City of Ketchum

CITY COUNCIL MEETING AGENDA MEMO

Meeting Date: | November 13, 2023 | Staff Member/Dept: | Jade Riley/Administration

Agenda Item: | Recommendation to approve the Agreement 24040 with ReconMR for a Community Survey

Recommended Motion:

I move to approve Agreement 24040 with ReconMR for Ketchum's Community Survey.

Reasons for Recommendation:

- The City has not conducted a statistically valid community survey to engage the public on items facing the city
- Ketchum is updating its Comprehensive Plan and will utilize the community survey to also gather community feedback on the Plan
- ReconMR focuses on service the public sector providing reliable, valid insights to guide forward-thinking decisions

Policy Analysis and Background (non-consent items only):

Sustainability Impact:

None OR state impact here: None

Financial Impact:

None OR Adequate funds exist in account:	Professional Services

Attachments:

1. ReconMR Comprehensive Plan Update – 2023 Community Survey
2. Purchase Order 24040

Request for Proposal:
City of Ketchum, ID
Comprehensive Plan Update – 2023 Community Survey
UPDATED OCTOBER 2023

a division of

Submitted by:

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Cover Letter

April 12, 2023

Jade,

ComEngage has deep Idaho roots that it would like to maintain and grow. For this reason, it gives us great pleasure to submit this proposal to the City of Ketchum. We are also enthusiastic about our proposal for the task at hand, gathering statistically valid, inclusive community feedback on the 2014 Comprehensive Plan as part of an audit and focused update.

Like many towns and cities across the country, especially those offering a unique location and character, Ketchum is grappling with soaring housing costs and a lack of affordable housing options. This leaves the city faced with difficult decisions in how to balance the need for housing diversity and housing creation with the desire to preserve its special character.

We applaud the city for recognizing the value of engaging residents in this process with a robust and statistically valid survey. We also applaud the city's commitment to ensuring that the survey effort is inclusive of all residents, notably those traditionally underrepresented in survey research. We are excited to propose an innovative methodology, conjoint analysis, we just used for Bellevue WA's Comprehensive Plan Update. We provided Bellevue with clear, valuable insight into the characteristics of neighborhoods residents want to live in and the tradeoffs they are willing to make. We look forward to tailoring a similar methodology to the specific challenges Ketchum faces and providing the city with a valuable tool in rewriting land use regulations.

ComEngage, a division of ReconMR, focuses exclusively on serving the public sector and not-for-profit organizations to provide reliable, valid insights that guide forward-thinking decisions. We strive to be the go-to resource for best practices in community engagement and research programs by. . .

- Using best-in-class technology to collect and report on quantitative and qualitative research data.
- Blending state-of-the-art research, engagement, and reporting processes with collaborative planning and methodological rigor to deliver the insights you need in a timely manner.
- Providing the opportunity and ability for everyone in the community to be included.
- Developing sustainable designs that can be replicated over time, providing insights now and into the future.

We have developed robust platforms and a streamlined community survey process that is tailored to each community's objectives. Our process uses city resources efficiently and delivers a finished product that can be shared with the community in a filterable dashboard.

We look forward to meeting with you to discuss our proposed approach in more detail.
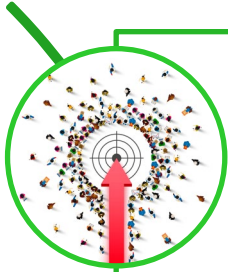
Nathan Wiggin

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VP of Consumer Insights and Solutions
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Who We Are

ComEngage, a division of ReconMR, was established from a desire to to be the go-to resource for best practices in inclusive research and engagement practices enabling our clients to be better informed when making decisions that impact how we and future generations live, work, and play. We are reinventing the traditional research process—moving from the model of periodic, single touch research to ongoing two-way dialog between citizens, customers, and stakeholders to fully incorporate the voice of the communities they serve in their decision process.

ComEngage connects **public, regulated**, and **not-for-profit organizations** with the communities and customers they serve by providing the expertise, resources, and technology needed to design and deliver tailored research and engagement programs that inform decisions about policies, programs, and projects and strengthen relationships with the public and communities they serve.
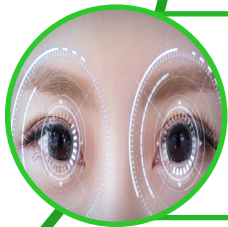
ComEngage fosters an inclusive, research-based community research and engagement process that proactively and continuously allows the voice of the community to be fully integrated into transparent and responsive conversations that drive decision-making and build goodwill.

BEST-IN-CLASS TECHNOLOGY
- Powerful, multi-mode quantitative technology platform integrates data collection, analysis, and reporting
- Community management and online platform to support asynchronous and in-person qualitative activities
- Text analytics software to analyze, code, and transform open-ended responses into valuable insights
- Fully mobile and WCAG compliant

TAILORED BUT EFFICIENT
- Questionnaire library includes tested measures to assess key performance or customer experience metrics and inclusive demographics
- Custom questions are based on extensive background research
- Multi-method approaches represents best practices in quantitative and qualitative research and engagement

HIGHLY COLLABORATIVE BUSINESS MODEL
- Onboarding process ensures client trust and buy-in to process and results
- Operational efficiency delivers high quality services for a lower cost
- Strategic partnerships provide resources to meet specific project needs

INCLUSIVE
- Access for limited English proficiency populations
- Reach underserved and historically under-represented communities and individuals through targeted outreach and recruitment
- Customized content ensures an engaging user experience

SUSTAINABLE
- Programs / solutions are easily updated providing long-term, sustainable solutions
- Designed to minimize environmental impact

Project Understanding

The City of Ketchum recognizes the value in conducting the first general community survey in over ten years. It also wants to conduct a statistically valid and inclusive community survey specifically focused on the current effort to update the 2014 Comprehensive Plan. This is part of a robust regional effort to address severe challenges facing the community, particularly in housing and land use policies.

