



Community Engagement Workplan

Final - 3/21/2023



Introduction

This engagement plan is an internal document that tracks all outreach activities in accordance with all phases laid out in the scope of work of the Marina General Plan Update. The purpose of this engagement plan is to identify opportunities for conducting outreach to Marina's diverse communities and key stakeholders, analyze existing demographics, and describe the tools for how the project team will interact and communicate with Marina residents about the General Plan Update. The engagement plan will be updated by the Engagement Specialist with new actions and details identified over the course of the project.

This document begins by outlining the project team's collective goals for community engagement. It then analyzes the demographic landscape of the city, documents the tools available to the team to execute communication with residents, and then lists ideas for engagement activities (in-person and virtual). Based on research and guidance from the Marina city staff, stakeholder groups are listed for partnerships.

Engagement Goals + Objectives

The following section identifies the goals and objectives of engagement for the City of Marina General Plan Update process:

1. Create an open and transparent engagement process that builds trust between the city, residents, businesses owners, and other stakeholders. This will occur by regularly updating the community about the project's direction, creating opportunities for substantive input into the process, developing culturally appropriate engagement materials, and "meeting residents where they are at" by engaging them directly in their neighborhoods.
2. Engage a wide diversity of residents, with a focus on those who typically do not participate in civic projects and government meetings. Focused engagement will occur with key groups including Hispanic, Asian (Korean, Filipino, Japanese, Chinese, and Vietnamese), veterans, seniors, and youth populations in Marina.
3. Create accessible informational materials (postcards, flyers, presentations, etc.), that are language and culturally appropriate and disseminate these materials at City Council meetings, public events, workshops, and places in the community with high foot traffic throughout the two years of the project.
4. Develop the next generation of community leaders bringing new residents into the process and allowing all residents to help set the overall direction of the General Plan.

5. Conduct engagement focused on residents living identified Disadvantaged Communities, as defined by Senate Bill 1000. These are communities that are low income and have disproportionate environmental health and pollution impacts.
6. Allow the community to provide substantive input on key components of the General Plan including the vision and guiding principles, the pattern and intensity of allowed land uses, and issues relevant to the City such as transportation, economic development, open space, arts and culture, health, and other policy issues.

Sampling Plan

This sampling plan identifies diverse populations that live in the city of Marina. Essentially, it is a demographic profile that informs our engagement strategy, which aims to be sensitive to the socio-cultural needs of residents through the engagement process.

TARGET GROUP	MARINA STATISTICS	CHALLENGES	ACTIVITIES	POTENTIAL PARTNERS / EVENTS
Monolingual Spanish Speakers	<ul style="list-style-type: none"> • 28% of Marina's population is Hispanic 	<ul style="list-style-type: none"> • Language barriers • Lack of trust in process • Limited involvement in civic activities 	<ul style="list-style-type: none"> • Interpretation services at workshops • In-language materials • 1-1 meetings with community leaders • Pop-ups at Latin American grocery stores. 	<ul style="list-style-type: none"> • Center for Community Advocacy • Conduct outreach at planned cultural events • Pop ups at Latino grocery stores
Renters	<ul style="list-style-type: none"> • 59% of households are renter-occupied 	<ul style="list-style-type: none"> • Limited involvement in civic activities 	<ul style="list-style-type: none"> • Targeted outreach at tracts with majority rental units • Coordinating with multifamily building owners to distribute materials 	<ul style="list-style-type: none"> • Tenant's right and renter's advocacy groups
College Students	<ul style="list-style-type: none"> • 1,328 students 	<ul style="list-style-type: none"> • Limited time • Lack of interest in civic engagement. • Temporary residence status in Marina (if at CSUMB) 	<ul style="list-style-type: none"> • Partner with on-campus departments of Public Policy + Environmental Science for pop ups and flyers 	<ul style="list-style-type: none"> • CSUMB Geography + Environmental Studies • CSUMB Office of Planning

