative background research and comparative case studies, coupled with quantitative data collected from resident surveys, to draw conclusions and create recommendations.

BACKGROUND RESEARCH

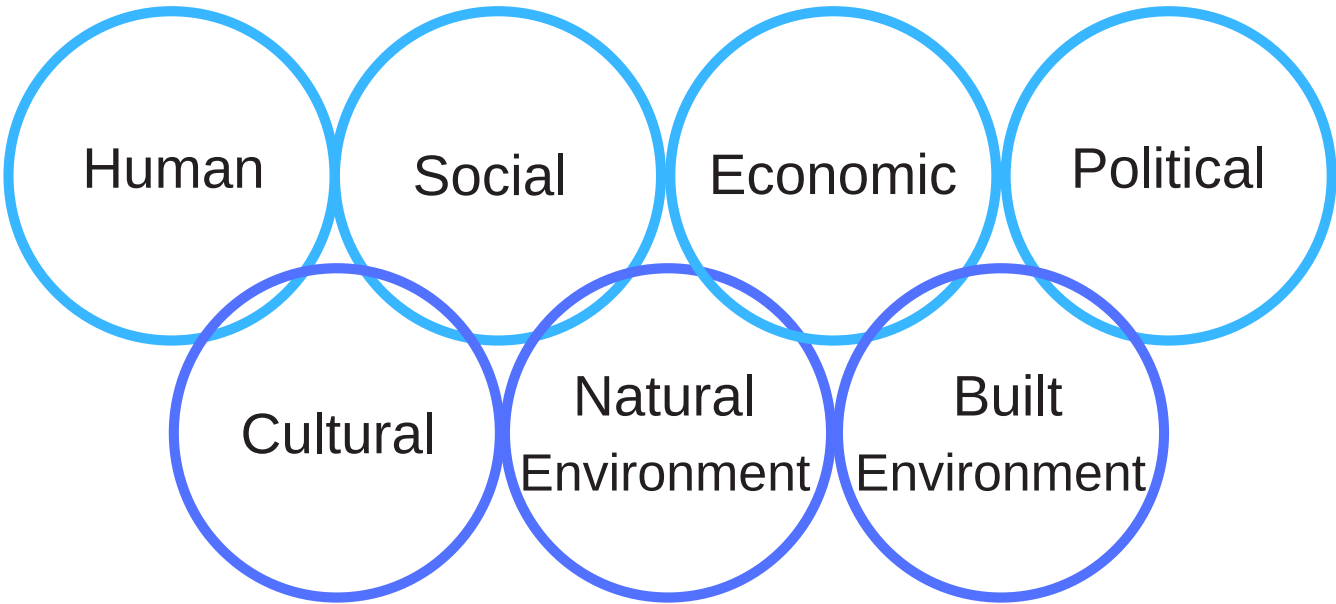
Public engagement broadly describes how the general community interacts and connects with the government. It is a strategy to give voice to the public to ensure that their opinions are recognized and considered in decision-making processes. Keeping the City of Bellevue’s objectives of determining the best methods of outreach for multi-family communities in mind, the research team explored toolkits and existing research on community development and asset-based approaches. According to Asset-Based Community Development (ABCD) principles, people are at the center of project planning and implementation. To fully understand the needs of a community, one must connect directly with people who live in the community and listen in a meaningful way. In ABCD theory, two key community assets are human and social capital. Building trust and talking to community members is essential in order to discover the intricacies of social connections and networks in a community. The research team took the principles of equitable ABCD into consideration when conducting research on outreach strategies.

To fully understand the needs of a community, one must connect directly with people who live in the community and listen in a meaningful way.

The group decided to focus on existing assets and opportunities in these buildings instead of focusing on deficits, following the ABCD approach to seeing communities as holding the key to problem solving and not approaching problem solving in a paternalistic manner, which further excludes residents from the planning process.

Another community engagement typology suggests structuring engagement through five key elements, which include thoughtful planning, effective communication, energy and time, and a consultation process (Van Dyke 2019). These elements can occur at varying levels and must be adjusted depending on the size of the group and location parameters. Additionally, since many community groups may feel that they have previously been excluded from government, a lack of trust can be a barrier. For this reason, key government stakeholders should employ thoughtful communication. The research team used these considerations as the basis for looking at the case studies.

SEVEN COMMUNITY ASSETS



The seven integral community assets, per Asset-Based Community Development principles. ISIS GAMBLE

CASE STUDIES

PORTLAND, OREGON

Since Portland is often compared to the Greater Seattle Region due to similar social, economic, and physical characteristics, the team referred to Portland's Neighborhood Planning Handbook. The 1995 City of Portland Neighborhood Planning Handbook describes strategic methods that helped engage and activate the various communities around the city. As a tool for integrating neighborhood plans into the overall comprehensive plan, this Neighborhood Planning Handbook provides techniques for identifying issues that need improvement; creating an action plan; and most importantly, continuously communicating with the residents to ensure equitable communication channels.

The Handbook is structured around an analysis of the neighborhood planning process, developing neighborhood plan elements, and conducting a needs assessment. These elements are used to formulate an action plan, which is developed within the context of citywide and regional goals. These approaches illustrate how the city values and incorporates residents' input into the planning process, which then establishes work plans and leadership roles.

The strategy in this handbook emphasizes engaging in data collection for an area before engaging with the residents, holding workshops to garner interest and ideas, and then creating recommendations for the city council as the final step. The information that is gathered through data collection helps build interpersonal relationships and trust in the committee and leadership roles, which is also an aspect of Asset-Based Community Development.

Core elements of the Portland neighborhood plans include policies, objectives, action charts, a vision statement, urban design elements, background information, and maps. Portland has been successful due to the high level of detail and specificity applied to each element in the action plan, which makes the vision statement fact-based and achievable. The overall action plan includes evidence about current conditions and priority rankings that are based on community perspectives.

As a result, Portland has a wide selection of techniques and solutions that could be utilized to implement each plan, while keeping in alignment with regional goals. Residents feel respected by the city and trust that the government is thinking about their interests and the impact of development on neighborhoods. This mindset helps augment skill building and community participation.



The City of Portland's Neighborhood Planning Handbook describes strategies to engage and activate local communities, and is a tool for integrating neighborhood plans into the city's comprehensive plan. ERIC BAETSCHER

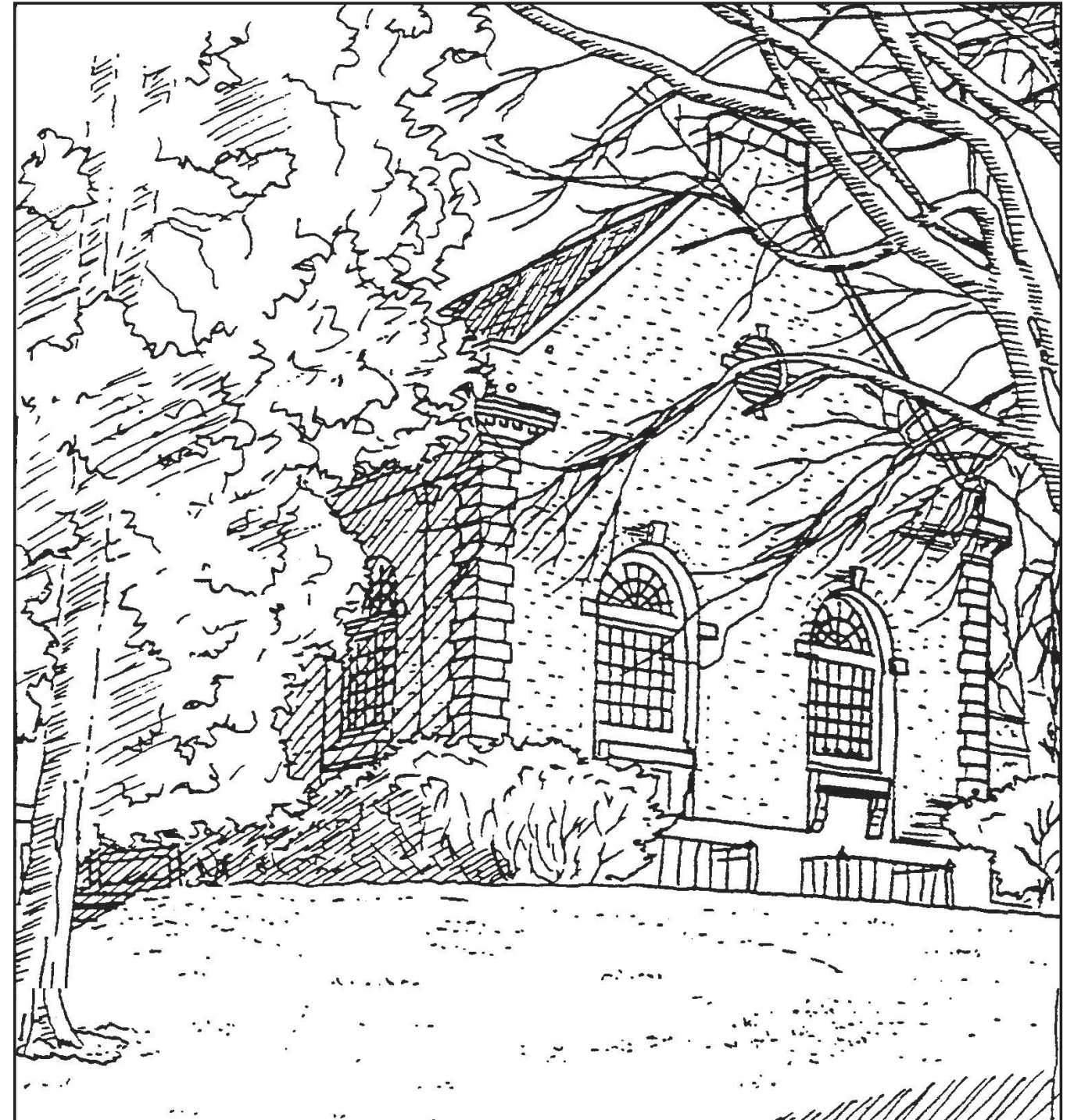
Collaborating with business owners, communicating with limited-English speakers, and sponsoring youth projects are important community outreach strategies that can increase community participation.

COLUMBIA CITY / HILLMAN CITY, WASHINGTON

In the 1970s and 1980s, the Rainier Valley suffered from a loss of retail and commercial businesses associated with economic stagnation and poverty, which negatively affected the district and its public image. The Seattle Neighborhood Planning Office launched the development of a Neighborhood Plan for Columbia City - Hillman City - Genesee in 1997, with the goal of improving the neighborhood's housing, economic development, transportation, public safety, and community livability. The Neighborhood Plan was designed to implement the Comprehensive Plan's designation of Columbia City - Hillman City as an Urban Village, where growth and development would be concentrated over time. At the time, the light rail line and associated stations had not yet been built, and numerous decisions regarding where to locate the link station and which places in neighborhoods needed improvements were yet to be made.

The outreach efforts included a community-wide survey, interviews with business owners within the community, a speaker's bureau aimed at informing non-English speakers and other hard-to-reach groups about the planning process, an issues forum, and a validation event. The City also facilitated a Photovoice project, where youth from ages 6 to 18 were asked to take pictures of places in the neighborhood that they thought needed improvements, and to make recommendations on how change should be implemented.

The Neighborhood Plan emphasized accessibility to diverse populations, including making planning opportunities available in a range of languages. Southeast Seattle has attracted many Southeast Asian immigrants and African American residents, partially due to its proximity to the nearby International District and Central District, which means that Rainier Valley includes many non-English speakers. Using a speaker's bureau, planners were able to communicate their planning process to hard-to-reach residents for whom English is not their first language. Additionally, involving youth so intensively through the Photovoice project strengthened the relationship between the City and residents while collecting data on locations needing improvement. Collaborating with business owners, communicating with limited-English speakers, and sponsoring youth projects are important community outreach strategies that can increase community participation.



Cover page from Columbia City / Hillman City, Washington Neighborhood Plan. CITY OF SEATTLE NEIGHBORHOOD PLANNING OFFICE

NEW YORK, NEW YORK

New York City is a strategically important place to look for examples of community engagement techniques, because more than 80% of New York’s housing units are multi-family, and the City has a long history of developing and experimenting with engagement techniques to connect with its residents. New York’s public health initiatives offer opportunities to learn how to target community participation in designing some of the most personal and critical services (American Community Survey 2017). In May of 2017, the Department of Health and Mental Hygiene produced a report outlining a framework and a set of core principles that inform the engagement efforts. Key takeaways from this report include an emphasis on intentional goal and outcome development during planning phases and a long-term model for building empowered relationships in the community. The report is based on a shared leadership mentality, and emphasizes that this strategy requires the investment of significant resources, including time and money.