The city can only conduct one survey at a time, and each survey can only cover so much ground. While ComEngage would be happy to discuss a multi-phase research effort for the future, this proposal focuses on conducting a single community survey this summer, leaving additional work for future discussion.

For this first survey, we set out to outline an approach that:

- Provides the ideal mix of survey content and survey length to meet the most pressing current research objectives.
- Aligns with the city's focus on achievable goals that have a reasonable chance at implementation.

We conducted extensive background research on the issues facing Ketchum, including other research studies, the Ketchum Housing Action Plan, and the existing Comprehensive Plan. There are many important and interesting topics that merit exploration, but we have limited access to residents' bandwidth. We will work with you in the questionnaire design process (described below) to flesh out the most pressing research objectives, but we suggest the following as a starting point for the discussion:

1. The survey would begin with a short and very general section focused on an overall evaluation of the city and city government performance.
2. A Community Vision section would measure residents' alignment with current priorities by ranking them and measuring the relative importance of each one. See page 12 for an example of the output.
3. The conjoint analysis section will allow residents to make tradeoffs between different combinations of land use goals and policies, helping you to identify the most important ones and to identify ideal combinations, and allowing you to probe deeply into the preferences and objections from different groups of residents. It is a powerful tool that provides more meaningful and actionable results than simple importance scales or preference ratings.

We explain this in greater detail below and we are more than happy to discuss it with you further to design a project that suits your specific needs.

Our Approach

Our overall approach to designing and implementing a research solution tailored to your goals and objectives is one of collaboration. Your first-hand knowledge of the community, its residents, and the decisions you face plays a crucial role in crafting relevant survey questions that generate actionable data. Our Community Management Team (CMT) will work with your team to ensure all research objectives developed in this process are clearly understood and documented. We then develop a detailed work plan designed to meet your objectives and work with you throughout the process to ensure we are on-track.

Our collaborative effort typically consists of four steps, detailed on the following pages. In addition, we will outline the steps unique to incorporate an exercise that used conjoint analysis, encouraging residents to participate in the trade-offs communities are making today to meet the challenges outlined above. We used this approach for a Comprehensive Planning Survey for the City of Bellevue WA.

Step 1: Project Setup and Management

Understand Study Objectives: Upon being awarded the project, we schedule a series of meetings to ensure everyone clearly understands the overall purpose and scope of the project, the study objectives, the research question(s) and to define the necessary steps to move the project forward. We often hold the first of these meetings prior to the contract being finalized. While most of these meetings can be held remotely, we recommend at least one onsite meeting during which your CMT can meet individually with work group members and other stakeholders to better understand their needs and expectations for this research effort.

Document: After the kickoff meeting, ComEngage begins the documentation process in the form of the Work Plan. Initially, the proposal serves as guidance for the Work Plan. The plan is updated as study objectives are solidified, specific methodologies and procedures are decided upon, and the scope is fully documented. The Work Plan includes a detailed timeline. We have reviewed the dates outlined in the RFP and we can commit to these dates. We have included a more detailed timeline for the project in the appropriate section below.

Management: We believe in the PEER (Plan, Evaluate, Execute, Review) approach to project management. At each major step in the Work Plan, we take a moment to **evaluate** progress and the current situation to see if anything has changed that might impact the plan. We then **execute** that step of the plan. The final step in our management plan is **review**. After each major task, cycle, or project, we like to hold a debrief meeting. The purpose is to recap what was planned and what happened, as well as to note improvements and things that worked well.

Step 2: Study Design (Questionnaire and Outreach Materials)

Understand Research Questions: This is very similar to understanding the study objectives, but with a narrower focus on the questions you need answered. This is the most important and sometimes difficult part, and it requires the most input from your team. It involves a short series of meetings over 2 to 4 weeks, during which ComEngage works with your work group to uncover the core elements of what you want to know. This creates the foundation from which the questionnaire is written.

Questionnaire Development:

- Starting with the research questions, we will produce draft questionnaires for your review and discussion. Survey length affects response rates, which begin to decline significantly after 10 minutes.
- We will work with your team, to develop a questionnaire that is focused on a set of simple, core measures capturing a deep understanding of basic resident and community needs and perceptions that can be used to highlight areas of strength and identify opportunities for growth.
- We will use previous surveys as a starting point in an iterative process, retaining questions that provide meaningful longitudinal measures and/or drive key performance indicators, but updating the survey wherever possible to be more user-friendly and provide more actionable results.
- The questionnaire is programmed early in the development process, making it easier for reviewers to get a sense of the respondent experience. Once we have a solid draft, ComEngage programs the survey and provides links for review. Viewing the programmed survey early in the process promotes efficiency.
- Testing, the programmed questionnaire is tested thoroughly through peer review and outside test participants. We do a random data generation to look for potential issues with answer patterns.

Given what we currently understand about the survey goals and objectives, we suggest including a conjoint activity to better understand how Ketchum residents and other stakeholders feel about different housing and land use options. Conjoint analysis is an effective tool for finding out how respondents prioritize different attributes (i.e., features, characteristics) of a product or policy by simulating real-world tradeoffs (ex: housing density and on-street parking, or horsepower and gas mileage) so that respondents must choose between several different combinations of attributes. It quantifies both the relative and absolute ratings of each attribute, in terms of importance to respondents, so that you know the order of priorities and by what magnitude one is more important than another.