Households with Children	<ul style="list-style-type: none"> 26% of households have children under the age of 18 	<ul style="list-style-type: none"> Hard for parents to get involved Youth not normally included in process 	<ul style="list-style-type: none"> Hold focus groups with youth Targeted outreach in partnership with the Youth Center and Marina Library 	<ul style="list-style-type: none"> Marina Youth Center Pop ups at Marina Branch Library Monterrey Peninsula Unified School District
Asian Americans (largest groups are Korean + Vietnamese)	<ul style="list-style-type: none"> 14% of Marina's population identifies as Asian; (approx. 7% Korean & 7% Vietnamese) 	<ul style="list-style-type: none"> Language barriers Lack of trust in process Limited involvement in civic activities 	<ul style="list-style-type: none"> Interpretation services at workshops In-language materials Targeted media outreach Pop-ups at Asian American grocery stores + businesses 	<ul style="list-style-type: none"> Korean American Assoc. of Monterey, San Benito, & SC Filipino-American Community Club of Monterey Pen. Pop-ups at markets serving Asian community Conduct outreach at cultural events
Seniors	<ul style="list-style-type: none"> 14% of Marina's population is composed of seniors 	<ul style="list-style-type: none"> Access to meetings, both virtual and in-person 	<ul style="list-style-type: none"> Pop-ups at spaces serving seniors Stakeholder meetings Postcards in food distribution bags 	<ul style="list-style-type: none"> Marina Senior Center Marina Senior Association
Veterans	[unknown]	<ul style="list-style-type: none"> Finding groups of veterans to engage 	<ul style="list-style-type: none"> Meetings with Veteran groups 	<ul style="list-style-type: none"> To be added following stakeholder interviews

Data Source: American Community Survey, 2020

ENVIRONMENTAL JUSTICE-RELATED DATA

Senate Bill 1000 requires that local governments to identify environmental justice communities (called "disadvantaged communities" or DACs) in their jurisdictions, address environmental justice in their general plans, and conduct focused engagement efforts on topics related to environmental justice. As part of the SB 1000 process, R+A will work with the City to identify DACs and then develop targeted outreach activities to reach residents in these communities to discuss environmental justice issues. A preliminary assessment of DAC found that the following census tracts are likely DACs:

Census tract	Intersections	Population	Ces4.0 percentile	High pollution area?	Low-income with pollution?	Federal DAC?
014201	Carmel Ave- Patton Pkwy- Del Monte Blvd- Salinas Ave	5414	49	Yes	No	No

014202	Reservation Rd- Carmel Ave- Monte Blvd - Salinas Ave	4411	51	Yes	Yes	Yes
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Outreach + Communication Tools

The following tools will be used to communicate with the public at key intervals during the project. The type of communication is generally divided into two categories: 1) updates on the project; and 2) invitations to specific events or activities.

- **Stakeholder Introduction Calls.** R+A staff will call all the stakeholders identified in the stakeholder list to provide an introduction to the project and discuss how to reach out to the stakeholder’s constituents through their networks.
- **Email database.** R+A will create a “Mail Chimp” database for the project. This will be populated from existing city email databases and updated through the project. The email database will be the primary communication tool and will be used to inform the community about events and project initiatives. The following steps will be followed to develop and implement this communication tool.
 - Collect email databases from the City. The city will provide these to R+A in an excel format.
 - Prepare MailChimp Database and populate with City email lists.
 - Send introductory email to database asking residents to “opt out” if they don’t want to receive General Plan-related emails.
 - Create a “sign up” widget for the project website that links to the MailChimp database. This will allow individuals to sign up for updates.
 - Send regular updates to the database throughout the project, including before every event.
- **Email List for Local Groups and Organizations.** Through the stakeholder identification and interview process, R+A will identify local groups and organizations with ties to the community. We will identify key contacts and ask these individuals to forward project-related announcements to their constituents. This will occur before each major community event.
- **Social media.** R+A will work with City staff to develop and manage social media accounts for Facebook, Instagram and NextDoor. R+A will be responsible for developing the content and city staff will post to social media. Postings will generally occur 2 weeks and a few days before each event. As needed, R+A can create Facebook and Instagram ads to announce public meetings. This cost will be from the project contingency budget.