The New York City report stresses the importance of intentional decision-making with engagement. After defining agency values and principles related to outreach, this report lists 22 “key considerations” that function as guidelines for all staff participating in engagement efforts. More than one-third of these key considerations occur before the outreach takes place. The Department of Health and Mental Hygiene significantly emphasizes the development of internal resources to clarify the purpose, goals, and desired outcomes from each outreach effort. In a shared leadership model, the City then asks for significant participation from community members. This means that the quality of each interaction is very important. If members of staff arrive unprepared to meetings, fail to clarify goals during an initiative, or forget to report on outcomes after precious time has been invested, community relationships can quickly deteriorate. City staff must be knowledgeable about the community they are working with and be strategic to maximize the benefits received from interactions.

A second core focus of this report is building a diverse network of partnerships and relationships across the target community. Similarly to the principles outlined in Arnstein’s ladder of participation, the New York City report categorizes acceptable engagement methods as outreach, consultation, collaboration, and shared leadership (Arnstein 1969). Outreach efforts can require one-way communication flows to disseminate

information, and this is helpful for City agencies to gain established and effective lines of communication when unidirectional notifications are necessary. However, networks are best built through collaborative and shared leadership efforts, which involve empowered relationships and delegation of decision-making to achieve community goals. These engagement efforts allow community members the opportunity to identify their own problems, rather than listening to City staff explain decisions that may seem detached and inflexible. A combination of the four types of interactions, all with clear communication, is key to building the long-term strength of an effective community partnership.



A 2017 report produced by New York City’s Department of Health and Mental Hygiene lists 22 “key considerations” that function as guidelines for all staff participating in engagement efforts. FRANCISCO DIEZ

SURVEY METHODOLOGY

The team created a survey intended to spark conversation with residents and uncover issues of concern, current access points for local news and city information, and overall impressions of the city and its current outreach efforts.

This project was conducted over the course of approximately two months, from the beginning of April through the beginning of June 2019. The sample size we were able to achieve in this limited time frame does not constitute a statistically significant representation of Bellevue multi-family residents, and instead offers a window of insight into this diverse community that the City can build upon to develop meaningful engagement with residents.

Although the survey addresses three very different communities, it was developed and designed as a single survey that would enable a standardized comparison of the responses among the three communities. The research team focused on existing modes of engagement and communication, as well as new opportunities that the City of Bellevue can tap into. In order to identify these assets and opportunities, the survey asked questions about languages spoken, housing tenure in Bellevue, public issues of interest, public services residents have interacted with, where residents get information about public services, perceived barriers to engagement, and what types of communication or outreach they would like to see more of in their community. Survey respondents were also asked how well they believe the City of Bellevue responds to their concerns or feedback, and to pinpoint on a map where the community that they identify with is located.



Each year, the University of Washington's Livable City Year (LCY) program partners with a local government to advance livability and sustainability in that community. This year, LCY partnered with Bellevue on over 30 projects. In this class, students are conducting a survey on effective community engagement for people in multifamily housing to interact with local government. The results of this anonymous survey will be analyzed by the class to formulate "best practice" guidelines for the city. Your responses will help show the City of Bellevue how they can best communicate with you about issues you care about. We are excited to hear from you and invite you to sign up to receive our final report.

SURVEY

- 1. What languages are spoken in your home? _____
- 2. What languages are spoken in your neighborhood? _____
- 3. How long have you lived in Bellevue? _____
- 4. Is this your primary residence? (Optional) Yes No
- 5. What public issues interest you the most? Select your top three.
 - ☐ Education
 - ☐ Transportation (roads / bike lanes / sidewalks)
 - ☐ Public transit (buses / light rail)
 - ☐ Parks
 - ☐ Environmental concerns
 - ☐ Other: _____
 - ☐ Physical development (construction / buildings)
 - ☐ Economy
 - ☐ Safety
 - ☐ Food access
 - ☐ Equity
- 6. What public services have you received information about the City from? Select all that apply.
 - ☐ Public school system
 - ☐ Utilities
 - ☐ Traffic / parking enforcement
 - ☐ Events or festivals
 - ☐ Other: _____
 - ☐ Public meeting attendance
 - ☐ Library membership
 - ☐ Employee
 - ☐ Public transportation

The LCY student team wrote and administered this 10-question resident survey at both 12 Central Square and Andrew's Glen apartments.
LCY STUDENT TEAM

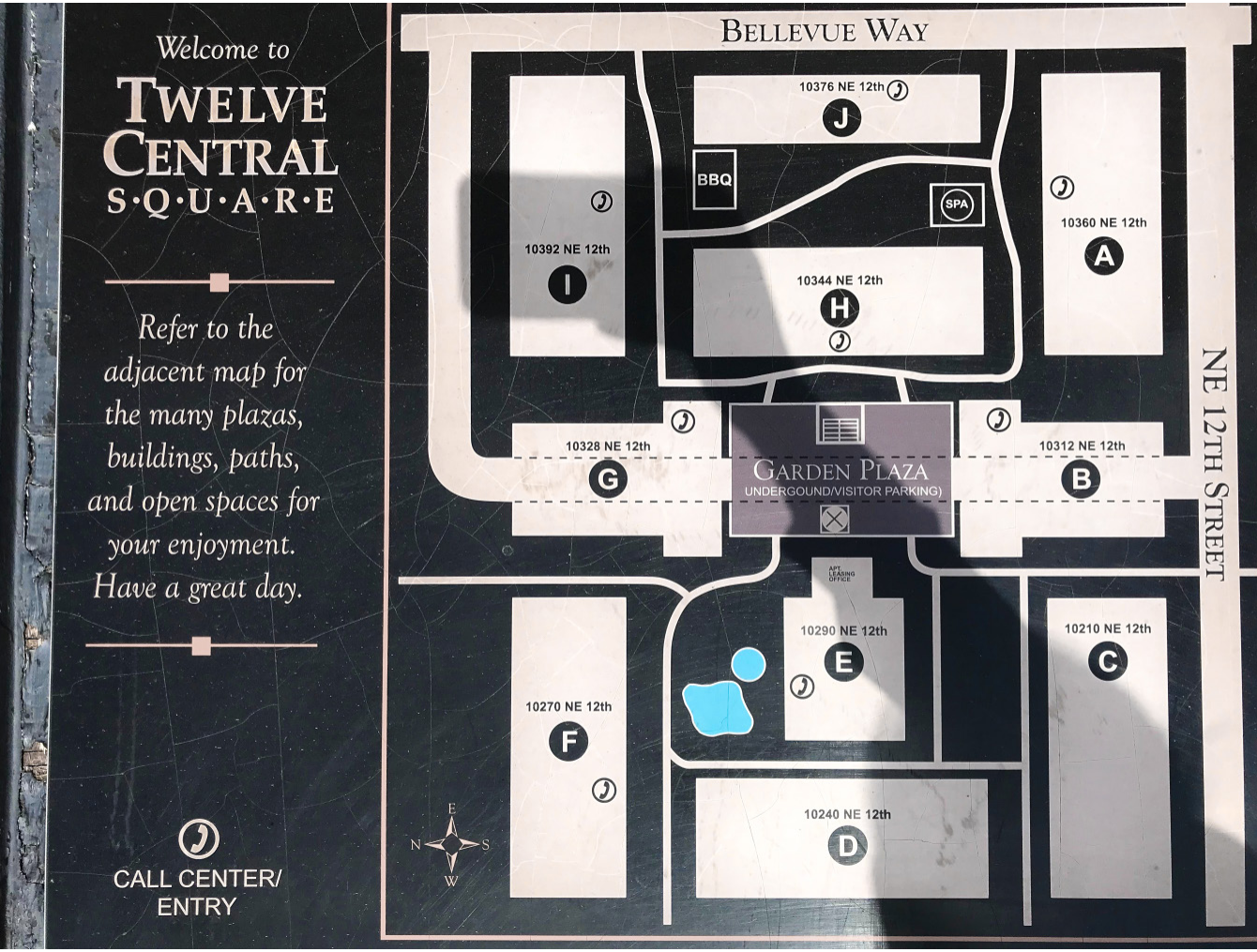
12 CENTRAL SQUARE SURVEY

The group of students that studied the community of 12 Central Square made four visits to the site, with the first visit consisting of a whole class tour to all three sites. The 12 Central Square team then conducted an extended site walkthrough with Keith Swanson, a local resident, and interviewed him about his experiences living in this building and his history in local government and politics. Together, Mr. Swanson and the team crafted a strategy for administering a survey to 12 Central Square residents. They selected one weekday evening and one weekend daytime session when the team could set up a table at the central plaza. Mr. Swanson attempted to engage the building's management staff for the study as well, but ultimately, staff members were not comfortable with being interviewed for the project or assisting with promotion of the survey.

The team collected 13 completed written surveys, which is fewer than the original goal of more than 20 survey results. Issues of weather and the dispersed nature of the complex's site plan likely contributed to the lower level of participation. Nevertheless, the conversations and interactions experienced during this process uncovered opportunities for improved engagement strategies for Bellevue.

BELLEVUE TOWERS SURVEY

The group of students that studied Bellevue Towers began by conducting a lengthy interview with Ed Anderson, President of the Homeowners Association. Mr. Anderson helped them to understand some of the challenges that this community faces. He expressed regret that he did not know more about the residents of his own community, because he did not know how to collect demographic data from them. However, he was able to identify some of the strategies that may or may not work in the community. He confirmed that the community does not usually have large, civic-engagement meetings in their building. Few residents come to other local engagement activities, such as larger community meetings on development. He also noted that the City regularly engages in forms of communication, but does not usually follow up with residents after they have participated in engagement. Generally, residents of Bellevue Towers do not use opportunities for in-person engagement and may not be receiving effective digital communications either.



The LCY student team made four visits to 12 Central Square apartments to conduct surveys and work closely with local resident Keith Swanson. KHANH LE

After the initial interview with Mr. Anderson, the team considered the engagement methods that would work best for Bellevue Towers. Some key elements that appear to be relevant include ensuring that engagement materials are provided in commonly spoken languages in the community, and going to the community for meetings and relationship building rather than asking the residents to come to locations designated by the City. One of the unique aspects of Downtown Bellevue is that there does not appear to be a strong relationship to the City government among residents; residents may attend cultural events in downtown, but residents have few spaces to engage with the City and with each other on neighborhood issues. After discussions with Mr. Anderson, the team theorized that the high-rise nature of the buildings in Downtown may deter some residents from venturing out of the buildings, suggesting that digital communication could be the best way to communicate with them. Finally, residents are at risk of being over-surveyed because there are many proposed plans and actions that are organized by different agencies, which can result in residents avoiding and ignoring efforts to contact them. Therefore, consideration for innovative forms of outreach is suggested.

Following the research phase, the team asked Mr. Anderson if they could conduct the survey in the lobby of Bellevue Towers. The team believed this approach would enable them to survey a random sample of residents. Mr. Anderson was not receptive to the lobby approach and suggested as an alternative that the team survey the Bellevue Towers Homeowners Association. The LCY team was concerned that this approach would hinder their ability to capture the views of the diverse occupants of the complex, which consists of more than 500 units, including some rentals. The team was therefore unable to survey residents of Bellevue Towers and instead developed its recommendations using academic research and its best judgment.

ANDREW’S GLEN SURVEY

The group of students that studied the Andrew's Glen development had opportunities to build rapport with the community and attended both a community dinner and a community “snack time” event, through which they were able to gather 13 completed surveys. While this team also received fewer completed surveys than they initially anticipated, the team believes that this is an indication of the barriers to effective outreach for low-income residents living in multi-unit communities. The team also notes that a considerable proportion of the residents participated, since this is a relatively small complex that only has 40 units. The 13 surveys that were submitted were fully completed and provide interesting information regarding current avenues of communication and what community members would like to see happen.



The LCY student team attended community events at Andrew's Glen apartments to survey the residents. KING COUNTY HOUSING AUTHORITY

SURVEY RESULTS

Due to the lack of participation for the survey from Bellevue Towers, the research team only attained responses from 12 Central Square and Andrew's Glen. The data gathered from these different communities provide interesting insight into multi-family residents' experiences with the City of Bellevue.

