

REPORT TO SHASTA COUNTY RTPA

SUBJECT	MEETING DATE	ITEM NUMBER
ShastaFORWARD>> Regional Blueprint Proposed Steering Committee	2/26/08	7

RECOMMENDATION

It is recommended that the Board:

1. Receive a ShastaFORWARD>> project update;
2. Establish a ShastaFORWARD>> Steering Committee based on the attached membership list; and
3. Direct staff in regard to other potential ShastaFORWARD>> Steering Committee members.

SUMMARY

A report of recent work elements completed or underway is provided. The attached list of individuals have organized to better inform and facilitate the ShastaFORWARD>> public outreach process. It is requested that the Board establish a ShastaFORWARD>> Steering Committee as represented by the attached list of interested and willing participants. Board direction is also sought regarding other recommended members that could be invited.

DISCUSSION

Background

The RTPA was awarded a \$375,000 grant from the California Regional Blueprint Planning Program to generate a community-based regional growth vision for the Shasta County region. This project, currently underway, is known as ShastaFORWARD>>. The RTPA is leading the application of newly developed planning tools and public engagement strategies designed to assist citizens with development of regional growth alternatives - also known as 'scenarios'.

The RTPA will facilitate comparison between each alternative growth scenario as well as against the 'Current Trend' scenario (an extrapolation of current growth trends, policies, and practices). Citizens will then be invited to select a 'Preferred Regional Growth Vision for 2050'.

The County and each city will have the opportunity to be integrally involved throughout the visioning process. When completed, the Preferred Regional Growth Vision will be presented for adoption and incorporation into respective plans and programs as appropriate.

From an RTPA perspective, the chief objective of ShastaFORWARD>> is to increase the efficiency and effectiveness of transportation infrastructure investments. This can be accomplished in part through land development strategies that enhance mobility and connectivity.

It is appropriate that the RTPA work to create opportunities for regional coordination of transportation and land-use planning in light of the forecast imbalance between travel demands and transportation funding availability.

Under Board direction, staff has completed the following tasks:

Date	Request	Board Action
Jul 25, 06	Authorization to apply for FY 06/07 Blueprint Grant funds	Approved
Oct 24, 06	Authorization to submit FY 06/07 Blueprint grant application	Resolution 6-12
Dec 12, 06	Amend 06/07 OWP Budget to include Shasta Area Regional Blueprint	Resolution 6-15
Feb 27, 07	Authorize to publish RFP for GIS services related to scenario modeling	Approved
Apr 17, 07	Authorize PSA w/ Vestra Resources for GIS services related to scenario modeling	Agreement executed
Apr 17, 07	Authorization to publish RFP for public involvement services	Approved
Jun 26, 07	Authorize PSA w/ Moore & Associates for public involvement services	Agreement executed
Oct 23, 07	Board invited to Inaugural Meeting for ShastaFORWARD>>	Information only
Dec 18, 07	Authorization to amend PSA w/ Dowling Associates to include additional funds for UPlan/Travel model merge	Approved
Dec 18, 07	Authorization to submit FY 07/08 Blueprint grant application	Resolution 7-11

In addition to and in support of the existing FY 06/07 grant, Blueprint Program staff has informed the RTPA that the following work tasks will be awarded in response to the RTPA's FY 07/08 grant application.

- Task #1: Regional Housing Market Analysis (\$38,000)
- Task #2: Regional Jobs/Housing Analysis (\$22,500)
- Task #8: Production of KIXE-TV two-part series on growth and development in Shasta County (\$40,000)

An additional \$39,500 is conditionally awarded pending submittal of supplemental information for the following tasks:

- Modeling and Cartographic Development of Alternative Growth Scenarios (\$19,750)
- Assess Impacts of Growth on the Regional Transportation Network Under Alternative Scenarios (\$19,750)

In total, it is anticipated that \$140,000 will be formally awarded to the RTPA through the FY 07/08 Blueprint grant cycle.

Additional detail regarding ShastaFORWARD>> and the Regional Blueprint Planning process can be found online at www.shastaforward.com.

Project Update

- I. The ShastaFORWARD>> Marketing Plan is complete and now being employed to maximize public awareness and participation. The final report is provided by attachment. Advertising media has been developed and placed on bus-stop billboards, local newspapers, and the radio. A sample of print advertising is provided by attachment. Since the second half of January, advertising and other outreach efforts have drawn 483+ unique

visitors to shastaforward.com. Forty-four online surveys have been completed and the online community forum has received some initial use.

- II. A community telephone survey tool was developed and administered in order to obtain community values and priorities related to growth. A statistically valid 384 surveys were attained. This input - in conjunction with that from other outreach efforts - will ultimately guide the development of alternative growth scenarios. An analysis of the survey results is provided by attachment.

In summary, the survey reveals that citizens enjoy living in Shasta County and are optimistic about the future. They appreciate Shasta County's open spaces, access to nature/outdoor recreational opportunities, and the overall quality of the environment. Least appealing characteristics were congestion and crime.

Participants were asked about the affect of current growth and development trends on the future of Shasta County. Although responses were mixed, participants largely approved of the direction Shasta County is heading. In response to a range of growth-related issues, survey respondents expressed highest concern for public safety/crime, air quality, and public health. Of least worry was global warming.

A clear majority of respondents believed a comprehensive regional growth plan was important to Shasta County's future and that local governments should work together toward this end. Respondents were not, however, confident in local elected official's ability to address growth related issues.

The survey was also translated into Spanish and Mien and administered via hard-copy throughout the area with assistance from the Shasta County Health Department.

- III. The development of scenario performance measures has also been a recent focus area. Performance measures are intended to 'tell the story' of regional growth scenarios. Each measure will be converted to a graphical image suitable for communicating varying degrees of performance, thereby allowing participants to more easily and efficiently compare and contrast the costs/benefits between growth scenarios. Performance measures were selected based on 1) public interest, 2) data accessibility, and 3) suitability as an indicator of larger trends.

Tentative performance measures are:

- Economic Impact
- Available Land Area Developed
- Environmentally Sensitive Lands Impacted
- Air Quality
- Per Household Infrastructure Cost for New Development
- Walkability
- Mobility and Connectivity

- IV. A public outreach strategy has been crafted with assistance from local community leaders and citizens. Persons in attendance at the ShastaFORWARD>> Inaugural Meeting and who expressed an interest in further participation were invited to meet with staff on two occasions to discuss best strategies for expanding public engagement. SCRTPA Board Member Dickerson volunteered to assist staff with both strategy meetings. Attendees of the strategy meetings comprise what is now the proposed ShastaFORWARD>> Steering Committee.

