

Communications and Outreach Plan

City of San Leandro General Plan Update

June 2014

Overview

This City of San Leandro has embarked on an update of its 2015 General Plan. The new Plan will have a horizon year of 2035 and will meet all State requirements for general plans set by the Government Code, including adoption of a new Housing Element. Community engagement is an essential part of the planning process. This Communications and Outreach Plan presents a strategy for engaging the public throughout the two-year process. It identifies the key strategies for outreach, as well as tools to provide information on the project to San Leandro residents and businesses.

Goals

1. The City will gather meaningful input and feedback about the General Plan Update from the community through a variety of means.
2. The City will engage and empower the public at-large in this planning process to ensure the entire community has an opportunity to be heard and involved.
3. The City will work to achieve broad demographic and geographic representation in its outreach efforts.

Outreach Objectives

In order to meet the goals through the various outreach efforts, the City endeavors to achieve:

- An open and transparent process
- Integrity in the process and delivery of information
- Consistent communication
- Participation among diverse stakeholders and interests
- Engagement by those who may not traditionally participate
- Civil and respectful dialogue
- Fair and equitable consideration of different perspectives
- Proactive education of the public
- Two-way communication
- Relationship building
- Meaningful input on the contents of the General Plan and Environmental Impact Report (EIR)

In addition to making sure there is broad public awareness of the Update process, one of the primary objectives is to ensure that the public is continually informed with regular updates, materials and new data and information as it happens. Ensuring that all outreach and communication is easily understood, translated when needed, explained in laymen's terms and is accessible to all is also of critical importance.

Audience / Targeted Stakeholders

The outreach strategy is designed to reach as many residents as possible, especially at key points such as Town Hall meetings and other public meetings. All San Leandro residents, property and business owners and community members will be included as the primary audience to provide input on the General Plan. It should be noted that outreach to the different groups within this larger audience will be varied. Ongoing communication via the Update website will reach most of the audience members, but other types of outreach, public meetings, focus groups, newsletters and mailings also must be included.

It is noted that in 1998-2002, San Leandro's General Plan Update also included a General Plan Advisory Committee (GPAC) of nearly 60 members. The Committee included seven subcommittees, corresponding to Elements of the General Plan. More than 100 committee and subcommittee meetings were held, adding considerably to the project's duration and cost. Because the current effort is an "update" to the existing plan (rather than a "new" plan) and is being prepared within greater fiscal constraints and a two-year (rather than four-year) timeframe, the established Planning Commission will be the de facto steering committee.

The following is a list of stakeholder groups whose participation is desired. This is not an all-inclusive list but rather a sample that illustrates the diversity the Project Team seeks to achieve. The groups are not listed in any particular order:

- City Council
- Planning Commissioners
- Other City Commissioners and Committees
- City Departments and Staff
- Residents (both within and outside of Homeowners Associations)
- Community-based organizations
- School Districts as well as some individual schools, such as San Leandro High's SLAM Academy
- Business owners and organizations including Downtown Association, Chamber of Commerce, African American Business Council, Hispanic Chamber, and Asian Chamber.
- Youth organizations
- Government officials and advisory groups
- Environmental and open space organizations
- Transportation advocates and organizations
- Transportation agencies such as AC Transit and BART

- Recreation groups
- Housing advocates
- Developers (for profit and non-profit)
- Tenant rights groups
- Renters
- Religious institutions and organizations
- Social clubs and social service organizations
- Property owners
- Utility organizations (EBMUD, PG&E, Waste Management)
- Labor organizations
- Regional employers and companies
- Cultural and civic organizations

Outreach Approach

The chart on the following page outlines the main ways in which the general public will be engaged during the Update.

There will be continuous and consistent communication during the Update process with external (general public) and internal (City staff) stakeholders. By providing a variety of ways for community members to participate, it is expected that the public will choose the ways that work best for them. Some may prefer to just attend a Town Hall meeting or a City Council meeting, while some will engage via their home computers. Others will engage in more than one way. The strategy is to provide as many options as possible for those who wish to get involved.