12 CENTRAL SQUARE

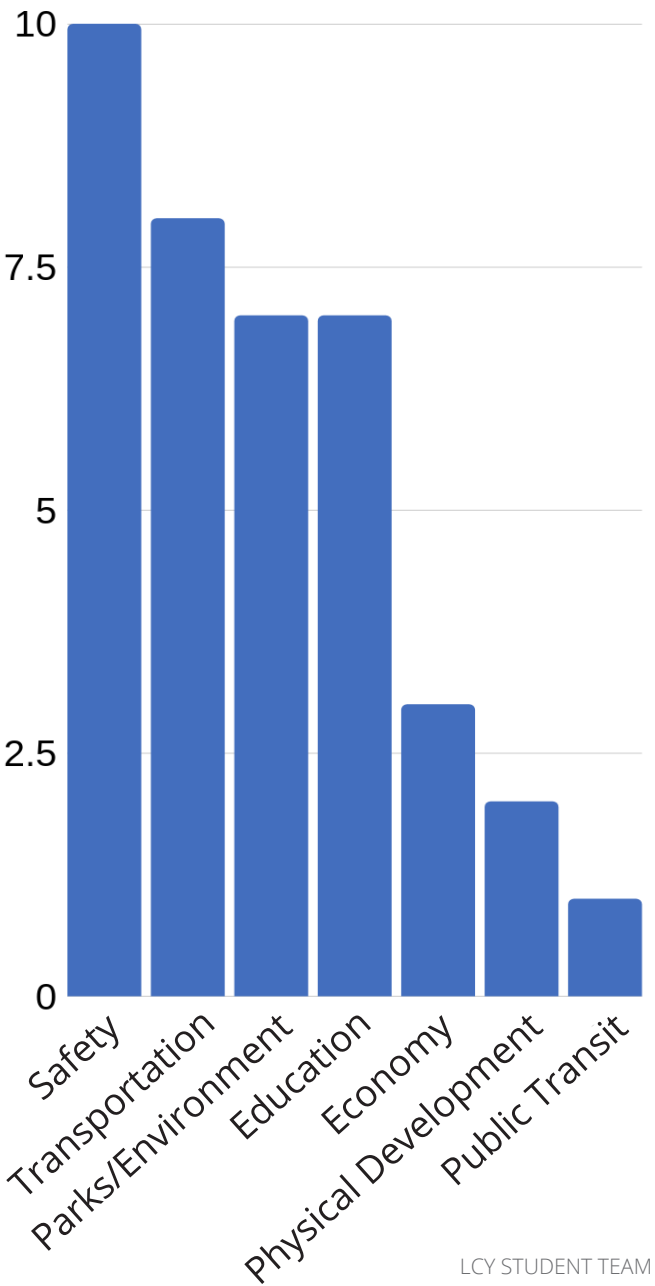
Survey respondents at 12 Central Square include speakers of three different primary languages: nine English respondents, three Japanese respondents, and one German respondent. These residents identified at least five other languages spoken in their community, including Hindi, Ukrainian, Russian, Chinese dialects, and Spanish. Contrary to the common assumption that multi-family residents are transient, these residents have lived in Bellevue for an average of 28 years. They report caring about issues of safety, education, transportation, and the environment. Their interactions with public services primarily include events and festivals, visiting the library, public schools, parking/traffic enforcement, utilities, and attending public meetings.

Respondents indicate that they access information regarding city news and services primarily through newsletters, the City website, newspapers, and conversations with friends and neighbors. Respondents list a variety of reasons that limit their public involvement, and notably mention "transportation" and a "physical disability" as barriers to participation. When asked about the types of outreach that they would like to see, respondents expressed preferences for different forms of mailings, as well as both formal meetings and informal gatherings. Respondents either feel that Bellevue is doing a "mostly good" job of responding to citizen concerns or they feel neutrally about the City's response, and no one feels dissatisfaction with current outreach.

When asked about the types of outreach that they would like to see, respondents expressed preferences for different forms of mailings, as well as both formal meetings and informal gatherings.

12 CENTRAL SQUARE (N=12)

*What public issues interest you the most?
Select your top three.*

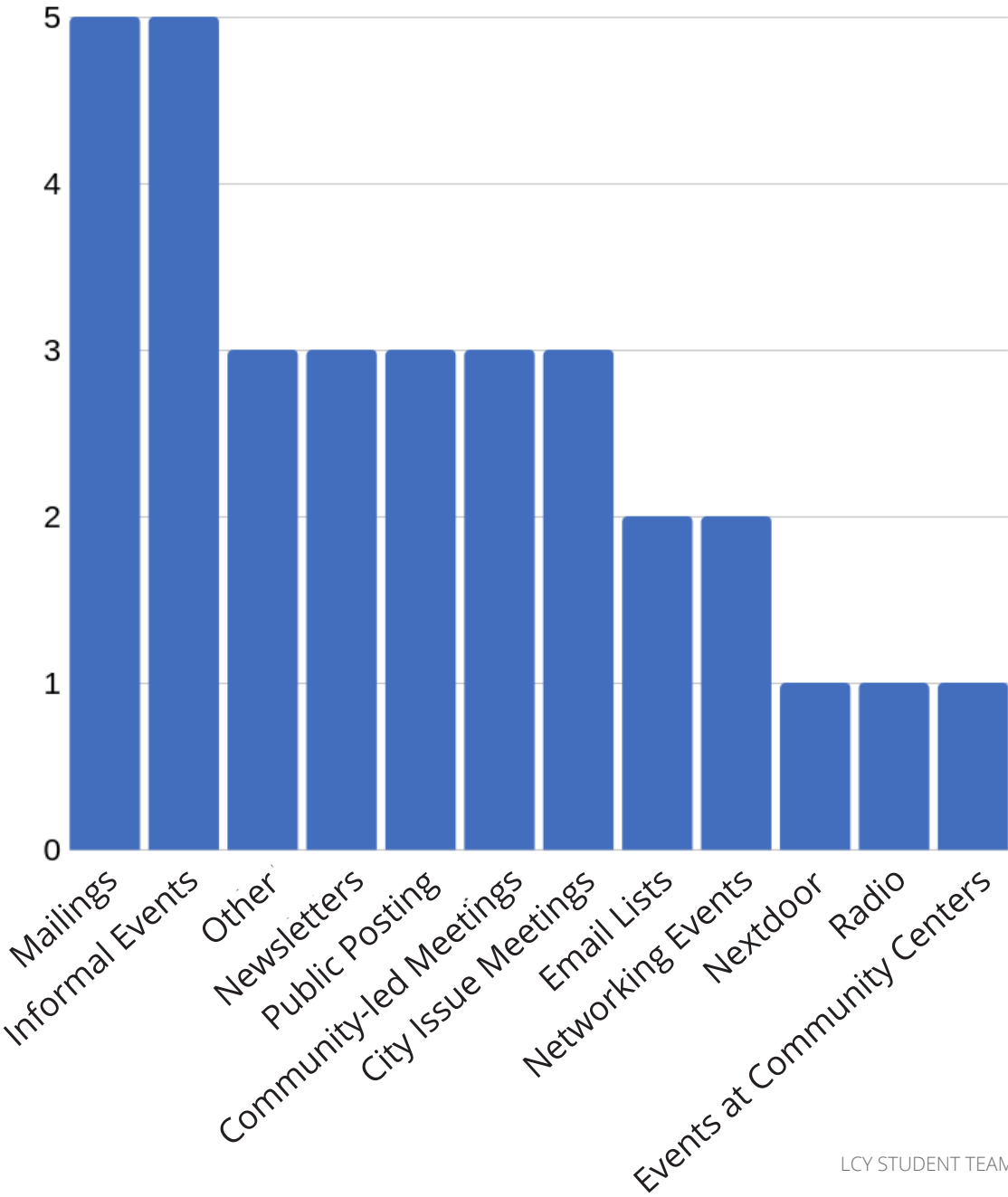


While a limited sample size makes aggregating survey results challenging, the team also had the opportunity to engage in longer and more meaningful conversations with participants. These one-on-one interactions uncovered ideas and concerns that the survey did not address, providing valuable insights. For example, one resident discussed her history of political organizing in Bellevue. She noted that with upcoming council elections in November, a voter registration drive could create connections between City staff and residents. Encouraging this important form of civic participation among multi-family residents could be a valuable first step in strengthening relationships in multi-family communities. A candidate-neutral effort to register voters could reveal tabling locations that work well for reaching community members. Based on survey responses, the local library branch and community events such as the Bellevue Arts Festival might be strategic locations to establish a presence. A Bellevue campaign for achieving parity in voting participation rates between multi-family residents and single-family homeowners would send a powerful message that the voices of multi-family residents are valued in the community.

Another conversation revealed concerns with the City's waste management collection system. A resident expressed confusion about how to properly separate trash into the correct bins. In addition, respondents seem to be unfamiliar with the Bellevue recycling system and are skeptical about its effectiveness. This issue presents an opportunity to connect with building management teams, a valuable resource for communication to multi-family residents. Working with management organizations, Bellevue City staff could organize events to demonstrate proper waste separation and answer questions about the recycling and compost networks within the city. In addition to suggesting holding events, this type of issue can also be feasibly addressed with the distribution of published material through mailings, email distribution, or handouts at local schools. Since every resident faces issues of trash and recycling on a daily basis, this is a meaningful way to connect with residents by addressing one of their daily interactions with City services.

12 CENTRAL SQUARE (N=12)

What modes of communication or outreach would you like to see more of in your community? Select your top three.



Finally, a third interaction with a resident revealed a previous, positive example of community engagement. This resident recalled an experience of using a mailed ballot to help decide between a set of proposed projects for streetscape improvement in his neighborhood. The City had identified several areas in need of landscaping improvements, but deferred the decision-making power to residents, who selected the post office as the best option for public investment. This empowering interaction is a good example of consulting with a neighborhood and delegating true decision-making power to citizens. While residents who do not select the winning project may feel discouraged, continued efforts of this sort could strengthen feelings of shared ownership of public resource allocation.