Proposed ShastaFORWARD>> Steering Committee

The attached list of persons desire ongoing project participation as members of a formal ShastaFORWARD>> Steering Committee.

The purpose of this committee is to advise staff in regard to public communication strategies and help stimulate dialogue within the community on growth-related issues. The ShastaFORWARD>> Steering Committee is not designed or intended to provide public input or represent public opinion. It is anticipated that the three to four meetings will be convened over the next 10-12 months.

It is requested that the Board formally establish a ShastaFORWARD>> Steering Committee and approve proposed membership therein. Members of the proposed Steering Committee have suggested other persons and organizations whom they believe would add value to the process as general participants or as additional members of the Steering Committee. Although a large Steering Committee is more difficult to manage, it is appropriate for a project of broad scope such as ShastaFORWARD>>. Staff recommends that these additional suggested members be invited to participate on the Steering Committee.

ALTERNATIVES

The Board may choose not to approve formation of the ShastaFORWARD>> Steering Committee. Alternatively, the Board may establish the committee, but modify the membership thereof at its discretion.

OTHER AGENCY INVOLVEMENT

The ShastaFORWARD>> project study area includes the entire Shasta County region and also involves a growing number of public and private organizations.

FINANCING

All efforts discussed in this report are funded up to 80% through the \$375,000 Blueprint Program grant from the State; the remaining required match funds are budgeted in the OWP. Grant funds expended to date for ShastaFORWARD>> equal \$130,000.



Daniel S. Little, AICP, Executive Director

DSL/DTW/jac

Attachments: Proposed ShastaFORWARD>> Steering Committee Member List
 ShastaFORWARD>> Marketing Plan
 Sample of ShastaFORWARD>> Print Media
 ShastaFORWARD>> Community Telephone Survey Analysis

Proposed SF>> Steering Committee

	Name	Organization
1	Allyn Clark	Turtle Bay
2	Andrew Deckert	Shasta County Health & Human Services Agency
3	Barbara Jackson	Anderson Partnership for Healthy Children
4	Barbara Murphy	Redding Rancheria Tribal Govt.
5	Bill Ulch	Parkview Neighborhood Assoc
6	Christine Haggard	City of Anderson Planning Commission
7	David Rutledge	Shasta County Planning Commission
8	Dick Dickerson	City of Redding
9	Donnell Ewert	Shasta County Public Health
10	Emily Young	Citizen
11	Gary Lewis	Shasta College
12	Gracious Palmer	City of Shasta Lake
13	James Theimer	Trilogy Architecture
14	Jason Waybright	LPL Financial Services
15	Jerry Wagar	SBE, Ochoa & Shehan Inc.
16	Jim Hamilton	City of Redding
17	John Mancasola	McConnell Foundation
18	John R. Mathena	Citizen
19	Kurt Starman	City of Redding
20	Matt Davison	KIXE-TV
21	Michael Warren	Turtle Bay
22	Minnie Sagar	Shasta County Public Health
23	Roger Janis	Redding Chamber of Commerce
24	Ron Reece	Citizens for Smart Growth
25	Tom Armelino	Shasta County Office of Education
26	Willie Preston	Office of Assemblyman Doug LaMalfa
27	Carla Thompson	City of Shasta Lake

Potential Other SF>> Steering Committee Members as Recommended (*invitation previously exten

*Keith Webster	City of Anderson
*Lee Salter	McConnell Foundation
*Valerie Washburn	Redding Chamber
Bill Cox	Cox Real Estate Consultants
Brian Crane	Caltrans
Bruce Farrell	Citizen
Carol Martin	City of Shasta Lake
Charlie Menoher	Citizen
Dale Webb	Anderson Police Chief
Debbie Meisner-Israel	Shasta Lake planner
Doni Greenberg	Citizen
Doug Bennet	Citizens for Responsible Government
Steven Craig	Citizens for Responsible Government
Dugan Barr	Citizen
Eric Poole	Retired, Cow Creek Watershed Committee
Jean/Bob Blankenship	n/a
Jim Koenigsaecker	Building Innovations/Habitat for Humanity
Jim Zauher	City of Redding Economic Director
John Ryan	Commercial Appraisals
John Stokes	City of Anderson
John Trout	Viva Downtown
Judy Price	Citizen
Judy Salter	Shasta Library Foundation
Keith Webster	Anderson City Council
Larry Lees	Shasta County CAO
Mary O'Keefe	Cottonwood Park Board
Mary Stegall	City of Redding
Mike Evans	Faithworks
Monica Alexander	Student leader, CVHS
Neva Wacker	Shasta Lake Gateway Library
Russ Mull	Shasta County Dept. of Resource Mgt
Scott Morgan	City of Anderson
Terry Hansen	City of Redding
Tim Reilly	North State Resources
Tom Bosenko	Shasta County Sherrieff
Virginia Webster	Shasta Senior Nutrition Program
Ray John	n/a
Rick Barnett	n/a

Potential Other Recommended Organizations (*organizations already represented above)

*Affordable housing experts	Hospitals/Medical community
*Builders Exchange	North Valley Medical Association
*Development community	Chambers
*Business community	Natural resources
*Mental Health & Public Health	Northern Hispanic Latino Coalition
*Education/Colleges/Vocational	Homeless/Low-income serving entities
Cottonwood Community Parks & Rec	Pit River Indian Community
County Board of Supervisors	Realtors
Seniors/elderly	Religious community
Financial community	Shasta County Economic Development
Happy Valley Farms Trail group	Shasta Land Trust
Law enforcement/Public Safety	Sierra Pacific
Youth groups	Unions

Shasta*FORWARD*>> Marketing Plan

Project Overview>>

The Shasta County Regional Transportation Planning Agency (SCRTPA) is seeking to attain its vision for a new regional growth plan promoting livable communities reflective of the values and priorities of its constituents.

Shasta*FORWARD*>> is a critical vehicle to facilitate informed decision-making by the community, based on an ongoing dialogue and interaction in which all participants embrace a sense of ownership toward the end goal. Throughout the project, the focus will be on community awareness, understanding, and engagement.

