

Kittitas County Comprehensive Plan Compliance – Public Involvement Plan

Introduction

Kittitas County’s Comprehensive Plan (Plan) was appealed to the Eastern Washington Growth Management Hearings Board (GMHB) on 14 issues. On August 20, 2007, the GMHB issued an order of noncompliance with the Growth Management Act (GMA) and a determination of invalidity for the County’s Plan and remanded the Plan to the County for revisions. Subsequently, the County resubmitted its Plan to the GMHB and is currently noncompliant with the GMA on six issues and in abeyance of compliance on three issues. The County requested consultant assistance to address the following legal issues:

- Legal Issue 2 – urban growth in the Snoqualmie Pass/Gold Creek areas;
- Legal Issue 5 and 12 – proper designation of the areas previously designated as Urban Growth Nodes (UGN): Easton, Ronald, Snoqualmie Pass, Thorp, and Vantage; and
- Legal Issues 6 and 14 – City of Kittitas Urban Growth Area (UGA).

The County also requested consultant assistance to conduct public outreach activities to involve the public and other stakeholders in addressing these issues, and State Environmental Policy Act (SEPA) review prior to County adoption of future plan amendments.

County staff is taking the lead to address other GMA compliance issues outlined by the GMHB including revised criteria for designating and de-designating agricultural and forest lands. Public involvement efforts will be coordinated to address these issues.

Public Involvement Goal

The overall goal of the Public Involvement Plan is to reach out and involve the public and other interested parties in the development of Comprehensive Plan changes that address the issues outlined above and meet the requirements for public participation required by the GMA and SEPA (RCW 36.70A.020; RCW 36.70A.035, RCW 36.70A.140, WAC 365-195-600)

Public Involvement Plan Objectives

The Public Involvement Plan is designed to meet the following objectives:

- Inform the public and interested/affected stakeholders about Comprehensive Plan revisions to meet the GMA;
- Involve the public and interested/affected stakeholders in considering options for the five areas currently designated as UGN, specifically Vantage, Thorp, Easton, Ronald, and Snoqualmie Pass;

- Provide easy, convenient and different ways for the public to participate – even those who join late in the process;
- Prevent last minute surprises or reactions that have the potential to derail the process;
- Meet legal requirements of public participation;
- Support the County in conducting positive community relations; and
- Ensure a process that provides the best opportunity for successful adoption of Comprehensive Plan changes that are compliant with the GMA.

Key Messages & Project Context

Key messages are used to communicate about the project to the public and other stakeholders in a way that supports the County goals and objectives, makes project information easily accessible and digestible, and ensures consistency and clarity. Appendix A includes a Project Context document that includes key messages about project description, purpose and process. This will be supplemented by Frequently Asked Questions (FAQ) that will be posted on the project Web site. Information in these materials will be used consistently in all project materials including postcards, posters, Web site, as well as in news releases, calendar announcements, Public Service Announcements, and other media materials. As technical analyses are prepared and additional questions are raised, additional FAQs may be developed.

Target Audiences

Understanding diverse audiences is important in designing and implementing effective strategies for public participation. Kittitas County is home to many different individuals, families and businesses, all of whom have a stake in the future of the community. The Public Involvement Plan is designed to inform and involve the broad “public” of Kittitas County in decisions and actions planned to address GMA compliance. This includes any and all parties that currently have or may have an interest in compliance issues of the County’s Comprehensive Plan. Similarly, the range of “involvement” is wide and includes varying degrees of interest and participation. Interested parties may be asked their opinions about specific compliance issues such as preferred land use designations in rural areas; in other cases public communication will be focused on “informing” parties about progress the County makes towards GMA compliance. This Public Involvement Plan addresses the full spectrum of interested parties that may participate and recommends a variety of tools to reach and communicate with them.

See Appendix B for profiles of the target audiences and key outreach tactics.

Outreach Activities

There are two main categories of public involvement outreach activities –Initiation Activities and Ongoing Outreach Activities. Each is described below.

Public Involvement Initiation Activities

Before public involvement for the project officially kicks off, several initiation tasks will be conducted. These activities build a solid foundation and ensure consistency, clarity and agreement among project team members about how activities will proceed. These include development of a Public Involvement Plan (this document), development of a contact database, interviews with key community leaders and project materials protocols.