In addition to the structured outreach summarized in the chart, the following key activities will be used by the team to further engage stakeholders and interested parties:

- **Multi-Lingual Outreach.** Recognizing the ethnic and language diversity of San Leandro, the Project Team will notify residents of upcoming meetings and events in languages other than English. Information will be provided in Spanish and Chinese. This will be achieved in two ways: (a) through inclusion of a google translator app on the website; and (b) through a “click here” prompt written in Spanish and Chinese on the website, which opens a short overview of the project in that language, along with information on who to contact. The listed contact will be a City staff member with sufficient proficiency in each language to provide general direction to the caller in that language.
- **Multi-Lingual Printed Materials.** The printed materials (which will contain information similar to what is on the website) will include materials in languages other than English. In some cases the printed material may be in two or three languages.

Key Community Engagement Tools to be used in General Plan Update

Town Hall Meetings

Four Town Hall meetings will be held in order to share information, gather input and showcase the progress of the Update. These meetings will be held at the following key points:

- July 30, 2014: Town Hall Meeting on Housing (San Leandro Senior Center Main Hall, 6-8 PM)
- September 2014: Envision San Leandro Town Hall Meetings (two meetings to be held, one on the west side and one on the east side of the city. The same information will be presented at each meeting).
- Winter 2014-2015: A Town Hall Meeting will be held prior to the policy development task, to flesh out specific options and ideas for the future.
- Summer 2015: A Town Hall Meeting will be held to roll out the draft plan and take feedback on proposed policies and actions

Planning Commission Study Sessions

At least 8 Study sessions will be held to coincide with the Planning Commission meetings. All meetings will be open to the public. These meetings will focus on specific topic areas that are part of the Update and will include staff and consultant briefings. As appropriate, specific target groups will be contacted and encouraged to attend these meetings (for example, housing advocates will be encouraged to attend meetings on housing).

City Council Updates

Roughly every 6 months, the City Council will receive a briefing on the progress of the Update. These will be noticed as a regular part of business and will be open to the public.

Resident Outreach

Communication with residents will occur in a variety of ways including specific topic area questions on the project website, mailers or notifications about meetings and topic area Roundtable discussion groups.

Stakeholder Groups Outreach

Per advisement of City staff, members of the Consultant team will attend the regularly scheduled meetings of Stakeholder Interest Groups. For example, this could include attendance at HOA meetings or the meetings of special interest organizations. City staff and consultants can attend to answer questions and share information. In addition, topic area discussions on the Update website will target many of the areas these groups represent. Direct interviews with stakeholders also may be conducted.

Community Presence

A community presence for the General Plan Update will be established at local events such as the Cherry Festival and the Farmers Market. Flyers, post cards, i-pad “tablet” exercises and similar tools will be used to increase awareness of the project.

Virtual Participation

To coincide with the Town Hall meetings and Study Sessions, there will be opportunities for interested individuals to “virtually participate” in meetings; as well as opportunities to participate in electronic surveys and visit a website to remain informed.

- **Focus Groups (Stakeholder Meetings).** Focus groups, made up of representatives from the community at large and representing diverse interests, may be convened to gather feedback on specific topic areas such as transportation, housing, recreation and economic development. At minimum, a Housing “Roundtable” will be convened in July 2014 to seek input on the Housing Element from for-profit and non-profit developers, housing advocates, and social service providers. In addition to topical focus groups, there may also be more free-flowing discussions about the future of the city for specific demographic groups, such as seniors, youth, or those speaking another language.
- **Involvement of other City Commissions.** In addition to engaging the Planning Commission, the project team will engage other City Commissions. Many of those serving on these Commissions are subject matter experts on topics germane to the General Plan. For example, a Recreation and Parks Commissioner would have more knowledge than the average resident about parks and open space in the City, and a Youth Commissioner might be better able to weigh in on the effectiveness of youth-oriented programs and services. Outreach to Commissions will generally consist of an initial “briefing” on the General Plan followed by periodic report-backs on regular Commission agendas. At least one study session each would be held with the Recreation and Parks Commission (on parks policies), the Senior Commission (on senior services and facilities), the Rent Review Board and Human Services Commission (on housing), and the Library-Historical Commission.