The public outreach and engagement process will assist the SCRTPA in achieving the uniform goals of the California Regional Blueprint Planning program:

- Foster a more efficient land-use pattern that (a) supports improved mobility and reduces dependency on single-occupant vehicle trips, (b) accommodates an adequate supply of housing for all incomes, (c) reduces impacts on valuable habitat, productive farmland, and air quality, (d) increases resource use efficiency, and (e) results in safe and vibrant neighborhoods.
- Provide consumers more housing and transportation choices.
- Improve California's economic competitiveness and quality of life.
- Reduce costs and time needed to deliver transportation projects through informed early public and resource agency involvement.
- Secure local government and community support, including that of under-represented groups, to achieve the resulting comprehensive vision through including innovative computer models and public involvement activities.
- Establish a process for public and stakeholder engagement that can be replicated to build awareness of, and support for, critical infrastructure and housing needs.

The RTPA's regional blueprint efforts will include development of regional performance measures that can measure progress toward the region's own vision for future land use and

transportation. Each region will also select several statewide performance measures to quantify progress toward statewide transportation system and housing goals.

Shasta*FORWARD>>* invites community members to help create a vision for the future growth of the region. The project encompasses all of Shasta County, emphasizing those areas where growth is most likely to occur. The process will also include discussions and evaluations of probable ongoing growth in the north-central portion of neighboring Tehama County, within the Interstate 5 corridor. While a boundary line separates the two counties for purposes of local government services, there are environmental, social, and economic connectivity factors that render such discussion relevant to the future of Shasta County. Urbanization is occurring on a regional basis, transcending governmental boundaries.

The state and federal governments are promoting the creation of “blueprints,” such as Shasta*FORWARD>>*, to promote more efficient planning of regional land use, economic development, and transportation issues. Enhanced public participation, such as the planned public involvement activities in this project, is also being encouraged to address quality of life concerns and to provide residents a heightened level of involvement in shaping their future.

Blueprint studies are intended to provide a regional look into a variety of growth-related issues, looking forward two to four decades. Computer modeling and visualizations are employed to assist stakeholders in assessing potential scenarios and analyzing their relative merits. Potential performance indicators may include public investment costs, economic benefit, impact on traffic congestion, and effect on air quality.

In short, Shasta*FORWARD>>* will help create a road map — both literally and figuratively — for the future of Shasta County.

The following marketing plan will serve to provide an outline of how we will facilitate the public awareness portion of this engagement. Among the contents are objectives, strategies, tactics, and media.

Situational Analysis>>

History

Shasta County was one of the original California counties, created in 1850 at the time of statehood. The County's namesake is Mount Shasta. Although Mt. Shasta is part of Siskiyou County, its 14,179-foot peak is visible throughout most of Shasta County. Best known for its landscape and temperate climate, Shasta County is a popular destination for travelers throughout the country. Tourist attractions include Lassen Peak, Shasta Lake, Lassen Volcanic National Park, Turtle Bay Exploration Center, and Hat Creek Radio Observatory.

Geography

Shasta County is situated in Northern California, in the Cascade Mountains, with neighboring Siskiyou County to the north, Tehama County to the south, Plumas County to the east, Trinity County to the west, and Modoc County to the northeast. According to the U.S. Census Bureau, the County has a total area of 3,847 square miles, which breaks down to 3,785 square miles of land and 62 square miles of it are water. Mountains surround the north, west, and east sides of Shasta County. The Sacramento River flows out of the mountains to the north, through the center of the County, and toward the Sacramento Valley to the south.

Transportation

Shasta County is also located nearby several highways including, Interstate 5 and California State Routes 36, 44, 89, 151, 272, and 299. Shasta County is home to one public transit provider, the Redding Area Bus Authority (RABA). The service is primarily provided throughout Redding, however, one route operates to Burney via State Route 299. Greyhound and Amtrak also serve the area. For general aviation, residents can utilize the Redding Municipal Airport, Benton Field, Shingletown Airport, and Fall River Mills Airport. Redding Municipal Airport is the only local airport offering scheduled air service. Recent and forecast congestion on Interstate 5 prompted a Caltrans grant to specifically study this growth pattern. The "Fix 5" study intends to utilize public participation to reduce collisions, increase safety, and enhance local transportation along this corridor.

Demographics

As of 2000, the County's population exceeded 163,000 persons. Redding is the County's largest city, as well as County seat of Shasta. Other cities located in Shasta County include Anderson, Shasta Lake, French Gulch, Big Bend, and Cottonwood. As of Census 2000, there

were 163,256 people and 63,426 households residing in Shasta County; in 2006 this was estimated to have increased to nearly 180,000.

Further review of Census 2000 data revealed that the average household size was 2.52 and the average family size was 2.98. The population density was 43 square miles. There were 68,810 housing units at an average density of 18 per square mile. The racial makeup was 89.32 percent Caucasian and 5.51 percent Hispanic. Ninety-four percent spoke English and 3.3 percent spoke Spanish as their first language. The age breakdown was 26.1 percent under the age of 18, 8.2 percent 18 to 24, 25.3 percent 25 to 44, 25.2 percent 45 to 64, and 15.2 percent 65 years of age or older. The median age was 39 years old. The gender ratio was slightly skewed towards females with there being 100 females and 95.1 males.

The median income for a household in the county was \$34,335, and the median income for a family was \$40,491. Thirty-six percent possess an annual income of less than \$24,999, 14.1 percent \$25,000 to \$34,999, 17.1 percent \$35,000 to \$49,999, 17.5 percent \$50,000 to \$74,999, and 14.6 percent \$75,000 or more. Median housing price is about \$248,000 with a 60 percent ownership rate; the median rental rate is \$700/month.

Shasta County Today

The constant rise in congestion and cost of living in California has made it increasingly difficult for people to live in large metropolitan areas such as the San Francisco Bay Area. As a result, many opt to live in those areas of the State that have remained "unspoiled" by the side effects of urban areas; one example is Shasta County. Over the past several years, Shasta County has experienced unprecedented growth, with much of it stemming from relocation, a trend that has received mixed feelings from Shasta locals. While many are excited at the prospect of population growth spawning some of the more urban amenities they desire, others resent newcomers and believe that they bring with them the negative characteristics of urban living, such as congestion. By 2050, the County is projected to be home to over 330,000 residents. Like it or not, Shasta County will grow, and this growth will have an affect on the local landscape. By participating in *ShastaFORWARD*>>, residents will be able to voice their needs, wants, and concerns, assisting in the creation of a vision for the future of Shasta County.

October 2007 marked the launch of the Shasta*FORWARD>>* project. While the inaugural event was well-received by area officials and stakeholders, the success of the public involvement phase will inevitably determine the success of the project as a whole, since it seeks to define a vision for the future of Shasta County as chosen by residents. Targeted and refined marketing will be key to overall project awareness and, subsequently, public involvement.

