Comprehensive Plan for Chatham County, North Carolina

Public Engagement Plan

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DRAFT

1 PROJECT OVERVIEW

Chatham County has experienced exceptional growth in recent years, and has been named the seventh fastest growing county in the state of North Carolina. The County is in the path of additional growth, particularly in the northeast portion of the county along the US 15/501 corridor.

The development of a new Comprehensive Land Use Plan is needed at this time in response to pending challenges related to infrastructure provision and environmental protection in light of projected growth. It presents an opportunity to address the specific needs of the community and improve the quality of life enjoyed by current and future residents.

This effort will result in a plan that is strategic in nature, identifying key strategies to be implemented by the County and its partners in both the public and private sectors to facilitate growth management initiatives that are critical to protecting the character of the county and ensuring future economic stability.

2 ABOUT THE PUBLIC ENGAGEMENT PLAN

2.1 Purpose

The key to the development of a successful long-range and strategic plan that will be embraced by the citizens is a Public Engagement Plan (PEP). This plan lays out a public outreach strategy to garner support for the project and foster an increasing sense of ownership of the plan as it takes shape and reflects community values. The momentum that is built during the planning process will ensure the buy-in needed to propel citizen-led initiatives forward and make progress on implementation.

The primary goal for this PEP is to clearly define the range of strategies that are appropriate for Chatham County. It offers specific guidance on tactical approaches and provides other important information to consider in engaging stakeholders. As the County works to ensure citizens and other stakeholders have a voice in the process, staff and leaders can refer to this PEP to determine the best path forward and utilize available resources efficiently. It is also a guidebook for Steering Committee members and other stakeholders who will assist in this project.

2.2 Summary of Strategies

This PEP specifies a variety of community engagement activities to ensure citizens and other stakeholders have ample opportunities to participate in the process, provide input at critical points, and help define the County's vision for the future. It goes beyond the components of the basic program of activities (community meetings, Steering Committee meetings, and stakeholder interviews), providing a menu of supplemental activities from which County staff and leaders can choose as the process moves forward to enhance the engagement program. This PEP recommends the following additional strategies for the County's consideration:

- Project website (hosted by County with materials provided by Consultant)
- Online engagement via a MySidewalk website (including a survey distributed via MySidewalk or other means)
- Project Identity development
- Supplemental Meetings (including Focus Groups, a Meeting in a Box, and special meetings)

- Media Relations (including media kits, press releases, and media advisories)
- Tools (including social media, an FAQ, flyers, and/or postcards)

NOTE: The LandDesign team, by contract, will be responsible for leading the basic program of engagement activities (refer to the agreement between Chatham County and LandDesign). The contract also provides for the LandDesign team to assist the County with any selected activities that are in addition to the basic program, devoting up to 40 hours of labor (or more if authorized by the County through Phase 2.20 and/or a contract amendment).

3 COMMUNICATION

3.1 General

Effective communication is critical to the success of the public engagement program. This PEP describes several mechanisms to keep the public up to date and engaged throughout this process. The following are two objectives to keep in mind as the engagement program is executed:

Objective 1: Know the audience. The first step in getting answers to critical questions is knowing who to ask and what the various groups' interests and concerns might be. Identify and develop a clear understanding of the range of stakeholders and how the opinions of each might differ.

Objective 2: Deliver a message that resonates. Equally important to effective communication is developing a message that acknowledges the range of interests and how the plan (once developed) is intended to serve those interests. In delivering the message, follow a succinct set of talking points.

How, when, and where each message is delivered is as important as the message itself. In order to generate input and ideas, the County should work with the Project Team to determine the appropriate context in which to reach and garner stakeholder feedback.

3.2 Disseminating/Receiving Information

County staff will take the lead on disseminating and receiving information throughout the project process. To accomplish this, staff assignments must be made to ensure at least one individual is responsible for using all of the tools employed for the project to regularly update the community. As input is received through various established channels, an individual must also be responsible to gathering, compiling, and organizing the information collected in a timely manner so that such information can be used effectively and as intended in the course of plan development. At project initiation, County staff should identify all such individuals so that names and contact information for each can be provided in the appropriate project-related materials.

3.3 Speakers Bureau

A Speakers Bureau may be established and promoted throughout this process in order to reach the broader community. Civic organizations, churches, and community groups usually appreciate an offer from project representatives to attend their regularly scheduled meetings to present relevant information. Members of the Speakers Bureau are typically project proponents that reside in the community, have demonstrated strong public speaking abilities, are equipped to deliver the project message concisely and effectively, and are experienced in addressing audiences vocalizing different—and sometimes conflicting—opinions. Ideally, these individuals are also members of the

Steering Committee. Each volunteer will require training in messaging and use of materials provided by the County staff for use in the presentations.