In addition, several study sessions with the Board of Zoning Adjustments may be held to solicit general input on land use, community design, and housing issues, as well as Plan implementation.

- **Outreach to and involvement with the High School Academies.** The team will consider developing a short video in collaboration with the SLAM Academy, or providing background information and a survey or other interactive experience with the Social Justice Academy, should it fit within the project time frame and school procedures. The team will place a special emphasis on outreach to the Youth Advisory Council to generate interest in the project and ensure that the perspectives of younger San Leandro residents are represented.

Internal Communication. Much of the “visible” focus of the outreach strategy will be to external public stakeholders; however, City staff is a key component of this update. There will be internal processes to distribute information to City staff and keep them informed of the project. Outreach to staff will take place through one-on-one “fact-finding” meetings, which will be necessary to collect information as part of the Plan and EIR, and also through larger meetings such as the monthly management meetings convened by the City Manager. The latter meetings will be important so that department heads and senior staff members are aware of cross-cutting issues, policy matters which affect multiple departments, and the perspectives of their peers in making decisions on growth, capital improvements, and service improvements.

Public Outreach Targets/Events and Timeline

The chart on the following page provides a tentative timeframe for the outreach meetings and other outreach measures. In addition to the listed efforts, there will be information available on an ongoing basis through the City's website and the General Plan Update website. Input will be sought and opinions received throughout the process via the virtual meetings that will be hosted by Peak Democracy. The virtual meetings may extend for periods of several weeks or months during which stakeholders will be able to log in to learn about a subject or weigh in with an opinion, preference, etc.

Materials and Tools for Engagement

Public notification of outreach events and opportunities--particularly the Town Hall Meetings--is critical. A combination of measures will be used, including:

- Direct email to the project email list (addressed later in this report)
- Announcement of meetings on the project web-page
- Announcements of meetings on existing Facebook sites (such as San Leandro Next)
- Flyers and post cards (including those advertising public meetings)
- Announcements in the local press, including press releases and articles about key issues
- Notices to major interest groups and organizations, with a request to forward information to membership lists.
- Invitations to the Planning Commission, BZA, and other City Commissions
- Video clips/Videotaped meetings/ You-Tube videos
- Fact Sheets
- Frequently Asked Questions (FAQs)
- Posters and Maps
- Surveys (on-line)
- Social Media (Twitter, Facebook) and City website updates
- Peak Democracy/Virtual City Hall updates and links from City website
- Postcards (for handing out at events like the Cherry Festival)

Some of the items above will be translated into Spanish and Chinese in order to reach the broadest audiences. All of this material would be accessible via the project website.



A project logo (at left) has been developed to express the "brand" and inspire recognition of the General Plan Update. All project materials should utilize the same logo and consistent messaging in order to maintain a uniform look and be easily recognizable throughout the process.

