

Attachment 3

COMMUNITY ENGAGEMENT STRATEGY

ROSELAND AREA/SEBASTOPOL ROAD SPECIFIC PLAN AND ROSELAND AREA ANNEXATION PROJECTS

December 29, 2014

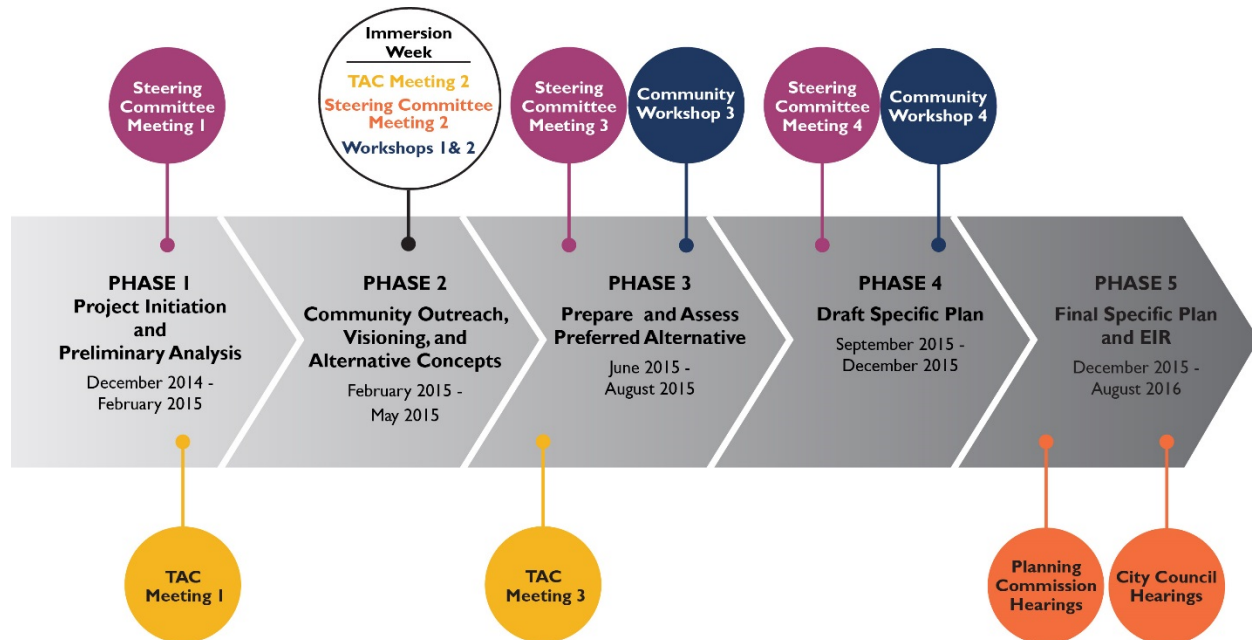
Prepared for:
City of Santa Rosa

Prepared By:
PMC and Shared Spaces

INTRODUCTION

Community engagement will be the cornerstone of the Roseland Area/Sebastopol Road Specific Plan (Specific Plan) and Roseland Area Annexation (Annexation) processes. The engagement effort will be a collaborative endeavor between City staff and the consultant team, which includes Pacific Municipal Consultants (PMC), the primary consultant, and Shared Spaces, a sub-consultant who is focusing on community engagement. The community engagement strategy (strategy) is outlined below and will continue throughout the five phases of the project, as illustrated in the project process and timeline diagram (Figure 1).

Figure 1: Project Process and Timeline



Purpose

The purpose of this strategy is to create an open, inclusive process that engages a representative cross-section of area residents and stakeholders. This document outlines the community involvement goals of the Specific Plan and Annexation projects and describes key target audiences and stakeholders and the engagement strategies to reach them.

Goals

- Communicate the purpose, benefits and impacts of the Specific Plan and Annexation to all community members and stakeholders.
- Provide ample and diverse opportunities for community members and stakeholders to offer input on Specific Plan development and Annexation issues.
- Engage a representative cross-section of community members and stakeholders in each phase of the planning and annexation processes.
- Implement the recommendations from the Mayor's Open Government Task Force Report.

Relationship to the Open Government Task Force Report

This outreach strategy embraces the recommendations of the Mayor’s Open Government Task Force report by identifying methods to (1) genuinely engage residents, business and property owners, and others in the community and acknowledge the value of community input and (2) provide opportunities for diverse and effective community participation in an open and inclusive environment.