In addition to raising awareness of the Speakers Bureau on the website, a one-page overview and offer to speak should be sent out to civic organizations, churches, neighborhood and business associations, and similar groups throughout the study area. The County should request a schedule of regular meetings from interested groups to help each group determine the best speaking opportunities for members of the Speakers Bureau.

3.4 Ambassadors

In order to adequately reach the most people throughout this process, it will be imperative to have members of the Steering Committee, members of the Speakers Bureau, and other community leaders to act as ambassadors of the project, seeking opportunities to share information and solicit constructive feedback to be used in formulating the plan. Ambassadors are project proponents that are willing to serve as extensions of the Project Team. Unlike the Project Team, the Ambassadors are the familiar faces in the community that have already established trust with the groups to whom they are reaching out. That familiarity allows for more effective communication of the message, and fosters an environment of open communication and idea sharing. They may be called upon to facilitate small meetings to gather information from a variety of stakeholders, especially those who are not likely to attend the larger scheduled community meetings. The following are items that the volunteer Ambassadors will need in order to follow through on Ambassador duties:

- **Messaging:** A review of primary message and talking points. A review of the PEP, the FAQ, and project goals would also be encouraged.
- **Available Materials:** A review of and access to printed collateral so that widespread distribution of such collateral is facilitated.
- **Website:** A review of the information and tools contained within the website, instructions on how to access data, and the "meeting in a box" option that can be used to host a meeting.
- **Group and Meeting Facilitation Tips:** Instructions on how to facilitate groups so that all voices are heard and negative comments are neutralized or deflected, and how to utilize participants and volunteer assistants to ensure meetings are adequately recorded.
- **Presentation Basics:** Instructions on the use of any PowerPoint presentation, including options for modifications to appropriately address their audiences.
- **Media Training:** An overview of what to say to the media, if contacted, and how to field questions. The protocol will be to provide an overview of the project and process, the agenda and purpose for an upcoming meeting (if applicable), contact information for the Project Team, and a suggestion regarding one or two project participants with whom the media representative could talk. This is rarely controlled; however, delivering factual information when asked reinforces transparency.

3.5 Message & Talking Points

Based on information already circulated and current and past efforts in this arena, it is vitally important that the message moving forward reach, be understood by, and resonate with the many stakeholders that will be following the process even if their level of involvement is low. It is critical that the primary message and key talking points be upheld by all participants in the Consultant team and extended Project Team (staff, leaders, committee members, etc.).

For Chatham County, the primary message and talking points should be developed at the beginning of Phase Two once the issues and opportunities are generally understood.

4 ESSENTIAL MEETINGS

4.1 Steering Committee Meetings

The Steering Committee (SC) will act as a sounding board throughout the process, weighing in on policy ideas and initiatives suggested by the Project Team to ensure the synthesis of—and utilization of—stakeholder input is appropriate. Members will also have input on the details of community meetings/presentations, offer suggestions for reaching stakeholders, and making informed recommendations with respect to the prioritization of implementation strategies. Steering Committee members will be expected to communicate with their constituencies to share information and encourage participation. Ideally, the Steering Committee will be made up of individuals willing to take a lead role in implementing the plan and to involve others from their constituencies in implementation efforts.

Along with County staff, the Project Team will conducting up to ten (10), two-hour meetings with the Steering Committee. To ensure participation at these meetings, it is preferred that an email database of SC participants be established immediately upon final selection of participants so that meeting notices and project information can be sent directly to the members via email.

At the initial Steering Committee meeting, the following information will be reviewed with participants:

- Project scope (overview)
- Project schedule / meeting schedule
- The role of the Steering Committee (job description)
- Information related to encouraging community participation and gathering input from their constituents
    - The PEP
    - Message / key talking points
    - Tools (website, survey, newsletter, flyers, presentation slides/presentation materials)

At this initial meeting, the Chair and Vice Chair should be selected. These positions are crucial for the effectiveness of the committee, as these individuals should be charged with encouraging attendance and building consensus among members at key points in the process.