- **Project website.** R+A will create a basic project website that contains project information, including background information, meeting notices and meeting summaries. R+A recommends that the web address for the website be either www.marina2045.com or www.marinagp2045.com R+A staff will develop the website and provide the city with access so that but R+A and city staff every can provide regular updates.
- **General Plan Initiation Postcard.** To announce the initiation of the Marina GPU process, the project team will develop a project postcard with information about the General Plan and announcing the preliminary engagement activities. R+A will use a mailing service to send the flyer to all addresses within the City of Marina. This will be billed to the on-call engagement task as it is not part of the core engagement activities. (Note that our current proposal is to send a postcard out at the beginning of the project only - as the on-call engagement or contingency task allows, R+A can create and send additional citywide mailers.) The engagement activities that will be announced in this postcard will be:
 - Project website
 - “General Plan 101” Kick-Off Educational Forum
 - Issues/Opportunities workshop
 - Issues/Opportunities survey
- **Project Information Factsheet.** At the beginning of the project, R+A will develop a brief factsheet with information about what a General Plan is, who is impacted, why it matters and how to get involved. R+A will rely on the City and community groups to distributed this to the public at pop-up workshops and other locations. City staff will be responsible for identifying and distributing the Factsheet. R+A can be responsible for printing the factsheet within the core budget or the on-call task.
- **Flyers.** R+A will develop a flyer for each round of engagement activities (ie, visioning, alternatives, etc.) and can print copies of flyers within the core budget or the on-call task. Paper flyers and posters will be distributed and posted prior to major engagement activities. Possible locations are identified in Section 7.
- **Press releases.** Media releases will be used to inform the media about key General Plan activities such as workshops or the release of major documents. This task can either be handed by city staff or R+A using the on-call budget.
- **Ads in newspapers.** The primary activity for advertising in local newspapers will be the free announcement section in the Monterey County Weekly and any other papers that include announcements about local meetings. At minimum, we recommend including ads before each workshop. This task will be completed by City staff.
- **Announcements at City Council and Planning Commission meetings.** City staff should provide monthly updates and announcements will be provided to elected and appointed officials and broadcast to the community at large. The purpose will be to keep these bodies

updated and engaged in the process and to reach residents and other stakeholder in attendance.

- **Translation and interpretation.** The project team acknowledges that the City of Marina is a diverse and multi-cultural city. In accordance with the goal of conducting an inclusive engagement process, the project team will translate engagement materials and surveys to Spanish.
- **Branded materials (bags, pens, coasters, etc.).** OPTIONAL: These can be produced by the team during the initial outreach phase.

Engagement Activities

The section below outlines the engagement activities agreed upon within the Project Scope of Work.

- **General Plan Advisory Committee.** City staff and R+A will form and convene an approximately 11-member GPAC to serve as a sounding board for engagement and content. Half of the meetings will be in person and half will be virtual (for the consultants). R+A will be responsible for developing the content for each meeting, including presentations and materials. City staff will be responsible for all logistics and communication with the GPAC. The following is the general flow of the meetings. Additional meetings can be added as part of the on-call engagement task or the contingency budget.
 - Introduction, engagement plan, startup tasks (1 meeting)
 - Issues and opportunities (1 meeting)
 - Existing conditions (1 meeting) covering subjects such as land use/Specific Plans/zoning; climate/sustainability/SLR; health and Environmental Justice
 - Vision and guiding principles (2 meetings)
 - Alternatives development and selection (2 meetings)
 - Policy development on key topics (1 meeting)
 - GP and EIR review (1 meeting)
- **Stakeholder interviews.** The R+A Team (including KHA, Rincon and EPS) will conduct 10+ stakeholder interviews at the beginning of the project. The list of stakeholders is in a separate document and will be decided with city staff. R+A will also meet with 2 Environmental Justice Organizations to better understand the EJ issues in the community. *(Note: The Stakeholder Interviews have been initiated by the General Plan Team as of March 21, 2023.)*
- **Educational Forums.** If needed the team can organize one or a series of workshops that inspire the City to this about its future and/or provide background information on the project. Preliminary, one educational forum is planned to provide background on General Plans.

- **Educational videos.** The R+A Team will produce a series of educational videos that can be posted online. These will be a combination of recordings from educational forums and workshops and videos specifically created to provide more content on the General Plan. The topic-specific videos will be accompanied by a brief survey to obtain community ideas about the topic.
 - General Plan Overview (presentation from the Jan 25 CC/PC joint study session).
 - Land use and urban design
 - Transportation and mobility
 - Environmental justice
 - Economic development
 - Parks, open space, and conservation/habitat
 - Infrastructure, with a focus on water (potential). Note that we will need assistance from the water providers and city staff on this presentation.

- **Community workshops.** R+A will organize 6 interactive workshops at key points in the process as listed below. R+A will be responsible for the following: workshop approach and content, developing materials, printing materials, preparing outreach materials to announce the workshops, providing up to 3 staff members to facilitate and run the meeting, and preparing summary notes. City staff will be responsible for meeting logistics, providing staff support and small group facilitators, and timely review of materials. (Note that Workshop 5 will be billed to On-Call Engagement)
 - Workshop 1: Educational Workshop on “What is a General Plan?”
 - Workshop 2: Issues and Opportunities and Vision/Guiding Principles
 - Workshop 3: Environmental Justice Workshop
 - Workshop 4: Develop Land Use and Mobility Alternatives
 - Workshop 5: Select Preferred Direction
 - Workshop 6: Policy Direction on Key Topics
 - Workshop 7: Draft General Plan Open House

- **Pop-Up Workshops.** R+A and city staff will jointly prepare and implement four rounds of pop-up workshops. The phases are below. This engagement activity is not part of the core scope of work so will be billed to the on-call engagement task. In each phase, R+A and city staff will decide upon a division of labor.
 - **Inform/educate.** Preliminary pop-ups to inform the community about the General Plan. Materials distributed will include fact sheet, sign up for email database, and a brief survey (continuation of existing city activities).
 - **Visioning.** Collection of information on issues/opportunities, community perspectives, vision for the future.
 - **Land use alternatives.** This series of pop-up will be to review the alternatives for the city and/or specific areas of the city.