1. Genuinely engage with the community and acknowledge the value of community input.
The strategy demonstrates how the project team will reach out to a broad cross section of residents, business and property owners, community groups, stakeholders, and the community at large in a variety of formats to help engage and invite community participation from all stakeholders. Outreach formats include meetings, events, interviews, presentations, flyers, news media, mailings, and an online project website. At the start of each meeting, objectives will be stated and public input received to date will be summarized. At the close of each meeting, the team will recap what was heard, describe how the input will be used, and identify the next steps in the planning process.
2. Provide opportunities for diverse and effective community participation in a respectful environment.
The proposed engagement process, as described in this strategy document, provides a range of participation opportunities with tools and activities to maximize meaningful and effective community input throughout the process. The entire process will be bi-lingual, Spanish and English. Meetings, traditional workshops, mobile workshops and events will foster an open and inviting environment for participants to provide input through a variety of means, including individual and small group activities and discussions. Engaging workshop exercises will allow participants to hear other points of view and work together to develop creative solutions. Workshop activities will support respectful conversations with and among participants.

COMMUNITY ENGAGEMENT STRATEGY

The community engagement strategy comprises three main components, as listed below, and described in greater detail on pages 5 through 16 of this document. The figures on the following page demonstrate the relationship between strategy components.

1. Community Outreach
Community outreach refers to the process of **reaching out to community members to inform them of the avenues to participate in the process**, as identified in Item 1 above. Outreach methods include the following:
 - A. Individual meetings (stakeholder interviews and Steering Committee formation meetings)
 - B. Outreach at meetings of local organizations (Community Groups)
 - C. Project web page
 - D. Promotions (mailer, flyers, project fact sheet, branding)
 - E. Media alerts
2. Community Participation
Community participation refers to the process of informing the community about project processes and outcomes and **providing opportunities for the community to effectively offer input** based on review of project materials. Participation methods include the following:
 - A. Steering Committee meetings
 - B. Community workshops
 - C. Pop-up workshops at local events in plan/annexation area

3. Technical Review & Adoption

Technical review and adoption refers to the process of intergovernmental and regional agency review and local Planning Commission and City Council hearings prior to Specific Plan adoption.

- A. Technical Advisory Committee (TAC)
- B. Meetings and hearings for review and adoption

Figure 2: Outreach Strategy Components



Figure 3: Engagement Strategy Conceptual Timeline



I. Community Outreach

A. Individual Meetings to Interview Stakeholders and Form Steering Committee

Timeline: February-March 2015

The purpose of the Steering Committee is to represent residents and stakeholders in the development of the Specific Plan and Annexation process.

As part of the Community Engagement Strategy, City staff will provide the Council with a list of approximately 20 to 30 potential Steering Committee members; Council will be asked to confirm the members as a group (rather than individual appointments by Council members). To ensure an open and inclusive committee process, additional members may be added as the projects proceed, based on volunteer interest and need for representation. Staff will provide regular updates to the Council on Committee membership.

Outreach, through face-to face meetings and phone conversations, for Committee members will begin upon Council's acceptance of this Strategy. City staff will notify the community about the opportunity to participate in the Steering Committee through the Roseland Area Projects website and through a project information flyer that will be posted around the community. In addition, all possible sources will be consulted for potential members, including an inquiry to the City Council, City and County of Sonoma contact lists, lists from previous projects and stakeholder committees, and recommendations from residents, community members and Sonoma County District 5 Supervisor.

Role of the Steering Committee

The Steering Committee will represent residents and stakeholders in the development of the Specific Plan and in the Annexation process. This role includes:

- Reviewing and refining the engagement plan to assure all segments of the community are involved/heard and that their input is reflected.
- Informing their communities and organizations about the process, the issues and the opportunities for participation.
- Mobilizing their communities and organizations for the public workshops.
- Regularly reporting about the processes and collecting input from the community.
- Reviewing and refining draft workshop plans and materials to assure they will engage and include everyone in the key decisions in the processes.
- Providing advice and input to the project team between workshops and after the final workshop.
- Reviewing and commenting on draft plans, materials and reports with special attention to the needs and desires of their community/organization.
- Representing the residents' and stakeholders' views of the projects in the community at-large and in public forums, including at Planning Commission and City Council meetings.