At each subsequent meeting, Steering Committee members should receive progress updates, and should, at a minimum:

- Give input on next steps (action items) and acknowledge responsible parties
- Be prepared to give constituent updates – be aware of information that should be documented or shared
- Provide recommendations to County staff and the Project Team on the direction of certain aspects of the plan

Meeting notes and action items will be disseminated to all Steering Committee members following each SC meeting, and may be posted on the Steering Committee page (or ftp site) on the website.

4.2 Community Meetings

4.2.1 Number and Types of Meetings

Two (2) sets of community meetings will be conducted during the process. They will be designed to educate, engage, and develop alternatives that ultimately influence the creation of the comprehensive plan. The types are as follows:

Community Meeting #1

The first series of community meetings will bring together a diverse group of stakeholders including local elected officials, key institutional leaders, and members of the general public for a public meeting to determine a set of sound, community-supported goals. The goals preliminarily defined by the Steering Committee will be used as a starting point. To be realistic, such goals must be refined with a keen awareness of the realities of study area. The agenda will take attendees from the big-picture view of the County through a focused look at subareas with a discussion of the issues and opportunities. The meeting will culminate in an interactive session to develop goals through an expression of values, which will inform the direction of the plan.

Community Meeting #2

The purpose of the second series of community meetings is to simultaneously examine all of the plan elements and gain an understanding of the interrelationship of the elements. Specifically, the LandDesign team will present land use concepts and conduct the workshop in a manner that allows the attendees to explore the many choices within the concepts presented; understand the manner in which the concepts address the community goals; and evaluate the concepts by judging the performance of each relative to the goals. Having considered the details of each scenario and the trade-offs in selecting one direction over another, the attendees will have an opportunity to offer informed opinions about their preferred direction. The input gathered will help the team develop the preferred scenario, which will be the basis for the Proposed Land Use Plan Map.

4.2.2 Locations

Meeting locations will be determined by County staff. Public schools, churches, public libraries, and community centers are among the types of facilities that typically have rooms suitable for accommodating the assembly of large groups of people. Identifying and reserving such spaces well in advance of planned meetings is key to ensuring the best meeting space available is utilized. For meetings conducted as a series (multiple meetings that are actually the same meeting held in different locations), the geographic distribution of such meetings should take into consideration proximity to concentrations of populations, accessibility (visibility from major roads, available parking, etc.), and potential conflicts with localized activity, such as an event that would create competition for space and parking.

Locations/target areas to consider:

- 15/501 Corridor
- Siler City
- Other to be identified

Before publicizing a meeting location, County staff should investigate the facility conditions, verify the accuracy of location addresses, and prepare directions that reflect up-to-date access points and signage.

4.2.3 Virtual Meetings

Meetings will also be "located" on the project website. In conjunction with each meeting, materials will be uploaded to the website with feedback mechanisms so that those who cannot attend a schedule meeting can attend a virtual meeting. (Refer to section 8.)

4.2.4 Facility Layout and Equipment

For each meeting, the Project Team will define the ideal room set up, including equipment to be provided by the County. Each meeting will require a different set up dictated by meeting purpose as well as the type and characteristics of room(s) the meetings are to be held in. The intent is to create a setting that is conducive to idea sharing. Among the details to be considered are: Room acoustics and a sound system that ensures presenters can be heard; circulation and seating that maximizes the comfort of participants; and, lighting and arrangement of display areas that maximizes access to information.

4.2.5 Meeting Facilitation

All meetings will be led by the LandDesign team with assistance from County staff, SC members, and other project partners. Specific assignments will be made by the LandDesign team or County staff. Roles include the following:

- **Meeting Hosts** should be available to greet attendees, encourage each to sign in using the sign-in sheets provided (a prepared template), hand out copies of the agenda, and familiarize each person with the layout of the room. In addition, hosts should be on the lookout for people needing assistance, and be sure all attendees have access to the tools that best fit their communication preferences. Resolving any room issues, such as lighting, temperature, or the need for additional seating, should be the responsibility of the meeting hosts. Meeting hosts should be County Staff and/or SC members.
- **Table and station facilitators** will be required for meetings that include small group discussions and stations displaying information by topic. Their primary purpose is to keep participants on topic by asking pertinent questions (some of which will be provided in advance by the Project Team). They will also track time to keep groups on schedule and monitor notetaking to ensure the notes recorded are complete. Table and station facilitators should comprise of Project Team members, County Staff and/or SC members.
- Whether taking notes on a flip chart (preferred) or on a note pad, **scribes** should be available to support facilitators by documenting the discussions and input throughout the meetings, paying particular attention to the issues and concerns. Scribes should be drawn from Project Team members, County Staff, SC members and/or other volunteers.
- **Interpreters and literacy volunteers** should be on hand to ensure optimal participation from all sectors of society. Interpreters and literacy volunteers are the responsibility of County Staff. It is recommended that the County provide an interpreter for the western area meeting.
- There should be one **spokesperson** identified prior to going into each meeting so that if the media does attend, they have a point person with whom to engage. Certainly, media representatives will wish to speak to a variety of participants of the meetings. This is encouraged and should be facilitated by the lead spokesperson. The media will come to expect a key point person (the spokesperson) for these meetings in order to follow up on any background information, ask new questions about next steps, and gather any additional information related to the purpose of the meeting, timetables, funding, support or opposition, etc. The spokesperson should be a member of County staff, County leader, Chair of the

