



URM Outreach and Education Columbia City Pilot Evaluation Report



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Executive Summary

Pilot Overview

The **Unreinforced Masonry (URM) Outreach and Education Pilot**, hereafter referred to as the “Pilot”, was conducted in the Columbia City neighborhood. It supports two main objectives, based on Seattle’s FEMA grant funding and input from Department of Planning and Development (DPD) and Office of Emergency Management (OEM) staff.

- Raise awareness of URM retrofits and associated benefits and options towards life safety
- Encourage mitigation action

Given the stage of the URM draft policy at the time of the Pilot, City guidance recommended de-emphasizing the policy and focusing on overall safety, earthquake and URM risks, and URM retrofit options and benefits that are applicable to the community overall regardless of the policy’s status. The Columbia City neighborhood was selected during the grant application phase, based on the extent of URMs throughout the neighborhood and the diversity of its population.

Key aspects of the Pilot included :

1. Research URM outreach best practices and conduct neighborhood survey
2. Identify cultural groups and develop relevant messaging
3. Create a URM Toolkit including communications plan
4. Conduct a neighborhood walkthrough “groundtruthing” to review URMs to develop case studies
5. Conduct small group meetings and 1 community workshop
6. Evaluate Pilot outreach and create recommendations for future outreach
7. Conduct outreach Training session with the DPD team

Evaluation Methodology

The URM Outreach and Education Pilot provided a test of concept of the overall outreach methodology and Toolkit. The analysis of the Pilot focuses on determining “effectiveness and impact of communication activities and tools” used in the Pilot and is the basis for this document, the **URM Outreach and Education: Columbia City Pilot Evaluation Report**, hereafter “**Pilot Evaluation Report**”. Specifically, *the purpose of the evaluation analysis is to determine whether the right message was provided with the right methods, to the right audiences, with the right timing.*

Summary of Key Findings

Overall feedback on the Toolkit and its message was positive from the general public. Policy specific feedback from owners and tenants indicates more resistance, largely based on economic concerns. Key findings based on Pilot analysis include:

1. Small group meetings were most effective for reaching diverse audiences.
2. Outreach based on a technical issue, with associated construction, architectural and financial terminology, created challenges for multi-language outreach, and varying familiarity among the general public.
3. Owners prefer more detailed information on statistics, cost-benefit analysis, and incentives, and would appreciate “in progress” updates where final studies or documents are pending. Their desire for detail exceeded that of the general public.
4. Additional tenant resources are needed, particularly for non-residential tenants.



The **Recommendations Section** is organized by **Message, Methods, Audience** and **Timing**, and focus on creating owner-emphasis in the tools and alternate outreach methods that could boost participation by building owners and utilize additional methods to increase overall information sharing with the general public, including diverse community groups.

Highlights from the Recommendations include:

- Consider building owners as a cultural group and plan outreach accordingly, including small group meetings as well as creation of a separate mailing list and/or working group.
- Emphasize small group meetings format, across all audiences.
- Consider bundling adjacent neighborhoods for a limited set of workshops to direct budget to small group events, ethnic media, graphic poster posting, and a greater, easy to find web presence.
- Share updates more frequently, including sending an in-progress update about the Cost Benefit Analysis to the mailing list immediately.
- Utilize Department of Neighborhoods POELs more effectively, as part of outreach planning, translation services, and tools development.
- Investigate promotion of future workshops either as a two-part event, with a general information portion followed by a more technical, owner-focused portion; or reorder the presentation to bring the policy section earlier, as best applies to future formats.
- Conduct additional research to provide more specific data regarding other policies, including economics and motivators for early adopters of URM retrofits in Seattle and in other areas of the U.S.



Pilot Outreach Components

Pilot Toolkit

The URM Columbia City Pilot Toolkit is outlined below and documents can be found in Appendix 3. The outline is based on the following key points from the contract and the messaging phase.

- The core outreach components are the community workshop and small group meetings with community and business groups. Secondary outreach and promotion for the outreach events are outlined in the Communications Plan; see Appendix 3.
- Best practice outreach methods were identified per Department of Neighborhoods (DON) data and team experience with Primary Owner Audience: In person meetings and presentations, and media outreach.
- Best practice outreach methods were identified per Department of Neighborhoods data and team experience with non-owner audience types: Fliers, posters and ethnic media outreach.

The Pilot Toolkit included a suite of items aimed at sharing information about general earthquake safety and risks, URM building retrofits general information, and policy progress to date. The Toolkit was developed for English and non-English speaking tenant residents, business tenants, building owners, and general community audiences.

Table 1: Pilot Toolkit

Pilot Toolkit Item	Columbia City Pilot Notes
URM Outreach Survey (MS Word doc)	On site version; potential for online version in future.
Messaging Matrix	Messaging translated and transliterated for the six Pilot groups identified in Phase 1.
Case Studies (MS Word doc and pdf)	Case studies include three building types representative of most frequent URM types in Columbia City, based on neighborhood walkthrough by outreach team and the URM map from DPD. These case studies can be posted online as independent files, could be expanded in future to include incentives information specific to each type, and were the basis for URM retrofit elements of the workshop presentation.
Presentation (MS PowerPoint and Speakers Agenda)	For public meetings, as well as web based PDF. <ul style="list-style-type: none"> • General earthquake information (mainly reference existing preparedness resources) • URM introduction, including definition, behavior during earthquake, risks • What the City is doing • URM retrofit overview • Benefits and impacts of retrofit • How to stay informed and be part of conversation <p>The initial Speakers Agenda was based on one presenter with a panel of experts.</p>
Fliers (MS Word and pdf)	<ul style="list-style-type: none"> • Workshop Flier: General URM key points, in-language, used to promote workshop and link to DPD URM website for awareness. • Make existing City disaster and earthquake preparedness resources available at the workshop (provided by OEM).
Event Press Release (MS Word doc)	Columbia City workshop press release.
Communication Plan (MS Word doc)	Outline of media, social media, and community group communications.
URM Handout (MS Word doc and pdf)	2 page 11x17 handout summarizing key talking points. Serves as primary presentation aid for small group meetings and supplementary handout for the workshop. Provided in English and in seven languages for the Pilot.



Pilot Outreach Methods

The Pilot Implementation Phase included two main outreach methods, based on the grant design: small group meetings for up to six cultural groups and a larger community workshop. Details and format for these meetings are outlined below.