Contact Database

The contact database is used to disseminate project information. The database will be created in Excel spreadsheet format; be used to create mailing labels; and include email, mailing address, and phone numbers of community stakeholders including government agencies, elected officials, advisory committee members, utility companies, members of the development community, environmental organizations, business associations and other economic development organizations, real estate professionals, educational institutions and emergency services organizations, as well as other stakeholders. The database will include media contacts and information about where project posters will be distributed.

The County will provide a separate database of all county property owners, including those in the City of Kittitas. These two databases will be used to distribute project postcards in advance of public workshops.

In addition, an email database will be created to distribute project postcards electronically.

All three databases will be maintained throughout the project, with the project team adding additional contacts that become involved and/or interested later in the process.

Stakeholder Interviews

Using a list of pre-developed questions, the consultant will conduct ten phone interviews with key community members to elicit information from identified stakeholders about: 1) knowledge, perceptions and concerns about the County's compliance issues; 2) expected areas of controversy; 3) other stakeholders that should be included in the contact database; 4) preferred communication methods; 5) County's past success/lessons learned in conducting public involvement for other planning issues; 6) suggestions/strategies for success; and 7) any other issues pertinent to executing a successful public involvement process and assisting the County in achieving GMA compliance. Stakeholder interview candidates will be sought who represent diverse geographies and interests, including the environmental, business and development communities.

Project Identity and Project Web Site

The Consultant will develop a project identity to be used on all materials including the County's Web site. The identity will be designed with a consistent graphic look including font, layout and use of County logos. The County will identify any communication and graphic standards for use by the Consultant.

Ongoing Outreach Activities

Project Materials for Public Workshops

Project postcards – To advertise the public workshops, the consultant will design two project postcards. One will be for the first set of meetings; the other for the second set of meetings. The postcards will be designed as 8.5 x 11 or 14 two-sided, self mailers. They will be formatted as PDFs for posting to the County Website. They will be distributed using the contact database and county property mailing lists.

Project comment card – One generic project comment card will be developed, consistent with the project identity, to be used at all public workshops.

Project posters – Two project posters will be developed. These will be used to communicate with county residents about upcoming public workshops. One poster will be used to promote the first set of meetings; the second poster will be used to promote the second set of meetings. Posters will be distributed by County staff at high traffic locations within County subareas. These locations will be included in the contact database.

Project Display Boards – Informational display boards for each set of public meetings will be prepared. Boards will contain maps (using County-provided GIS layers) and informational material to support meeting topics.

Project Web Site

The Consultant will develop Web text and graphics that the County will post to its existing Web site. Comprehensive Plan Compliance Project pages will be created. The Web site will include up-to-date project information, include a tool for electronic submittal of comments, and be a repository for all project materials including meeting agendas, summaries, technical reports and Frequently Asked Questions.

Public Workshops

Two sets of four public workshops will be held to share information and obtain input from residents and stakeholders. The workshops will be focused on geographic subareas, including Vantage, Thorp, Ronald, Easton, Snoqualmie Pass, and the City of Kittitas. The workshops will be held in Snoqualmie Pass, Cle Elum (for Ronald & Easton), Ellensburg (for Thorp & Kittitas) and Vantage. Each of the workshops in each phase will present the same information and will include materials for all subareas in the County. The first set of workshops will be designed to review project objectives and schedule, review initial study area assessments and seek public comment. The second set of meetings will seek community reactions to proposed compliance recommendations for each subarea. Each set of workshops will be held over the course of three consecutive days. Two public workshop summaries will be completed. One will be focused on the first set of workshops; the other will be focused on the second set. Specific results of each workshop location will be included in the combined public workshop summary.

Media Relations

News Releases – News releases are used to communicate directly with the media about project activities and events. Sometimes they are published verbatim in print media. Other times they encourage media interest and prime reporters to develop their own stories. News releases will be developed by the Consultant and distributed by the County to regional print and electronic media including the *Ellensburg Daily Record*, *Northern Kittitas County Tribune*, *Yakima Herald-Republic*, *Cascade Times*, *CWU Observer*, both community television stations, and local television networks. One news release will be developed and distributed prior to the joint meeting. News releases will also be developed and distributed at three key project milestones:

1. Prior to the first set of public workshops;
2. Prior to the second set of public workshops;
3. After the third joint meeting of the BOCC and the Planning Commission.