Market Summary

The Shasta*FORWARD>>* project seeks input from a wide representation of Shasta County. As such, the goal is to generate project awareness amongst a general population, as opposed to a short list of specific target markets. However, this does not eliminate the responsibility of special outreach efforts to those in the community without the means or opportunity needed to participate.

Keys to Success>>

The primary key to success is effectively communicating to Shasta County residents the importance of the Shasta*FORWARD>>* project, as well as the value their input holds. By doing so, we will generate public buy-in.

Marketing Strategy>>

Marketing Objectives

- Grow awareness of the Shasta*FORWARD>>* project;
- Educate the public on the Shasta*FORWARD>>* project;
- Overcome sensitivities towards various issues associated with the Shasta*FORWARD>>* project;
- Gain public buy-in;
- Increase participation via public involvement opportunities;
- Emphasize that it is the community's vision and community participation is essential.

Mission

To engage the public in the process, to inform and educate, and to help the community design and embrace a growth scenario and vision that is consistent with citizen values - making Shasta County a desirable place to live well into the future.

Tactical Plan

Tactics and programs implement the marketing plan. Tactics are the message (what you say), media (how you deliver the message to the customer), and the look & feel (mood, tone, and image). Programs consist of campaigns developed using your marketing strategies and complementary tactics.

The tactical plan is comprised of three elements:

1. Marketing Collateral,
2. Advertising,
3. Public Relations.

Marketing Collateral

This section describes the plan for the design and production of marketing and informational materials, such as brochures, FAQs, and other explanatory materials.

In October 2007, a comprehensive media kit was developed for use during the Shasta*FORWARD>>* Inaugural Meeting. The kit was a 9" x 12" full-color pocket presentation folder which housed an 8.5" x 14" full-color, quad-fold brochure (finished size of 3.5" x 8.5"), branded pen and notepad, event program, and comment cards. As the project progresses, the contents will vary and individual elements will be updated as needed. We anticipate additional elements to include graphical illustrations of growth scenarios, articles of relevance, and market research narratives.

Advertising

The second marketing method will be based on advertising placed in various area publications. Advertisements will be utilized to inform the public of upcoming participation opportunities, from focus groups to online surveys. All advertisements will include a call to action that will prompt a specific response from the viewer, namely to visit the project website or participate in various in-person outreach opportunities.

This section incorporates the plan for the design, production, and distribution of direct mail advertising pieces, newspaper and other print advertisements, and other media determined to be appropriate implementing the marketing strategies for generating awareness and public involvement with the Shasta*FORWARD>>* project. The advertising plan has two components: message and media.

Message

Crafting an effective marketing message is critical to the success of a marketing program. The message consists of both the written copy and the visual images. An effective creative message with impact is often equal to multiplying the frequency, the number of times a marketing message reaches a target market in a given time frame. To achieve the optimal impact, the message delivered will adhere to the following rules:

1. The message will be consistent throughout all Shasta*FORWARD*>> marketing materials. Having well-developed marketing strategies will help maintain a consistent message. Developing a tag line or slogan is an effective mechanism for achieving this result. Specific to this engagement, the tagline "choosing the right growth track for Shasta County begins right here" is utilized as the Shasta*FORWARD*>> website (www.shastaforward.com).
2. The message will focus on the resident's role in the Shasta*FORWARD*>> project and the value of their input.

The qualities of the brand personality include the following characteristics:

- Friendly,
 - Approachable,
 - Trustworthy,
 - Involved,
 - Caring,
 - Motivational,
 - Non-biased/non-special interest,
 - Community ownership.
3. The message will contain a call to action, prompting the viewer to perform the desired act, whether it be attending a focus group or participating in an online survey.
 4. The marketing message will be unpredictable. Predictable advertising is boring and will not capture the attention of the target markets. Curiosity and news can stimulate the potential customer to learn more. However, creativity that is not channeled to delivering the message may be entertaining, but it will not increase public support.

5. The message must always be stated positively. A marketing message that speaks to fear or discomfort invokes negative images and emotions, which may, in turn, become linked with the Shasta*FORWARD*>> project.

Media

Media selection is how the message is delivered to the target market. The media mix is the combination of media to be used in the marketing program. Industry research reveals that in today's increasingly complex media world, the choice of media can have a major impact on how the audience receives and responds to a commercial message. It is the consumer who controls where, when, and under what circumstances he or she pays attention to media advertising. The strengths of each individual media must be considered in terms of its ability to reach the target audience with the desired impact.

The qualities inherent to a type of media can be used to good advantage for the message. The message should a) communicate the value of resident input and, b) call the viewer to a certain action. The message will also keep in mind the marketing objectives outlined above.

The optimal vehicles for delivering this type of message to Shasta County include newspapers, direct mail, the Internet, and select local radio and cable television channels. The selected media will support the advertising campaign.

Consistency and repetition are two key components for increasing awareness. These components are also required to ensure information is available to the prospect at a time that he/she is receptive to accepting the information.

Print

The suggested print advertising are period buys, as necessitated by the occurrence, location, and focus of public involvement opportunities, in the following publications:

- Redding Record Searchlight,
- Anderson Valley Post,
- East Valley Times,
- Shasta Lake Bulletin,
- Red Bluff Daily News,
- Ridge Rider News,

- After 5 Magazine,
- North Valley Business Journal,
- Trinity Journal,
- Enjoy Magazine,
- Intermountain News.

For this particular project, we recommend utilizing the *Redding Record Searchlight* primarily. This was indicated as the top newspaper choice for residents of Shasta County in a 2006 Community Survey conducted by Moore & Associates. This publication has a circulation of 35,000 and would, thus, reach the broadest audience. We recommend the placement of advertisements in this publication in January and April in order to align with both other awareness efforts and open house events. Flyers and Point of Purchase (POP) signage will also provide targeted marketing. Outdoor advertising will be coordinated when appropriate to increase awareness. City banners are anticipated to be used by local entities.

Direct Mail

Direct Mail can come in a variety of forms and would be utilized to reach a mass audience, directly at their residences without media intervention. The message would be simple in nature, from prompting people to visit the official ShastaFORWARD>> website, inform the public of project updates, or invite them to participate in a survey. This will not only expand awareness, but visitation of the site will facilitate project education as well as further encourage visitors to participate in activities such as online surveys. The piece itself can vary from a simple postcard, to the inclusion of a project pen and brochure in an envelope. We have found with similar campaigns that the inclusion of an odd-sized item within an envelope significantly increases the person's propensity to open the said mailer, rather than being thrown away. We recommend distributing direct mail at two key points in the project. The first phase would be sent in January and February of 2008 and would serve two purposes: 1) increase general awareness of the ShastaFORWARD>> project and 2) generate interest for the first open house event. The second phase of direct mail would be sent in June and July in order to encourage participation in the choosing of future scenarios.

