

**DRAFT**

# Public Engagement Strategy

**Hampton Roads Region –  
Chesapeake and Portsmouth**

**JOINT LAND USE STUDY**

**AECOM**

---

SEPTEMBER 4, 2019

## TABLE OF CONTENTS

1.0 Introduction .....	1
Desired Engagement Strategy Outcomes.....	1
2.0 Stakeholder Management.....	2
Media and Public Relations.....	2
Media Clippings .....	2
3.0 Stakeholder Meetings.....	2
4.0 Public Meetings.....	3
5.0 Social Media and Website Presence.....	4
6.0 Committee Roles.....	5
7.0 HRPDC Team Support.....	5



## 1.0 INTRODUCTION

This document serves as the Public Engagement Strategy for the Hampton Roads Region - Chesapeake and Portsmouth Joint Land Use Study (JLUS). The JLUS seeks to create a long-term planning partnership that protects the quality of life in the participating local communities and enhances the military missions associated with the various military installations in the study area. The study will emphasize ways to promote coordination and compatible growth; understand the economic impact of the installations; and preserve critical civilian and Department of Defense capabilities and assets. The JLUS will look at various factors associated with land use and development, transportation, parking, recurrent flooding, and sea level rise that have the potential to create challenges for military readiness.

The JLUS is a community-driven, cooperative process among the cities of Chesapeake and Portsmouth, the Commonwealth of Virginia, and Navy installations in both cities: Naval Support Activity (NSA) Hampton Roads – Portsmouth Annex (Naval Medical Center Portsmouth); Naval Station Norfolk – Navy Supply Center (NSC) Craney Island Fuel Terminal; Naval Support Station Norfolk Naval Shipyard (NNSY); and Norfolk Naval Shipyard associated properties including The Village at New Gosport and Stanley Court, Scott Center Annex, and South Gate Piers, and St. Julien’s Creek Annex. The Hampton Roads Planning District Commission (HRPDC) is serving as the primary project sponsor.

Per the contract, the overall schedule for the study currently extends to March 31, 2020 but will likely be extended to December 31, 2020 to accommodate additional analyses requested by the JLUS partners. An extension of the schedule could affect proposed dates for meetings in later phases of the project.

This study involves multiple stakeholders, both public and private sectors, with varied needs. The public engagement strategy will engage

stakeholders from the military, maritime, economic development, municipal, regulatory, environmental, and civic communities. It is imperative that the public engagement strategy for the JLUS be transparent, robust, and inclusive.

This document outlines an array of tools that will be utilized to engage the public during the planning process, including:

- HRPDC Facebook Social Media
- HRPDC Project Website
- Locality websites
- 2 Fact Sheets
- 48 Stakeholder Interviews
- 9 Public Meetings
- 3 Press Releases (1 per public meeting series)
- Policy Committee (5 meetings)
- Technical Committee (7 meetings)
- 3 Print Ads (1 per meeting series)

These tools will be integrated and leveraged to reach the greatest number of stakeholders and citizens possible. We will provide every reasonable opportunity for public input throughout the JLUS process.

### Desired Engagement Strategy Outcomes

- A more informed public
- Timely updates via social media and project webpage
- Transparent communication and project updates
- Timely responses to inquiries from the media and the public
- Documentation of all public input, media coverage and opportunities for engagement in the final JLUS document

## 2.0 STAKEHOLDER MANAGEMENT

The AECOM team will manage an overall stakeholder list including members of the Technical Committee, Policy Committee, government officials, and the client project team. The lists will be maintained in Microsoft Excel spreadsheet format and will include the name, organization, title, email, and telephone number for each stakeholder. The list will be updated as needed as committee members are added or removed. It will be used as a distribution list for the issuance of email blasts.

### Media and Public Relations

The team will advise HRPDC communications staff to book public affairs programs on local media outlets such as WAVY TV's The Hampton Roads Show and the cable access programs that Chesapeake and Portsmouth conduct, as well as city blogs. We will advise and collaborate with the military installations' Public Affairs Officers (PAOs) to identify opportunities for Navy personnel/ HRPDC staff to attend events, speak to personnel (civilian and uniformed), and contribute content to their respective channels of communications – military publications, email blasts, etc.

HRPDC will serve as the official point of contact for all media-related inquiries.