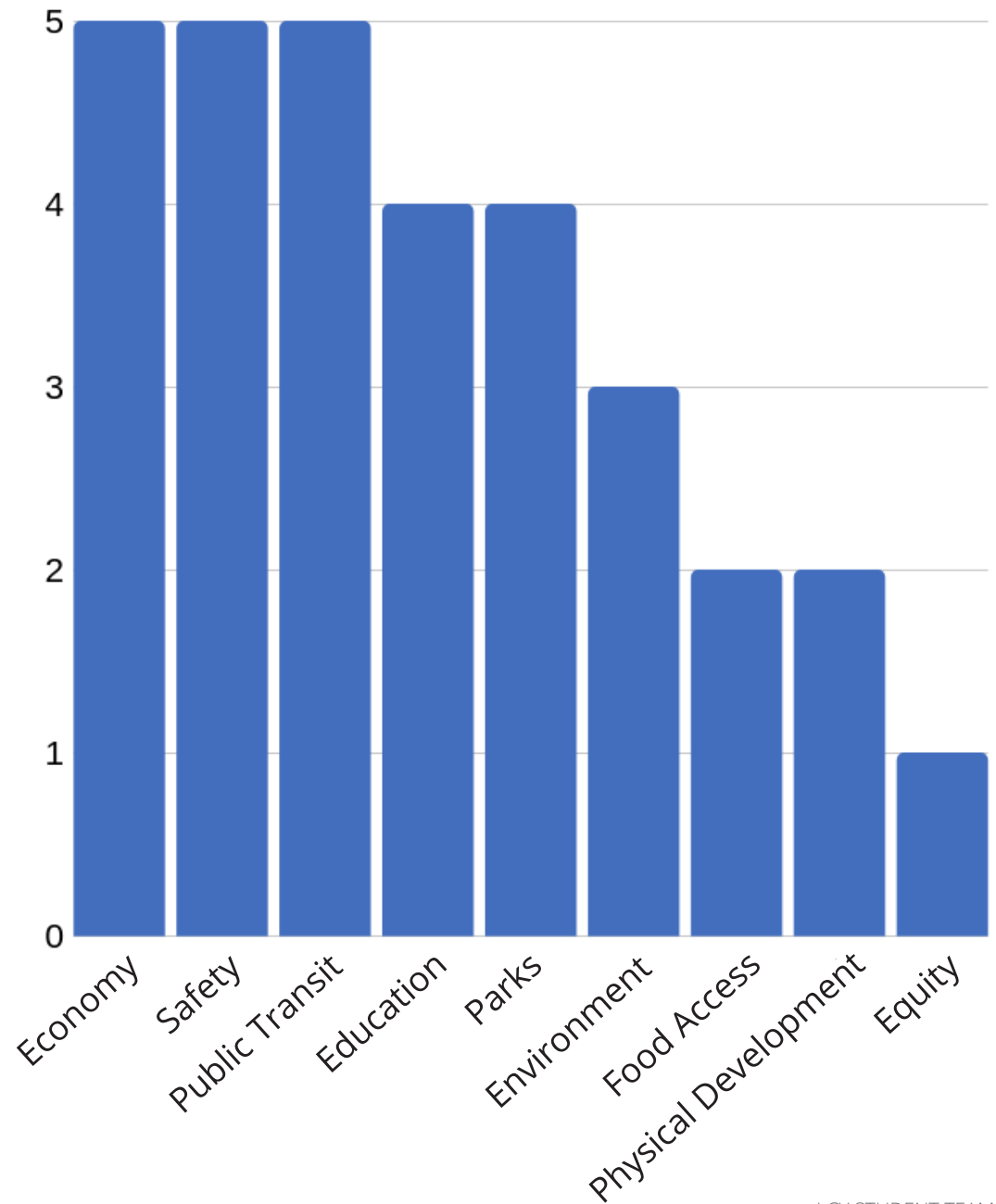
ANDREW’S GLEN

Of the 13 survey respondents at Andrew’s Glen, eleven reported English as the language spoken at home, one reported Arabic as the primary language, and one reported that both English and Thai were spoken at home. Although the team previously assumed that more respondents would live in bilingual households or in households that speak a language other than English, the survey results may reflect the limitations of the survey being in English, having no translators available, and having the survey be administered by an English speaking property manager at a community event. Although the survey responses reflected a limited range of personal household languages, eight different languages were reported as being spoken in the survey respondents’ neighborhoods, including Arabic, Chinese, English, Farsi, Japanese, Russian, Spanish, and Tagalog. The most frequently reported languages were English and Spanish, which suggests that these are the most common languages spoken in this neighborhood.

Residents of Andrew’s Glen had some interests in public issues that differed from those of residents from 12 Central Square. [Public issues of interest-AG]. When asked about which public services they have interacted with, residents indicated interactions through utilities, events or festivals, and public transportation at the highest frequency. Less common ways of interacting with public services were through library membership, school, or public meetings. Nine of the 13 residents reported that they receive their information about public services, community issues, or public involvement through conversations with family members and friends. The next most common way that Andrew’s Glen survey respondents find information is through Facebook or the City Website.

ANDREW’S GLEN (N=13)

*What public issues interest you the most?
Select your top three.*



LCY STUDENT TEAM

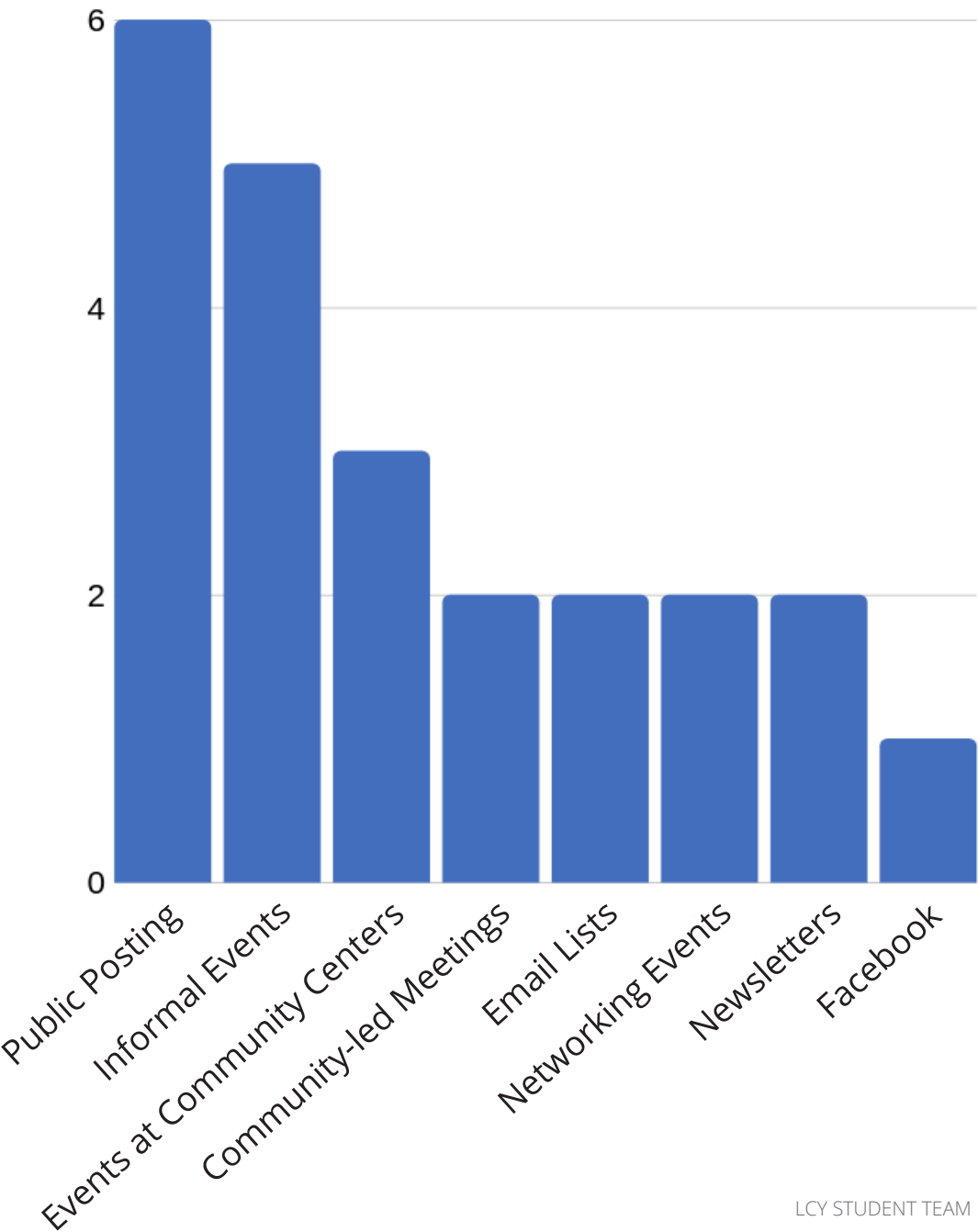
Survey respondents were also asked to identify potential barriers to becoming involved with City engagement and projects. Four respondents stated that they do not hear about events in a timely manner, four reported long distances as a barrier, four reported a lack of interest, five reported timing issues, and six people said they were unsure about how to get involved. When asked about what types of communication and outreach they would like to see in their neighborhood, respondents strongly indicated desires for public postings, informal events, and events at community centers [Modes of communication- AG].

“Time” was the most popular response to the question regarding barriers to interacting with the City. Based on how the question was worded and presented, this result can be interpreted in two ways: 1) timing or time of day was a barrier, or 2) people do not have enough time in their schedules to participate. The survey respondents indicated that they would like to see more informal events as a mechanism for engagement with the City. However, a major finding of our survey is that people have a generally positive perception of how the City of Bellevue conducts outreach for City services.

A major finding of our survey is that people have a generally positive perception of how the City of Bellevue conducts outreach for City services.

ANDREW’S GLEN (N=13)

What modes of communication or outreach would you like to see more of in your community? Select your top three.



RECOMMENDATIONS

The research team developed policy recommendations based on data and analysis of the survey results, conversations with property management and residents, and case studies of Neighborhood Planning Toolkits used in other cities along with the fundamental principles of Asset-Based Community Development (ABCD).

12 CENTRAL SQUARE

After analyzing the survey results and examining the over-arching barriers to connecting with residents, team members who focused on outreach at 12 Central Square developed three policy recommendations for effective engagement efforts:

1. Invest in community partners that reflect the demographics of the targeted outreach populations

Survey participants reflected similar age ranges and racial demographics, despite the diversity of the three communities. If the City of Bellevue pursues community partners as a model for outreach, it is recommended that their partners reflect the diversity of the citizen base that they intend to reach. These partnerships utilize the existing social capital of these communities by empowering people of a similar cultural understanding or people who speak a common language to connect with their own neighbors. Not only will this method contribute to more effective communication, it will also create a network of trust among residents.

2. Create a multi-faceted set of techniques to reach targeted populations

Instead of focusing on one outreach strategy or event, such as a community forum, a variety of techniques should be implemented so that all styles of engagement are utilized. Research indicates that a variety in methods of outreach is crucial. Paper surveys administered in person did not appeal to many 12 Central Square residents, who seemed to avoid the survey administrator. The ability to administer surveys both in person and to distribute links for online versions could improve the response rate and the diversity of respondents. To further improve engagement, a variety of events could be included in outreach. Those who do not respond well to traditional community forums may respond positively and be more engaged in open-house charrettes or informal meetings.

3. Establish highly frequented off-site locations as outreach event spaces

The locations of multi-family buildings may not always be effective for stationary tabling efforts. Within the 12 Central Square complex, there are 10 different buildings with many access points from the street, as well as multiple entrances to the parking garage. While we selected a central location for our survey table, the plaza, the number of residents who were able to interact with our group was still limited. An alternative to this approach is to set up locations at community gathering points, such as grocery stores, pharmacies, libraries, and parks, instead of directly tabling within a residential community. Keeping these three takeaways in mind, Bellevue can improve the variety and quantity of multi-family residents engaged in outreach efforts. By using non-traditional community spaces for engagement, the City of Bellevue can connect with more residents in an informal manner, which can often lead to more authentic interactions.

ANDREW'S GLEN

The most prominent issues and barriers to success when conducting outreach with Andrew's Glen residents are finding equitable timings and locations for outreach events or activities, and effectively advertising these engagement activities. We believe that this indicates a lack of two-way communication between the City and residents.

In order to create a more equitable outreach strategy, we recommend the following:

1. Invest time and resources into establishing relationships between residents and staff

To discover more details about residents and the community as a whole, the City could work with Imagine Housing staff to gather information on people living in Andrew's Glen, such as languages spoken, household sizes, income levels, religions observed, and other significant cultural indicators. This would give valuable information on school schedules, hours of work per week, and religious or cultural holidays to avoid when planning outreach events. Additionally, the City could work with Andrew's Glen staff and resident leaders to establish a series of focus groups and informal events through which City staff can meet residents, talk with them one on one and in a group setting, learn demographic information, discover their experiences, and talk about what settings and times work best for engagement events moving forward.

Research indicates that a variety of outreach methods is crucial.

We believe that the City could best improve engagement efforts by tapping into existing social networks, identifying key community stakeholders, and using existing staff partnerships and systems.

2. Coordinate directly with residents to determine locations and times for events

In regards to timing, information gathered from Bellevue City newsletters shows that Bellevue holds most of its community outreach events in the early to mid-evening. While this is generally good practice, some sectors of the population who are unemployed, part time workers, and full-time service sector workers could be left out from these events. People who filled out our survey at Andrew's Glen indicated that the timing for outreach and engagement events did not work for them. The City could perform a critical assessment of the population that is attending events, and determine if the target population is being reached. Staff could determine whether target demographics include part time workers, retirees, people who are unemployed, or others who might have weekdays or weekends as a primary time for them to engage City government. Once this information is attained and if it seems that certain groups are excluded, we recommend scheduling some events or other opportunities within either the late morning or early afternoon hours. Additional time could be allocated to weekend daytime activities.

Similarly to an assessment of suitable timing for events, an analysis of the locations of events can be conducted. Andrew's Glen is located in the Factoria neighborhood, and according to our survey results, all of the residents of Andrew's Glen identify closely with the Factoria area, not Bellevue as a whole. Due to their low-income status, traveling outside of their neighborhood can pose a barrier to engagement. Based on an analysis of the last three months of Bellevue City newsletters, no events took place in the Factoria neighborhood. A key part of our proposal is to have more outreach opportunities and City events in the Factoria neighborhood. Once people who live in Andrew's Glen are aware that various events are occurring in their community that reflect the types of engagement and issue that they care about, they would be more likely to attend these events. Additionally, it is highly recommended that these events be advertised in a timely manner. According to the survey, many residents responded that they did not hear about events in time to participate. The City could initiate a survey that asks how far ahead residents want events to be advertised, invest in a community bulletin board, and commit to their advertising schedule.