Calendar Announcements/Bulletin Boards – Calendar announcements are used to promote project events. They briefly outline who, what, why, where and when of project activities. For the print media in Kittitas County, calendar announcements are submitted and posted electronically to the news media’s Web sites and then published in the daily and weekly newspaper as time and space permits. The Consultant will develop and the County will submit calendar announcements to the *Ellensburg Daily Record*, *Northern Kittitas County Tribune*, *Yakima Herald-Republic*, *Cascade Times*, *CWU Observer*, and both community television stations at the following milestones:

1. Prior to the first set of public workshops; and
2. Prior to the second set of public workshops.

Public Service Announcements (PSAs) – Public service announcements (PSAs) are similar to calendar announcements, briefly summarizing the key details about community events and activities. These are submitted to and broadcasted by radio stations. Typically, these are 30-second “spots”, developed by the media after reviewing written submittals. For non-profit organizations, PSAs are free, and are played as time permits with no guarantee of how often or when they will be broadcast. PSAs will be written by the Consultant and submitted by the County for the same project milestones listed above for Calendar Announcements. Local radio stations in Kittitas County where PSAs will be submitted include *KCWU*, *KXLE*, and *KXAA*.

Community TV Coverage

Kittitas County is fortunate to have two proactive community television networks that cover local news. These are *Ellensburg Community Television*, focused in the Ellensburg area, and *Inland Networks*, focused in the Cle Elum/Roslyn/Ronald area. Both provide free coverage of community events “of management interest”, if time and resources permit. These opportunities may be possible in addition to distribution of news releases and calendar announcements.

Ellensburg Community Television

Ellensburg Community Television reaches about 4,200 households, from Kittitas, Thorp and Ellensburg. According to representatives at Ellensburg Community Television, the station does not typically cover meetings of the Kittitas County Board of County Commissioners because the County does not fund Channel 2 and the time/locations meetings of the group

are inconsistent. Station staff noted that they will consider covering GMA Compliance activities but cited limited staff and budget. They have done a news summary in the past but this is typically done during the college academic year and is managed by Bob Fordan, a university professor. Information about upcoming meetings should be forwarded to Mr. Newman at newmank@cwu.edu.

Inland Networks

Inland Networks expects this topic to be newsworthy and is interested in covering meetings in Cle Elum. The station is also willing to broadcast coverage taken by other stations or private individuals. If this topic is found to be of great community interest, management may support covering meetings in more far reaching areas of the county, such as Snoqualmie Pass or Vantage.

Agency Coordination

The purpose of this task will be to facilitate coordination of compliance issues with affected agencies and organizations, including updates with Kittitas County Board of County Commissioners, the County Planning Commission, cities and the Kittitas County Conference of Governments (KCCOG).

Joint Meetings of BOCC/Planning Commission

The BOCC and Planning Commission will meet jointly at three times during the process:

- 1) After project initiation to discuss project objectives, process and schedule;
- 2) After the first set of public meetings to discuss the initial subarea assessments and community input; and
- 3) After the second set of public meetings to review compliance recommendations and community input. . At this joint meeting, the Commissioners will review project deliverables, provide feedback, and assist the project team in communicating about the process to friends, neighbors and colleagues.

Meetings with City of Kittitas

The project team will coordinate with the City of Kittitas to discuss the results and implications of the land capacity analysis and public facilities planning.

Meetings with Kittitas County Conference of Governments (KCCOG)

The project team will coordinate with the KCCOG with regard to the Countywide Planning Policies and any potential revisions to the City of Kittitas UGA. This is expected to be conducted in November – after the Planning Commission has held public hearings and before the Board of County Commissioners is anticipated to take final action on compliance issues.

Public Involvement Schedule

<u>Task</u>	<u>Dates</u>
Project Initiation – Kickoff Meeting	June 9
Stakeholder Interviews	July 15

Draft Public Involvement Plan	July 20
Contact Database	July 30
Joint Meeting #1	July 28
Final Public Involvement Plan	Aug 25
Set 1 Project Materials	Aug 17
Set 1 Materials Distribution	Aug 17
Set 1 Public Workshops	Aug 25, 26, 27
Joint Meeting #2	Sept 15
Set 2 Project Materials	Sept 18
Set 2 Materials Distribution	Sept 18
Set 2 Public Workshops	Sept 29- Oct 1
Joint Meeting #3	Oct 6
Planning Commission Hearings	October
KKCOG Coordination	Early November
BOCC Hearings & Adoption	Late November