1. Community Workshop

The larger community workshop was advertised and targeted to a broad spectrum of the public, including property owners, in the Columbia City neighborhood. The community workshop was held on November 13, 2013 at the Filipino Community Center from 5:30 – 7:30 with a dinner provided to all attendees. Emergency preparedness literature was provided in 6 languages by the Office of Emergency Management. These tools were separate from this project, but were recommended by the consultant team.

Event Format and Tools:

- 2-hour session
- URM Handout and select slides from PowerPoint presentation (either on laptop or printed)
- Evaluation Form
- Inclusion Form

2. Small Group Meetings

Small group meetings were designed for the six cultural groups and one business community organization. The small group meetings were led by the City's Public Outreach and Engagement Liaisons (POELs), with information and handouts from the Pilot Toolkit and an orientation provided by Site Story. These meetings were designed for group discussion, targeting 10-15 people typically, in 1-2 hour sessions. The business group meeting was somewhat different; it was led by Site Story and included a short, five minute overview of the URM information at a Rainier Valley Chamber of Commerce (RVCC) meeting, with discussion afterwards with attendees who desired further details. All of the small group meetings were conducted in October and November 2013. Site Story observed a sub-set of the POEL-led meetings to assist with the presentation and discussion and also for Pilot Evaluation purposes.

Event Format and Tools:

- 1-2 hour session, time varied depending on group
- URM Handout and select slides from PowerPoint presentation (either on laptop or printed)
- Evaluation Form
- Inclusion Form

In addition to the outreach methods from the grant, Site Story also conducted a "Groundtruthing" neighborhood walking tour as part of Toolkit development:

3. Groundtruthing Neighborhood Walking Tour

Site Story and team sub consultant Frank Co. Structural Engineers conducted a site visit and walking tour of two routes in the neighborhood— one north and one south including the core business district of Columbia City where the highest concentration or cluster of URM buildings are located. The main purpose however was to familiarize the team with the types of URMs most prevalent in the neighborhood and obtain images for the Toolkit to make it more relatable to the specific neighborhood. However, as the event was publicized and open to the public it served as a third outreach method to some degree. One neighborhood property owner joined the tour. One of the two research survey days was concurrent with the Groundtruthing so Site Story staff were able to observe progress on that effort at the same time.

Event Format and Tools:

- 3-hour walking tour



Pilot Evaluation Methodology & Analysis

The Pilot had two main goals:

1. Raise awareness of URM retrofits and associated benefits and options
2. Encourage mitigation action (contract, grant section pg 12)

Evaluation Criteria and Methods

Per the FEMA grant, evaluation of the Pilot shall determine the “effectiveness and impact of communication activities and tools”. *Basically the evaluation will review whether the right message was provided in the right way, to the right audience, at the right time.* To this end, the following criteria and measurement methods were developed; the data collected is presented in this section. Analysis of the results and associated recommendations are in the Analysis and Recommendations Section.

Pilot results data are presented in this section, organized around the following set of criteria and methods established prior to implementing the Pilot outreach events. Analysis of the data for each criterion follows a summary of the data set. Recommendations based on these evaluation criteria are presented in the Recommendations Section.

Table 2: Evaluation Criteria and Methods

Evaluation Criteria	Evaluation Method	Data Collected
1. How well did the research target the desired audience?	<ul style="list-style-type: none"> • Survey data counts for each audience • Other outreach data counts for each audience 	<ul style="list-style-type: none"> • Number of owners, tenants, general public
2. Does the outreach item/method support the Pilot Project Goal of building awareness by reaching the targeted audiences?	<ul style="list-style-type: none"> • Data on audiences reached throughout the Pilot • Mailing list increase after Pilot (by Seattle) • Web analytics (by Seattle) 	<ul style="list-style-type: none"> • Number and audience type of attendees at each event • Number of new email members after each event • Feedback during events
3. How effective was the Toolkit in distributing the message? (Workshop flier, presentation, and info sheet are primary components of the Toolkit that will be evaluated.)	<ul style="list-style-type: none"> • POEL orientation feedback • Community group meeting feedback (via POELs) • Workshop feedback sheet 	<ul style="list-style-type: none"> • Number of attendees that read the flier, saw the presentation • Workshop evaluation sheet
4. How effective was each outreach method in distributing the messaging?	<ul style="list-style-type: none"> • POEL orientation feedback • Community group meeting feedback (via POELs) • Workshop feedback sheet • Data on audience numbers, where available 	<ul style="list-style-type: none"> • Number of attendees in each meeting type • Feedback from meetings
5. How well did the outreach do in reaching diverse audience of the neighborhood?	Data count from inclusion form from POEL meetings and the workshop	Ethnic diversity info from inclusion form at workshop sign in and POEL group numbers
6. Was the budget adequate?	Reporting by consultant team by Task; staff, hours, etc.	Project budget results
7. What aspects of the Pilot provided best return?	Based on overall evaluation and lessons learned.	Subjective analysis at end of Pilot based on above items



Ideally, we would also be able to determine whether specific Toolkit items or outreach methods support the long term goal of motivating retrofits; this determination is outside the scope and scale of the Pilot however. The City will need to investigate options for tracking retrofit motivators, such as adding a question on retrofit permit application, etc.

Pilot Evaluation Data and Analysis

1. How well did the research target the desired audience?

The Pilot goal was to provide education and outreach to both the general public and property owners, including both English and non-English speaking cultural groups. The Phase 1 research survey reached a total of 99 respondents, using on-street surveys (92) and online via community based organizations (7). For more details on the Phase 1 URM Outreach Survey Report see Appendix 2. Key findings for this criterion include:

- Language preference numbers are not the sole metric of cultural group presence, due to extent of multi-lingual respondents.
- Public Outreach and Engagement Liaisons efforts during Pilot implementation may be a better avenue than street surveys for future research if needed.
- The Department of Neighborhoods had a more recent neighborhood “pulse” than the City’s published demographic data, so their involvement early would be helpful in identification of target cultural groups.