Bellevue community members interact with Bellevue City staff at a community meeting. CITY OF BELLEVUE

3. Advertise in a timely manner and use existing networks among residents to spread information

Although some people at Andrew's Glen indicate that they hear about engagement opportunities from informal events and public postings, they also state that their family and friends are a large source of their information. This indicates that the City could change its outreach approaches to focus on informal events hosted by family and friends of community members. We recommend that the City expand and refocus the Bellevue Essentials program to focus on leadership in the community and serving as a bridge between the community and City government, ally with graduates from that program to help engage their family and friends with the City of Bellevue through informal gatherings and distribution of public postings, offer incentives towards graduates who participate, and be prepared to help facilitate informal gatherings through resources such as food and other forms of compensation. We believe that with this multi-faceted approach to engagement and researching, effective engagement with residents and multi-family communities can not only achieve Bellevue's goal of reaching more people, but can also strengthen the efficacy of social and human capital among residents.

4. Leverage established community staffing and partnerships

Our most important recommendation is that the City could best improve engagement efforts by tapping into existing social networks, identifying key community stakeholders, and using existing staff partnerships and systems. According to ABCD principles, social networks are important to communities, and can be used to push public policy and engagement

A community liaison program can be particularly helpful for successful outreach in culturally diverse communities.

forward in a meaningful and culturally relevant way. Imagine Housing and multiple members of staff already support Andrew's Glen. They have a significant amount of infrastructure that can be utilized by the City, including staffing, regular programming, and community common-area spaces. In addition, Imagine Housing joins other affordable housing providers in regional planning to increase the number of available units and help keep residents in stable, affordable housing. The City could also utilize the Bellevue Affordable Housing Strategy team to leverage previously established activities and mechanisms. Members of Imagine Housing and the other affordable housing agencies joined in a Technical Advisory Board to review and recommend the Affordable Housing Strategy developed for the City of Bellevue in 2017 for implementation through 2023. Although no longer convened, the City could reach out to some or all members of this team of identified experts for input on engagement ideas and issues that are specific to the affordable housing communities.

These steps will engage people with City governance through people that they trust. This will help people enjoy engaging in City governance and utilize strong, pre-existing networks. While all of these recommendations are proposed in a way that is applicable to the Andrew's Glen community, the recommendations are meant to be applicable to all middle and lower income multi-family residential communities.

BELLEVUE TOWERS

Although Bellevue Towers, the building with the highest average income of the three communities, did not participate in the survey, the research team utilized background research and communication with the president of the homeowners association to create the following recommendations:

1. Create a Bellevue Downtown Residents Advisory Panel and Forum

Most neighborhoods have some sort of neighborhood association that helps the residents of that area connect with City staff regarding issues that impact them. This is not the case for Downtown Bellevue, although there was once a "Bellevue Downtown Residents Association" that no longer appears to be active. We recommend revitalizing this program with an increased focus on civic engagement with the City. This program would provide a space for residents of the multi-family communities in Downtown Bellevue to share ideas among each other and with City representatives.

We propose that each community create a new position on their homeowners association to elect an individual to represent them on the advisory panel. The panel would work to create cohesive messaging for the City from residents. This would also create a forum space, allowing any interested resident to chime in with ideas or concerns, as well as creating a network of informed homeowners association board members that the City could easily partner with for larger outreach events, like charrettes or presentations. Giving the community some control over what goes on in the neighborhood is a way to show residents of the community that their voices matter. Other cities that have decentralized aspects of neighborhood planning, like Seattle had in the past, have shown that “communities, when given responsibility, act responsibly” (Diers 2004). We believe that Downtown Bellevue would benefit from giving residents an expanded role. Downtown Bellevue has already established organizations that could help make this program robust; by partnering with the Bellevue Downtown Association, the advisory panel could have a strong foundation that would reduce the amount of work required to launch the program.

2. Develop a citywide community liaison program

Bellevue is now a majority-minority city, meaning that populations such as people of color and non-English speakers are now the majority population of a community. This creates challenges in inclusive engagement and also presents new opportunities for engagement. A community liaison program can be particularly helpful for successful outreach in culturally diverse communities. In 2009, Seattle implemented this program (then called Public Outreach and Engagement Liaisons) to address engagement with the historically underrepresented communities along the Link Light Rail route through South Seattle. In this program, the City of Seattle partnered with embedded community leaders who have wide personal networks to help conduct outreach within their own communities. The liaisons are paid competitive wages as independent contractors for the City (Community Liaisons n.d.).

This type of program is also known as a “trusted advocate” program. The community liaisons in Seattle act as both a distributors of information to the community and as resources for community members to give

feedback to the City (Moving Seattle 2018).

Community liaisons facilitate and translate at community meetings, advise the City on outreach, and conduct door-to-door outreach. Trusted advocate programs are focused around several values, which are enumerated in work that has been done through the Annie E. Casey Foundation in White Center, Washington. Established values include “building upon those who have come before us, understanding that resident leadership is key to sustaining our work, having folks at the table who need to be there, being mindful of being inclusive, and getting back to accountability” (Trusted Advocates n.d.). These values recognize that meeting people where they are is key to successful outreach. They also assume that cities are willing to work with the communities to give them some control over what happens in their neighborhood. We believe that this is a powerful action to increase diversity and move the City’s engagement to a more participatory level than it is at currently.

The City of Seattle has been successful in its implementation of the community liaison program, as it has effectively reached a wide range of community groups. Those who work closely with community liaisons in Seattle range from neighborhood residents who wish to have their voices heard to community groups, such as the People of Color Against AIDS Network and Entre Hermanos. The usage of community liaisons provides opportunities for trusted community members to enter spaces that a City official may not be familiar with. This could be facilitated through a resident community meeting space with the permission of community management.

3. Organize a schedule of news and surveys

Downtown Bellevue is a neighborhood in transition, with many City projects underway. We recommend that the City frequently collect information from residents and share information with them. City departments could coordinate to aggregate survey questions into a single monthly survey for the community. One option is to create a hierarchical survey, which allows respondents to answer basic questions for every department, but choose to answer additional questions for the topics they are interested in. This allows the respondent to have control over what they spend time answering, which also gives the department the opportunity to ask more questions than they would on a traditional survey. Although some projects may need to align their timeframes to the schedule of the combined survey, the reduction in multiple, repetitive surveys may lead to increased responses.

These policy recommendations have both strengths and weaknesses. The core strength of these proposals is that they are a combination of approaches that attempt to solve the issue of accessibility to city governance.

In addition, the City could create a schedule of informational news. By creating a monthly newsletter that is issued in between the surveys, the City can inform residents of future events in the community and of the City's projects and outreach events. The City can also share its results from the previous month's survey and how it plans to utilize that information. This builds trust with the community by showing residents that their voice is being heard and that their engagement through the surveys has an impact on what happens in the city.

4. Implement community outreach through different social media platforms

While Twitter, Facebook, and NextDoor are prevalent forms of outreach for the City of Bellevue, it is unlikely that these social media platforms alone will reach most residents. As we have learned, the City of Bellevue is mostly composed of minority groups. This poses unique challenges since different groups rely on different platforms for information. While some groups keep in touch using platforms such as WhatsApp, which is mainly a messaging platform with limited public engagement activity, other groups use social media platforms like WeChat, which balances public posts and private chats in a manner similarly to Twitter.

PROJECTED STRENGTHS

These policy recommendations have both strengths and weaknesses. The core strength of these proposals is that they are a combination of approaches that attempt to solve the issue of accessibility to City governance. Providing more accessibility for the residents of Downtown Bellevue will help ensure that the City meets members of the community where they are, rather than where the City wants them to be. Increasing the opportunity for participatory planning will encourage residents to be involved in their community and provide more avenues for them to elevate their voices and influence. The proposed Community Liaison program strives to fill a gap in engagement by increasing accessibility for those who may not speak English or may experience cultural barriers. This program attempts to capitalize on existing cultural networks to strengthen the community itself through the outreach process.

Organizing the City's digital outreach process will be instrumental in ensuring that residents who may not be interested enough or are not able to connect with the City in-person can still make their voices heard. Residents will also be able to see how their engagement is helping their community without feeling like the City is monitoring them through these

mechanisms. Residents may be deterred from participating in community outreach if they feel like they are being monitored, so the more anonymous mechanism of a phone application can be an empowering way to engage with City staff to someone who has a language barrier or is included in a community that has been historically marginalized by government. Making use of a diverse set of social media platforms can allow the City to increase its outreach. Mobile applications like WhatsApp and WeChat may allow the City of Bellevue to reach those who are recent immigrants to the city. Many new immigrants already use both WhatsApp and WeChat, because these applications are a way to connect with people both here in Bellevue and abroad, and these long-standing established networks are often a new immigrant's first "welcome" into the community. Connecting with people through Internet platforms, city events, plans, and public notices will increase accessibility to the City for more people.

PROJECTED WEAKNESSES

This plan requires the interest and continued involvement of the community, which can be a large commitment to make. The proposed Advisory Panel will require a dedicated group of residents to commit to building that organization and making it a vital place for the community. This can be partially overcome by connecting with existing groups, like the Bellevue Downtown Association, which can help provide a framework to move the Advisory Panel and Forum toward self-sustainability. The Community Liaison program relies on existing community networks, but many residents in Bellevue's diverse cultural communities may have moved here recently or are not planning on staying long-term.

Digital newsletters and surveys will not always appeal to everyone, leaving some people still uninformed on what is happening in the neighborhood. According to our conversation with the community representative at Bellevue Towers, residents receive dozens of mailers in their inbox. Those who do not check their mailbox regularly or who consider Bellevue their second home may not make use of the mailers. Additionally, the expansion of the social media outreach program to include more diverse platforms will require City staff to be trained to use those social media platforms. On WhatsApp, conversations tend to occur in group chats. While City officials cannot infiltrate these group chats, they can translate information into other languages and make information seem appealing to be shared within those groups. Additionally, although younger residents may be more likely to make use of social media, using social media alone may not reach older generations within a group.

NEIGHBORHOOD OUTREACH EVALUATION TOOLKIT:
ANDREW’S GLEN

	Impact	Magnitude	Base
Number of Events in Factoria			
Time of Day Mix			
Type of Outreach Mix			

PROGRAM EVALUATION

Measure	Impact	Magnitude
What we are measuring?	Positive = Changes that may increase resident engagement Negative = Changes that may decrease resident engagement No effect = No effect on resident engagement	High = Impacts many people Medium = Impacts some people Low = Impacts no or very few people
Increase low commitment opportunities for engagement, such as social media and public postings		
Increase engagement opportunities in the Factoria area		
Conduct a more generalizable survey on where Andrew's Glen residents spend their time outside of Andrew's Glen		
Spread information on engagement opportunities to residents at Andrew's Glen at least three weeks ahead of time		
Conduct more research on the schedules of those who live in Andrew's Glen to gauge best engagement time		
Increase the availability of daytime/weekday and daytime/weekend engagement opportunities		
Have engagement opportunities be led by trusted leaders in different communities surrounding Andrew's Glen or by leaders within Andrew's Glen		

LCY STUDENT TEAM

OUTREACH EVALUATION

The evaluation plan below identifies several possible ways to structure a measured impact on Andrew's Glen and/or other communities that are approached for engagement. Although the Andrew's Glen team developed this matrix, it can be applied to other areas and multi-family housing complexes by changing the name/location referenced.

Other elements of the proposed strategies and policies can also be evaluated by creating metrics to measure levels and consistency of engagement. For example, the City can partner with the Advisory Panel to track how many people are coming to the meetings and whether they come frequently or not, perhaps as simply as through a sign-in sheet at each meeting, which can then be used to track engagement over time. Having people come consistently to in-person meetings is crucial, because these people often spread information around the community and bring what they have heard back to the meeting. This, in turn, increases the number and quality of ideas in the room even when not every community member can attend.

