

**C COMMUNITY/STAKEHOLDER
ENGAGEMENT PLAN**

Public and stakeholder participation is crucial for preparing a CAP that is responsive to the needs of the community. The steps outlined in this plan explain the approach that we would take to ensure active engagement.

The plan contained herein is intended to function as a roadmap for the stakeholder engagement process; it identifies intended stakeholder engagement objectives for the CAP and outlines the specific activities that will be implemented to achieve those objectives. The plan is intended to be a “living document” that can be updated by the City and Ascent as needed at regular intervals to achieve the desired objectives.

Objectives

This plan is intended to achieve the following stakeholder engagement objectives:

- ▶ **Objective 1:** Build stakeholder and broader public understanding of the CAP, including the primary concepts of GHG emissions reduction and climate change vulnerability and adaptation.
- ▶ **Objective 2:** Foster stakeholders’ understanding of how they can participate in the CAP development process.
- ▶ **Objective 3:** Provide stakeholders with multiple meaningful opportunities to provide input and participate in the development of the CAP.
- ▶ **Objective 4:** Understand, and as much as possible, integrate interests, needs, and expectations from multiple stakeholder groups into the CAP.
- ▶ **Objective 5:** Collaborate to build a shared vision for appropriate strategies and measures for inclusion into the CAP.
- ▶ **Objective 6:** Promote broad stakeholder buy-in and support for the CAP.

Guiding Principles

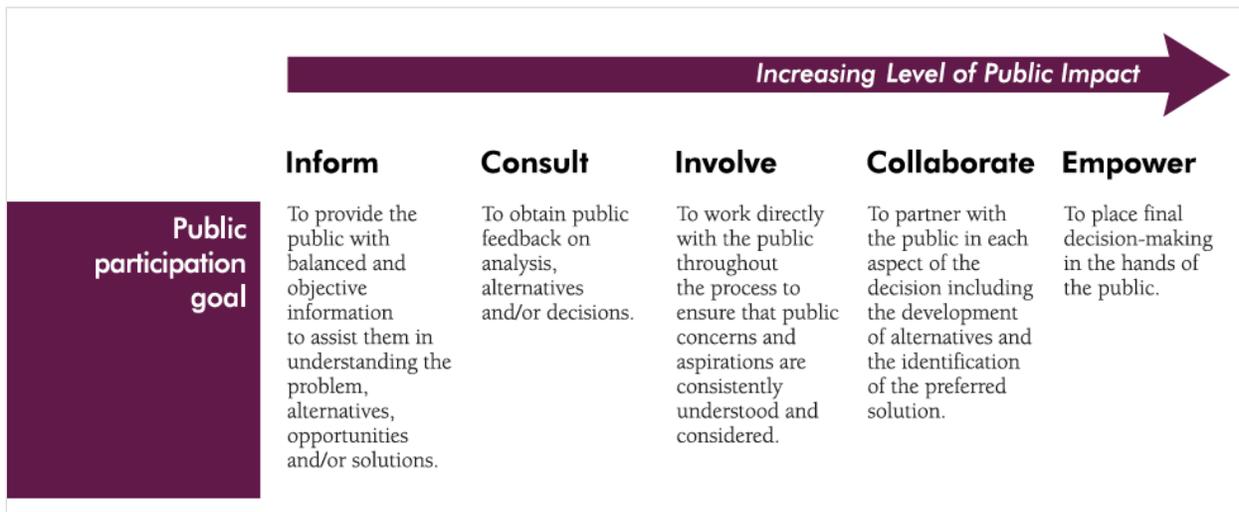
To achieve the objectives identified above, the team intends to follow guiding principles and adopt an approach that is flexible and adaptive to diverse stakeholder needs. The stakeholder engagement process will be guided by the following basic principles:

- ▶ **Flexible and adaptive approach:** The team understands that we are emerging from a pandemic and the preferences for individuals to participate in in-person meetings may vary. In the near term, this may impact the City’s ability to maximize stakeholder engagement through in-person meetings and workshops. Providing options for online workshops or a hybrid format is a method that Ascent has used over the last 14 months to ensure continued participation in planning efforts.
- ▶ **Communicate early and often:** The team will introduce stakeholders to the project as early in the process as possible to foster an atmosphere of partnership and collaboration. The team will also present regular updates and opportunities to provide input.
- ▶ **Make project information easily accessible:** The team will work to ensure that anyone interested in the project can access information when it is convenient for them. Possible options include working with City staff to provide relevant planning documents through the City’s website, social media page, or other online platform. Ascent will translate technical information into more easily accessible language for a general, nontechnical audience.
- ▶ **Engage “key communicators”:** In addition to conducting direct engagement, the team will leverage engaged stakeholders as “key communicators.” These key communicators will help further extend the reach of engagement efforts by communicating with their respective constituents and making sure their interests and priorities are considered in discussions that inform the CAP.