Table 3: Phase 1 Survey Respondent Groups

Phase 1 Survey	Total respondents: 99
Columbia City Residents	48%
Work in Columbia City	18%
Columbia City Business Owners (do not own the business location)	10%
Columbia City Property Owners (own property and/or operate a business in the property)	10%
Visitors	9%
Other	5%
Total	100%

Six non-English cultural groups were identified during the research Phase by Pilot sub consultant TD Wang Advertising Group. The relevant language preference for each group based on Columbia City demographics is identified in ().

1. Ethiopian (Amharic)
2. Filipino (Tagalog)
3. Eritrean (Tigrinya)
4. Cambodian (Khmer)
5. Chinese (Cantonese and Mandarin)
6. Latino/Hispanic (Spanish)

The survey reached respondents with a variety of language preferences. Respondents included the targeted language groups, but percentages did not necessarily match overall neighborhood demographics. For example, Filipino population represents 8.5% of Columbia City residents (2010 Census data: http://www.seattle.gov/dpd/cs/groups/pan/@pan/documents/web_informationrmatinal/dpdd016860.pdf) but only 4 respondents listed Tagalog as their preferred language. However many in the Filipino community may also be fluent in English and/or Spanish so language preference numbers are not the sole metric of cultural group presence.



Table 4: Participants – Language Preference

Language	# of Participants*
English	85
Amharic	5
Cantonese	3
Mandarin	2
Khmer	3
Spanish	4
Tagalog	4
Tigrinya	1
Other: Vietnamese	4
Other: Somali	2
Other: Visayan	1
Other: Hmong	1
Other: Senegalese	1
Other: French / African	1

**Number >99 means people selected multiple answers; some are bilingual in English plus another language or in 2 non-English languages.*

Analysis

Overall, the Phase 1 Research did reach both owners and general public/non-owner audiences, across the six identified cultural/language groups. However, direct interaction via the DON Public Outreach and Engagement Liaisons (POELs) in the Pilot Implementation Phase (Phase 4) led to higher levels of involvement of cultural groups and may be a better avenue for future research if needed, in combination with outreach to specific community organizations (versus random sampling) for future neighborhoods.

Also, during the Pilot Implementation, in collaboration with the DON feedback, the cultural groups were revised based on incorporating cultural groups with higher concentrations of owners, rather than selecting groups based on overall demographics alone. The revised cultural groups for Phase 4 of the Pilot are as follows:

1. Ethiopian (Amharic)
2. Ethiopian (Oromo)
3. Filipino (Tagalog)
4. Latino/Hispanic (Spanish)
5. Vietnamese (Vietnamese)
6. Somali (Somali)

The Chinese cultural group was removed as a focus group for the Phase 4 Implementation, i.e. there was no specific Chinese small group meeting nor were there Chinese POEL-invited attendees at the workshop. However, as the Chinese POEL was already engaged for the Pilot, the team decided that he should attend the workshop for observation purposes, in preparation for future outreach in other neighborhoods with relevant demographics.

Overall, including DON in the identification process would have been most effective during neighborhood research, as they have the most recent neighborhood “pulse” which may not yet be reflected in the most currently available demographics reporting, and they also have a good sense of owner ties in various cultural groups by neighborhood.



2. Does the outreach item/method support the Pilot Project Goal of building awareness by reaching the targeted audiences?

This criterion reviews which outreach method and event type was most effective in reaching targeted groups, as well as gathering feedback regarding future outreach methods. Key findings for this criterion include:

- For quantitative data on awareness, the Phase 1 survey or the event feedback form could be adapted to survey future event attendees.
- Small group meetings allow more tailoring of both message and logistics, enabling a more inclusive process.
- Overall more participants indicated a preference for small group events. Event type preferences were often the same type as the one attended by the respondent, so the preference feedback should be balanced by the information regarding effectiveness.
- The press release impacted web traffic more than individual events.
- A streamlined web address and/or banner for URM and policy information may help increase web traffic and improve navigation.
- Distribution of press releases approximately two and six weeks prior to the event would be more effective for publishing in media and event calendars.

Table 5: Outreach Results Data

Outreach Method	Groups		Audience Types
Small Group Meetings	Vietnamese:	15	Public/business owners
	Somali:	16	Public/business owners
	Ethiopian (Oromo)	5	Business owners
	Rainier Valley Chamber of Commerce:	<u>43</u>	Business owners
	Sub Total:	74	
Community Workshop	English/non-identified	29	Public/business owners/property owners
	Filipino	<u>10</u>	Public
	Sub Total (including 3 POELS):	39	
	Total:	113	

Table 6: Future Outreach Preferences – Small Group Attendees Feedback:

Based on two collective feedback forms; RVCC attendees were not polled due to time restrictions.

Method:	Somali	Vietnamese
Mail		x
Email	x	
Website		
Public Meeting		
Small Group Meeting	x	x
Other	x: POELS	

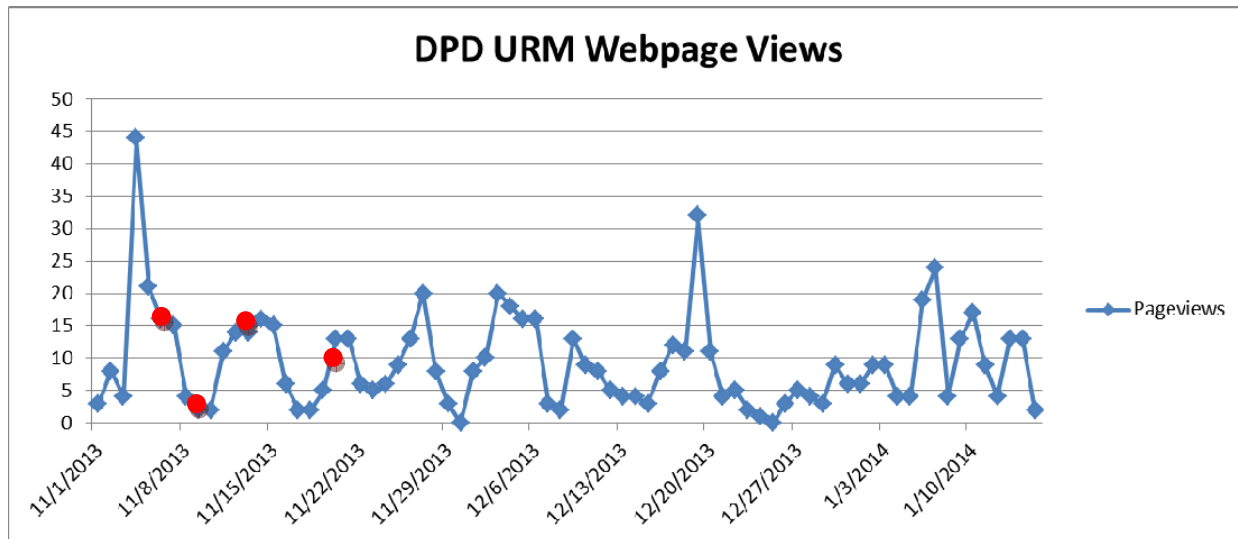


Table 7: Future Outreach Preferences – Workshop Feedback

Based on 20 feedback forms. *Note that some respondents selected multiple answers.