Appendix A

Project Context

Project Context

Project Description

Kittitas County's Comprehensive Plan (Plan) was appealed to the Eastern Washington Growth Management Hearings Board (GMHB) on 14 issues. On August 20, 2007, the GMHB issued an order of noncompliance with the Growth Management Act (GMA) and a determination of invalidity for the County's Plan and remanded the Plan to the County for revisions. Subsequently, the County resubmitted its Plan to the GMHB and is currently noncompliant with the GMA on six issues and in abeyance of compliance on three issues. The County requested consultant assistance to address the following legal issues:

- Legal Issue 2 – urban growth in the Snoqualmie Pass/Gold Creek areas
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The County also requested consultant assistance to conduct public outreach and involvement to address these issues, and State Environmental Policy Act (SEPA) review and coordination of final state agency review prior to County adoption of future plan amendments.

Comprehensive Plan

Definition

A Comprehensive Plan regulates development, conserves natural resources, and guides economic growth.

- GMA requires cities and counties to adopt Comprehensive Plans.
- The Plan includes policies about how future growth should occur and a map identifying locations for houses, businesses, and other land uses.
- The Plan must also show that adequate infrastructure and services to support future land use are planned and financed.
- County planners and commissioners use the Plan to make land use decisions.
- Comprehensive plans must be updated every six years. This project is not a formal update. That will next occur in 2013.

Criteria for Growth Areas

The existing Comprehensive Plan includes criteria for future development:

- Provide sufficient urban land to accommodate future population/employment projections through the designated planning period.
- Lands included within these growth areas shall either be already characterized by urban growth or adjacent to such lands.

- Existing urban land uses and densities should be included within these areas.
- Provide a balance of industrial, commercial, and residential lands within these areas.
- Each growth area shall have the anticipated financial capability to provide infrastructure and services needed over the planning period (under adopted concurrency standards).

Purpose of Project – State Compliance

The current Plan does not meet state requirements. State law requires the County to:

- Validate the size of the City of Kittitas Urban Growth Area (UGA);
- Analyze how much growth can occur in Easton, Ronald, Snoqualmie Pass, Thorp, and Vantage;
- Include criteria for identifying agriculture and forest lands; and
- Evaluate the impacts to the environment.

Growth in Easton, Ronald, Snoqualmie Pass, Thorp and Vantage

Based on a study of public facilities and services (e.g. water and sewer), transportation and other factors, Kittitas County must determine how much growth can occur in Easton, Ronald, Snoqualmie Pass, Thorp and Vantage.

- These areas have historical housing and business development but are not planned to grow as much as other cities in the County.
- The County must determine if these areas should be identified as UGAs, Limited Areas of More Intensive Development (LAMIRDs), or rural.
- Rural will allow the least intensive growth; UGA will allow the most intensive growth.
- A UGA must have a Capital Facilities Plan that provides for public facilities, infrastructure and other community services.

What the Project Is Not

This is not a subarea planning effort.

- Subarea plans include more detail for urban and rural subareas, neighborhoods, activity centers, mixed-use areas and joint planning areas.
- The Comprehensive Plan provides the framework for conducting subarea or detailed planning.

This is not a Visioning Exercise.

- Past Comprehensive Plan updates included community input about future growth.
- Current efforts are focused on bringing the Plan into compliance, within the Comprehensive Plan framework that was previously defined.
- Future Plan updates will also include community input and visioning.

Overall Process

The process to revise the Comprehensive Plan to meet state law must be completed by the end of 2009 and includes:

- Joint meetings of the Board of County Commissioners and the Planning Commission to review information and make recommendations;
- Public workshops for community members in Ronald, Easton, Snoqualmie Pass, Thorp and Vantage;
- Coordination with City of Kittitas;
- Analysis to validate or modify Plan components;
- Review and adoption of Countywide Planning Policies and population allocations by the Kittitas County Conference of Governments;
- Recommendation on enabling documents by Planning Commission; and
- Adoption of enabling documents by Board of County Commissioners.

Future Planning Efforts

Kittitas County must update its entire Comprehensive Plan in 2013.

- At that time, the County will update population projections, review urban growth areas and make policy revisions that reflect the County's updated vision for the future.
- Future updates could result in changes to the Plan, beyond what is revised for this compliance effort.