Fulfilling this role will require members to commit to participate in:

- Four Steering committee meetings over the 20 months of the Specific Plan and Annexation Processes.
- Four public workshops.
- One or two optional pop-up workshops/events if applicable.

- Four to five Planning Commission and City Council meetings.
- Additional one-on-one meetings with City staff and/or the project consultant as needed.

Steering Committee Composition

The Steering Committee will be composed of residents and stakeholders of the plan and proposed annexation areas who represent each and every part of the community and its businesses and organizations. The Committee will include, at a minimum, as many individuals as required to represent all areas of the community. It is estimated this will require 20 to 30 people.

Guidelines for the Steering Committee composition include:

- ¾ of the members will be residents, business or property owners in the study or proposed annexation areas, with a majority being residents.
- Those members who are not residents, business or property owners in the area should be representatives of organizations and institutions actively involved in the area and any issues surrounding the planning and annexation process.
- Every distinct island of potentially annexed land and each distinct geographic area of the study area will be represented (for example the distinct neighborhoods south and north of Hearn will both be represented).

Any resident or stakeholder who commits to participate in the entire multi-year Specific Plan and Annexation process may serve on the Committee. An initial membership will be developed through meetings with organizations, institutions and individuals who represent each segment of the community and through follow-up meetings with volunteers who contact the City or project team.

Deliverable/Task	Shared Spaces	City of Santa Rosa
Identification of stakeholders		<ul style="list-style-type: none"> • Identify list of stakeholders with contact information
Meetings with stakeholders, recruitment and formation of Steering Committee	<ul style="list-style-type: none"> • Identify and recruit members • Conduct in-person and phone interviews • Prepare list of interview questions • Provide project FAQ, map, or other materials to facilitate discussion 	<ul style="list-style-type: none"> • Identify potential members • Schedule interviews • Review list of interview questions and FAQ
Development of Steering Committee materials	<ul style="list-style-type: none"> • Agendas • Packet materials • Meeting materials 	<ul style="list-style-type: none"> • Review and comment • Distribute to Steering Committee
Facilitation of Steering Committee meetings	<ul style="list-style-type: none"> • Facilitate and translate at Steering Committee meetings 	<ul style="list-style-type: none"> • Coordinate and schedule Steering Committee meetings
Summary of Steering Committee meetings	<ul style="list-style-type: none"> • Meeting summary notes in electronic memorandum format 	<ul style="list-style-type: none"> • Review and web posting and/or distribution to Steering Committee

B. Community Outreach at Meetings of Local Organizations (Community Groups)

Timeline: Three rounds of meetings will be held to introduce the Specific Plan and Annexation to the local community organizations which meet regularly (such as Parent Clubs, homeowners associations, and other local organizations). Round 1 meetings prior to the first community workshop, Round 2 meetings prior to the development of the preferred alternative, Round 3 meetings concurrent with release of the administrative draft plan.

Role of community groups: Provide information and feedback on their preferences for project goals, alternatives, and priorities.

The purpose of conducting and/or attending community group meetings is to engage interested parties early in the process and meet face to face to present information about the Specific Plan and Annexation projects, gather feedback, and build interest and trust in the community. Building relationships with the community early in the process provides opportunities to encourage engagement throughout the Specific Plan and Annexation processes and to employ community members as project ambassadors by promoting community engagement opportunities with their networks.

Shared Spaces will meet with community groups at strategic points in the planning process to ensure engagement from a broad representation of the community and to maximize participation at public events. Shared Spaces will conduct discussions in the form of roundtable focus groups, presenting at a number of community groups' regularly scheduled meetings or hosting a pop-up event at a planned community event or busy location within the plan area in lieu of two community group meetings. Shared Spaces will coordinate logistics for and hold up to eight community group meetings throughout the planning process. Shared Spaces will work with the City to identify relevant community groups, identify events, secure venues, and prepare an approach and agenda of activities.

C. Project Web Page

Timeline: February launch, updated throughout process

In an effort to reach a broad range of community members, PMC will work with Shared Spaces and the City to develop content for a City web page as an online component to the outreach for the Specific Plan and Annexation processes. The website will serve as a resource for community members and will include the following information: project purpose, upcoming events, background information, project documents and interactive activities that mirror the community workshop activities (e.g., online survey tool, interactive map).