Planning Board, Elected Official or other community leader. The spokesperson should be determined prior to public meetings.

- **Photographers** are encouraged in order to visually document the meetings. Photographers should be County Staff and/or SC members.
- A **videographer** is also encouraged in order to get participants to share their personal stories and indicate how the plan might impact their lives. There could be an identified 'Story Booth' at meetings where a handful of people share their stories and, more importantly, convey their opinions and ideas (no more than 3-5 minutes maximum per person). A videographer is the responsibility of County Staff and is not included in the contract.

An orientation with all involved in meeting facilitation should take place prior to the start of each meeting in order to review the agenda, room set up, assignments, talking points, tools to be utilized during the meeting, information to be gathered/collected, and media relations.

Meeting notes, images, and video generated from each meeting will go on the website. The meeting notes should also go into a newsletter or other announcement that is sent out within the 10 days following each meeting. (Refer to section 8 for more information about the website and newsletters.)

4.3 Stakeholder Interviews

To better understand the issues and the relevance of recent plans, policies and studies, the LandDesign team will meet with several stakeholder groups during the first phase of the project, including the Board of Commissioners, Comprehensive Plan Steering Committee, County Steering Boards and key technical staff and municipal representatives. Up to five (5) meetings will be conducted over the course of two consecutive days. All such interviews will be scheduled by the Client and will be hosted in a central location reserved by the Client (i.e., County offices).

As the County Assessment is conducted in the second phase, more informal stakeholder interviews may be held to gather specific information.

The following is a general list of typical plan elements and the types of organizations and interest groups that may want to share information or opinions related to that element. Actual list of stakeholder interviews held during February of 2016 can be found in the Phase I Report.

Land Use

- Planning Departments
- Developers (commercial and residential)
- Board of Realtors
- Business owners
- Employers (large organizations)
- Property owners (large tracts)
- Neighborhood associations
- Environmental groups

Economic Development

- Chambers of Commerce
- Economic Development Groups
- Downtown Associations

- Microlending groups

Housing

- Housing Authorities
- Community Groups (typically underrepresented)
- Community Development Organizations
- Large Employers in the Region
- Board of Realtors
- Homebuilders Associations
- Neighborhood Associations
- Residential Developers

Utilities

- Engineering Departments
- Public Works Departments
- Regional Authorities (water, wastewater, stormwater)
- Private providers (water, wastewater)
- Energy providers (gas, electric)

Transportation

- NCDOT
- Transportation Advocacy Groups
- Transit Service Providers
- Bike and Ped Groups/ Greenway Groups
- Freight Representatives
- Rail Representatives
- Municipal DOTs

Natural and Cultural Resources

- Cooperative Extension Service
- Parks and Recreation Department
- State Park and
- National Park Service / National Forest Service
- Land Trusts
- Local Historic District Commission
- Landmarks Commission
- Environmental groups
- Greenway advocates

Health & Wellness

- Health Departments
- Hospitals
- Health Care Providers

5   SUPPLEMENTAL MEETINGS

5.1 Focus Groups

Focus groups are defined as interactive meetings with 6-10 attendees present having some common interest or characteristics. A moderator uses the group as a way to gain information about a specific or focused issue. Attendees are typically unfamiliar with each other. A series of focus groups should be moderated based on emerging themes, as some groups of people may feel differently about a topic than other groups. Input derived from such meetings will allow the Project Team to conduct a careful, thorough evaluation of broad, interrelated subjects.