Appendix B

Public Involvement – Target Audiences

Target Audiences

Understanding diverse audiences is important in designing and implementing effective strategies for public participation. Kittitas County is home to many different individuals, families and businesses, all of whom have a stake in the future of the community. The Public Involvement Plan is designed to inform and involve the broad “public” of Kittitas County in decisions and actions planned to address GMA compliance. This includes any and all parties that currently have or may have an interest in compliance issues of the County’s Comprehensive Plan. Similarly, the range of “involvement” is wide and includes varying degrees of interest and participation. Interested parties may be asked their opinions about specific compliance issues such as preferred land use designations in rural areas; in other cases public communication will be focused on “informing” parties about progress the County makes towards GMA compliance. This Public Involvement Plan addresses the full spectrum of interested parties that may participate and recommends a variety of tools to reach and communicate with them. These activities are guided by the following considerations:

- Different people will choose to participate in different ways at different times– some will attend all meetings, be very vocal with comments and seek out more information for understanding. Others will have limited interest and will not participate. Some may only participate when final decisions are being considered by elected officials. Still others may be compelled to participate only when pushed by their friends or neighbors. Being prepared to address the needs and interests of all participants at any time in the process is a key consideration in development of the Public Involvement Plan.
- There will always be latecomers to the process. Providing project background and history, keeping information up to date, and assisting parties in understanding what took place before their involvement is also a key consideration.
- People often need more than one reminder to take action. Project flyers, newspaper articles, and project posters are tools to help spread the word and ensure that community members are notified about project events.
- People access information in different ways. Some prefer using the Web on their own time; others prefer face-to-face. Providing multiple methods to comment, different ways to obtain information and creating diverse meeting formats provides opportunities for all.
- People come to the table with different levels of understanding. Well-written materials, in plain language, and in response to commonly asked questions, ensure that all parties can develop project understanding and provide meaningful input.
- The Kittitas County Board of County Commissioners is responsible for adopting Comprehensive Plan changes. The Board’s decisions should reflect a consideration of public views and interests. The Board, and agencies responsible for confirming compliance, must have confidence that an inclusive public process was conducted.

The following section describes each of the target audiences and the outreach tactics planned for communicating with them.

General Public

The general public is defined as members of the community including residents, businesses and any others that might be interested in GMA compliance issues.

Profile: Typical characteristics of this group include limited understanding of the Comprehensive Plan process, limited contact and/or knowledge of County departments and functions, including the Kittitas County Department of Community Development, and mixed levels of interest to engage in government-sponsored activities and projects. This group includes developers and members of the construction industry. Many of these businesses have a clear understanding about development regulations, have been involved or at least observed public planning processes, and are interested in the plan outcomes. Members of the public may feel supported or imposed upon by local government. An outreach challenge is identifying and implementing a cost-effective method for reaching all county residents.

Key Outreach Tactics: The thrust of outreach activities associated with the general public in Kittitas County will be focused on communicating comprehensive plan messages clearly and consistently at key milestones. The following tactics will be used to reach these groups:

- Direct mail and email distribution of project postcards
- Posting of project posters at high visibility community locations
- Project Web site
- Media relations
- Public workshops

Community Organizations

Community organizations are loosely defined as groups, associations, committees or other gatherings of individuals that come together for a common interest and/or cause. This includes service groups such as Rotary, League of Women Voters, Kiwanis, etc.; neighborhood associations; business groups; environmental groups; downtown associations; seniors groups; realtors associations; and other community organizations.

Profile: These groups are varied in their understanding and experience in working with local government organizations. Some have direct ties to local government through funding, staffing or advisory relationships. Others may have coalesced specifically in response to a local government program or action. These groups may work collaboratively with local government or be at cross purposes. For example, some community groups form specifically to protest government actions. Community organizations offer opportunities to extend the reach of the project team and project materials. Some in this category are very knowledgeable about the planning and development process and can bring that knowledge to bear in positive ways. Others may be inclined to distrust or disagree with county recommendations and programs.

Key Outreach Tactics: The key outreach tactics used to reach these groups will be the same as those listed above. In addition, opportunities will be sought to “leverage” these groups’ communication with their constituents. For example, interested organizations may include a project

flyer or article in their organization's newsletter or may provide their distribution list to the project team for dissemination of materials. The following tactics will be used to reach these groups:

- Direct mail and email distribution of project postcards
- Project Web site
- Posting of project posters in the community
- Media relations
- Public workshops

Affected Property Owners

Affected property owners are members of the community that own property in a previously-designed urban growth node. They will likely have an interest in growth and development regulations, especially as they relate to their private property rights and their ability to develop and/or preserve their land in the future.