Deliverable/Task	PMC Team	City of Santa Rosa
Web page development and maintenance		<ul style="list-style-type: none">• Develop web page• Maintain and update web page
Web page content	All web page content: <ul style="list-style-type: none">• FAQ• Project schedule• Meeting dates• How to get involved• Public draft documents• Meeting materials	

D. Promotions

Timeline: Ongoing

Mailer

One bilingual community mailer postcard with future workshop dates will be sent to up to 18,000 addresses within and 300 feet around the project area once, prior to the first community workshop. The mailer will provide information about the Specific Plan and Annexation processes and future opportunities to be involved.

Flyers

A flyer and a press release will be developed and distributed prior to each community workshop and/or community event. Flyers will be posted at community gathering areas in apartment complexes, retail areas, at schools, and other community gathering areas to the extent possible. Flyers will also be e-mailed to those who have expressed interest in the Roseland area projects. The flyers and press releases will provide information about the time, location and discussion topics for the upcoming workshop or event.

Project Fact Sheet

A one-page (double-sided, with one side in Spanish and one side in English) fact sheet flyer will be developed to inform the community about the project. The fact sheet will be distributed electronically when possible, and hard copies will be printed on an as-needed basis. The fact sheet will be designed to answer questions such as: why are we planning for this area, how is this planning process funded, how can I provide input or become involved, and what is the project timeline. An annexation FAQ has already been developed.

Branding

A clear and consistent identity and single message will be developed for the Specific Plan and Annexation projects. It is important to ensure that the brand is consistently used by City staff and consultant team members, and across the Annexation and Specific Plan processes. The project brand will include the following components: Specific Plan and Annexation project name, logo, identity, icons, color scheme, and message and tagline. The brand will communicate to community members that information and materials are related to the projects.

The project brand will be developed to ensure it is accessible and relevant to the community. Three design options will be presented to the Steering Committee during the initial phases of the project. The final look and feel of this work product will guide all subsequent project materials. The team will work to develop project branding and review draft branding graphics and language that will resonate with all communities the project seeks to engage.

Deliverable/Task	PMC Team	City of Santa Rosa
Mailer	<ul style="list-style-type: none">• Text/content• Printing• Mail	<ul style="list-style-type: none">• Review and comment
Flyers	<ul style="list-style-type: none">• Print-ready flyer and press release	<ul style="list-style-type: none">• Print and distribution
Project fact sheet	<ul style="list-style-type: none">• Text/content• Graphic design of fact sheet• Final PDF version	<ul style="list-style-type: none">• Review and comment• Print and distribution

Branding	<ul style="list-style-type: none"> • Style sheet with colors, fonts, logo, and tagline 	<ul style="list-style-type: none"> • Review and comment
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E. Media Alerts

Timeline: in advance of each community workshop

A media alert will be developed to notify local media outlets about the project and opportunities for event coverage and interviews. The following media outlets will be targeted, along with any others identified throughout the process:

1. The Press Democrat
2. North Bay Business Journal
3. La Voz bilingual newspaper
4. El Superior Periódico
5. Impulso Spanish newspaper
6. KBBF bilingual radio station
7. El Patron Radio KRRS
8. La Mejor 104.1 FM
9. KSRO-AM
10. KRCB
11. KZST
12. KRSH

Deliverable/Task	PMC Team	City of Santa Rosa
Media alert	<ul style="list-style-type: none"> • Text/content 	<ul style="list-style-type: none"> • Coordinate releases with media outlets

2. Community Participation

A. Steering Committee Meetings

Timeline: Four meetings, one each in project phases 1, 2, 3, and 4

Role of the Steering Committee: A body confirmed by the City Council, convened for the duration of the Specific Plan and Annexation projects, to lead the community’s participation and serve as its voice. The committee will provide first community review of and feedback on project products. The committee will help to prioritize what issues to bring to the larger community and refine materials before they are presented at workshops. Steering Committee members will act as project ambassadors and encourage those who live and work in the project area to attend community workshops, events and public hearings. After the final workshop, the committee will represent the community in refinement and finalization of the Specific Plan.