5.2 Meeting in a Box

This portable meeting is designed for Ambassadors interested in hosting a meeting. The idea is that the information and materials used at the first community meeting can be "boxed up" and taken to a variety of gatherings to get additional input into the process. Provided on the project website as documents that can be downloaded, the materials are designed to guide the project-focused conversation at regular meetings (churches, civic organizations, clubs, and associations, at their invitation) or at social events. The guided conversations and activities reflect the exercises offered at the first community meeting. The materials include instructions for use by inexperienced meeting hosts so that meetings can be conducted with little or no assistance from the Project Team or County staff. Included in the materials are a sign-in sheet and a form for recording input. This ensures a level of consistency across the meetings regardless of how and where they are hosted.

5.3 Local Events

Information booths may be set up at local events to better educate community members on the plan and project. In Chatham County, consider a booth at a festival, county fair and/or other public gathering (detail to be added). Such booths may be staffed by County staff as well as members of the Steering Committee, the Speakers Bureau, and the Ambassadors group.

5.4 Special Meetings

Community meetings can be a very effective means of engaging large numbers of people across a diverse geographic area. However, there are still pockets of people, particularly those of unique influence and stature that may not attend those meetings (or do, but do not participate on a meaningful level). As a result, it is useful to reach out to these groups on a personal, one-on-one, or small group level. Opinions about development patterns, business climate, and available financial and organizational resources will be at the heart of the information sought.

6 MARKETING / PUBLIC RELATIONS CAMPAIGN

A multi-faceted strategy that utilizes the available tools (refer to section 8) should be devised. The strategy should name specific marketing opportunities and identify the combination of tools to be used to promote the project with each. The need for staff resources should also defined. Opportunities to communicate project details to the public through existing community channels such as partner organizations, businesses, civic groups, churches, etc. should be explored. Key outcomes of a successful campaign are the following:

- Raising awareness – the project should be familiar by name to all citizens and stakeholders
- Generating excitement – the opportunities of the process and the implementation that follows should be understood, thereby casting a positive light on the initiative and increasing people's desire to participate
- Garnering long-term support – the information that flows from the process should be clear and compelling, and should become the talking points of the champions that emerge to lead implementation efforts

7 MEDIA RELATIONS

7.1 Press Releases

Press releases should be prepared and sent out to the identified news outlets, including print, radio, broadcast, and blogs, three weeks prior to the first community meeting. Ideally, additional press releases sharing information about subsequent meetings and project milestones should also be prepared and sent to the same outlets. Always include boilerplate language at the bottom of each press release for information about the project and contact information for Chatham County staff.

7.2 Media Announcements

A media announcement should be sent out the week of each community meeting date to news desks and assignment editors of broadcast media outlets.

8 TOOLS / PRODUCTS

8.1 Website

A project web site is a necessary component of the public engagement strategy. A web platform provides the opportunity for community members to share, view, and discuss issues and opportunities relevant to the future of their community. A website enables the Project Team to bring out the best ideas from the greatest number of community stakeholders through a variety of online tools. The web site should be a highly functional, easy-to-update site. The following outlines some of the recommended components (web pages and element of those pages):

- Home
    - Welcome Message (can be video of County Commission Chair)
    - "What's New"
    - Calendar of Events

- o Link to 'Get Involved' page
- About
  - o Project Overview
  - o FAQ
  - o Project Timeline
  - o Contact Us
- Get Involved
  - o Opportunities for engagement:
    - Get Updates (an email newsletter sign-up)
    - Event
    - Volunteer
    - Attend a Meeting* (link to Presentations section for Virtual Meeting running concurrent with a community meeting series)
    - Host a meeting (Meeting in a Box)
    - Share Stories
    - Complete a Survey
- Gallery
  - o Images from meetings and events
- Blog
  - o Communication platform/portal for community engagement and a spot for meeting minutes and agendas (Note: Categorize blog pages by study topics.)
- Media (easily accessible info for better media relations)
  - o Include links to published content
  - o Include all press releases (online news room)
  - o A contact link for media requests
  - o JPG of logo
- Project Team
  - o List of members of the Project Team with complete contact information (email addresses, phone numbers)
- Advisory Committee
  - o List of members
  - o PDFs of available of meeting notes
- Non English Speaking Participant Materials
- Presentations (hosted on SlideShare and within the Gallery)

A project website will be maintained on the County website and a MySidewalk webpage will be maintained by the Consultant. Key project related information should be provided on both outlets. All pages should contain social media connections (Facebook, Twitter, YouTube, SlideShare, LinkedIn group) as well as contact information (address, email, phone) across the bottom footer.