Conjoint is used in many academic, product development, healthcare service delivery, and transportation studies. It is widely recognized as a useful tool for understanding how people work through complex decisions. In product development, conjoint is used to gain insight on usefulness or desire for new products, designs, or features, however, conjoint is unknown to local governments.

Respondents are presented with a set of questions asking them to choose which option they prefer (see example).

Conjoint analysis has many advantages over traditional question formats. When using stated importance questions (e.g., "On a scale of 1-7, how important is X to you?"), respondents often respond that everything is important. However, this is rarely true and does not measure the tradeoffs they consider in real life decision-making. Ranking questions have similar problems. Notably, there is no measure of the magnitude of the difference between Rank #1 and Rank #2. A conjoint study solves both shortcomings.

Here are a few neighborhood designs you might like. For each one, indicate whether you could live here or not.
Don't spend too much time thinking this over, just go with your first instinct. You are not trying to pick your favorite, just you could live in the neighborhood or not.
This will be repeated six times and helps us understand what attributes are important to you.

(1 of 6)

	Neighborhood 1	Neighborhood 2	Neighborhood 3	Neighborhood 4
Affordability	No requirements for affordable housing.	Some requirements for affordable housing.	Some requirements for affordable housing.	No requirements for affordable housing.
Green space	Small park or trail within a 5-minute walk, no parking.	Large city parks with parking and many amenities within a 10-15 minute drive.	Large city parks with parking and many amenities within a 10-15 minute drive.	Small park or trail within a 5-minute walk, no parking.
Street Design	Pedestrian and bike oriented street design that prioritizes safety and slower speeds.	Pedestrian and bike oriented street design that prioritizes safety and slower speeds.	Pedestrian and bike oriented street design that prioritizes safety and slower speeds.	Streets designed for efficient automobile traffic.
Businesses	Denser development with small and large businesses within walking distance.	Some small businesses within walking distance.	Only residential zoning, must drive to all businesses.	Some small businesses within walking distance.
Housing Mix	A mix of small condos and apartment buildings, townhomes, single-family homes, and duplexes	Mostly apartment and condo buildings, 5-stories or taller	One house per lot.	Mix of one house per lot, duplexes, and townhomes.
	○ I could live here	○ I could live here	○ I could live here	○ I could live here
	○ I could never live in this neighborhood	○ I could never live in this neighborhood	○ I could never live in this neighborhood	○ I could never live in this neighborhood

Back   Next

We have examples of the output from a conjoint study in a case study below.

Outreach Materials: While questionnaire design is critical, effective outreach materials are also important to ensure high and representative response rates. The example below is the double-sided postcard we used for the City of Bellevue. It has the message in English on the front and other languages on the back. We will translate the message into Spanish for the reverse side in Ketchum.

Access: ComEngage has long recognized that many stakeholders and individuals were underrepresented or being entirely left out of research and community engagement programs—in part because of unequal access to these programs. A guiding premise behind all that we do is to ensure that our work provides everyone with a seamless opportunity and ability to take part. By seamless, we mean access is **barrier free and equal**. This is important for the user experience, but also affects data quality.

We ensure that all potential respondents can easily access the research / engagement program in the language with which the respondent is most comfortable. We will make the survey accessible to all by translating all outreach materials and the survey into Spanish (both online and phone) to reach those with limited English proficiency. We also consider other capabilities—e.g., we have been leaders in addressing the ability of the visually-impaired to access and complete our studies.

Step 3: Listen

Design Methodology: *This is what sets us apart.* We propose an approach that uses best practices in community research to reach out to and engage all Ketchum households. In our experience, the biggest challenge for most community research projects is ensuring adequate participation from residents who are historically under-represented. While there is no magic formula to solve this, ComEngage takes it very seriously and has consistently been ahead of the curve for our industry in addressing this challenge.

Our approach is to:

1. Take the research to the respondents, rather than making respondents come to us.
2. Make it as easy as possible for residents to engage.
3. Engage these communities through organizations and leaders they trust.
4. Make a strong case about how participation will benefit them – consider immediate incentives like food and/or gift cards.

Our process is transparent and inclusive so your team, your staff, your elected officials, and residents can have confidence in the findings.

Reach out to all Residents: Census data from 2020 shows that Ketchum contains 3,659 housing units but is only home to 3,555 residents living in 1,567 households.

To achieve the goals of a statistically valid sample in a small community like Ketchum, we recommend drawing an address-based-sample (ABS) of ALL addresses within the city limits. For Ketchum, we will also reach out to all second homeowners, as requested by the city.

Through this outreach, we will work to ensure a minimum of n=350 respondents (an 8.7% response rate when second homes are included), providing a margin of error of plus or minus 5% percentage points with a 95 percent confidence level or 4.1% with a 90 percent confidence level.

We use the Postal Service database which is constantly updated. Addresses are run through a variety of databases and contact information is appended where available. This includes phone number (cellular and land line), email address, name, and demographics. Through this process, we also have the option to include or exclude vacant homes, that typically indicate residents who have a second home in Ketchum or are renters.