Radio/Television

Radio provides an excellent opportunity to reach specific market segments in a relatively cost-effective manner. Television can offer advertising opportunities on a modest budget, particularly when utilizing spots on local public information channels. When used effectively, radio and television can provide opportunities for media spots that will capture a very broad audience, subsequently generating public awareness. Each media spot should close by instructing listeners/viewers to visit the ShastaFORWARD>> website. We plan to develop 30-second spots for KIXE television. These spots would feature project updates, participation opportunities, etc. Fostering current relationships with local television and radio stations is crucial when using these media. Further, in order to capture a broad audience, we recommend placing 30-second spots on at least one of the most popular stations in Shasta County. According to a survey conducted by Moore & Associates in 2006, the top two radio stations preferred by Shasta County residents are KQMS and KNCQ.

Website

Shastaforward.com is the official Internet home of the ShastaFORWARD>> project. Here, visitors are able to learn about the project, its progress, and how to participate. This site will be updated concurrently with the project's progression, enabling the visitor to obtain the most up-to-date information available.

Public Relations

This section delineates the plan for non-paid media communication, which helps build market awareness and positively affects attitudes for growth and development within Shasta County. The public relations plan develops the message as delineated in the advertising plan and incorporates the plan's branding and positioning strategies as well as other general marketing strategies.

Media Releases

A major aspect in generating publicity is the attraction of attention and interest of journalists and news people so the story is communicated to the public. To obtain publicity, each story must have an angle of interest (the hook) for the reader. Because it is under the management of a public service enterprise, the ShastaFORWARD>> project has the ability to attract the interest of community publications more readily than private corporations. Types of potential articles or news stories include:

- Straight media release announcing newsworthy event;
- Feature story exploring a subject of interest to the public;
- Human interest stories demonstrating how the qualities of public transportation enhance the quality of life on a personal level;
- Opinion piece providing commentary on growth and community development.

This plan includes media releases disseminated to all media outlets within Shasta County, including local businesses, special interest organizations, and community-specific publications prior to each public involvement opportunity.

Web Logs

Many print publications also maintain an online presence where the web content mirrors that of the print version. Not only does this allow the viewer access to the same material enjoyed in the print version, but, with the advent of web logs ("blogs") and other online messaging capabilities, it is effective in generating conversation, or "buzz", about a given topic. We would foster our current relationship with the *Redding Record Searchlight* in order to develop an online comment mechanism within the existing web log, specific to the ShastaFORWARD>> project. Topics would change where every week features a different topic within growth and development and residents would share their thoughts on the web. Each week, blog highlights would be featured in the print version. This feature can be hosted directly on the Searchlight's page or linked to the ShastaFORWARD>> forum from the newspaper's homepage. Ideally, these would be placed weekly for a month or so at a time. However, implementation is contingent upon cooperation with the *Redding Record Searchlight*.

Public Service Announcements

Most media outlets will help non-profit organizations publicize their efforts by airing or printing public service announcements (PSAs). Public service announcements can be created for print (newspaper and magazines), television, and radio. Radio stations are the outlets most likely to use PSAs with television, magazines, and newspapers following. Other written or orally communicated PSAs that have been used successfully to get a message across include grocery bags, movie theaters, company

elevators, and billboard signs along highways and transit system terminals. In addition, local public channels offer another PSA opportunity.

Because a PSA is not an advertisement for the profit of a product or organization, most media outlets publish the PSA at no charge. It is important that the PSAs structure a message that will capture emotional attention and spotlight the importance of regional blueprints and the value of public input. Unfortunately, the Shasta*FORWARD*>> project will be competing against hundreds of other groups and worthy causes. PSAs would be distributed prior to public involvement events in order to inform the public of the specifics.

Newsletter

Featuring photographs from recent public events as well as informative copy, the newsletters will be full-color and include the Shasta*FORWARD*>> logo and identity. Each newsletter will also direct readers to the project's website, identify points of contact, and promote upcoming events. The newsletter is successful in updating the public on project progress and news.

Quarterly newsletters will both be posted online, as well as distributed to those parties belonging to the Shasta*FORWARD*>> mailing list. Further, we recommend distributing an email-style newsletter so as to drive persons to the Shasta*FORWARD*>> website (where the downloadable .PDF of the newsletter is located). The information contained within could consist of the following:

- News, announcements, and updates;
- Announcements about changes/updates/additions;
- Questions and answers from project officials and others;
- A reader feedback section;
- Upcoming participation opportunities.

Market Research

The more a business knows about its customers, the better it can serve them. One of the more common pitfalls of marketing is assuming customer needs. This approach often leads to false assumptions, and hence inappropriate, inaccurate goal setting.

Market research obtains, analyzes, and interprets the information necessary to make marketing decisions. Solid market research:

- Reduces risk,
- Aids in the identification of new opportunities,
- Installs a proactive approach thru market-feedback,
- Provides a mechanism for identifying customer concerns, and
- Fosters a strategic, rather than tactical, approach.

Our development of Shasta*FORWARD>>>*'s public involvement marketing plan employed both primary and secondary research. Our marketing plan includes primary research, collected through community surveys and focus groups, as well as secondary research obtained through the evaluation of prior advertising and community outreach efforts. In addition, reviews of the Census 2000 demographic data and relevant transportation, planning, and economic development source materials were also be included.

Assessment of this data has enabled us to identify the profile for the typical Shasta County resident. Demographic data obtained in the October 2007 Community Telephone Survey indicated that the average Shasta County resident is 65 years or older, Caucasian, possessing an annual household income of less than \$20,000. Although persons 65 years or older were the most likely to participate in the survey, they also often possess the most free time, as a majority are retired.

Community survey findings differ significantly from the Shasta County resident profile developed from Census 2000 data, which profiles a person who is Caucasian between the ages of 35 to 54, with an annual household income between \$50,000 and \$74,999. As such, in order to achieve the broadest participation possible, outreach to a general population would be most beneficial.

Historically, half of all Shasta County residents reside in Redding. Moreover, most survey respondents indicated living in Redding, specifically the Northeast quadrant (east of I-5 - north of Highway 44). Although the population is concentrated in more urbanized areas, obtaining thorough public input would require outreach to the lesser populated and unincorporated

areas of Shasta County. While efforts would also be concentrated primarily on these larger areas, outreach toward other areas is necessary, as their absence would exclude half of Shasta County's populace.