Timeline for Key Meetings and Community Engagement Opportunities								
Meeting Type	Spring 2014	Summer 2014	Fall 2014	Winter 2014-15	Spring 2015	Summer 2015	Fall 2015	Winter 2015-16
City Council Briefing	Introduction/ Housing (June 16)		Briefing		Briefing	Briefing		
City Council Public Hearing			Fwd Housing Element to HCD (9/2)	Adopt Housing Element				Adopt General Plan and EIR
Planning Commission Study Session	Introduction (Mar 6) Housing (May 8)	Housing (July 10)	2 sessions (10/9 and 11/20)	1-2 sessions	1-2 sessions	1-2 sessions		
Planning Commission Public Hearing		8/21-Fwd Draft Housing Element to City Council		Fwd Housing Element to City Council			Hearings on General Plan	Fwd General Plan and EIR to Council
Briefings to Other Boards and Commissions	BZA (Jun 5)	Seniors RRB/HRC	Youth Rec-Parks Lib-Hist	As needed	BZA	As needed		
Town Hall Meetings		Housing (July 30) ¹	Visioning and Issues (Sept— two locations)	Policy/Map Options (Jan- Feb)		Draft Plan and Policies		
Stakeholder Roundtables		Housing (July 1) ²	As needed, with business groups, environmental groups, neighborhood groups, non-English speakers, etc.					
HOAs/Interest Groups Business Organizations	Meetings with individuals, organization leaders, and organizations throughout this time period. Members of the team will attend the regularly scheduled meetings of key organizations.							
On-Line Engagement	Will occur continuously throughout the project through the project website and Virtual City Hall							

¹ Scheduled for 6-8 PM in the Main Hall of the San Leandro Senior Center at 13909 E. 14th St.

² Scheduled for 6-8 PM in the Sister Cities Gallery at City Hall

Social Media

Social Media (e.g., Facebook, Twitter, etc.) for the General Plan will utilize existing City-sponsored accounts rather than developing new accounts exclusively for the General Plan. The City presently maintains a number of Facebook pages, most notably the San Leandro Next page developed through the Community Development Department. The San Leandro Next News Feed will be used to advertise upcoming meetings, and to direct subscribers/"friends" to the General Plan website, Virtual City Hall, and other internet portals. Other Facebook pages, such as the Recreation and Human Services Department page, may also be used to direct visitors and subscribers to the project website. Information on the project website and upcoming meetings will also be provided to local bloggers, and others who use the internet as a forum for discussion of planning issues.

Media Involvement

Local media outlets will be kept informed throughout the Update process. Press releases announcing meetings, project updates, meeting notices, and progress reports will be sent to the local media. City representatives will be available for interviews and proactive story development. The Project Team's outreach consultant is prepared to work with City staff on this endeavor.

QR codes (Quick Response codes) will be used in print media as appropriate. This has already occurred through the recent post-card distributed at the May 31, 2014 Cherry Festival (see image at right, which is excerpted from the post card; the QR code is on the lower right).

Hyperlinks on various City-affiliated websites will also be used to ensure direct two-way communication as well as project information and updates. In addition, talking points and frequently asked questions should be utilized to prepare for media interviews. Finally, staff should be well-versed in the key talking points about the Update process in order to answer media questions when posed.

Key media to be used include the Daily Review, San Leandro Times, KTVU, the Patch, and others such as SF Gate, SF Chronicle, East Bay Express and local bloggers, at the discretion of the team.



E-mail List

The City began this process without an “interested parties” email data base for matters concerning long-range planning. Following the project start-up, work began on building a data base (in Excel and MS Outlook) containing the names, affiliations, and email addresses of those who will receive direct notification of all matters relating to the General Plan. These notifications will include, but not be limited to:

- Initial Notification of the Project Launch
- Initial Notification of the Website and Opportunity to Participate in Virtual City Hall
- Notification of Town Hall Meetings
- Notification of new “discussion questions” on Virtual City Hall
- Notification of other important meetings, possibly including Planning Commission study sessions

Those on the email list will have the option to “unsubscribe” if they no longer wish to receive notifications. As of June 5, 2014, the email list includes approximately 170 names. We have set a goal of growing this list to 500 names by the end of the project, as residents join Virtual City Hall, sign in at Town Hall meetings, attend stakeholder meetings, or attend other project-related meetings (or their own neighborhood and interest group meetings where the project team is present).

Project Website

A dedicated General Plan website has been created. The website will be continuously updated throughout the process and will serve both to disseminate information about the project (including draft work products) and to receive information from the community. The screenshot below shows the tab headings which provide information about the project.