When conducting an inclusive and representative survey, who is asked to participate matters. Rather than assuming every adult in the household has the same opinion and limiting the survey to one response per household, we recommend allowing all adult household members to take part. For this study, we recommend allowing up to two participants per household. Each record (address) is then assigned a unique identifier, called a SurveyID, allowing us to assess response rates.
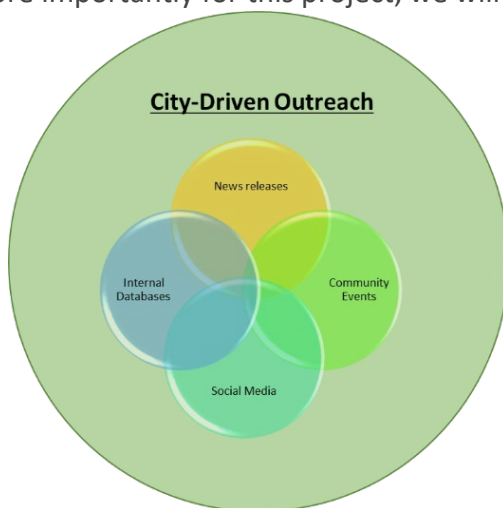
Residents are invited to the survey through a variety of methods. All addresses receive a postcard inviting them to the survey. We use email and MMS campaigns to all email addresses and cellular phone numbers. These are TCPA compliant, limited to three communications, and easy to opt out of. An outbound phone campaign is used to reach out to non-responders.
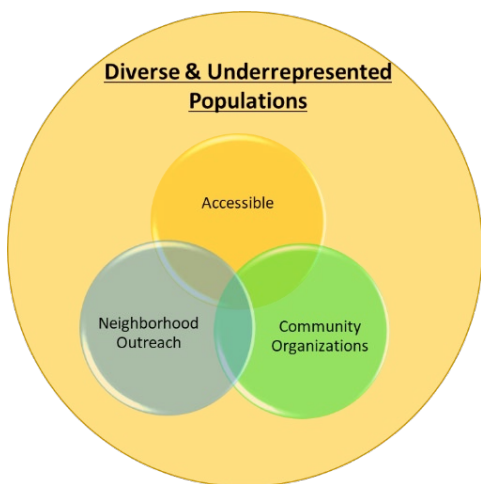
Targeted Outreach: ComEngage strongly believes that everyone deserves a voice. While our overall approach is effective in ensuring representation of most residents, it does not reach and ensure inclusion of everyone. Therefore, we propose working with you and your community partners to develop direct outreach to community organizations, local government agencies, and locally appropriate outreach. These efforts are designed to help ensure that those who are historically underrepresented in survey research are included and we fully represent the full diversity of residents.

City-Driven / Other Outreach: More importantly for this project, we will work with the city to effectively engage harder to reach segments of the population that are underserved by the current housing market. To include in-migrating workers into Ketchum, we would work with the city to distribute the survey to the city's employers, by collaborating with the Wood River Valley Chamber of Commerce to coordinate outreach to its members. We can also work with them to promote employer distribution to employees and awareness among in-commuting workers.

Attracting participation by younger residents, lower income residents, and renters can be more challenging, since their incidence is low. We can work with the city and applicable community

organizations to promote the survey through available channels. We recommend promoting the survey to all Ketchum residents using all the outreach resources the city has at its disposal. The city and its community partners can push out word of the survey via social media, at local/community events, and/or using local media. This is an efficient and cost-effective way to increase the overall sample size. In addition, it provides transparency to all community members, and provides everyone with an opportunity to have their voice heard.

Step 4: Uncover

Understand Reporting Objectives: Our first objective in reporting is understanding who the audience is, what data they want, and how they want it. We often get the answers to these questions while we are in the project setup and design steps, but we find it useful to recap the reporting objectives once we are in data collection, ensuring that the final report meets expectations.

Design Report Template: Rather than multiple reports and detailed cross-tabulations that are hard to navigate, we use an online Dashboard to present the results from quantitative survey efforts. Dashboard design begins in parallel with questionnaire and outreach design, all using the city's branding. The test data generated while reviewing the questionnaire is used as template data used to design tables, charts, filters, etc. for the report. We also use results from the pretest to populate the dashboard.

Learn and Share: *This is the exciting part*. The magic begins a few days after data collection begins when we switch to live data (updated every 24 hours). We continue developing the report while collecting data, and we have everything developed before all data is collected. The time of waiting weeks or months for a report has passed; your entire report is available no more than 72 hours after data collection is complete. We have even kept data collection open until 24 hours before a presentation, meaning we could tell Council that the results were completely current and relevant.

Your team and residents (if you choose) have access to the results, including the ability to explore results through filters, comparisons, or splits. We use best practices in analytics and data visualization, as illustrated in the screenshots below that are taken from several live dashboards. You can view some of these dashboards by clicking on links provided in the case studies we have provided in the section on our experience.

Final Deliverables: In addition to your Dashboard report, our staff will distill the narratives into a concise presentation deck or other written summaries, and then present it to the City Council. Nathan is an experienced and highly capable presenter and will be available for remote or in-person presentations. All reports, charts, and tables from the Dashboard are exportable for use in other materials and multiple formats (Excel, PowerPoint, PDF).

Examples of the look and feel of our dashboard reports and data visualization capabilities are found in the following case study.

Case Study – Conjoint Analysis in a Comprehensive Plan Update Survey

City of Bellevue, WA 2023 Comprehensive Plan Update Survey	Conducted: November 2022 – April 2023	Brooke Brod, Community Engagement Lead *BBrod@bellevuewa.gov* 425-452-6930

Bellevue's 2023 Comprehensive Plan Update Survey

The Planning Department's Community Engagement team chose ComEngage to conduct a representative survey to firmly support its recommendations for the required 2024 update. The resulting survey effort collected 1,152 responses from a broad and representative sample of Bellevue residents.

The dashboard report for this project can be found here: Comprehensive Plan Update Survey | Displayr. It has not yet been published on Bellevue's website for the Comprehensive Plan Community Engagement process, Bellevue 2044 | Engaging Bellevue, since the final report was delivered at the end of April.

Bellevue's primary objectives were to learn more about:

- How to prioritize certain planning goals.
- What features people value in a neighborhood.
- How open residents are to adding new housing types throughout Bellevue and in their neighborhood.