- **Policy development.** These pop-ups will be for a series of topic-specific pop-ups and/or for input on questions related to specific GP topics.
- **Surveys/Feedback Forms.** R+A will prepare and summarize surveys using SurveyMonkey or other tools. The following are the topics and timing of the surveys.
 - **Existing Conditions Mini Surveys.** Series of brief (3-4 question) surveys to accompany the topic-specific educational videos.
 - **Issues/Opportunities/Vision.** Questions about community preferences.
 - **Alternatives Development (if needed)** Interactive survey to identify potential land uses and development intensities.
 - **Land use alternatives.** Feedback on land use alternatives, including uses and specific concepts for growth areas.
 - **Policy Framework (if needed).** Review of topic-specific policy framework surveys. This could be to review specific content or a prioritization exercise.
 - **Draft General Plan.** Feedback form on the Draft General Plan.
- **Environmental Justice Policy Focus Group (2).** As part of the EJ Element development, R+A will conduct 2 focus groups with individuals and organizations identified during the engagement process to obtain feedback on policy direction.
- **Youth Engagement.** To be determined following meetings with school district representatives, likely to include listening sessions and coordination with civics-oriented classes and clubs.

The following table describes the outreach activities that will be associated with each of the engagement activities listed above.

Engagement Activity	Outreach Activity and Timing
GPAC	○ Email (Friday before each GPAC meeting)
Stakeholder Interviews	○ None (initial introductory email from the City)
Educational Forums	○ Email 2 weeks and 2 days before each ○ Social media (2 weeks and 2 days before each) ○ Emails to local groups (1 week before) ○ Press release (2 weeks before)
Educational Videos	○ Email blast when each is published on the website ○ Social media when each is published on the website
Community Workshops	○ Email 2 weeks and 2 days before each ○ Social media (2 weeks and 2 days before each) ○ Emails to local groups (1 week before) ○ Press release (2 weeks before) ○ Ads in newspapers (2 weeks before)

	<ul style="list-style-type: none"> ○ Flyers (distributed starting 3 weeks before each workshop or group of workshops)
Pop-Up Workshops	<ul style="list-style-type: none"> ○ None (intended for people who are not part of the process)
Surveys	<ul style="list-style-type: none"> ○ Email 2 weeks and 2 days before each one begins ○ Social media (2 weeks and 2 days before each) ○ Email reminder 1 week before close

Note: The project website will be updated regularly with all of the above activities except for the stakeholder interviews and pop-up workshops.

Tracking

The Team will track participation throughout the update process based on the metrics identified below. The metrics are divided into 2 categories: demographics and number of participants.

- **Number of participants.**
 - Number of respondents to surveys
 - Number of people participating in each event (workshops, meetings, pop-ups, webinars), utilizing sign in sheets
 - Number of people listed in the General Plan database
 - Website activity
 - Social media touches
 - “Reach” of various outreach activities (i.e., readership of newspapers when ads are run; number of people receiving email communications from community groups, etc.)

- **Demographics.** Where possible, demographic data will be collected via questions provided in online surveys, live polling, website views, and sign-in sheets. The following information will be tracked:
 - Resident/business owner/other
 - Age (youth, seniors, families)
 - Ethnicity (especially Hispanic and Asian participation)
 - Language spoken at home
 - Renters/owners
 - Length of tenure in the City
 - Location of home or businesses (by Council District)

Potential Locations for Outreach

Identifying spaces within the City of Marina where residents of all ages visit is key to conducting inclusive outreach. Places with high foot traffic and high numbers of visitors with established programming are strategic in promoting the Marina GPU process. Based on preliminary research and input with City of Marina staff, the Project team has identified the following spaces in the community to conduct pop-ups, co-host events, or sharing flyers.