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An important consideration in identifying appropriate engagement activities related to a project is the level of influence that stakeholder input will have on that project’s final decisions and outcomes. The International Association of Public Participation (IAP2), an organization dedicated to advancing and extending the practice of public participation, has developed a Spectrum of Public Participation which identifies different levels of public influence. These different levels—inform, consult, involve, collaborate, and empower—help define the range of potential public influence and provide a helpful reference for a decision-making agency and its stakeholders to reach a common understanding of how input will be considered. As the graphic below illustrates, a higher level of public impact normally calls for a high level of influence on the agency’s decision-making. For each of the engagement activities described below, the intended IAP2 level of influence is identified. This framework informs the types of activities that the City can perform to connect with different types of stakeholders, depending on their capacity to inform the project.



Identifying Target Audience (CAP Task 1)

Under Task 1 of the CAP during project initiation, Ascent will work with City staff to identify stakeholders in the community. It is anticipated, based on experience with previous CAPs, that stakeholders identified can be categorized into the four main categories described below. There will be different levels of interest and decision-making among these stakeholders, and the approach to engagement should be tailored to each audience.

- City departments/staff
- Local, regional, state, and federal agencies and special districts
- Community organizations and citizen groups
- General public

Implementing Outreach (CAP Task 2)

Under Task 2 of the CAP, Ascent and the City will begin outreach to the stakeholder groups identified through four activities.

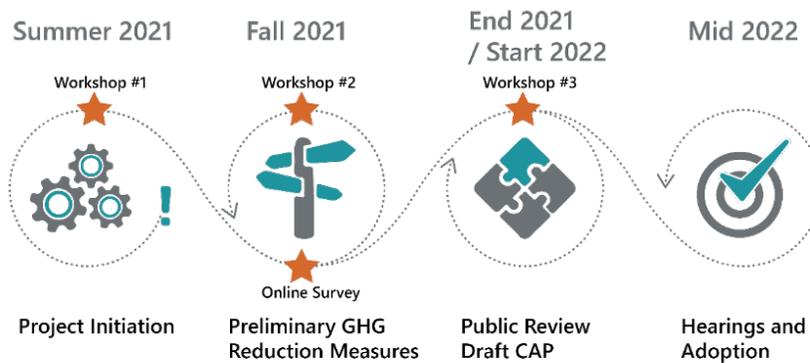
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Activity #1 Public Workshops

(IAP2 Level: Involve)

Through three public workshops, Ascent will lead a presentation of information about the CAP at critical stages of the plan’s development. The first workshop will occur at the initial stages of the project to provide information to the community about climate change, the purpose of CAPs, and the goals of the planning. The second workshop will provide information about the GHG reduction measures being considered. An online survey will overlap with that workshop so that attendees as well as those not available to be present can provide input on proposed actions. Ascent will help prepare the copy for this survey and will provide a platform for survey administration and a summary of the proposed strategies and measures that can be posted on the City’s website. The third workshop will present the public review draft version of the CAP. This workshop will be scheduled to coincide with publication of the document and will help explain the CAP’s chapters and components. Finally, the CAP and the CEQA document will be presented to the City Council as part of a public hearing. The diagram below shows the sequence of workshops that are proposed for this plan.



Activity #2 Online Survey

(IAP2 Level: Consult)

Based on our experience on other similar projects, we have found that online surveys can be an effective way to reach a large number of stakeholders. We have included an online survey as part of the outreach engagement strategy. Ascent will create and distribute a web-based survey to gather information from the community on potential GHG emissions reduction strategies and assess individual understanding about the CAP. The survey will be designed to collect general information about the participants to assess differences in responses between subpopulations, stakeholders, and neighborhoods. In addition, the survey can be made available as a PDF to distribute electronically so that it can be printed and mailed back to the City. Ascent will compile, analyze, and summarize the survey results from the online community survey.

Activity #3 Targeted Discussions with Stakeholders/Key Communicators

(IAP2 Level: Collaborate)

On an as-needed basis, the team will conduct strategic, targeted conversations between team members and priority stakeholder groups to get their input on the CAP’s content. These meetings will be held in parallel with overall project deliverables and milestones. The targeted meetings will allow for honest, direct feedback and will help foster productive working relationships with key stakeholders. The meetings will also be used to vet potential approaches and test their level of support before those approaches are shared with broader audiences.

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Activity #4 Materials and Notification (IAP2 Level: Inform)

The team will develop and disseminate project materials to share information, ensure a common understanding of the project's purpose and scope, and promote awareness of opportunities to participate in upcoming events. This will include the following activities:

Project Webpage

It is recommended that the City update its website to feature a page specifically for updates to the CAP. Ascent can support this effort by providing copy to the City to include on the webpage with an accurate description of the CAP's goals, timeline, and project status. This webpage should be updated regularly throughout the process as more information becomes available.

Project Factsheet

Providing consistent messaging about the CAP's purpose, scope, and status will be a critical component of the outreach effort. The team will develop a project overview factsheet that will be posted on the City's website and distributed during stakeholder meetings.

E-News Updates and Social Media Notifications

It is recommended that the City provide regular updates on major milestones for the project via email listserv and through posts on social media platforms (Facebook, Twitter, etc.). These platforms can be used to notify the public about upcoming public workshops.

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