Components of the website include:

- A Home page, which explains the purpose of the General Plan and the website in a few sentences
- A News page, which includes press releases and stories about project milestones, and which is updated continuously as stories are released
- A General Plan Basics page, which provides answers to Frequently Asked Questions about the General Plan and provides more information on the project
- A Documents page, which includes direct links to .pdf files and hyperlinks to other webpages where documents may be downloaded. The Documents page includes “Existing” documents (such as the existing General Plan) and “New” documents generated over the course of the project. The “New” documents list will be continually updated over the course of the project.
- A Meetings page, which includes announcements of upcoming meetings (including agenda packets), and summaries of past meetings. The summaries of past meetings include meeting notes, PowerPoint presentations, staff reports, and other materials handed out at each meeting.
- A Virtual City Hall page, discussed in detail below
- A Contacts page, including information on who to contact for more information and an opportunity to be added to the project mailing list

The website includes links to Google Translator so that its content can be instantaneously translated into other languages, albeit with the limitations inherent in translation software.

The website includes a description of the General Plan Update and EIR process, meeting dates, and project updates as major milestones are achieved. It will be updated at least once a month or more frequently as meetings take place and new materials need to be posted. Such information would include information about Town Hall Meetings, Planning Commission Study Sessions, City Council Updates, Resident Outreach, and Stakeholder Group Outreach meetings. Placeworks’ in-house webmaster will be responsible for managing and updating the website, including uploading PDF files provided by City staff or other team members.

On-Line Technology Portal

The team will utilize the Virtual City Hall on-line portal to gather feedback on a variety of topic areas during the update process. Virtual City Hall is managed by **Peak Democracy**, a member of the consulting team.

The portal consists of a dedicated site where members of the public may provide ideas and information about specific topic areas that arise during the process. Examples of topic areas for discussion are housing opportunities and type, bike trail/complete streets improvements, economic vitality and growth, and traffic pattern and transit improvements, among others. Peak Democracy also allows for polling and prioritizing of ideas and posting of shared

comments. As of June 2014, two applications of the portal have already been used. The first is the “Housing Challenge,” which asks residents to respond to an open ended question regarding the “biggest housing challenge facing San Leandro today.” The second is a ranked choice voting exercise designed for a tablet (I-Pad, etc.) in which users are shown 10 photos of different housing types (senior housing, mobile homes, executive homes, rental apartments, etc.) and asked to choose the three that San Leandro needs most.

While removed from the interpersonal dynamics of a Town Hall meeting, the use of Virtual City Hall will allow for real-time feedback from citizens who might not otherwise participate in the planning process. Virtual City Hall is easy and convenient, and can be accessed 24 hours a day. Registering for the site takes less than a minute. Users may write as much or as little as they like. The site is ideal for those who are too busy to attend a meeting, lack transportation or a convenient means of attending, or who are more comfortable expressing themselves via email. Depending on the questions asked, data collected from Virtual City Hall can also be analyzed according to geographic and demographic variables, adding value to the information collected.

The screen shot to the right illustrates one of the questions posted on Virtual City Hall as of early June 2014. The City will be sending an email “blast” to its mailing list to encourage as many as San Leandro residents as possible to weigh in on this question. Results can be sorted by those who live inside and outside of the City, and by other variables (age, etc.).

The on-line portal also provides an easy tool for announcements from the City to the public. This two-way communication will be ongoing throughout the process and can ensure up-to-date information sharing.



Monitoring and Evaluation

Finally, the Communications Plan includes a monitoring and evaluation component. Staff and the project team will periodically discuss whether the website and web-based tools are serving their intended purpose, whether Town Hall meetings and other meetings are achieving desired attendance levels and are producing helpful feedback and input, and whether the other meetings described here are achieving their intended outcomes. Ways to refine and improve the process, increase participation, and supplement the tools listed above will be explored as the project proceeds.