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The Community Liaison program will need careful evaluation to see how well the community liaisons are connecting with culturally diverse and global residents. As we do not yet know the size, vitality, or connectivity of existing groups, the community liaisons will be important contributors to information about the cultural communities in Bellevue. Measuring their impact on engagement with foreign real estate investors in the community would be interesting, since foreign investors may have

deeper ties in the community than we know, and may be more inclined to respond to someone with a similar background. Furthermore, tracking numbers for digital newsletters and surveys can be easily done, but tracking how many people are new respondents to surveys will also be important, because these numbers will be a significant indicator of when people begin to be involved in community engagement.

Similarly, to evaluate the effectiveness of outreach conducted on social media, the City of Bellevue could monitor the number of likes, views, and shares of their posts. This data collection method does not allow the City to identify residents of multi-family housing, but community liaisons that are assigned to multi-family areas would be able to report on whether their community has interacted with these posts.

ADAPTIVE MANAGEMENT PLAN

We recommend that these policies be able to change over time based on the results of frequent evaluations. Our goal in these recommendations is to make them flexible enough to be changed easily based on engagement levels. Most importantly, they are intended for use as a system together, providing in-person long-term engagement, culturally competent engagement, and short-term digital engagement. This systemic function of the proposals allows them to interact with each other, hopefully enabling each method to support the others. If one aspect of the system is working well, that aspect could be utilized to help bolster the others. If one aspect is struggling, the others could be implemented to target certain sectors of residents and reimagine engagement with them. For example, if the Advisory Panel is working well, people involved in that program can be encouraged to share information about what they are working on via social media and to promote engagement in the survey process. Thus, the programs will interact with and support each other. Overall, this system of city-neighborhood outreach policies is intended to operate in a sustainable and resilient way: sustainable networks are necessary for building resilient communities.



Bellevue Towers, seen from Downtown Park. JOE MABEL.

CONCLUSION

We highly recommend that the City of Bellevue prioritize multi-family engagement in its outreach strategy. The most successful engagement occurs when neighborhood relationships foster authentic two-way communication. Bellevue is at a pivotal point in growth, especially with the incoming Light Link Rail, and residents care about the development of their city. Our fieldwork summary indicates that employing a variety of techniques to reach different demographics and lifestyles is critical. We recommend that the City form relationships with a diverse and representative mix of community contacts to increase accessibility to decision-making processes for residents. Resources could be allocated to prioritize that members of staff spend time within these neighborhoods at times and locations that are convenient for residents. Additionally, working directly with property management staff of multi-family buildings can connect a missing link in chains of communication. By leveraging relationships with community liaisons, Bellevue can build trust over time and develop a shared leadership model for empowered civic engagement. Initiatives such as voter registration drives, waste separation trainings, and community decision-making campaigns with visible outcomes are excellent starting points for establishing these connections. Bellevue has a large population of multi-family residents, and these residents should be embraced as valuable and important players in public processes.

The most successful engagement occurs when neighborhood relationships foster authentic two-way communication.



LCY students visit with Ed Anderson, Bellevue Towers Homeowners Association Board President, in Downtown Park. Bellevue Towers are in the background. RICHARD CONLIN

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APPENDICES

APPENDIX A: COMMUNITY DEVELOPMENT SURVEY



Each year, the University of Washington’s Livable City Year (LCY) program partners with a local government to advance livability and sustainability in that community. This year, LCY partnered with Bellevue on over 30 projects. In this class, students are conducting a survey on effective community engagement for people in multifamily housing to interact with local government. The results of this anonymous survey will be analyzed by the class to formulate “best practice” guidelines for the city. Your responses will help show the City of Bellevue how they can best communicate with you about issues you care about. We are excited to hear from you and invite you to sign up to receive our final report.

SURVEY

- 1. What languages are spoken in your home? _____
- 2. What languages are spoken in your neighborhood? _____
- 3. How long have you lived in Bellevue? _____
- 4. Is this your primary residence? (Optional) Yes No
- 5. What public issues interest you the most? Select your top three.
 - ☐ Education
 - ☐ Transportation (roads / bike lanes / sidewalks)
 - ☐ Public transit (buses / light rail)
 - ☐ Parks
 - ☐ Environmental concerns
 - ☐ Other: _____
 - ☐ Physical development (construction / buildings)
 - ☐ Economy
 - ☐ Safety
 - ☐ Food access
 - ☐ Equity
- 6. What public services have you received information about the City from? Select all that apply.
 - ☐ Public school system
 - ☐ Utilities
 - ☐ Traffic / parking enforcement
 - ☐ Events or festivals
 - ☐ Other: _____
 - ☐ Public meeting attendance
 - ☐ Library membership
 - ☐ Employee
 - ☐ Public transportation

7. Where do you get information about public services, community issues, or public involvement? Select all that apply.

- ☐ City website
- ☐ City newsletters
- ☐ Other newsletters
- ☐ Twitter
- ☐ Facebook
- ☐ Nextdoor
- ☐ Wechat
- ☐ Other: _____
- ☐ Religious organizations
- ☐ Community centers
- ☐ Talking to friends and neighbors
- ☐ Newspaper (physical or online)
- ☐ Email list
- ☐ Public posting (bulletin board, flyers)
- ☐ Radio

8. What has stopped you or someone you know from interacting with the city? Select all that apply.

- ☐ Time
- ☐ Distance
- ☐ Unsure of how to get involved
- ☐ Other: _____
- ☐ Interest
- ☐ Access to childcare
- ☐ Didn't hear about it in advance

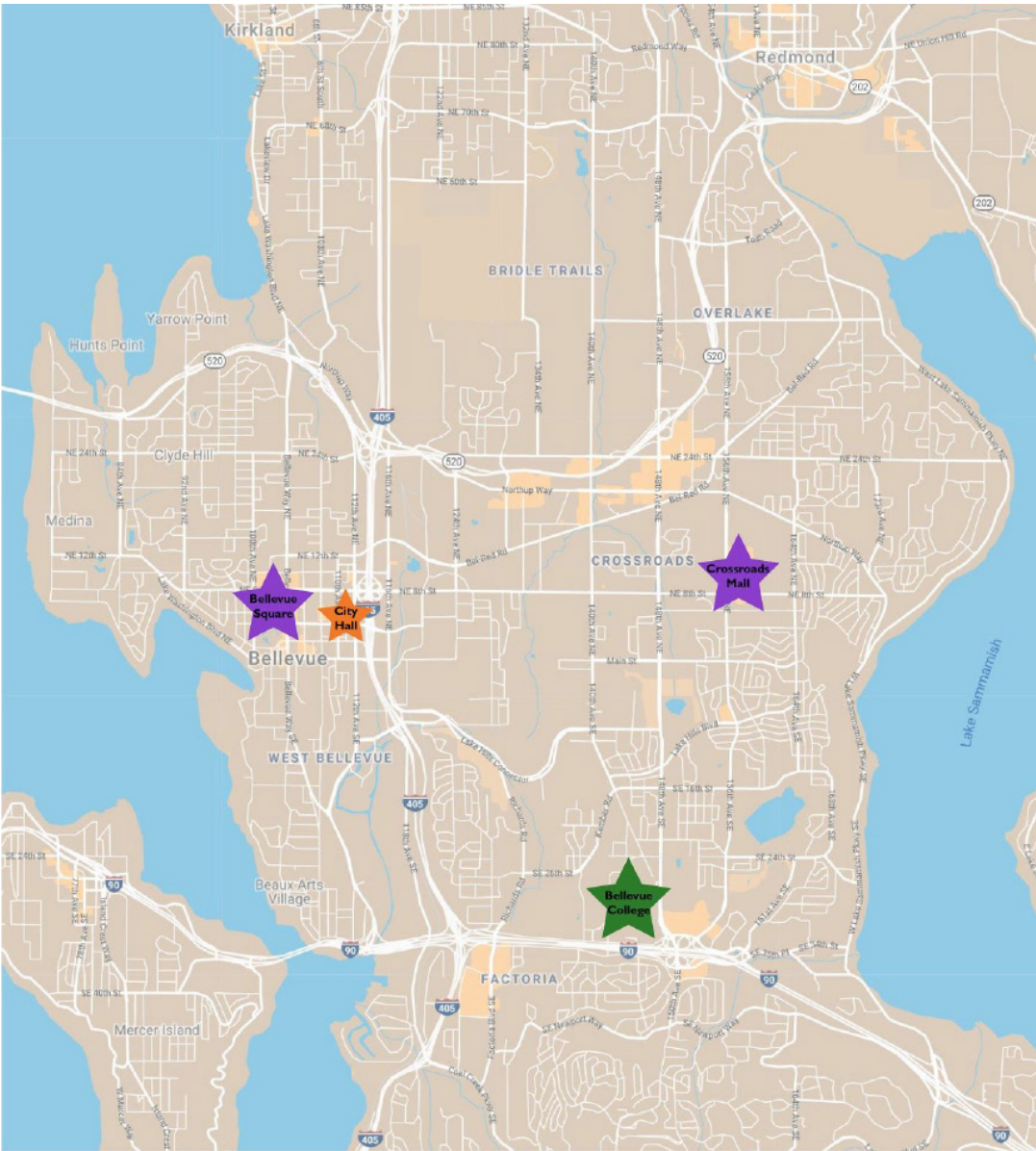
9. What types of communication or outreach would you like to see more of in your community? Select your top three.

- ☐ City issue meetings
- ☐ Community-led meetings
- ☐ Networking events
- ☐ Informal events to meet others
- ☐ Events at community centers
- ☐ Public posting (bulletin board, flyers)
- ☐ Radio
- ☐ Other: _____
- ☐ City newsletters
- ☐ City mailings
- ☐ City email lists
- ☐ Facebook
- ☐ Twitter
- ☐ Nextdoor
- ☐ Wechat

10. How well do you think the City of Bellevue responds to your concerns and/or feedback? Circle one.

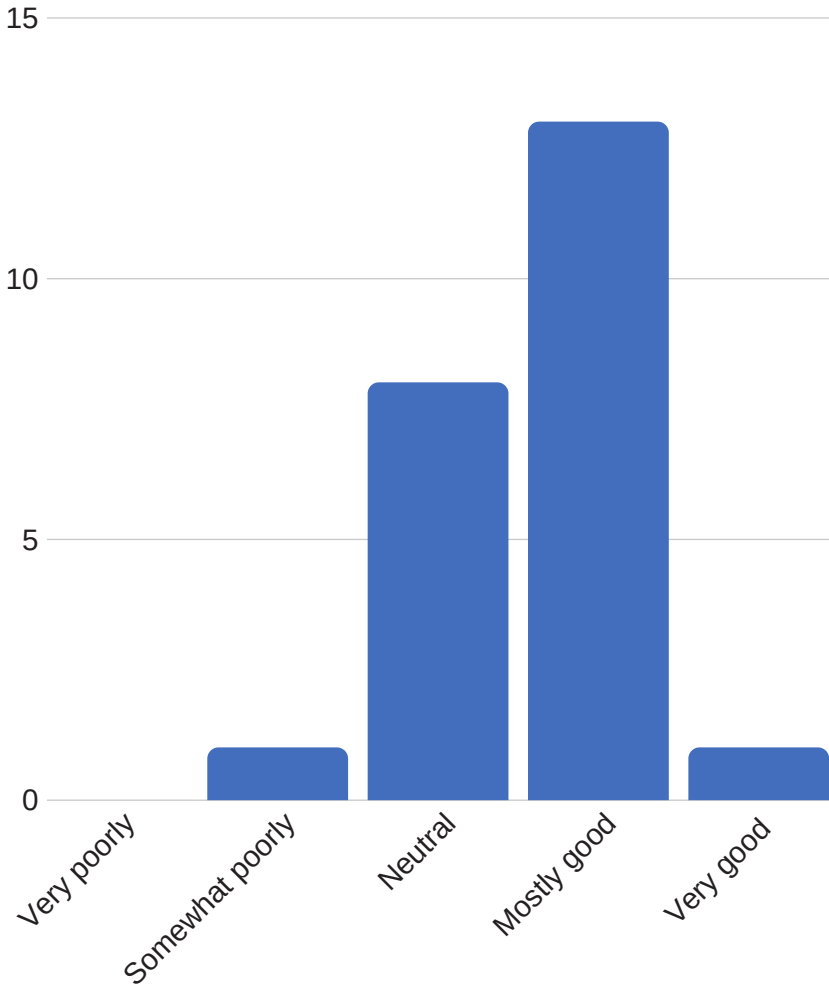
Very poorly Somewhat poorly Neutral Mostly good Very good