Method:	Attendee Feedback*
Mail	4
Email	6
Website	5
Public Meeting	5
Small Group Meeting	5
Other	1 (media)

Figure 1: Web Analytics during Pilot Implementation Phase



Note outreach event dates:: Rainier Valley Chamber of Commerce Meeting Presentation: 11/7; Vietnamese Small Group Meeting: 11/9; Workshop: 11/13; and Somali Small Group Meeting: 11/20.

Analysis

Awareness: The Pilot Phase 1 research survey conducted in Columbia City provided guidance on developing URM messaging and Toolkit. Additional survey work was not included in the Pilot. Therefore, for purposes of this evaluation, “increased awareness” was assumed based on attendance of a URM event. Some qualitative data was obtained during events, however. At the POEL-led small group meetings, most attendees were familiar with the Nisqually earthquake in Seattle and/or had experienced it. Business owners, at both the small group meetings and the workshop, were more aware of URMs and the City of Seattle draft policy; the general public at these meetings had little or no awareness of what a URM was prior to the meeting, the associated risks, or the draft policy.

If more quantitative data on awareness is desired in the future, the Phase 1 survey could be adapted to survey future event attendees. Alternatively, the event feedback forms could be expanded with a “mini-set” of questions, primarily focused on attendee ranking of their awareness of URMs, the policy, or related risks, etc. before the event and after the event.

Outreach Method Effectiveness: The largest audience numbers per level of effort were achieved via the presentation at a regular meeting of a local business group. Small group meetings organized by POELs, with or without consultant participation, was also efficient based on number of participants but the effort was shared between consultant team and POELs. The workshop required the most preparations and promotion per audience member. However there are two things to consider. One, with more and earlier promotion by the City, workshop numbers could be improved; two, the workshops may attract community members that are missed through the



POEL and community organizations channels. Additionally, feedback (see Appendix 1) included comments suggesting both earlier and later times for events overall. Based on POEL feedback event time seems specific to various cultural groups, and seems related to a combination of weather, sunset times, family coordination, and transit needs. The small group meetings are easier to tailor to individual cultural group preferences. Based on all of these considerations, both small group events and larger workshops are valuable methods to build awareness. However, the small group meetings allow more tailoring of both message and logistics and enable a more inclusive process. Feedback from participants suggested that they did not know refreshments and childcare would be available; these information items were removed by the City from the press release prior to distribution.

Participant Preferences: Looking at feedback on outreach method preferences, (see Appendix 1 for full set of forms received) there was a wide variance in the preferred methods selected by attendees. Regarding meeting size, all small group feedback indicated small meetings were preferred; amongst workshop participants, 9 responses selected small group meetings and 12 selected larger workshops, with some respondents selecting multiple answers. Overall therefore more participants indicated a preference for small group events; however since preference was also linked to the meeting type the participant attended the preference feedback should be balanced by the information regarding effectiveness. Additionally, many owners, as well as some of the general public, listed the website as a preferred method of staying up to date on URM policy information so website updates would support the website as an effective outreach tool.

Web Traffic: There was a spike in web traffic to the site preceding the first event, but no discernable spikes preceded the subsequent events. The final press release for the workshop was distributed by the consultant on November 1, 2013, and by the City of Seattle Communications Department on November 6, 2013. Overall it appears the press release impacted web traffic more than individual events. We believe that this will evolve as additional resources are posted on the webpage. Also the webpage is extremely difficult to locate without already knowing the actual address or sequence of clicks from the DPD home page. A streamlined web address would likely assist with higher web traffic. A graphic banner for the policy elevating visibility would also be helpful for web navigation.

Workshop Attendance: The workshop attendance of 39 participants was short of the original estimate of 80-100 attendees. Several factors likely impacted attendance.

1. The workshop was held at the Filipino Cultural Center in Columbia City a week after a tsunami hit the Philippines.
2. The distribution of the press release by the City for their media contacts was delayed until only one week prior to the event. Distribution of press releases approximately 2 weeks and 6 weeks prior to the event would be more effective, to provide content for press and be incorporated into local community group event calendars and newsletters. Having a template in place will assist with earlier release.
3. Two of the targeted cultural groups expressed either lack of interest or logistical challenges. The Latino POEL was unable to yield any participants from that cultural group, due to lack of interest within that community, primarily renters. The Chinese POEL attended for observation purposes in preparation for future phases of the policy outreach but did attempt to garner attendees; location was a challenge for that cultural group.

3. How effective was the Toolkit in distributing the message?

(Workshop flier, presentation, and handout are primary components of the Toolkit that will be evaluated. Additional feedback included as applicable.)

Feedback from public participants is summarized below. To review the full set of individual comments, please refer to Appendix 1. Key findings for this criterion include:



- Property owners preferred building industry terminology while cultural groups required and preferred simple terms for ease of translation, which suggests different events or tools for owners versus the general public or a general section of the event followed by a more technical section.
- Resources for commercial and market-rate residential tenants are needed.

Table 8: URM Pilot Toolkit Feedback Summary

URM Pilot Toolkit Item Evaluated	Feedback Summary
Presentation and Speakers Agenda	<ul style="list-style-type: none"> • Keep technical terms to a minimum if any. • Use technical/industry terms. • Discuss policy earlier. • Add information on Cost-Benefit Analysis. • Include brief policy background/process timeline. • Assign response roles in advance. • Consider holding questions until end of section and parking lot for questions for later sections.
Fliers	No specific feedback received.
URM Handout	<ul style="list-style-type: none"> • Start with Earthquake Risk. • Simplify titles for non-English translations: What is a URM, What does Strengthening Look Like, Why is it Good, Impacts, What City is Doing; add a note about the Advisory Committee and their role. • Include tenant resource information (as it becomes available).
Event Press Release	<ul style="list-style-type: none"> • Include information on refreshments if to be provided to enable more attendees/reduce perceived challenges of attendance for families, etc.
Communication Plan	<ul style="list-style-type: none"> • Distribute press release earlier and with follow up, repeat distribution etc.