The resulting survey included a variety of question types including:

- Questions designed to understand activities and services people access and might want more of.
- Questions designed to understand how people ranked different development priorities.
- An exercise that asked people to build their "ideal" neighborhood based on a select set of criteria designed to understand how much importance people place on different selection criteria.
- Questions designed to understand people's support for increased housing choices throughout Bellevue and in their specific neighborhood.

Development Priorities: Utility Scores – Relative Importance & Rankings

The survey included traditional ranking and preference questions to explore a range of issues – the Development Priorities listed below – related to the Comprehensive Plan.

- Preserving the size and scale of Bellevue's existing suburban/mid- century neighborhoods
- Unique places to visit and things to do in the city
- Homeownership opportunities for people with different incomes
- Housing for people of all income levels in every neighborhood
- People in Bellevue have access to frequent bus service– at least every 15 minutes
- Residents can walk to a meeting place like a coffee shop or library
- Residents can drive to destinations and easily find parking there
- Preserve and enhance tree canopy
- More small businesses that are accessible to local neighborhoods
- Housing that meets the needs of families with children

The utility scores derived in this exercise sum to 100 and represent relative importance, which makes them useful for comparison and segmentation. The screenshots below from Bellevue's dashboard include a bump chart showing differences in ranking development priorities by income, and then the relative importance of those priorities for the entire sample below that.
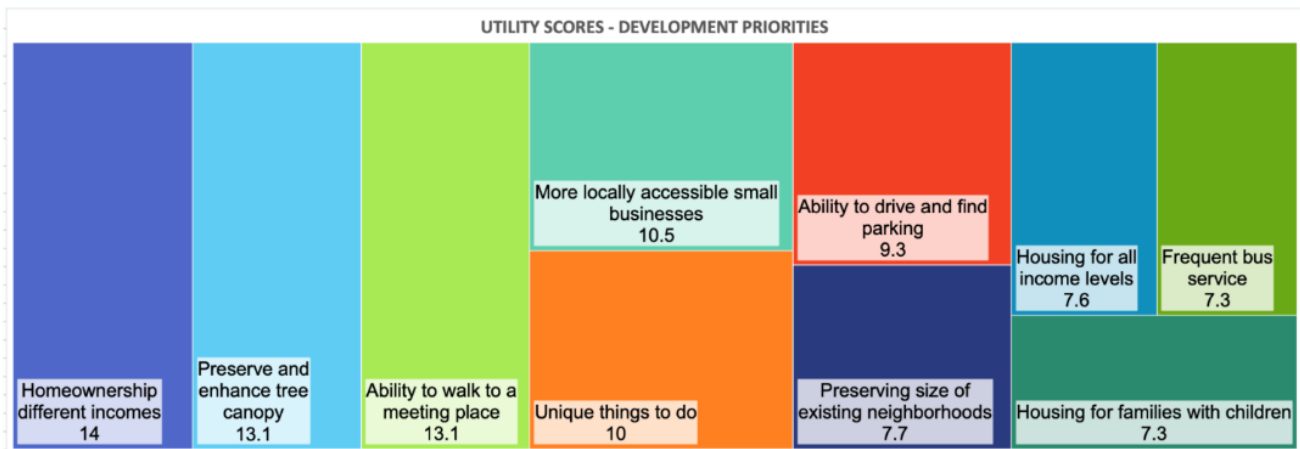
Development Priorities - Rankings

This chart allows you to explore how residents rank development priorities. You can select different demographic characteristics from the drop-down menu to compare how different groups ranked the priorities.

Income ▼

	Less than $50,000	$50,000 to less than $100,000	100,000 to less than $150,000	$150,000 to less than $200,000	$200,000 or more
1.	Housing for all income levels	Homeownership different incomes	Homeownership different incomes	Homeownership different incomes	Ability to walk to a meeting place
2.	Homeownership different incomes	Preserve and enhance tree canopy	Preserve and enhance tree canopy	Ability to walk to a meeting place	Preserve and enhance tree canopy
3.	Ability to walk to a meeting place	Housing for all income levels	Ability to walk to a meeting place	Preserve and enhance tree canopy	More locally accessible small businesses
4.	Frequent bus service	Housing for families with children	More locally accessible small businesses	Unique things to do	Unique things to do
5.	Unique things to do	Ability drive to and find parking	Frequent bus service	More locally accessible small businesses	Ability drive to and find parking
6.	Housing for families with children	Preserving size of existing neighborhoods	Preserving size of existing neighborhoods	Ability drive to and find parking	Homeownership different incomes
7.	More locally accessible small businesses	Ability to walk to a meeting place	Ability drive to and find parking	Frequent bus service	Housing for families with children
8.	Preserve and enhance tree canopy	Frequent bus service	Housing for all income levels	Housing for families with children	Frequent bus service
9.	Ability drive to and find parking	More locally accessible small businesses	Unique things to do	Housing for all income levels	Preserving size of existing neighborhoods
10.	Preserving size of existing neighborhoods	Unique things to do	Housing for families with children	Preserving size of existing neighborhoods	Housing for all income levels

City of Bellevue - Comprehensive Plan Survey

Development Priorities - Relative Importance

The structure of this question was designed to understand the relative importance the priorities. Each priority is assigned a "utility score" and together all the scores add up to 100. This shows how much more important any one priority is from another. For example, frequent bus service has a utility score of 7.3, and preserving tree canopy has a utility score of 12.1. Comparing these scores, we can say that Bellevue residents, on average, think preserving tree canopy is nearly twice as important a priority as frequent bus service.