Shared Spaces will facilitate four Steering Committee meetings throughout the project. Shared Spaces will take the lead in coordinating Steering Committee meetings, preparing meeting agendas, facilitating the meetings, and developing exercises in collaboration with the team. Shared Spaces will call all Steering Committee members to maximize turnout at meetings and work with committee members to recruit their constituency for workshops. Bilingual meeting materials and summaries will be provided by Shared Spaces. PMC will collaborate on meeting content and structure and will attend and support facilitation at

each meeting. While the content of each meeting will develop over time in response to community input, meetings will generally follow the sequence below:

- Meeting 1 Shared Spaces will meet with the Steering Committee to clarify the committee's role in the projects and expectations as well as to present objectives, the overall process of the Specific Plan and Annexation, and findings from the existing conditions and opportunities analysis. Meeting 1 will focus on explaining the concept of annexation and project area assets and needs, and will incorporate mapping activities to identify areas of change and key priority opportunity sites.
- Meeting 2 Steering Committee meeting 2 will focus on review and discussion of alternative plan concepts. The committee will be asked to provide feedback and suggested refinements in engaging exercises similar to those used in the Technical Advisory Committee (TAC) meeting.
- Meeting 3 Meeting 3 will focus on review of the preferred plan alternative and an update on the Annexation project. Key issues identified during TAC meeting 3 will be presented and discussed to ensure the Committee is aware of any technical issues. The committee will be asked to provide feedback and suggested refinements in engaging exercises similar to those used in TAC meeting 3.
- Meeting 4 At the fourth and final meeting, Shared Spaces will present components of the public draft Specific Plan to the Steering Committee prior to preparing the public draft. The committee will be asked to provide feedback on the key components of the plan and suggested refinements. PMC will collaborate on meeting content and structure and will attend and support facilitation for this meeting. The PMC team will ensure the administrative draft reflects input received from committee members and will prepare the public draft Specific Plan. The Steering Committee will be notified when the public draft Specific Plan is available on the project website and will be encouraged to provide comments during the public review period.

B. Community Workshops

Timeline: Four meetings, in phases 2, 3 and 4

Role of Workshops: Widely promoted, easily accessible, participatory sessions, at key decision points in the processes that provide all community members and stakeholders opportunities to learn about the projects and provide input on the project goals, alternatives, and priorities.

Four community workshops will be conducted to provide information and gather direct public input on issues of particular importance to the planning process. These meetings will be structured for maximum involvement to ensure each participant has the opportunity and ability to provide meaningful direction on the future of the Specific Plan and Annexation projects. Of the four meetings, two meetings will have a joint focus on both the Specific Plan and the Annexation processes, while the other two will focus only on the Specific Plan project. Lessons learned in interactions and feedback from the first meeting will affect the presentations and format of later meetings. Community input at each meeting will be reviewed and will inform project products. More detail on each workshop is provided below.

A combination of outreach techniques will be used to facilitate involvement from participants and generate the greatest possible feedback. Techniques may include interactive polling, group discussions, and hands-on mapping or priority exercises.

A memorandum will be prepared summarizing each community workshop, including process, activities, materials, and the comments and design suggestions received. The memorandum will be prepared in both Spanish and English. Transcriptions of written comments from each meeting will be included as appendices.

Workshop Materials

PMC will create and print materials for all meetings (sign-in sheets, comment cards, name tags). PMC will assist with developing promotions for each event, including flyers. PMC will prepare an agenda of activities and approach for each of the four community workshops. These will include a list of meeting materials, presentations, activities, and responsibilities.

Workshop Logistics and Techniques

PMC will assist City staff in the selection of meeting venues. It is assumed that City staff will secure the meeting venue and provide food and refreshments. In addition, City staff will assist with facilitation during each of the workshops. The project team will use a combination of outreach techniques to facilitate involvement from participants and generate the greatest possible feedback. The team will include activities for children, such as creative design exercises, to involve youth in the plan development process.

Shared Spaces will collaborate with PMC to prepare each workshop agenda and exercises, assist with facilitating the meeting, and reach out to Steering Committee members to engage and notify community members about the workshop.

The community workshops will be held during the following four key project phases:

1. Project Initiation and Community Visioning
2. Alternative Concepts
3. Preferred Alternative
4. Public Draft Specific Plan

Immersion Week

Community workshops 1 and 2 will occur within about one week of each other, during a weeklong series of events (hereafter Immersion Week). Immersion Week will also include community group meetings, a TAC meeting, a Steering Committee meeting, and project team work sessions between the first and second workshops. The PMC team will prepare a memorandum summarizing the completed Immersion Week process, activities, materials, and results. The memorandum will be prepared in both Spanish and English versions.