11. On the next page, use words or the map to locate the community you identify with.

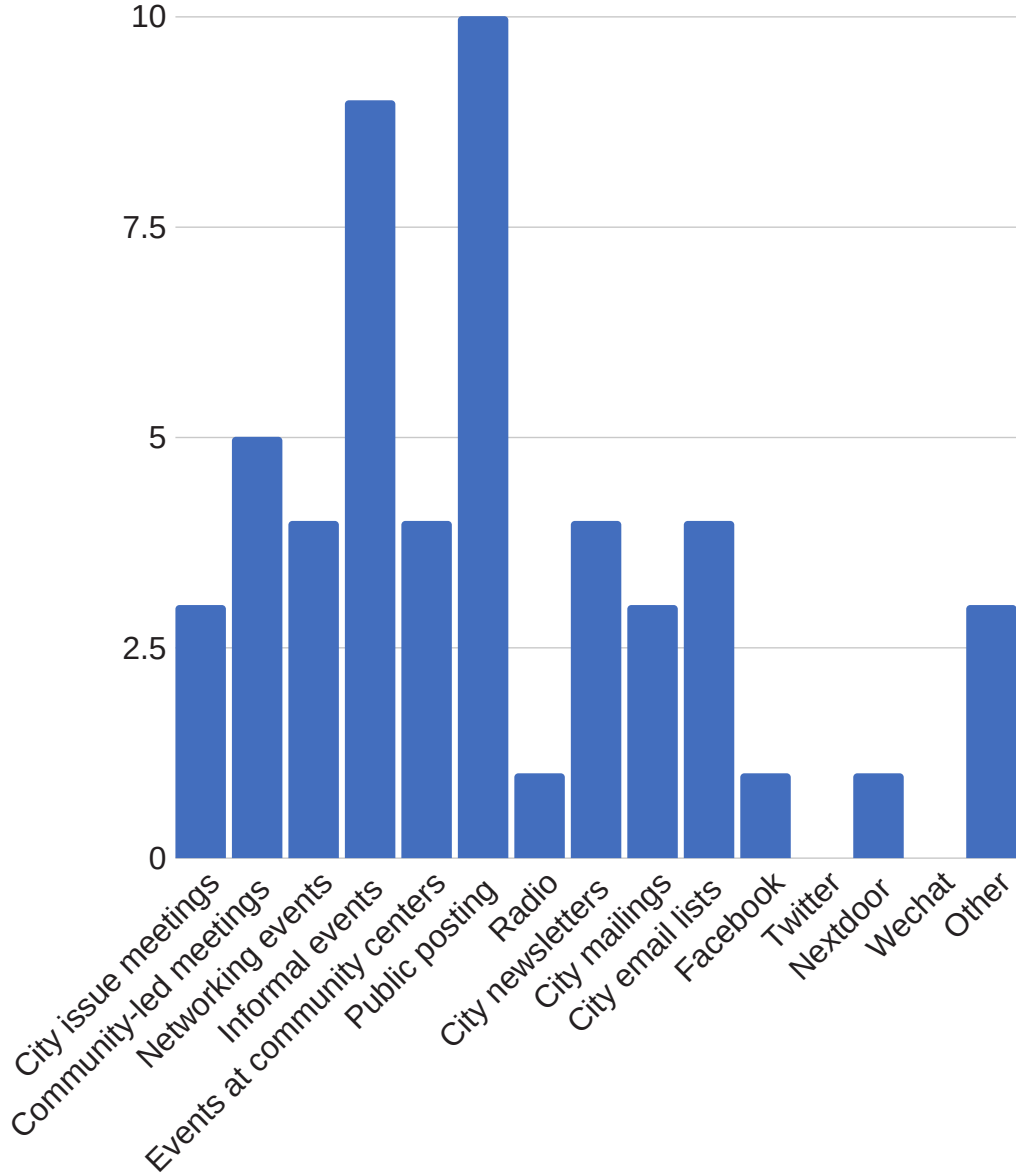


APPENDIX B: AGGREGATE SURVEY RESULTS (N=25)

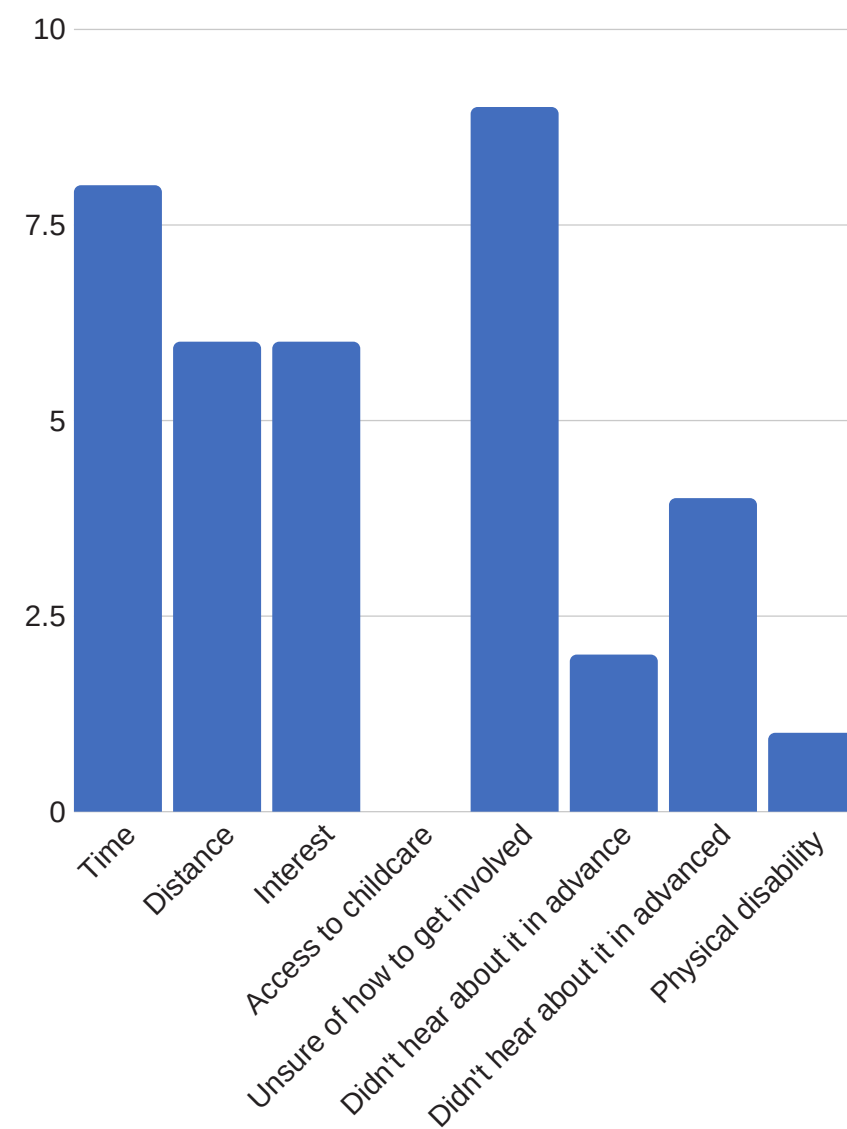
How well do you think the City of Bellevue responds to your concerns and/or feedback? Choose one.



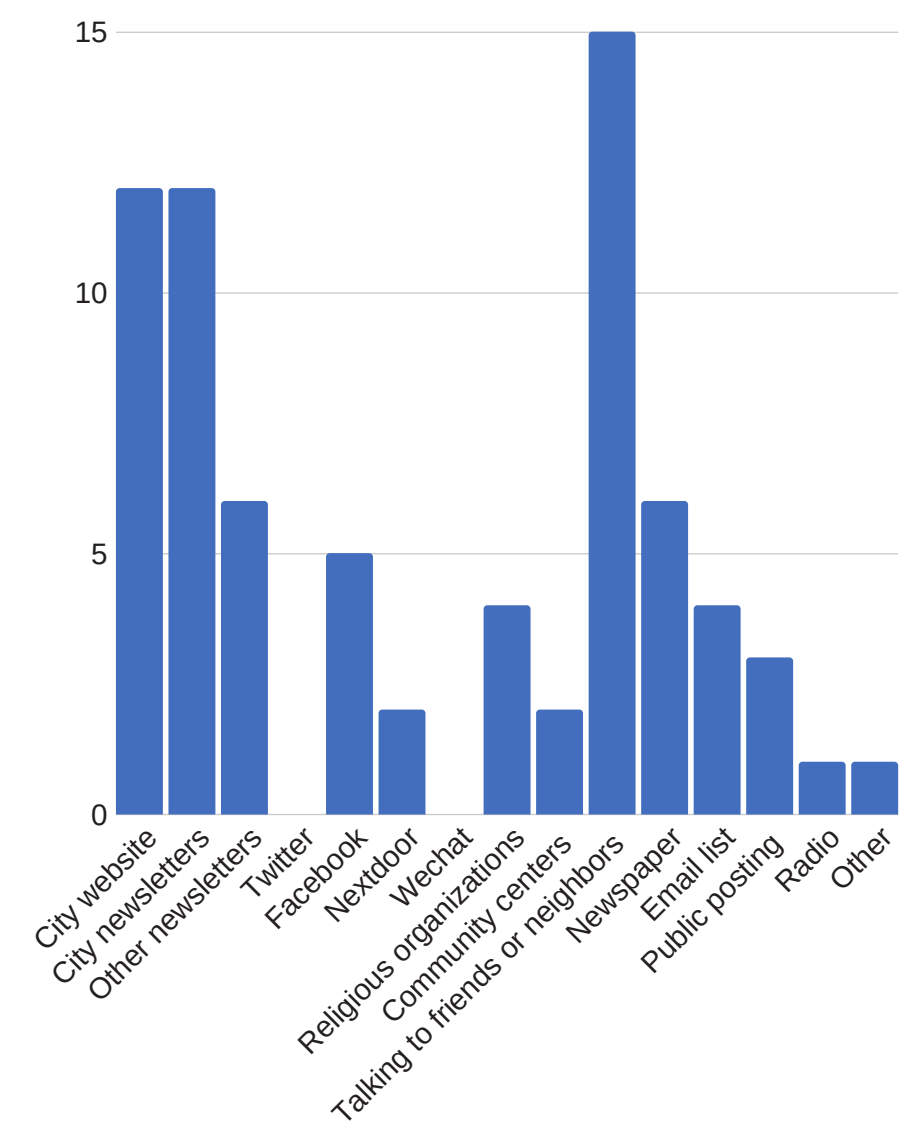
What types of communication or outreach would you like to see more of in your community? Select your top three.



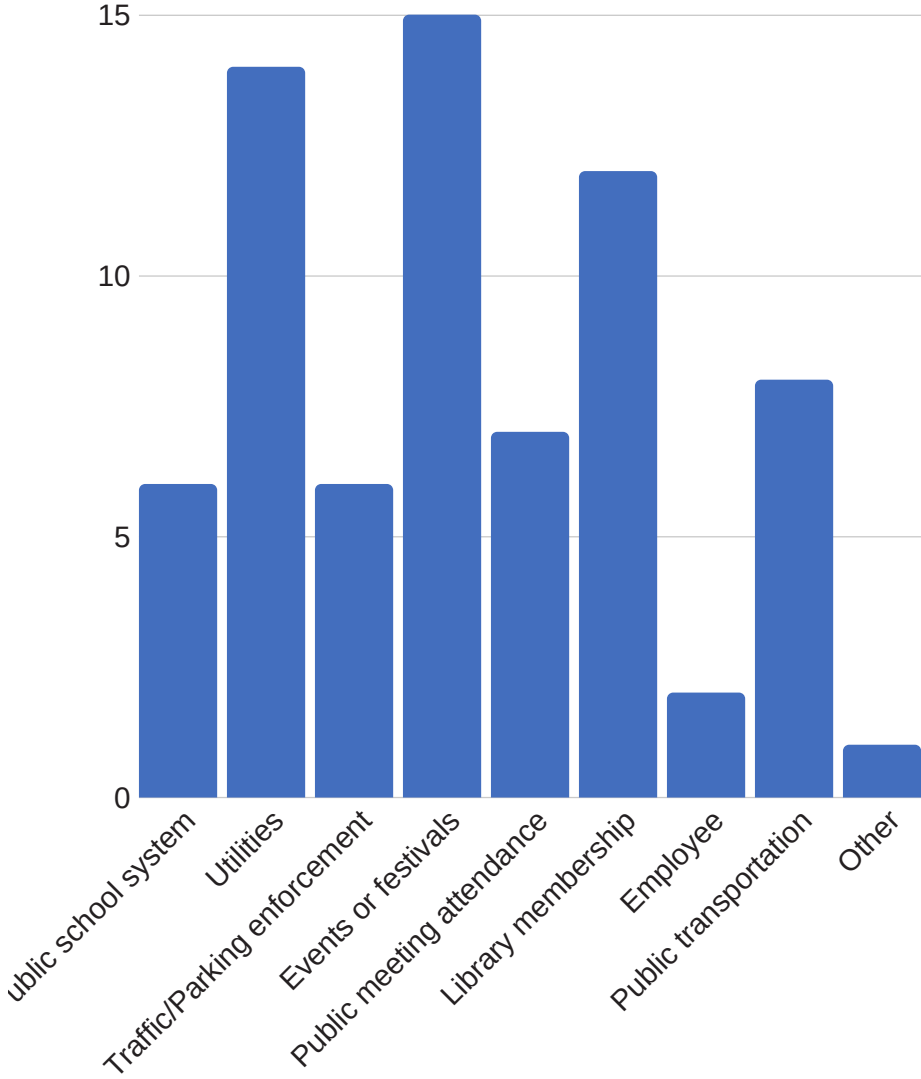
What has stopped you or someone you know from interacting with the City?
Select all that apply.