The survey also gauged baseline attitudes towards the blueprint process as well as which values were of particular concern/importance to residents. Data obtained from the community survey will be utilized accordingly in crafting the message of marketing efforts, allowing us to most effectively target viewers.

Controls>>

Implementation

Moore & Associates would be responsible for the day-to-day implementation of the plan, including:

1. Media buys;
2. Media releases;
3. Coordinating PSA placement;
4. Concept and creative development;
5. Adaptation of materials;
6. Campaign and program evaluations;
7. Quarterly strategic evaluations and plan updates;
8. Assistance with local marketing efforts.

Control Process

The control process accomplishes two major objectives:

1. Evaluation of progress to assure that objectives are being met, and
2. Diagnosis of results in order to take appropriate remedial action.

The marketing environment is dynamic; technology progresses, consumers are unpredictable, and community perceptions change. As result, it is difficult to plan exactly. Therefore, an emphasis on close monitoring and adjustment of strategy is essential. Long-term planning must be supplemented with short-term control that forces immediate accountability and productivity. Control is a continuous process; it is not a one-time operation. By periodically re-evaluating marketing performance against goals, a more effective marketing plan will emerge.

Each tactic should be evaluated. The evaluation should include the following elements:

1. Strategic goal of the campaign;
2. Specific campaign objective (i.e., increase participation amongst students);
3. Control numbers (i.e., desired number of participants);
4. Immediate results (i.e., number of participants at first focus group);
5. Description of the execution including any problems that may have developed (i.e., wrong phone number published in newspaper ad);
6. Extenuating circumstances that may have influenced the results (i.e., holiday/travel season);
7. Unanticipated results;
8. Recommendations for changes in program or future campaigns.

In addition to the program and tactic evaluations, the control process includes quarterly evaluations of the strategic and tactical plans. An assessment to how successfully each strategy is being implemented and the results achieved will provide the ability to continually update and modify the plan to achieve the stated goals.

[illegible]

COST BREAKDOWN

All prices are estimates only and may vary upon implementation. Further, allocations may be modified depending on client preferences, budgetary changes, or project developments. The following prices were used as a basis for developing a cost breakdown based on priority level.

¹ Print Media Buys	¼ page color	½ page color	Circulation
<i>Redding Record Searchlight</i>	\$2,198	\$3,926	33,500 daily
<i>Anderson Valley Post</i>	\$574	\$878	10,500 daily
<i>Shasta Lake Bulletin</i>	\$196	\$393	600 daily
<i>Intermountain News</i>	\$332	\$481	2,600 weekly
<i>East Valley Times</i>	\$160	\$250	
<i>Enjoy Magazine</i>	\$500	\$800	
<i>Ridge Rider News</i>	\$157	\$254	

² Direct Mail Production Costs

15,000 pieces:	\$3,600
10,000 pieces:	\$4,800
5,000 pieces:	\$1,825

³ Radio Media Buys	:30 spot	Market Share
KQMS	≈\$30	10.0
KNCQ	≈\$35	11.4

⁴ Outdoor Advertising

Billboards	\$2,500/3 spots/4-wk run
Bus shelters	\$250 - \$275/each

Priority Level I - \$40,000

Print:

Primary publications:

<i>Redding Record Searchlight</i>	
\$2,200 per ad (1/4 page color)	
1 ad per week for 3 weeks (6 total ads across project timeline)	\$13,200
<i>Enjoy Magazine</i>	
\$1,000 per ad (1/4 page color)	
1 ad per week for 3 weeks (6 total ads across project timeline)	\$6,000

Direct Mail:

10,000 pieces	
\$4,800 per run (2 runs total)	\$9,600

Radio:

Primary station:

KQMS	
\$30 per spot	
15 spots per week for 3 weeks (2 runs with 90 spots total for project)	\$3,000

Outdoor:

Shelters:

\$250 - \$275 each	
10 locations each run (2 runs with 20 locations total for project)	\$5,500

Priority Level I Total **\$37,300**

Priority Level II - \$50,000

(Includes all activities outlined in Priority Level I)

Print:

Add secondary publications (choose 2):

Recommend 1 ad per week per publication (4 ads total per publication for project)

Anderson Valley Post

\$574 per ad (1/4 page color)

\$2,296

Shasta Lake Bulletin

\$196 per ad (1/4 page color)

\$784

Intermountain News

\$332 per ad (1/4 page color)

\$1,328

East Valley Times

\$160 per ad (1/4 page color)

\$640

Ride Rider News

\$157 per ad (1/4 page color)

\$628

Total for 2 publications:

\$1,268 - \$3,624

Radio:

Add two affiliate stations:

Approximately \$16 per spot

15 spots per week for 3 weeks (2 runs with 90 spots total for project) \$2,700

Outdoor:

*Billboards:

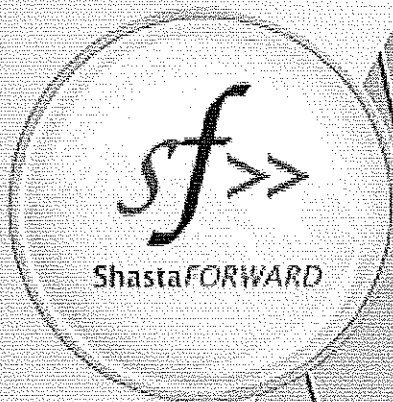
3 spots for a 4-week period (2 runs with 6 spots total for project)

\$5,000

*Preferred placement unavailable

Priority Level II Total

\$48,625



>>What do I hope for the future?

Recreational opportunities...

...because everyone should be able to enjoy the great outdoors without having to leave the city.