### Media Clippings

The team will utilize Google Alerts to monitor relevant media coverage and will compile news clippings in a monthly report for AECOM to present to HRPDC at the appropriate time.

## 3.0 STAKEHOLDER MEETINGS

The planning effort will include a series of 48 stakeholder interviews to collect relevant data, insights, and suggestions for topics that should be addressed as part of the JLUS.

HRPDC will take the lead on developing a stakeholder list, in consultation with the JLUS partners and AECOM. The list should be finalized no later than May 24, 2019 so there is ample time for the invitation letter to be sent by HRPDC for June and July interviews. The Policy and/or Technical Committee will approve the list of stakeholders. The AECOM team will secure suitable meeting locations for the stakeholder interviews that are located in Portsmouth and Chesapeake near the study areas and have easy access and ample parking.

Input from the interviews will provide an initial understanding of issues and common themes that will be reviewed with the JLUS committees and can be incorporated into the first round of public meetings.

The AECOM team will be the primary booking point of contact with secondary support provided by HRPDC. We recommend that HRPDC develop and issue a form letter to officially invite participants to the interview at least 30 days in advance. We will provide a sample letter to HRPDC to consider for use in the invitation and will also provide a summary of 'how to prepare' to all invitees. The AECOM team will provide regular updates to HRPDC as the interview schedule is solidified.

## 4.0 PUBLIC MEETINGS

The JLUS process will include three series of public meetings, with each series consisting of 3 meetings (for a total of nine public meetings). The topics covered at each public meeting will be confirmed by the Technical Committee.

**Public Meeting Series #1** – Proposed topics include introduction and purpose of the JLUS, overview of the JLUS partners and committee structure, and preliminary findings of what we heard during the stakeholder interviews. The public will have an opportunity to review and validate the findings and/or identify other issues and opportunities. This meetings series is anticipated to occur during Phase 2 of the project.

**Public Meeting Series #2** – Proposed topics for this meeting series include review of findings from the land use, transportation and parking, and flooding analyses and identification of potential strategies for consideration in the Draft Study. This meetings series is anticipated to occur during Phase 4 of the project.

**Public Meeting Series #3** – Proposed topics for this meeting series include a review of the recommendations presented in the Draft Study. This meetings series is anticipated to occur during Phase 5 of the project.

The timing of all public meetings will be influenced by local government calendars and availability of suitable venues. The HRPDC will be responsible for confirming meeting date suitability with the JLUS partners.

It is recommended that the first public meeting series is held in the fall of 2019. We recommend the week of November 12-14, 2019 to allow the team adequate time to review preliminary information with the Technical Committee prior to public engagement. This window occurs after the Veteran’s Day holiday and does not conflict with statewide elections happening earlier in the month of November.

The second and third public meeting series dates will be determined based upon the progress of Phase 3 and 4 and feedback from the Technical and Policy committees. It is estimated they would occur in the summer and fall of 2020.

To promote the meetings, the AECOM team will employ the following strategies in an effort to encourage attendance:

- Draft a total of three press releases announcing the series of three public meetings – estimated to occur in fall 2019, summer 2020 and fall 2020, respectively. HRPDC staff and the AECOM team will disseminate the press releases to its media and JLUS stakeholder lists as well as to city and JLUS partner Administrators/PAOs.
- Prepare one print advertisement per meeting series (3 total ads) to be placed in the Chesapeake Clipper and the Portsmouth Bridges supplements of The Virginian-Pilot. Each ad would cover information about the three meetings within the series.
- Communications staff from HRPDC, Navy, and the localities will post announcements on their respective social media platforms and websites. The AECOM team will provide information to these groups for dissemination.
- Draft and issue a Public Service Announcement in advance of each public meeting series.
- Issue two email blasts in advance of each public meeting series directed to the internal and external stakeholder lists. Blasts will occur two weeks and one week prior to the date of each public meeting series. The email blasts will entail:
  - Collaboration with each city’s communication and marketing staff and Navy Public Affairs Officers to disseminate press releases and meeting notices via their website and existing social media platforms.