UTILITY SCORES - DEVELOPMENT PRIORITIES

Homeownership different incomes 14
Preserve and enhance tree canopy 13.1
Ability to walk to a meeting place 13.1
More locally accessible small businesses 10.5
Unique things to do 10
Ability to drive and find parking 9.3
Preserving size of existing neighborhoods 7.7
Housing for all income levels 7.6
Housing for families with children 7.3
Frequent bus service 7.3

City of Bellevue - Comprehensive Plan Survey

Attitudes Towards New Housing Development

The unique wrinkle ComEngage added to the Bellevue's study was intended to measure and examine three aspects of residents' openness to increased housing density:

1. Those who support increased housing density in their neighborhood,
2. Those who oppose increased housing density,
3. Those who support increased housing density, but not in their neighborhood (aka, NIMBYs).

Looking at this data we can better understand differences in attitudes towards new housing development based on select demographic characteristics like age, homeowner status, income, etc.
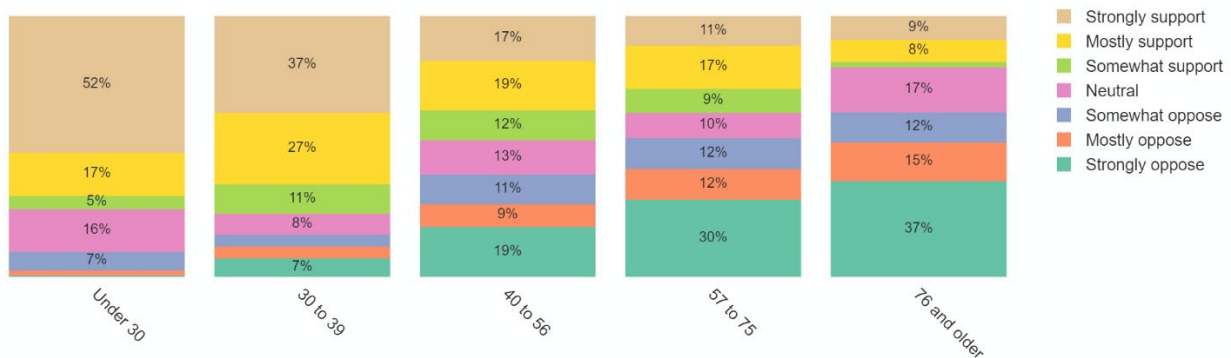
Neighborhood Preferences

The key to designing any successful conjoint analysis study is creating a meaningful and user-friendly set of **attributes and levels** that closely mirror the relevant tradeoffs you want respondents to make.
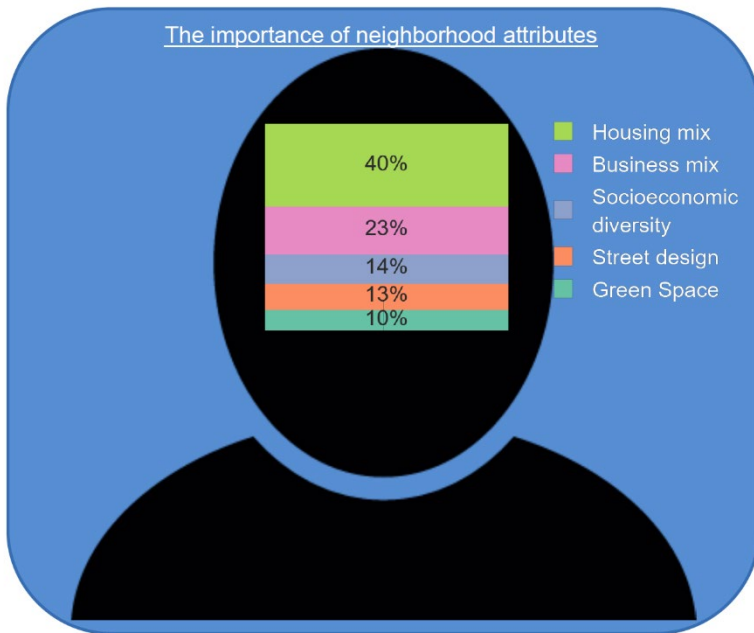
Our Bellevue Comprehensive Plan Update survey report describes this as a special exercise to better understand what features residents prioritize when considering their ideal neighborhood based on a specific set of criteria.

Respondents were prompted to ***"Think about the kind of neighborhood you would like to live in today and in the future. What would your neighborhood look like?"***

Then they were presented with a series of neighborhood designs that combined attributes in different ways. The five main **attributes** were:

- Housing Mix
- Business Mix
- Green Space
- Street Design
- Availability of Affordable Housing

There are other attributes that make for an "ideal neighborhood" – safety, schools, proximity to jobs, cleanliness. For the purposes of this survey, Bellevue chose these attributes as key to this specific planning process. Analyzing the choices people made allowed Bellevue to gain insights into which attributes are most important to people and the preferred option – or **level** – within each attribute. They were also able to examine the differences and commonalities between demographic groups.

The importance of neighborhood attributes

- Housing mix — 40%
- Business mix — 23%
- Socioeconomic diversity — 14%
- Street design — 13%
- Green Space — 10%

There is a great deal of complexity to making a decision like choosing a neighborhood to live in. In the real world, there are always tradeoffs when it comes to complex decisions. When it comes to the self-described "ideal neighborhood", most people have must-haves and unacceptables, as well as characteristics that are more flexible. People weigh the importance of multiple attributes, prioritize them, and then make decisions. Using sophisticated statistical tools, we can measure and analyze this weight of importance. These statistics are called "**importance scores**."