Public Participation Outreach/Distribution List

- I. San Leandro Planning Commission
- II. San Leandro Boards/Commissions
 - a. Bicycle and Pedestrian Advisory Committee
 - b. Board of Zoning Adjustments
 - c. Human Services Commission
 - d. Library and Historical Commission
 - e. Recreation and Parks Commission
 - f. Rent Review Board
 - g. Senior Commission
 - h. Youth Advisory Commission
- III. School Districts
 - a. San Leandro Unified School District & School Board
(<http://www.sanleandro.org/residents/schools.asp>)
 - b. San Lorenzo Unified School District & School Board
(<http://www.sanleandro.org/residents/schools.asp>)
- IV. Community Organizations
 - a. San Leandro Homeowners Associations
(<http://www.sanleandro.org/civicax/filebank/blobdload.aspx?blobid=6989>)
(City Clerk’s Office updates this list quarterly)
See <http://www.sanleandro.org/whatsnew/neighborhood.asp> for maps
 - b. Congregations Organized for Renewal (COR)
 - c. Portuguese Fraternal Society of America
 - d. San Leandro Senior Moments
 - e. East Bay Bicycle Coalition, <https://www.ebbc.org/>
- V. Business
 - a. San Leandro Chamber of Commerce and Chamber Board of Directors
 - b. San Leandro Business Councils
(<http://www.sanleandrochamber.com/programs/councils-and-roundtables/>)
 - i. Asian Business Council
 - ii. African American Business Council
 - iii. Hispanic Business Alliance
 - c. San Leandro Downtown Business Association (see <http://www.sanleandrodowntownassociation.org/Merchants.htm>)
 - d. Business Association South San Leandro (BASSL)
 - e. Bay Area Business Roundtable
 - f. East Bay Economic Development Alliance

- g. Rental Housing Association of Southern Alameda County
 - h. Bay East Association of Realtors
 - i. Next Generation Workplace District Industrial Work Group
 - j. Kaiser Permanente
 - k. OSIssoft Inc.
 - l. San Leandro Hospital
- VI. Churches
- a. St.Leander’s Church
 - b. Creekside Community Church
 - c. Faith Fellowship
 - d. Bethel Presbyterian *(and the other churches that are part of April Showers)*
 - e. Unity Church San Leandro
 - f. Heritage Baptist Church
 - g. Praises of Zion
- VII. Social Service Agencies
- a. Davis Street Family Resource Center
 - b. Building Futures with Women and Children
 - c. Stepping Stones
 - d. Boys and Girls Club
 - e. DCARA
 - f. CRIL, <http://crilhayward.org/> - disabilities rights group
 - g. Inter-Faith Homeless Network
 - h. Alzheimers Services of the East Bay
 - i. Family Violence Law Center
 - j. Family Service Counseling Center
 - k. Girls Inc
 - l. SAVE
 - m. SOS/Meals on Wheels
 - n. FESCO
 - o. ECHO Housing
 - p. Spectrum Community Services
 - q. CALICO Center
 - r. Project Literacy
 - s. East Bay Innovations
 - t. Everyone Home
 - u. Alameda County Housing
- VIII. Environmental
- a. Urban Habitat
 - b. TransForm
 - c. Bay Area Healthy 880 Communities – San Leandro

- IX. Labor
 - a. Alameda County Electrical JATC
 - b. Building Trades Council
 - c. Teamsters
 - d. AFL-CIO
 - e. Carpenters Union
 - f. United Steel Workers Union

- X. Nonprofit Housing Developers (with residential properties in San Leandro)
 - a. BRIDGE Housing Corporation
 - b. Eden Housing
 - c. Christian Church Homes
 - d. Allied Housing/Abode Services
 - e. Mercy Housing California
 - f. Mid-Peninsula Housing

- XI. Private Developers and Large Property Owners
 - a. Westlake Development Partners
 - b. John Benjamin Company
 - c. Langon Homes
 - d. EF Communities, Inc.
 - e. Emerald Properties
 - f. Eden Realty

- XII. Miscellaneous
 - a. Former City Council members
 - b. Former General Plan Advisory Committee (GPAC) members
 - c. Former City Managers