I appreciate

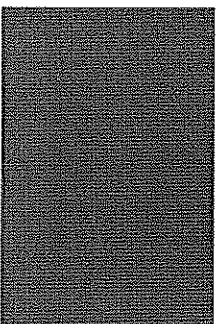
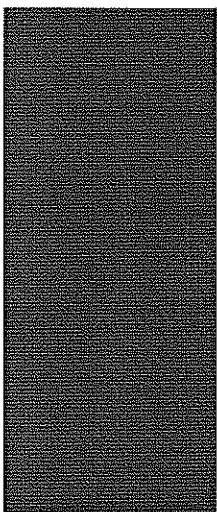
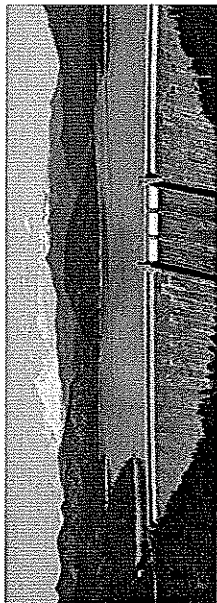
My *PARKS&TRAILS* >>

**The choices we make now
will impact the rest of our lives.**

Tell us what is important to your future at

ShastaFORWARD**.com**





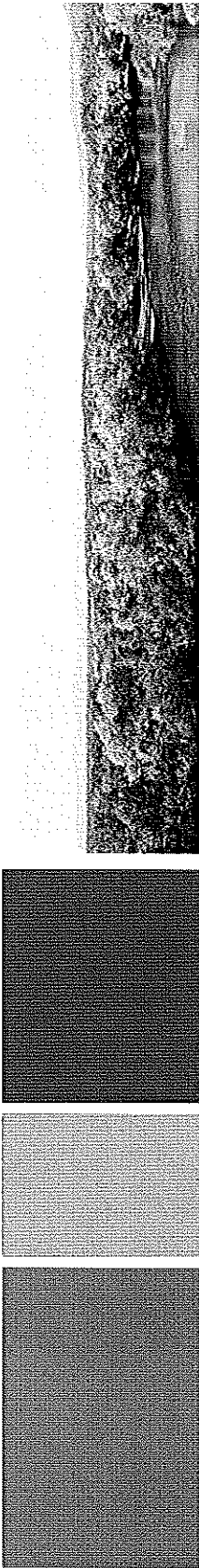
Shasta*FORWARD*>>

Public Involvement Services

Community Telephone Survey Analysis
November 2007

Moore & Associates, Inc.
28159 Avenue Stanford, Suite 110
Valencia, CA 91355

888.743.5977
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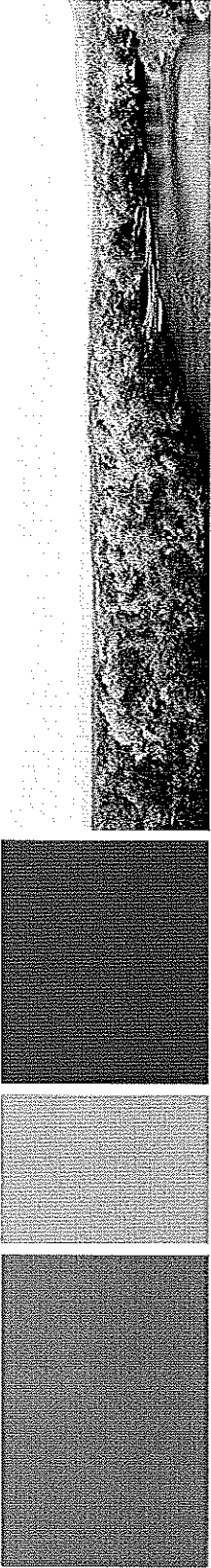


COMMUNITY TELEPHONE SURVEY ANALYSIS

Introduction

Community phone surveys provide access to the largest range/pool of respondents at a minimal expense, (i.e. materials, man power, and space). Due to the nature of phone surveys, (dialing until answered), they typically yield a high response rate. The community phone survey consisted of several core objectives:

- Collect information at the resident level;
- Develop a demographic profile of the average Shasta County resident;
- Assess community values;
- Provide a baseline for evaluating community understanding and public opinion.



Survey Methodology

For a two-week period in October 2007, a telephone survey of Shasta County households was conducted. Surveys were only administered to adult household respondents (age 16 years or older) who were currently Shasta County residents.

A statistically-valid sample of 384 surveys was attained, translating into a 95-percent confidence level with a ± 5 margin of error. This means that all respective answers are within ± 5 percent of their indicated values.

While similar to intercept surveys, the methodology of a community phone survey is unique and necessitates an equally-unique approach. In a continuing effort to maintain the highest quality standards, phone numbers used in the survey were obtained using a sophisticated number-generator. Procedures were undertaken to further ensure statistical validity and accuracy of information collected. The survey was conducted across a two-week, four-hour time-span, from 4:00 p.m. to 8:00 p.m., increasing the likelihood of obtaining responses.

The survey was completed using Computer-Aided Telephone Interviewing (CATI) software, which significantly reduces the likelihood of data entry error. This software allows the data collection methods and sample usage to be monitored in real time, maximizing efficiency of the survey team as well as usability of the survey data.

Once the data collection stage was deemed complete, the survey data was imported into our firm's Statistical Package for the Social Sciences (SPSS) software platform. The raw survey data was then cleaned and coded, facilitating reporting of both simple frequencies as well as relationships (i.e., cross-tabulations) between individual data sets.

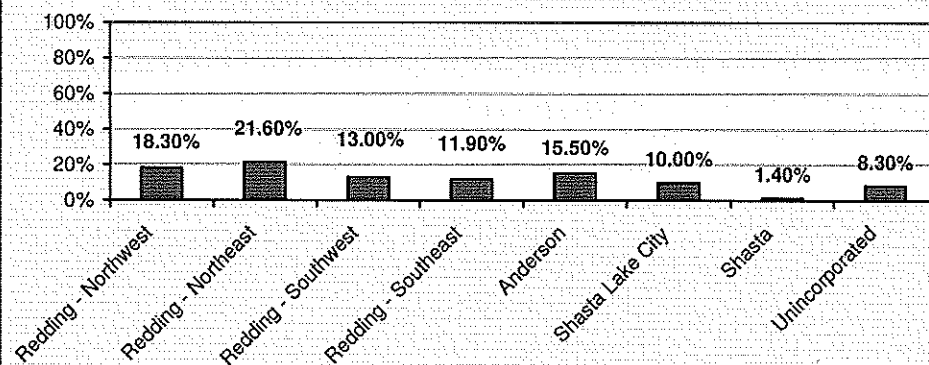
COMMUNITY TELEPHONE SURVEY ANALYSIS

1. Residence

In an attempt to better understand residency patterns (and the values of persons residing in certain regions), Shasta County was "deconstructed" according to different geographic areas. According to Census 2000 data, the population of Shasta County exceeded 163,000 residents. The 2006 estimate totaled nearly 180,000 residents. In both estimates, a majority of these residents resided in Redding.

Due to the high concentration of respondents within the City, it comes as no surprise that over 60 percent of the surveys collected are from respondents who reside in one of the four quadrants in Redding: Northwest (west of I-5 and north of the Sacramento River) - 18.3 percent, Northeast (east of I-5 and north of the Sacramento River) - 21.6 percent, Southwest (west of I-5 and south of the Sacramento River) - 13 percent, and Southeast (east of I-5 and south of Highway 44) - 11.9 percent. Other communities including Anderson, Shasta Lake City, Shasta, and unincorporated areas had modest representation.