Importance score = the amount of "weight" an attribute holds in a person's decision-making. Given the specific set of attributes laid out in the survey activity; the average Bellevue resident (see left) will most heavily weigh housing mix when choosing an ideal neighborhood. 40% of their decision will be based on the housing mix. Therefore, housing mix has an **importance score** of 40%. The average resident will also give a significant amount of weight to the business mix. 23% of their decision will be based on the business mix. Business mix has an importance score of 23%. Attributes like green space, street design, and socioeconomic diversity will also impact their decision, but are weighed less heavily in the decision-making process than housing and business mix. Importance scores add to 100%. Subsequent report slides show how the importance scores change between demographics like age, rent vs. own, dwelling type, current neighborhood.

Levels – People's Preferred Neighborhood Characteristics

The second question we looked at when analyzing the data from this part of the survey is, **"*Within each attribute, what preferences do people have for the different options*?"**

After looking at the relative importance of broad scale attributes and how people weigh or consider them when making complex decisions, Bellevue's report looks closer at the individual attributes. Each attribute category (i.e., Housing Mix) contains various levels (which are shown to the right). These options represent what people can find in Bellevue today and what the city might consider expanding in different neighborhoods.
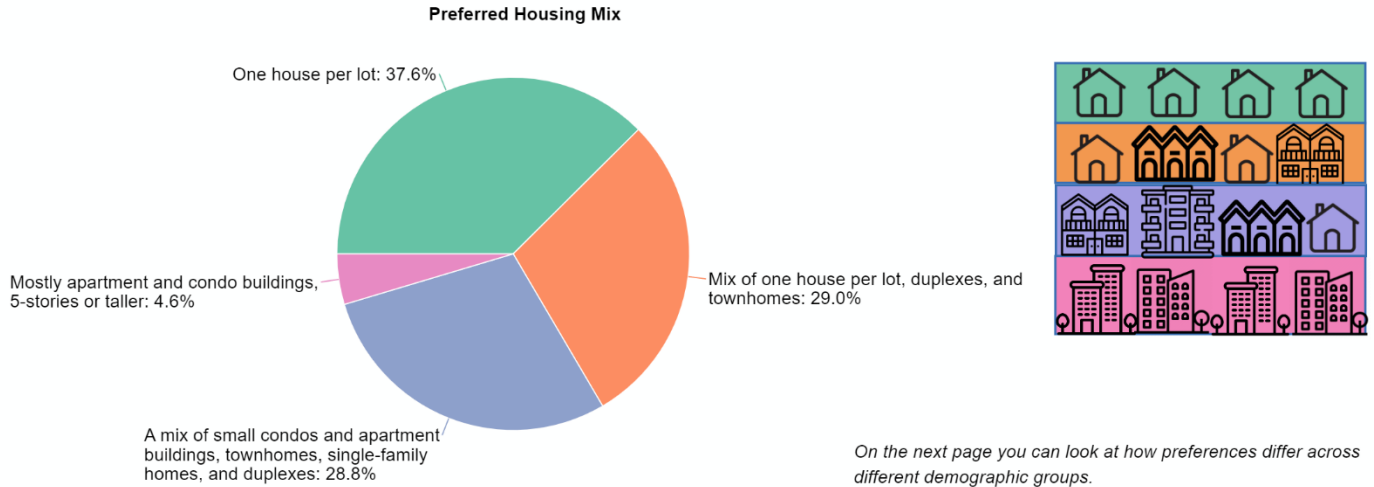
Attribute	Levels
Housing Mix	• Only residential zoning, must drive to all businesses • Mix of one house per lot, duplexes, and townhomes • A mix of small condos and apartment buildings, townhomes, single family homes, and duplexes • Mostly apartment and condo buildings, 5-stories or taller
Business Mix	• Only residential zoning, must drive to all businesses • Some small businesses within walking distance • Denser development with small and large businesses within walking distance
Green Space	• Small park or trail within a 5-minute walk, no parking • Medium sized parks 15-20 minute walk away with some parking and amenities • Large city parks with parking and many amenities within a 10-15 minutes drive
Street Design	• Pedestrian and bike oriented street design the prioritizes safety and slower speeds • Streets designed for efficient automobile traffic
Affordable Housing	• Some options for affordable housing • No options for affordable housing

Subsequent report slides analyze people's preferences for the different options, with one attribute per slide. See the slide for the Housing Mix attribute below.

Looking within the Housing Mix attribute we are able to see residents' preferences for different density levels. We see that residents want a variety of housing types available. The analysis shows that while "one-house per lot" received the largest single-share of support (38%), overall residents have a preference for neighborhoods that have a mix of housing types (62%) from lower to higher scale densities.

Preferred Housing Mix

One house per lot: 37.6%

Mostly apartment and condo buildings, 5-stories or taller: 4.6%

Mix of one house per lot, duplexes, and townhomes: 29.0%

A mix of small condos and apartment buildings, townhomes, single-family homes, and duplexes: 28.8%

On the next page you can look at how preferences differ across different demographic groups.

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Popularity of Neighborhood Types

The final section of the report shows the results of a deep dive into the popularity of different neighborhood types among different segments of the population. These neighborhood types were developed by bundling the most popular realistically-possible levels of all attributes for each of the Housing Mix options.

- Who prefers Single-Family Residential, Low Scale Residential, Mixed Use, Urban Core?
- Analysis revealed four neighborhood designs with high levels of resident preference (shown below).
- The major takeaway from this analysis is that people have different needs and preferences, and that Bellevue should try to plan for a variety of neighborhood types.