Analysis

The Phase 1 research findings (see Appendix 2) indicated that raising awareness about earthquake risk was critical for cultural groups and individuals with no previous negative earthquake experience; these constituents had less awareness and concern overall about URM, risks, etc. This informed the extent of general earthquake information in the Pilot Toolkit. However, community feedback indicated owner and construction industry participants favor industry and technical terms and prefer discussion of the policy itself upfront rather than after general earthquake and retrofit information sharing. Overall this may point to development of more owner oriented events, with a very short introductory section only and/or an owner working group and mailing list so they can have a forum tailored to their specific compliance issues and concerns. Information for tenants impacted by URM retrofit is also desired, based on comments; yet most resources are for low-income residential tenants. Resources for commercial and market-rate residential tenants are a missing link.



Table 9: Toolkit Review

Toolkit Item	Pro	Con	Guidance
Presentation	<ul style="list-style-type: none"> • Contains full set of general, retrofit and policy information • Sections can be tailored to various groups 	<ul style="list-style-type: none"> • A lot of information to share at one event with general public audience • Long presentation 	<ul style="list-style-type: none"> • Consider separate owner specific and general public specific presentations and tailor content to suit those audiences. • Presentation remains best tool for larger workshops but moving retrofit detail section to a Part 2 of event for those who want the deeper information could help.
Handout	<ul style="list-style-type: none"> • Summary of information useful for small settings and conversational approach • Shorter content useful when presenting in multiple languages • High level content useful to keep content relatable to public audiences 	<ul style="list-style-type: none"> • Some information is removed • Minimal graphics and illustrations of concepts and examples 	<ul style="list-style-type: none"> • Handout is best tool for small groups where direct interaction is preferred vs formal slide presentation. • Supplementing the handout at small group meetings with prints of key slides was useful at the small group Pilot meetings.

During messaging integration into the toolkit, the following list of alternative terms were developed in coordination with the POELs for ease of communication and translation for general audiences. Industry terms are listed first followed by the alternate word or phrase.

1. URM = “older red brick building without steel bar in the walls”
2. Retrofit = strengthening
3. Seismic = earthquake zone or area
4. Parapet = building wall that extends above the roof
5. Reinforcing = structural connections or steel grid
6. Financial incentives and TDRs = grants, benefits, tax credits and loans
7. Timeframe = when strengthening needs to happen
8. Critical risk buildings = such as schools and fire stations
9. High risk = buildings where 100 or more people gather
10. Bearing wall = brick wall carries the load or weight from above



4. How effective was each outreach method in distributing the messaging?

Feedback from the two outreach methods is summarized in the tables below; refer to Appendix 1 for the full set of participant feedback. Key findings for this criterion include:

- The usefulness of the USGS coloring sheets in sharing earthquake information with non-English speaking groups supports the need for information-graphics for a multi-lingual outreach effort.
- Beyond low-income residential tenant relocation assistance resources from the City, little or no other tenant resources exist.
- Overall the smaller language specific community meetings were very effective in being able to provide more direct attention to the broader community including traditionally underserved cultural groups,
- Joining the Rainier Valley Chamber Meeting was an effective strategy specific to reaching the business community and also to partner with an active Chamber to increase outreach potential to its members.
- Based on owner feedback, creating outreach methods specifically for owners would allow a forum for discussion, information sharing and improved acceptance via participation.
- Also many owners noted in Workshop feedback that either small group or workshop meetings were a desirable outreach option, indicating high flexibility for planning future outreach.

Event Feedback Summary – Small Group Meetings Overall

Small Group Meetings - Cultural Groups:

- Use simple terminology vs. technical building construction semantics.
- Materials helped provide a better understanding of general earthquake preparedness (all agreed they were more prepared after these meetings than before attending).
- Include resources for tenants to help understand the impacts on businesses in terms of rent rates and affordable insurance.
- *The majority of the language specific cultural groups preferred the small meeting format.

*Note that the Filipino and Spanish language groups were combined with the larger community meeting for beta group testing of the pilot program.

Small Group Meeting - Business Group:

- The tools were straightforward and helpful in better understanding the potential policy.
- The Columbia City Map helped business owners understand the broader geography of the pilot program and clarify that the pilot went beyond the borders of the Columbia City Historic District and was inclusive of a larger area of the Rainier Valley.

Community Workshop:

Overall Feedback - Affirmative

- It is helpful that the City is providing these resources and information.
- Materials were well organized and clear.
- Flexibility of meeting process to answer questions throughout the presentation was helpful.
- Continue with third party facilitation.

Overall Feedback - Concerns

- Provide more background on the City's process and conclusions that initiated the new potential policy.
- Offer an overview of the Policy creators and Advisory Committee – describe their level of expertise and the roles they play in the policy development; i.e. banking, insurance, engineering, development etc.
- Identify risks not just in terms of outcomes, but also potential probability and information on why a building that has withstood previous earthquakes is still at risk.



- Discussion of the Cost Benefit Analysis should be addressed overtly in materials as well as in the community meeting presentation.
- Provide updates regarding the Cost Benefit Analysis including schedule, scope, consultant team and other stakeholders involved.
- Provide more information on incentives as soon as available. Consider linking this to an Owner working group, which one respondent suggested specifically for the Columbia City neighborhood.
- Business relocation is a key concern for both business tenants and building owners. The City should prepare a summary of how they will address this issue and identify a clear path to support this issue.
- Include more time for questions and answers with technical experts whether from the City of Seattle staff engineers or consultant team experts.
- Identify inventory method (windshield survey) and clarify how the list will be confirmed for accuracy.
- More specific resources including meetings need to be provided to the building owners.

Analysis

Small Group Meetings – Language Groups:

The team received excellent feedback from the small, language specific community groups about the Toolkit and approach to describing a URM.