* In using the website to complement the community meetings, the visitor should be directed to presentations uploaded to the Presentation page via links in the Calendar of Events and on the 'Get Involved' page. The website should be updated with a calendar event and/or a blog post as soon as a date is set. An agenda packet should be added to the website within one week of the community meeting, and a hyperlink included in the email newsletter or meeting announcement that is also sent out the week of the meeting.

8.2 Survey

Surveys are a powerful tool in gaining community feedback regarding particular issues, and they have the positive secondary effect of increasing public awareness of the planning process. The overall objective of this survey will be to confirm issues and gain consensus on issues and emerging themes as perceived by the community. In the initial phases of community engagement, a community wide survey will be developed with input from the County staff and the Steering Committee members. In addition to being available on the project website, the survey should also be available in print form for community members who lack access to internet service. This survey is for qualitative feedback to supplement of other public input; it will not be designed/distributed for statistically valid results.

8.3 FAQ

A list of frequently asked questions and answers should be maintained and expanded on the project website. Citizens, other interested stakeholders, and the media inquiring about the planning effort may be directed to this and other information on the project website to ensure all receive consistent information about the project.

8.4 Social Media

A social media strategy that fits the needs of the project, engages a diverse cross-section of the community, and serves as a framework for an open and transparent dialogue should be developed. It may include Facebook, Twitter, Pinterest, Instagram, SlideShare, and/or YouTube. The County staff and Project Team should consider the following social media policy in executing the social media strategy.

- These should be viewed as additional communication portals and opportunities for engagement. Post meeting announcements and positive comments about meeting attendance, location, hosts, input, outcomes, etc.
- Should comments come in, they should be addressed within 8 hours or less.
- If negative comments begin to show up, address them immediately and try to get the commenter to talk offline, either by email or a phone call. Standard procedure shall be to thank them for their interest and feedback, and then offer to chat privately and ask the person to call or email. If that doesn't work, and the comments are abusive, per Facebook protocol, they can be deleted. The goal is to avoid a public confrontation.
- One manager for all accounts is preferred. If someone else wishes to post, upon approval, they must use their initials after the status updates: "… meeting." ^EA

8.5 Newsletters

Newsletters distributed via email are an effective, low-cost way to disseminate project information and can be utilized in accordance with a regular schedule (monthly) or in connection with the community meeting schedule. The following should be considered as newsletters are designed:

- Type of information – convey only that which is pertinent to the stage of the project and encourages continued participation
- Length – keep the document brief so reader's time investment in reviewing the entire newsletter is kept to a minimum
- Format – adhere to established graphic standards (refer to section 9)

- Illustrative – insert maps, images, and infographics as much as possible to enhance visual appeal and communicate key messages at a glance

Using Constant Contact, Mail Chimp or other setup, an email newsletter should be sent only to persons who have expressed an interest in staying up to date on the process. Email addresses may be collected through the website or through sign-in sheets used at project meetings so that a database may be built over the course of the project. Ask for email addresses on the website with a Newsletter sign-up option, and ask for email addresses on each sign-in sheet at every meeting.

Copies of each newsletter should be mailed to any person who prefers not to receive such communication via email or are unable to do so.

If newsletters are not created, then an email distribution list is suggested to be maintained by the County and utilized for meeting announcements and dissemination of other key information.

8.6 Flyers

Flyers should be created and posted at identified community outposts (grocery stores, parks and rec facilities, boating stores, real estate offices, libraries, gas stations/corner stores) three weeks prior to any community meeting.

8.7 Business Cards / Postcards

Single- or double-sided cards with the name of project, web address, logo, and County contact information should be designed and produced as an inexpensive means of directing interested citizens and other stakeholders to the website. Such cards may be distributed through various channels. Examples include:

- at County offices;
- at the offices of partner organizations;
- by staff and Advisory Committee members when they attend meetings of various types around the county; and
- at community meetings, special meetings, stakeholder interviews, local events, etc.

Extras may be given to recipients with encouragement to distribute to friends, neighbors and co-workers.

Design of a postcard will be the responsibility of the Consultant. Printing and distribution of the postcard will be the responsibility of County staff.

9   PROJECT IDENTITY

All Project Team members shall adhere to the document and graphic standards specified herein and utilize the templates provided to ensure a cohesive set of deliverables is provided to the Client throughout the project process. Variations may be approved by LandDesign; however, LandDesign reserves the right to request revisions to deliverables so that the desired consistency in quality, appearance and presentation may be achieved. The following are subject to the set standards.

- Agendas

- Meeting notes
- Technical memos
- Reports
- PPT presentations
- Sign-in sheets
- GIS maps