Single-Family Residential	**Low Scale Residential**	**Mixed Use**	**Urban Core**
One house per lot	Mix of one house per lot, duplexes, and townhomes	A mix of small condos and apartment buildings, townhomes, single-family homes, and duplexes	Mostly apartment and condo buildings, 5-stories or taller
Only residential zoning, must drive to all businesses	Some small businesses within walking distance	Some small businesses within walking distance	Denser development with small and large businesses within walking distance
Medium sized parks 15-20 minute walk away with some parking and amenities	Medium sized parks 15-20 minute walk away with some parking and amenities	Medium sized parks 15-20 minute walk away with some parking and amenities	Medium sized parks 15-20 minute walk away with some parking and amenities
Pedestrian and bike oriented street design that prioritizes safety and slower speeds	Pedestrian and bike oriented street design that prioritizes safety and slower speeds	Pedestrian and bike oriented street design that prioritizes safety and slower speeds	Pedestrian and bike oriented street design that prioritizes safety and slower speeds
Some options for affordable housing	Some options for affordable housing	Some options for affordable housing	Some options for affordable housing
26% prefer this neighborhood	38% prefer this neighborhood	29% prefer this neighborhood	7% prefer this neighborhood

Cost Proposal

Resident Survey Pricing Model

We base our entire model on supplying the most effective community research and engagement program to ensure broad-based and representative citizen input in decision-making, while finding where we can conserve money and resources. We keep our pricing very simple, with no hidden costs or surprises.

There are two components to our Community Survey Pricing:

- The **Base Engagement Cost** is your all-access pass to your Research and Engagement Success Team. They are there to help you complete your research and engagement program, plan for your community wide outreach effort, answer any questions that arise along the way, and help you understand your results. The base cost also includes access to our questionnaire library, outreach templates, and survey platform for programming and hosting your survey online. Your report is delivered via our cloud-based Dashboard reporting system, which can be easily exported to PowerPoint or as a PDF file. We will also prepare a summary Presentation Deck that can be distributed and presented live to staff and/or Council.

- The second part is **Direct Costs**, which includes costs for purchasing the necessary amount of address-based sample to meet requirements for the community survey sample size, as detailed below. Direct costs are charged at actual cost plus a markup for taxes and project administration. The town has the option to significantly reduce direct costs by handling printing and mailing in-house, a major element of the budget.

Estimated Budget

	Cost
Base Engagement Cost / Professional Services *(All-inclusive budget based on a blended rate for Project Setup & Design, Implementation, and Reporting & Analysis)*	**$19,800.00**
Other Direct Costs	
Sample Purchase *(Purchase 3,659 addresses – all housing units within Ketchum city limits)*	$1,265.00
Printing & Postage* *(Total of 3,659 printed and mailed pieces)* ***Printing and postage costs increased since original bid***	$2,975.00
Data Collection** *(Includes electronic data collection - Web hosting, electronic outreach (email and text), and up to 35 completed surveys via outbound telephone [primarily cell phone]; includes 30 pretest interviews by phone)* *****Phone costs increased since original bid***	$3,845.00
Spanish Translation *(Professional translation for phone and web)*	$900.00
Dashboard / Report Hosting *(Indefinite access, downloadable and shareable)*	$500.00
Estimated Travel Cost (one visit for final presentation) *(Estimates for transportation, meals, one night hotel stay @ ~$1,000 per full day visit)*	Billed at cost plus 10%
Project Total	**$29,285.00**

Sample Timeline

For the city to launch the survey before Thanksgiving – meaning postcard invitations would be less likely to be delayed in the mail or to be unnoticed amid a glut of other mail – the project timeline would have to be very quick and the margin of error would be tight.

Conversely, if we launched the survey after the holidays in early January, we would have ample time to ensure that the project is designed correctly and that all stakeholders are on board. We typically have very good results with this approach and the city has indicated this is a likely preference. **This is the timeline we strongly recommend.**

This sample timeline provides ample time for data collection during the summer months, when residents are more likely to have travel plans. We recommend concluding the project with a presentation of findings for City Council, the City Planning or Zoning Commission, or both at their first scheduled meetings after the report is delivered.

Nathan would be delighted to present to Council afterwards in person, though travel costs will be billed extra.

Date	Task
Oct 16	Kickoff meeting, outline research questions and Work Plan
Oct 23	Draft Work Plan document submitted to client for comments and review
Oct 30	Revised Work Plan document approved; contract signed
Nov 6	Outreach planning, 1st draft of questionnaire delivered for review
Nov 13	Order and prepare sample, 2nd draft questionnaire programmed for online review
Nov 28	Final questionnaire approved for translation, outreach materials approved and ordered
Dec 3	Questionnaire translation complete
Jan 3	Launch ABS survey
Jan 12	Basic dashboard results available, Begin open survey data collection, county-wide
Jan 19	Open the survey to the community at large, promote through community outreach
Feb 5	Data collection closed
Feb 9	Final survey dashboard results available
Feb 16	Draft Executive Summary report and analysis delivered for review
Feb 23	Final Executive Summary report and analysis delivered
TBD	Presentation to City Council at first scheduled meeting in March

CITY OF KETCHUM

PO BOX 2315 * 191 5TH ST. * KETCHUM, ID 83340
Administration 208-726-3841 (fax) 208-726-8234

PURCHASE ORDER

BUDGETED ITEM? ____ Yes ____ No

PURCHASE ORDER - NUMBER: 24040

To:	Ship to:
6109 RECONMR 135 S GUADALUPE SAN MARCOS TX 78666	CITY OF KETCHUM PO BOX 2315 KETCHUM ID 83340

P. O. Date	Created By	Requested By	Department	Req Number	Terms
11/09/2023	KCHOMA	KCHOMA		0	

Quantity	Description		Unit Price	Total
1.00	COMMUNITY SURVEY	01-4150-4200	30,000.00	30,000.00
		SHIPPING & HANDLING		0.00
		TOTAL PO AMOUNT		30,000.00

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Authorized Signature