Community Workshops

Community Workshop 1 – Specific Plan and Annexation

Purpose: The PMC team will facilitate this highly interactive workshop focusing on project initiation and community visioning to accomplish the following:

- Inform the community about the Specific Plan and Annexation projects and processes

- Identify the community’s role in the planning processes
- Provide key findings from the existing conditions analysis and market study
- Conduct visioning activities to understand sentiment for the area
- Conduct group discussions to learn about project area assets and needs
- Identify areas where the community is interested in change and key priority opportunity sites (mapping exercise)

Desired Outcomes: The intent of this preliminary workshop is to ensure the community is informed about both projects and the variety of ways they can participate throughout the planning process. In addition, by the end of the meeting, the project team will have a clear understanding of participants’ vision for the area. Because the community will ultimately determine the success of the project, it is essential to hear and understand community ideas regarding opportunities and issues at this early stage.

Techniques: A highly interactive meeting will be designed that may include a vision wall, hands-on mapping exercises, and priority voting exercises, among others.

Community Workshop 2 – Specific Plan

Purpose: The second workshop will be the community’s opportunity to review and provide community feedback regarding alternative concepts for portions of the plan. Anticipated topics at this workshop include:

- Summarize key issues and comments from workshop 1
- Present alternative concepts and trade-offs
- Solicit feedback on the alternative concepts for land use, streetscape, public services, and facilities

Desired Outcomes: Clear community direction for the development of two alternative concepts that address land use, streetscape, public services, and facilities.

Techniques: Activities and interactive displays will be developed to help the community navigate the alternative concepts’ key elements and share their preferences. Techniques may include presentations, interactive polling technology, visual preference activities, small group discussions, and/or mapping activities.

Community Workshop 3 – Specific Plan

Purpose: The purpose of this workshop is to present, discuss and request community feedback regarding the preferred land use and circulation alternative.

Desired Outcomes: Identify the community’s ideas and preferences in order to refine the land use and circulation alternatives.

Techniques: The project team will lead participants through a “virtual tour” of the preferred alternative using an interactive digital format to navigate the alternative and link concepts and imagery to geographic locations in the plan area. PMC will seek feedback on plan components using dot voting exercises,

interactive polling technology, and/or other hands-on activities. Input received will be used to refine the alternative to develop the draft Specific Plan.

Community Workshop 4 – Specific Plan and Annexation

Purpose: The purpose of this workshop is to present, discuss and receive public comments regarding key elements of the public draft Specific Plan and to provide an update on the Annexation process.

Desired Outcomes: Gather community’s input on refining the plan’s key elements and determine how the community would prioritize the implementation of the plan. Inform the community on the annexation process.

Techniques: PMC will seek feedback using interactive “stations” for each of the key components of the plan, coupled with exercises and presentations.

Pop-Up Workshop Format

The PMC team could design one or all of these workshops to be a pop-up workshop event rather than a traditional community workshop. Based on discussions with staff, the team will determine which approach (traditional meetings or mobile pop-up event, or a combination of both) will be most appropriate for project success. The cost of one pop-up event is approximately equivalent to the cost of one community workshop.

Deliverable/Task	PMC Team	City of Santa Rosa
Community workshops 1–4	<ul style="list-style-type: none"> • Prepare notices in English and Spanish • Agenda, sign-in sheet, and comment cards • Workshop PowerPoint • Mapping/exercise materials to facilitate discussion • Bilingual meeting summary memorandum in electronic format • PMC to lead, facilitate, and attend all workshops • Shared Spaces to attend and facilitate all workshops • W-Trans to attend two workshops • Strategic Economics to attend one workshop 	<ul style="list-style-type: none"> • Facilitate mailings and flyer postings • Select and coordinate venue • Provide projector • Attend meetings • Assist with small group work and general meeting preparation and presentation, as necessary

Community Workshop	Estimated Time Frame
Workshop 1	April/May 2015
Workshop 2	May 2015
Workshop 3	August/September 2015
Workshop 4	December 2015

III. Technical Review and Approval

A. Technical Advisory Committee

Timeline: Three meetings, one each in phases 1, 2 and 3.

Role of Technical Advisory Committee: An ad hoc advisory body, convened for the plan development phase of the project, to provide technical advice and feedback at key points in the planning process.

The City of Santa Rosa will convene a Technical Advisory Committee (TAC) to ensure regular participation by relevant City staff, consultant staff, and key stakeholders in the Specific Plan development process.

The TAC will meet at key project milestones—and in advance of community workshops 1, 2, and 3. PMC will take the lead on coordinating, preparing, and facilitating TAC meetings, meeting agendas, and exercises. PMC will also prepare bilingual meeting summaries. Shared Spaces will collaborate with PMC on meeting content and will attend the first TAC meeting to report on community engagement.