Vietnamese Small Group Meeting: In the case of the Vietnamese Meeting, understanding the effects of an earthquake in terms of property damage was very important; while all attendees had experienced an earthquake first hand in Seattle, none had experience in their home country with this type of disaster. That group also looked for visual cues in terms of differentiating the various types of earthquakes to obtain a better understanding of how they feel in terms of human physical response. The simple USGS Earthquake Coloring Pages (see Appendix 4) were useful supplements in describing the motions experienced during an earthquake. The usefulness of these illustrations supports the need for information-graphics for this type of multi-lingual effort. The outreach consultant and the community liaison used the printed URM Handout as the primary tool, with the coloring pages and digital PowerPoint presentation as supplementary, visual tools.

Somali Small Group Meeting: As a result of the Vietnamese workshop, Site Story provided printed copies of key PowerPoint slides, showing URM buildings, URM map and retrofit components, for the Somali group meeting. Having the additional visuals in an 8x11 and 11x17 format allowed materials to be passed around the table while discussion continued and kept to the more conversational tone of the meeting.

At the beginning of both meetings, the outreach consultants surveyed the meeting attendees to determine what issues might be of the greatest concerns to these groups. Attendees were general neighborhood residents, and did include URM tenants, but no property owners. Given this audience profile, their interests centered on overall URM awareness and their potential for performance failures in an earthquake, with life safety content and impacts and resources for tenants. Beyond low-income residential tenant relocation assistance resources from the City, little or no other tenant resources exist.

Overall the smaller language specific community meetings were very effective in being able to provide more direct attention to the broader community including traditionally underserved cultural groups, and included URM tenants and the community at large.

Small Group Meeting – Business Organization

Joining the Rainier Valley Chamber Meeting was a strategy specific to reaching the business community and also to partner with an active Chamber to increase outreach potential to its members. Workshop fliers were distributed as well as part of promotion of that event. Meeting attendees in general were positive about the opportunity to become aware of the issue and several restaurant owners joined the Workshop. The Chamber also followed up in their meeting notes with the greater membership.



Community Workshop

There was mixed feedback from the larger community meeting. This particular session saw the greatest turn out of property owners and posed the most resistance from the audience. It was also the session where the largest turn out of tenants occurred as well. The presentation materials were prepared to address both general earthquake and URM information for the general public, as well as owner-oriented retrofit and resources information, utilizing terms that could be readily translated based on POEL input. It is important to keep this dual audience approach in mind when considering the constituency feedback. Also, the policy section of the presentation was de-emphasized based on DPD and OEM input, since a goal of the Pilot was to motivate retrofits regardless of the policy which was still in development during the Pilot Implementation Phase.

General Public feedback was generally positive in reference to both the policy itself and the tools and message contained therein.

Owners however desired more details on the cost-benefit analysis and overall earthquake risk and economic statistics, along with details on potential resources and financial assistance. They were also more resistant to the policy itself, but not unilaterally. Some owners who were in attendance had completed URM retrofits already (often linked to a change of use of the building), but remained concerned about impacts of the policy on their flexibility, financing, tenant retention etc.

Based on owner feedback, it seems evident that creating outreach methods specifically for owners would allow a forum for discussion, information sharing and improved acceptance via participation. Of the 39 total workshop attendees, eight were owners. That was the highest attendance from the building ownership community at any meeting in the pilot project. Also many owners noted in Workshop feedback that either small group or workshop meetings were a desirable outreach option, so there is a lot of flexibility in planning future outreach.



5. How well did the outreach do in reaching diverse audience of the neighborhood?

This criterion is based on both the small group meetings attendees and workshop attendees. For small group meeting cultural diversity information refer to Criterion 2. Overall the key finding for this criterion is that the participant ratio compared favorably to Seattle 2010 demographics data for the neighborhood.

Table 10: Workshop Inclusion Form Data

Note not all attendees completed a form which was optional.

TOTAL NUMBER	Race	Hispanic	Language	Male	Female	Age Range	Median Age	Own	Rent	Zip Code for majority
1	SOMALI	0	SOMALI				37	1	0	98118
1	AFRICAN AMERICAN	0	ENGLISH	0	1		60	1	0	98118
1	ASIAN AMERICAN	0	ENGLISH	0	1		17	0	0	98178
1	CHINESE	0	CANTONESE	1			37	1	0	98108
1	SAMOAN	0	SAMOAN/ENGLISH		1		51	1	0	98108
2	ASAIN	0	ILOCANO	1	1	32-56	33	0	2	98118
5	FILIPINO	0	TAGALOG	3	2	17-67	39	2	3	98178
6	BLACK	0	AMAHARIC	3	3	29-38	39	2	4	98104
13	WHITE	0	ENGLISH	10	2	18-73	38	10	3	98118

Analysis

Overall 58% of workshop attendees were from non-English speaking cultural groups. The workshop reached 18 cultural group attendees and the small group cultural meetings reached 36 members of the identified cultural groups, based on a total of 113 Pilot outreach participants. The small group meeting with the Rainier Valley Chamber of Commerce was also a diverse group, although inclusion forms were not distributed since it was a short presentation at the group's regularly occurring meeting.

Based on the diversity information that was collected, the participant ratio was 48% from non-English cultural groups and 52% were from English speaking/White cultural groups. This compares favorably to Seattle 2010 demographics data which indicates population includes 31% non-White cultural groups and Columbia City includes 43-61% non-White cultural groups. Demographics data can be found at http://www.seattle.gov/dpd/cs/groups/pan/@pan/documents/web_informational/dpdd017053.pdf.



6. Was the budget adequate?

The grant budget fee and hours and actual hours are tabulated below. Analysis notes are included in the same table. Key findings for this criterion include:

- The POELs can assist with translation; DPD should leverage this resource in future as needed.
- A combination of ethnic media communications and small group meeting focus, with minimal workshops, could provide a cost-effective approach.
- For future pilot programs, contingency budgeting could address challenges in streamlining unknown levels of effort.