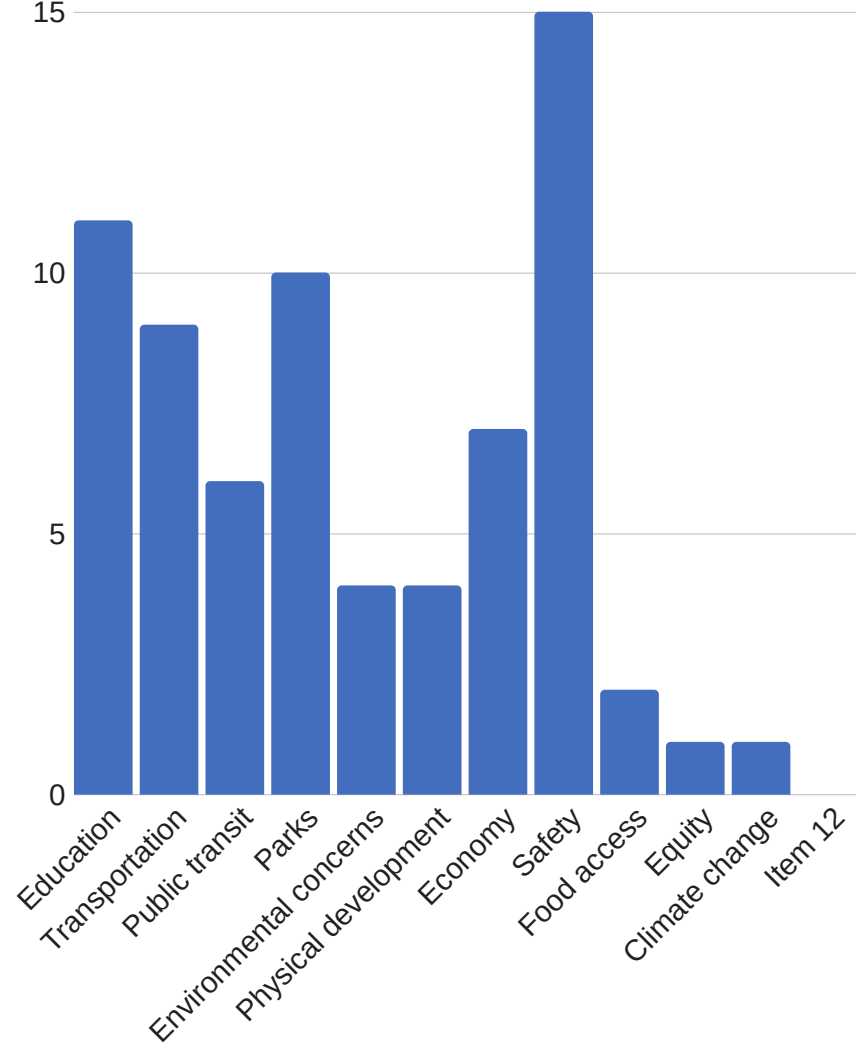
Where do you get information about public services, community issues, or public involvement? Select all that apply.



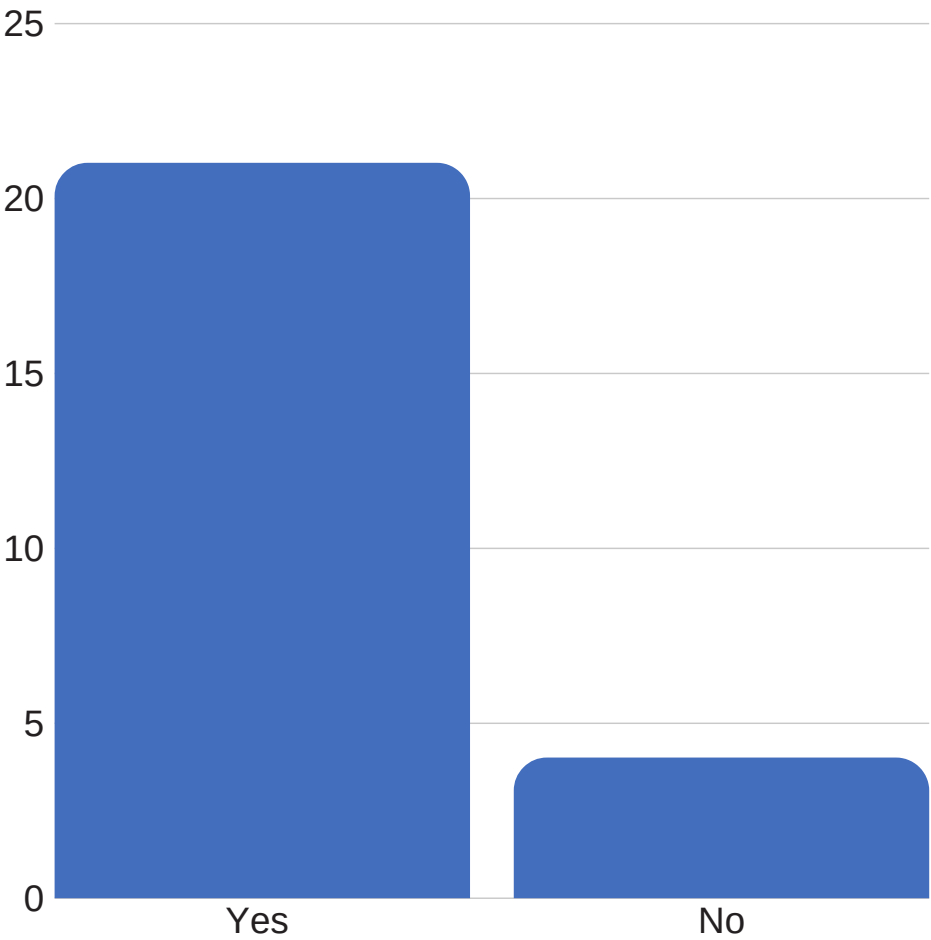
From which public services have you received information about the City?
Select all that apply.



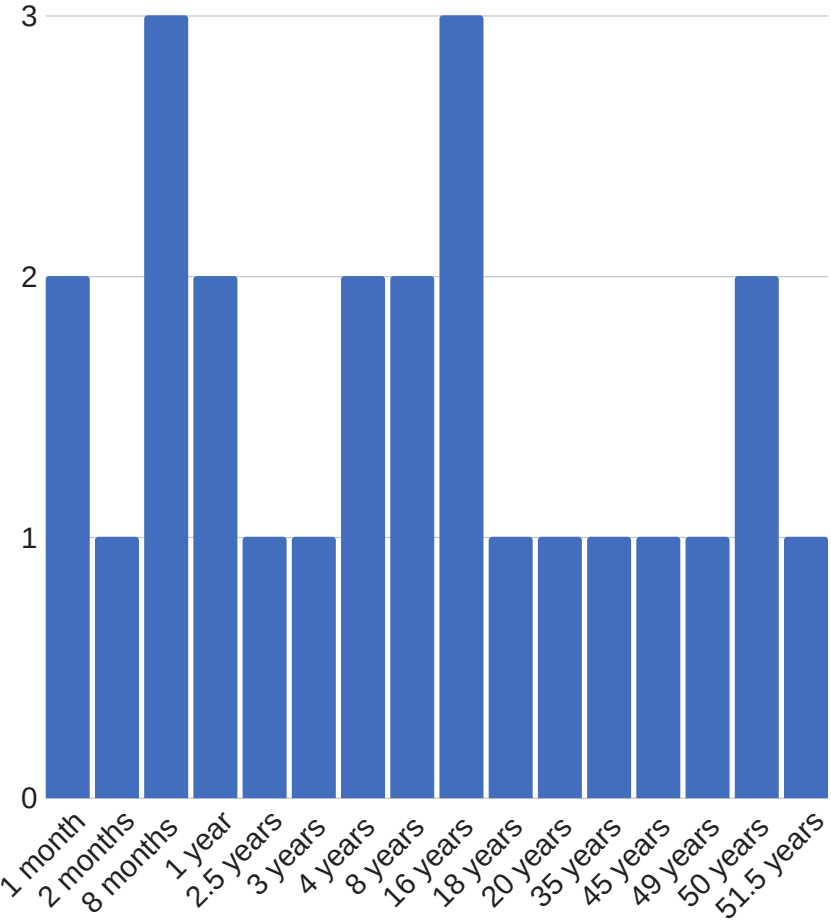
What public issues interest you the most?
Select your top three.



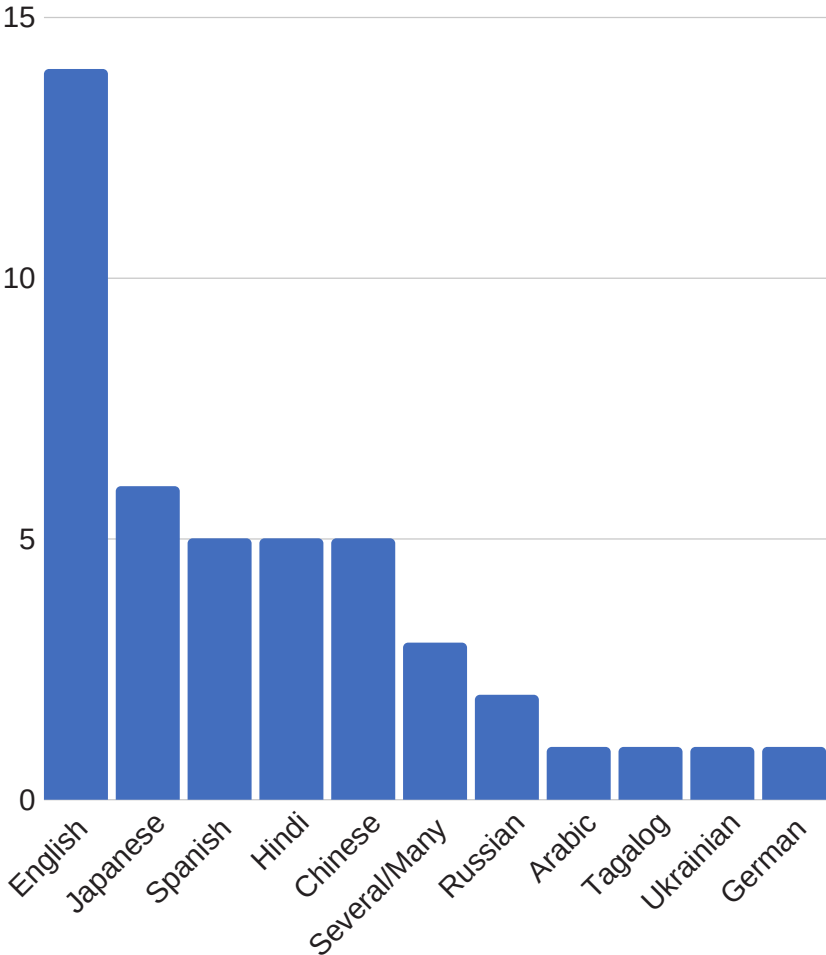
Is this your primary residence?



How long have you lived in Bellevue?



What languages are spoken in your neighborhood?



What languages are spoken in your home?