The TAC will include a broad representation of technical experts from City departments, County agencies, and other partner agencies to ensure the technical accuracy of Specific Plan components and the associated environmental impact report (EIR). The TAC will provide valuable insight on a range of project topics, including land use, circulation, housing, safety, and infrastructure. The TAC will provide input on technical aspects of plan development at key points during the process.

The TAC may be composed of a selection of the following representative stakeholder groups:

- City of Santa Rosa departments:
 - Transit Division – Santa Rosa CityBus
 - Economic Development and Housing
 - Transportation and Public Works
 - Utilities
 - Recreation and Parks
 - Police
 - Fire
 - Engineering and Development Services
 - City Attorney’s Office
 - City Manager’s Office (Santa Rosa Violence Prevention Partnership)
- County of Sonoma departments:
 - Transit
 - Transportation and Public Works
 - Health Services
 - Permit and Resource Management
 - Sheriff
- Santa Rosa City School District
- Roseland School District
- Bellevue Union School District
- Metropolitan Transportation Commission
- Sonoma Marin Area Rail Transit

- Sonoma County Transportation Authority
- Sonoma County Water Agency

PMC will rely on City staff to reach out to the above-mentioned agencies and confirm those representatives who will form the TAC.

The anticipated purpose and scope of each TAC meeting are:

- Meeting 1** Receive an introduction to the project and learn the role of the TAC. Discuss existing Specific Plan area conditions, issues, opportunities, and constraints. During TAC meeting 1, PMC will clarify expectations, as well as present project objectives, process, and findings from the existing conditions and opportunities analysis. The TAC will be asked to confirm the accuracy of the existing conditions information and identify any additional issues and opportunities to be considered in the planning process. PMC will facilitate a discussion of assets and needs in the project area and a mapping activity to identify areas of change and key priority opportunity sites.
- Meeting 2** PMC will meet with the TAC to present alternative plan concepts for review, feedback, and suggested refinements. Outreach methods for soliciting input on the alternatives may include the use of “I like” and “I’d change” stickers where participants list items that they support and believe should change in the refinement process. Additionally, digital or analog voting exercises coupled with small group discussions have proven very effective in alternative refinement. The PMC team will prepare meeting materials and a bilingual meeting summary.
- Meeting 3** PMC will meet with the TAC to present the preferred alternative for review, feedback, and suggested refinements. TAC feedback will be solicited on the preferred alternative and will be utilized to refine the preferred alternative, prior to presentation to the Steering Committee and the public. The PMC team will prepare materials and a bilingual meeting summary.
- Review** The administrative draft of the Specific Plan, and the associated Environmental Impact Report, will be circulated to the Technical Advisory Committee for its review and comment. City staff will review and consolidate comments into a single set of recommended changes to the plan.

Deliverable/Task	PMC Team	City of Santa Rosa
Recruitment and formation of TAC		<ul style="list-style-type: none"> • Identify and recruit members • Schedule meetings
Development of TAC materials	<ul style="list-style-type: none"> • Agendas • Packet materials • Meeting materials 	<ul style="list-style-type: none"> • Review and comment • Distribution to TAC
Facilitation of TAC meetings	<ul style="list-style-type: none"> • PMC will facilitate TAC meetings 	<ul style="list-style-type: none"> • Attend meetings

Summary of TAC meeting	<ul style="list-style-type: none"> Bilingual meeting summary notes in electronic memorandum format 	<ul style="list-style-type: none"> Review and post to website or distribution to TAC
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B. Meetings and Hearings for Review and Approval

City staff will provide updates to the Planning Commission and the City Council throughout the Specific Plan process. The Draft Specific Plan and Draft EIR will be presented to both the Planning Commission and City Council, and public hearings will be held before each body. It is likely that the draft Specific Plan will be presented to other City boards, such as the Bicycle and Pedestrian Advisory Board and the Board of Community Services.

PMC will attend two Planning Commission hearings and two City Council hearings to present the public draft Specific Plan and Environmental Impact Report. Public meetings and hearings will be noticed and conducted in accordance with normal City protocol for each meeting.

Deliverable/Task	PMC Team	City of Santa Rosa
Hearings	<ul style="list-style-type: none"> Prepare draft PowerPoint presentations for four hearings 	<ul style="list-style-type: none"> Review and comment