Table 11: Budget Breakdown and Analysis

Pilot Data Collection				Analysis
Phase	Budget	Budget Hours*	Actual Hours	Notes
Phase 1: Research and Analyze Target Audiences	\$8,400	59	94	Junior staff were utilized for the on-site survey but overall budget was inadequate for level of on-site work in 6 languages vs online option strategy explored in proposal (which also had budget issues due to translations). Utilizing City translation resources may have helped mitigate the delta.
Phase 2: Develop Targeted Messaging	\$4,000	28	46.5	Actual process required more collaboration within team and with DPD and outside cost-benefit consultant and their previous study; also more research time was required.
Phase 3: Develop Communication Methods and Toolkit	\$7,800	57	90	The Groundtruthing and Case Studies were extremely useful in data gathering, but did not streamline Toolkit development to extent intended. Overall Toolkit suite required additional level to address two levels of information, one for the workshop and one for small group meetings, rather than a singular level.
Phase 4: Run Pilot Education and Outreach Campaign	\$5,880	43	57	Overall this task was close but more time was required than estimated for scheduling, POEL coordination, and setup times, etc.
Phase 5: Pilot Evaluation and DPD Staff Training	\$3,920	29	76	Analysis and reporting are difficult to streamline to maintain effectiveness of the deliverables.
Added Service: Small Group Meeting Participation	\$2,800	17	35	Scheduling with POELs and community groups took more time than estimated; also 1 hour meetings budgeted turned into 2-3 hours including setup and dialogue, almost “mini workshops”.
Total Pilot	\$32,800	233	398.5	Actual average billing rate is approximately \$82/hour. (Some pro-bono was expected, i.e. 15-20% range; however Pilots often require higher budgets than established programs and a contingency allotment is recommended.)

* Approximate budgeted hours based on team average billing rates as applicable to roles in each Phase.



Analysis

Pilots are difficult to streamline, as there are many unknowns, new processes to implement, new data to organize and new relationships to foster. Overall significantly more effort was required to complete required Phase deliverables including coordination, and scheduling. Multi-language surveys require significant on-street survey implementation time as well as translations. During the Pilot both DPD and Site Story learned that the POELs could have assisted with translation; DPD should leverage this resource in future as needed, particularly in translating the messaging matrix into any additional languages. The case studies of different URM types will also be applicable for any neighborhood, and can be updated as examples of successful URM retrofits, including cost examples as they become available or existing ones are identified. Additionally, integration with ethnic media communications in combination with small group meeting focus and a minimal number of future workshops (targeting multiple, adjacent neighborhoods simultaneously) could provide a cost-effective approach.

7. What aspects of the Pilot provided best return?

Based on analysis of Criteria one through six, overall the small group meetings and involvement of the POELs and DON provided the best returns.

Small Group Meetings: The small group meetings allow the greatest flexibility in terms of tailoring for improved effectiveness of information sharing, dialogue and community participation and feedback. Logistics, level of detail, messaging for various audiences (both cultural groups and owner/tenant/public) and description of available resources can all be adjusted, which improves perceived satisfaction with the event. Considering owners as a “cultural group” suggests that they too deserve transliteration of messaging to use the language and terms they relate to and would allow small group meetings to target owners and owner organizations and utilize the small group outreach method across all audience types.

DON and POELs: Working with the DON and their POELs allowed an effective assignment of roles, leveraging the language skills and neighborhood contacts of the POELs. The small group meetings, which were led and arranged by each POEL, resulted in the highest diversity of participants. Additionally, the DON was a good research partner as they have ongoing feedback from the POELs on a variety of outreach efforts. A coordination meeting with the DON could streamline supplemental research as the Toolkit is adapted for additional neighborhood-based outreach.



Recommendations

The URM Outreach and Education Pilot in Columbia City provided a test of concept of the overall outreach methodology and Toolkit. The Pilot provided valuable feedback across a variety of audience types, from the general public to tenants and property owners that will help the City refine the process for outreach in future neighborhoods, inform policy and incentives development, and assist with future grant funding requests.

The analysis of the Pilot focused on determining “effectiveness and impact of communication activities and tools” used in the Pilot, looking at what aspects of the Pilot provided the best return, which were the most effective and which need refinement. Revisiting *the purpose of the evaluation which was “whether the right message was provided with the right methods, to the right audiences, with the right timing”* we reviewed the analysis and have compiled a set of recommendations for future outreach.

Message

1. Eliminate technical terms to extent possible on the URM Handout whose audience is mainly non-Owner.
2. Consider promoting the first section of the workshop as general audience education”, with subsequent sections open to all but focused on owner audiences. This would allow a combination of simplified terminology for the general public and utilization of a few key industry terms (retrofit, transfer of development rights (TDRs), rebar) to embrace the “language” of both general and owner audiences.
3. Provide clarification in presentation regarding the potential risk factors versus the likelihood of events. Given the outcome of relatively recent earthquakes in Seattle, the general population has become too confident in the magnitude of past effects vs. the magnitude of potential future outcomes.
4. Include information on childcare, refreshments and translators or POELs in event communications if they are to be provided.
5. Revise the Presentation to incorporate feedback on topic order (unless splitting general and technical sections as listed in item 2) and add brief in-progress details on the cost-benefit analysis, incentives process, and advisory committee stakeholders and process, and adjust Speaker’s Agenda with logistic guidance on roles, introduction of multiple speakers (recommended) and topic area leads as a “panel”, etc. Create a “parking lot” for questions that pertain to later sections. (Note: The presentation in Appendix 3 contains the revised order for topics, which was edited after the workshop as part of the evaluation debriefing with the City.)
6. Adjust workshop exercises to feel more positive. Rather than questions regarding barriers and solutions for retrofits, an alternate approach might be to start with a list of known barriers and request feedback on any additional items to add, with a similar starting list for solutions as well.
7. Investigate development of an info-graphic as a priority tool to aid in multi-lingual and general public understanding of complex and technical issues. A URM info-graphic might include diagrams that illustrate general earthquake



safety, URM-specific earthquake behavior, retrofit options, and illustrate economic statistics for past events, cost-benefit data, and overall public safety and business benefits.

8. Include more specific data from URM programs in other regions of the country, such as other policies (i.e. Utah, California, and Nevada), motivators, and economics, as well as specific data from international disaster response and retrofits to reinforce policy justification as well as provide success stories. This stems primarily from owner feedback, so will apply more to owner-oriented events, or to a potential supplementary owner/tenant handout.
9. Based on feedback from building owners looking for incentives and support for their investment, create a "Green Tag" program (vs. the red tag reactive method for building occupancy) that promotes positive messaging about retrofit owners who take the initiative early. The "Green Tag" rewards toolkit could include door labels, web directory and other identifying strategies that elevate the profile of those properties.