- Use of existing databases from the City of Portsmouth’s poverty study and collaboration with the Portsmouth Redevelopment and Housing Authority to reach public and senior housing residents.
- Working with civic and faith-based organizations from the City of Portsmouth’s Build One Portsmouth stakeholders and existing database of the AECOM team. A partial list of those groups include:
  - Park View Civic League
  - Camelot Civic League
  - Cradock Civic League
  - National Association for the Advancement of Colored People (NAACP)
  - Elizabeth River Project
  - Faith-based organizations
  - Olde Towne Civic League
  - Churchland Civic League
  - Port Norfolk Civic League
  - Portsmouth Partnership
  - Hampton Roads Chamber – Portsmouth and Chesapeake boards
  - Portsmouth Development Authority
  - Chesapeake Development Authority
- Collaboration with Elizabeth River Project to reach the environmental community by providing content for them to post on their social media platforms.
- Collaboration with Portsmouth Public Schools and PTA to reach youth by providing content for them to post on their social media platforms and announce at their PTA meetings

The AECOM team will advise the Technical Committee on meeting locations that have appropriate A/V resources, seating, parking, access to transit, and proximity for the public in each respective city.

The AECOM team will prepare sign-in sheets, comment forms, questionnaires, and agendas for all public meetings and will manage the sign-in of all participants. AECOM will prepare a meeting summary including sign-in sheets, photos, public input collected during the meeting, and statistics regarding attendance. The summary will be submitted in draft form to HRPDC and the Technical Committee for review.

## 5.0 SOCIAL MEDIA AND WEBSITE PRESENCE

The social media and website strategy aims to leverage existing platforms of the HRPDC, localities and Navy. The HRPDC will host and manage a JLUS webpage that will contain information about the project process, partners, schedule, methods for input, and materials that are produced and available for review. We recommend that the page goes live after the Policy Committee meeting in May 2019.

The AECOM team will work closely with HRPDC communication staff to keep the HRPDC website and Facebook page current. The AECOM team will provide new content as needed and HRPDC staff will be responsible for managing the website and Facebook page with updates.

We recommend that the Navy and the Cities of Chesapeake and Portsmouth post links to their respective websites on social media platforms.

We also recommend that HRPDC consider establishing a dedicated project email address that can be used on social media platforms and all printed materials that will be distributed to the public.

## 6.0 COMMITTEE ROLES

The JLUS will be guided by two committees that will meet periodically during the process:

**Policy Committee** – Policy Committee members consist of primarily elected officials, city managers, and military installation senior active duty representatives. We anticipate holding five meetings with this committee to obtain key decision-making inputs. This group will ultimately be asked to endorse the plan. They also will be asked to:

- Assist with disseminating JLUS information to their constituents
- Identify stakeholders who should be interviewed
- Direct their communications staff to post links and meeting notices on their social media platforms
- Provide key decision-making regarding plan priorities and strategies
- Monitor the implementation and adoption of policies and strategies

**Technical Committee** – Technical Committee members include city department heads and staff, Navy Region Mid-Atlantic staff, installation planners, and other city staff that provide technical information and guidance to the AECOM team. We anticipate seven meetings with this committee. They also will be advised to:

- Advise the Policy Committee on JLUS-related decisions
- Provide relevant data to the AECOM team
- Notify the AECOM team of any regulatory matters germane to the JLUS process
- Identify/validate critical compatibility issues for analysis
- Assist in the development and evaluation of compatibility criteria and solutions/tools

- Review analyses and provide guidance and review of draft materials
- Serve as liaisons to other department staff

Due to the size of the Technical Committee, it is recommended that each locality appoint a Technical Committee primary POC to aid in decision-making and facilitate review of materials across city departments, as applicable. This core team should comprise one point of contact each from Chesapeake, Portsmouth, and the Navy (regional level), in addition to the HRPDC project manager. This team will ensure that each partner is reviewing and providing consolidated comments in a timely manner. This will also help ensure that any de-conflicting of comments within a single partner group occurs prior to reaching the full committee.

## 7.0 HRPDC TEAM SUPPORT

The following engagement elements will be led by HRPDC:

- Media relations point of contact
- Development of stakeholder list
- Dissemination of press releases for public meetings
- Development and management of JLUS HRPDC webpage and Facebook page
- Development and management of a project email to be posted across all communication platforms
- Scheduling of all Policy and Technical Committee meetings (handle logistics)
- Scheduling of all public meetings
- Coordination with Technical Committee Management Team