Profile: These groups and individuals vary in their understanding of county development regulations and requirements. They may have participated in past planning processes and may have a predisposition – either positive or negative – about the County and regulation of land use.

Key Outreach Tactics: Outreach activities for this audience should be focused on keeping property owners well informed and up to date about project progress, meetings and key decision-making points. All of the tactics listed previously will be used. In addition, the project team should be sensitive to additional information needs of this group. Because they could be the most directly affected by changes in land use designations, they may benefit from more interaction with the project team. Prompt responses to phone calls, making time to talk face-to-face at public meetings, and being available to meet one-on-one are recommended.

- Direct mail and email distribution of project postcards
- Project Web site
- Posting of project posters in the community
- Media relations
- Public workshops
- Responsive and accessible interaction as necessary (may include phone calls, one-on-one meetings or other)

Kittitas County Board of Commissioners, Planning Commission and Conference of Governments

This group includes joint meetings with the Kittitas County Board of Commissioners and Planning Commission, and Kittitas County Conference of Governments.

Profile: Members of this group are very knowledgeable about local government and comprehensive planning, and are well connected to existing networks of communication among county/city government and with community members. Most are well known throughout the

community, have established relationships and can serve as ambassadors for the project, if so inclined.

Key Outreach Tactics: Kittitas County Board of County Commissioners will be kept informed through regular updates from county staff. They will be apprised of all upcoming events, plan progress and key milestones. They will be provided with copies of all communication materials, be presented with suggestions and guidance for conducting outreach of their own, and make direct contact with local community organizations as they have time and interest. The following tactics will be used to reach these groups:

- Joint meetings
- Briefings and updates
- Direct mail and email distribution of project materials

Government and Quasi-Government Groups

This group includes the incorporated cities of Ellensburg, Cle Elum, Roslyn, Kittitas, and South Cle Elum; tribes, local school districts, utility providers, and others. Membership varies; some are appointed community members, some are represented by local government staff, and others are elected officials.

Profile: Most of these groups are knowledgeable about local government and public planning processes, and are connected to existing networks of communication. They will be relatively easy to reach through established relationships and regular meeting schedules. It will be important to coordinate with these groups as early as possible to confirm meeting dates and ensure adequate time for Comprehensive Plan discussions. Many of the individuals in these groups are expected to be willing and interested in participating. A challenge for some individuals in these groups may be a lack of time to spend engaged in this process, based on their other community commitments.

Key Outreach Tactics: These groups will be generally reached through the outreach activities described for other audiences. In addition, smaller, one-on-one meetings may be warranted with individual cities, especially the City of Kittitas, to discuss jurisdiction-specific implications. Tactics include:

- Direct mail and email distribution of project materials
- Direct phone and email contact by county staff and consultants, if appropriate
- One-on-one meetings with jurisdictions, as necessary

Media

Key media for Kittitas County include print and electronic media including the *Daily Record*, Ellensburg; *Cascade Times* (Snoqualmie Pass), *Yakima Herald-Republic*, *CWU Observer*, *KIMA News*, *KAPP News*, *KNDU News*, *KNDO News*, *KCWU 88.1* – Central Washington University, Ellensburg; *KXLE* – Ellensburg; *Northern Kittitas County Tribune* – Cle Elum; and *KXAA The Wind 93.7 FM* – Cle Elum.

Profile: The media is interested in topics of local interest, including the activities of local government. Media representatives are often drawn to controversial topics and can stimulate public

interest through creative coverage of activities and events. A key benefit of the media is the ability to quickly reach a large number of people through news articles, paid advertisements and op-ed pieces.

Key Outreach Tactics: News releases and calendar announcements will be used as a method for communicating important project information. County Project Manager Jan Ollivier will be the primary County spokesperson for this project, will coordinate communication among County representatives, be responsive and available to answer questions, participate in media interviews when requested, and be open and forthcoming with project information as it becomes available. The following tactics will be used to reach these groups:

- News releases/calendar announcements/Public Service Announcements
- Reporter outreach and media follow-up