Methods

10. Develop future outreach strategies that emphasize small group meetings. The small group outreach method was the most effective event type for reaching traditionally underserved and diverse cultural communities and was also indicated as the method preferred by cultural group attendees.
 - a. Note that the small group meeting baseline should be two hours for presentation and discussion, as with this technical topic, the meetings were conducted in both English and the non-English language based on POEL preferences.
 - b. For workshops, consider bundling adjacent neighborhoods for a limited set of workshops that complement the small group meetings. This bundled approach could shift budget from workshop planning to POEL coordination, ethnic media, graphic poster posting, and a greater, easy to find web presence.
11. Consider separate events targeting Owner groups. Even if they attend public workshops, knowing that there is a separate meeting or working group, mailing list, or other tailored communication option for them may improve interaction.
12. Consider updates to the website for improved accessibility as an outreach tool. Updates could include:
 - a. New streamlined URL address to make finding the URM webpage easier. (For example, both Google and Bing web search on "Seattle URM Policy" does not list the actual DPD URM primary page in search results:
<http://www.seattle.gov/dpd/codesrules/changestocode/unreinformatiorncedmasonrybuildings/whatwhy/default.htm>.)
 - b. Updated links from previous posts, whether with the existing page address or a new one.
 - c. User friendly graphic banner or hot link to navigate easily to the URM policy components within the DPD web pages on the City web site.
 - d. Webinar of presentation for asynchronous viewing.



13. Utilize Department of Neighborhoods POELs more effectively.
 - a. Enlist POELs to assist with translations of outreach materials; however some technical components may require outside translation services.
 - b. Work with the DON POEL program to identify direct outreach opportunities with ethnic groups and specific neighborhood organizations that reach underserved groups.
 - c. Create a planning session with DON and POELs as part of developing the next outreach plan.
14. Review the potential for additional surveys:
 - a. A URM Owner Survey could provide a cost-effective way to obtain “self-identification” of URM from the windshield survey, get feedback on perceived challenges and desired assistance, similar to the Workshop’s Your Thoughts Exercise questions, and provide a current URM policy and resource update. Creating the survey list would require obtaining contact information from the windshield survey, so a survey may be more applicable as a follow-up to presentations at existing community and business groups.
 - b. Adapting the URM Outreach Survey or revising the event feedback forms could provide more specific data on “awareness” levels.

Audience

15. Identify Owners as a “cultural group” as their concerns and impacts vary significantly from other audience types and the nature of their questions, focus for discussion etc. are also widely different. As a cultural group, small group meetings could target owners effectively, such as neighborhood Chambers of Commerce and Business Improvement Areas, etc. Alternatively, an Owner Working Group could be an alternative format suited to this audience.
16. Add commercial tenants as a separate and critical audience. Small businesses can be very hard hit by relocation. Understanding potential needs, incentives, relocation assistance, “swing” space directory or contact list, and strategies for this audience is a recommendation based participant feedback, particularly during small group meetings, directly from small business owners.
17. Review the neighborhood demographics carefully and cross check with DON review, which may be more up to date. Also confirm whether POELs are in place for desired language groups.

Timing

18. Provide immediate updates to the URM mailing list and website regarding Owner “hot topics” including the Cost Benefit Analysis and Incentives being considered.
19. Communicate a clear path for staying informed, such as dedicated and easy to find webpage, along with the mailing list and media post-event follow up, particularly as neighborhood media outlets are tapped for future events.



20. Distribute media releases six weeks, four weeks and 10 days in advance of large scale public meetings. In general many grassroots and non-profit newsletters and neighborhood blogs are maintained only monthly, often by volunteers. Six week advance notices are more likely to be added to media calendars; four week and 10 day notices are more likely to lead to articles and timely reminders of the event.
21. Add as much information as is available on the Cost Benefit Analysis to date to any presentation addressing owners, i.e. include scope, outline, target timeline, team members, etc.
22. Add more information on incentives, as available, to owner-oriented presentations. The single largest response from the workshop question “what do you think will help people get started and strengthen their buildings?” was “Incentives/financial/rebates, etc”. Include information on the incentive determination process, link to the CBA findings, etc. as applicable based on overall program timeline.
23. Review event timing and adjust as necessary when planning for specific cultural groups. Event timing did receive mixed feedback. Earlier times were requested by some groups based on winter, darkness and getting home to families; alternately challenges with bus transportation from work to an outreach event indicated a later start time.
24. Provide regular distribution of the overall policy development and its sequential evolution, to reach and engage the support of building Owners and tenants to assure that there is reasonable understanding and participation of these two groups.



Conclusion and Next Steps

The URM Outreach and Education Pilot in Columbia City provided a starter set of tools and valuable feedback that can be used in refining methods, message and tools for future outreach. The Pilot Toolkit offers a solid foundation for future outreach and for messaging refinements as the policy development process continues.

Next Steps

Keeping the public, URM tenants, and URM property owners informed as the City continues development of the policy and incentives is a critical path forward. Additionally, both outreach and policy development will occur once the Cost Benefit Analysis has been completed.

The City's next steps will be finalized in early 2014, but may include the following:

1. Revise the URM Pilot Toolkit based on Pilot feedback.
2. Conduct Ground Truth sessions in each neighborhood prior to full outreach implementation to identify neighborhood specific examples.
3. Create new tools, such as an updated webpage and streamlined URL as well as creation of an infographic tool or poster to increase ease of access and visual communication.
4. Develop a future outreach plan and schedule, including outreach method, website updates, and owner group setup.
5. Develop an outreach communications plan, including initial and follow up communication with ethnic media and neighborhood community and business groups and potential owner survey.
6. Identify a neighborhood roll out schedule for outreach.
7. Research examples of alternative location assistance programs for temporary relocation of businesses affected by building retrofits. Include case studies of incentives for businesses to return to their original location.
8. Research other policies and retrofit programs across the U.S. and internationally to inform both outreach and policy development.



Appendices

Appendix 1: Outreach Events Evaluation Forms and Other Community Feedback

Appendix 2: Phase 1 URM Outreach Survey Report

Appendix 3: URM Pilot Toolkit

Appendix 4: USGS Coloring Sheets



Appendix