TYPE	PLACE	POTENTIAL ACTIVITY
<i>Shopping Centers</i>	<ul style="list-style-type: none"> • Marina Shopping Center • Lucky's • Walmart Super Center • Asian Market of Marina • El Rancho Market 	<i>Post flyers and make an ask to hand out Marina GPU information outside of the supermarket</i>
<i>Restaurants, Bars, and Cafes</i>	<ul style="list-style-type: none"> • Coffee Mia Brew Bar + Café • The Otter's Den • English Ales Brewery • LOCAL. Eats. Merch. Vibes 	<i>Post flyers about upcoming GPU events. Partner to co-host workshops at businesses with larger capacity.</i>
<i>Community Spaces</i>	<ul style="list-style-type: none"> • Marina Library • Veterans Transition Center • CSUMB Student Union • Marina Senior Center • Marina Teen Center • Marina Farmer's Market 	<i>Conduct pop-ups, and interactive + informational activities.</i>
<i>Events and Activities</i>	<ul style="list-style-type: none"> • Marina Farmers Market • Blue Zones community meetings and events • Sustainable Marina events • Other events that occur throughout the City during the year 	<i>Attend events for pop-ups and to hand out information on how to get involved in the General Plan update process.</i>

Key Stakeholders

This section identifies key stakeholders who will serve as experts on the community to partner with regarding the Marina GPU process, with activities ranging from direct interviews and conversations, information sharing, and direction. Based on preliminary research and input with City of Marina staff, the Project team has identified the following stakeholders to reach out to.

CATEGORY	STAKEHOLDERS
<i>Environment, Sustainability, and Open Space</i>	<ul style="list-style-type: none"> • <i>Land Watch Monterey County</i> • <i>Monterey Parks and Rec</i> • <i>Fort Ord Recreation Trails (FORT) Friends</i> • <i>Fort Ord Environmental Justice Network</i> • <i>Citizens for Sustainable Marina</i> • <i>Keep Fort Ord in the Wild</i> • <i>Monterey Peninsula Regional Park District</i>
<i>Education</i>	<ul style="list-style-type: none"> • <i>CSU Monterey Bay</i> • <i>Monterey Bay Peninsula School District</i> • <i>Marina High School</i> • <i>UC Santa Cruz Monterey Bay Education Science and Tech Center</i>
<i>Business and Tourism</i>	<ul style="list-style-type: none"> • <i>Monterey County Chamber of Commerce</i> • <i>Monterey County Hospitality Association</i> • <i>City of Marina Chamber of Commerce</i> • <i>Monterey Farm Bureau</i> • <i>Marina Municipal Airport</i>
<i>Ethnic</i>	<ul style="list-style-type: none"> • <i>Asian Communities of Marina</i> • <i>Korean American Assoc. of Monterey, San Benito, & SC</i> • <i>Filipino-American Community Club of Monterey Pen.</i>
<i>Housing</i>	<ul style="list-style-type: none"> • <i>Monterey Bay Economic Partnership</i> • <i>Center for Community Advocacy</i> • <i>Monterey County Association of Realtors</i> • <i>Housing Resource Center (HRC) of Monterey County</i> • <i>United Way of Monterey County</i>
<i>Transportation</i>	<ul style="list-style-type: none"> • <i>Monterey-Salinas Transit</i> • <i>Transportation Agency for Monterey County</i> • <i>Caltrans District 5</i>
<i>Public Agencies</i>	<ul style="list-style-type: none"> • <i>Marina Coast Water District</i> • <i>Monterey One Water</i> • <i>Local Agency Formation Commission of Monterey County (LAFCO)</i>
<i>Community Interests</i>	<ul style="list-style-type: none"> • <i>Marina Senior Association</i> • <i>Marina Rotary Club</i> • <i>The Marina Foundation</i> • <i>Arts Council for Monterey County</i>

Initial Engagement Schedule

The following is the engagement schedule for the first few months of the project.

January 2023

- Final Logo and Branding
- Develop stakeholder lists
- Set up email database

February 2023

- *Continue city-led pop-ups*
- Initial email blast
- Develop project website wireframe & content
- Draft Project Fact Sheet
- GPAC Formation (finalize after Council on 2/22)

March 2023

- Final Engagement Plan
- Conduct stakeholder interviews
- Finalize Project Fact Sheet
- Develop postcard mailer
- Send postcard mailer
- Launch website
- Prepare summary of stakeholder interviews
- Meetings with EJ organizations
- Launch Issues and Opportunities Survey

April 2023

- "What is a GP" Educational Forum (virtual)
- GPAC Meeting #1: Initiation
- Develop and publish educational videos on key existing conditions topics

May 2023

- GPAC Meeting #2: Issues and Opportunities
- Major in-person engagement push
 - Pop-ups on Issues and Opportunities
 - Workshop #1: Issues and Opportunities in-person charrette
 - Continued stakeholder and EJ meetings