Exhibit 1.1 Area of Residence



We also learned that a large percentage (53.5) of residents are long-time residents, living in the area 16 years or longer. Moreover, the majority (66.1 percent) of these people are homeowners. These persons are the most knowledgeable of the past

COMMUNITY TELEPHONE SURVEY ANALYSIS

events and growth patterns within Shasta County and understandably have the most emotional investment in the area.

We believe it is worth noting that the significant percentage of respondents indicating living in Shasta County 11 or more years (63.6 percent) is indicative of 1) a region offering a vast array of resources and amenities that would "keep" residents in the region and, 2) the inherent desire among the County to "keep" things as they've always been". While perhaps ideal, this notion is challenged by the increasing number of persons finding value in the region's positive attributes.

Exhibit 1.2 Tenure of Residence

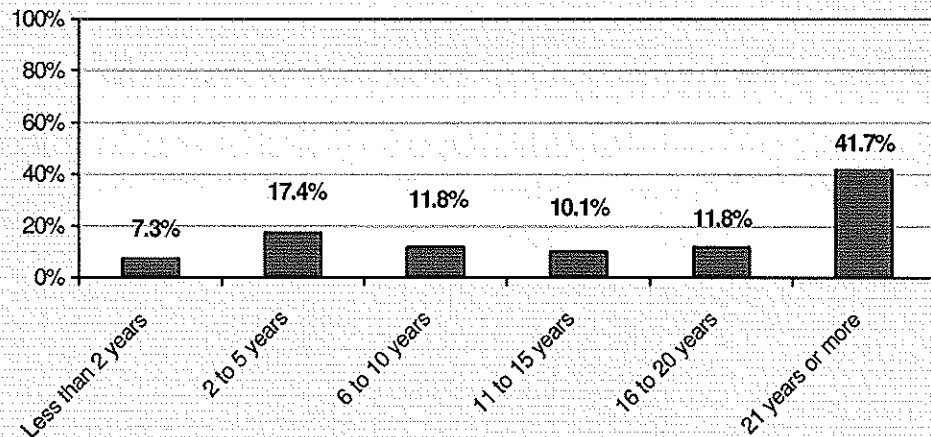
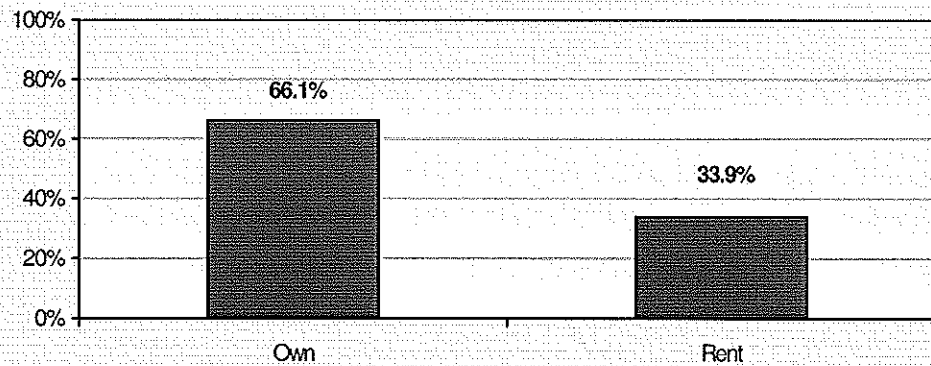


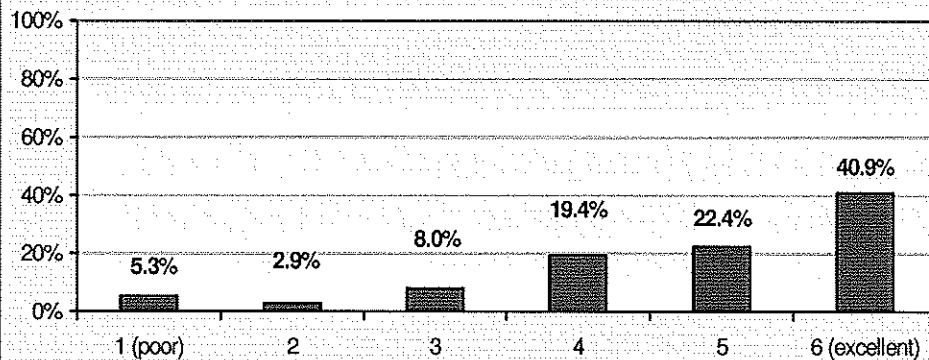
Exhibit 1.3 Home Ownership



2. Attitudes toward Shasta County

This portion of the survey instrument was designed to assess the attitudes currently held by Shasta County residents. Respondents were first asked how they would rate Shasta County right now as a place to live. On a scale of 1 to 6 (where 1= "poor" and 6= "excellent"), over 82 percent of respondents rated Shasta County as a 4 or better; nearly half rated it as "excellent". The results are illustrated below.

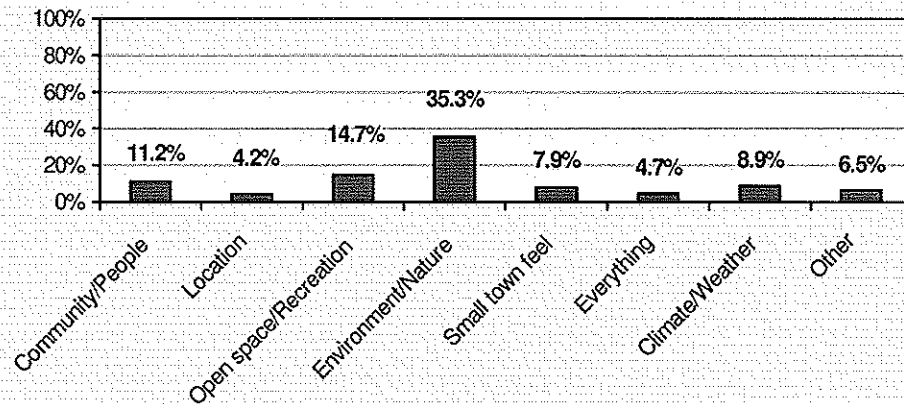
Exhibit 2.1 The State of Shasta County



Participants were also queried as to what they specifically valued most and least about living in Shasta County. This question was open-ended, ensuring respondents were not led into any particular direction. Despite this, most responses could be categorized as one of a number of traits illustrated in Exhibit 2.2.

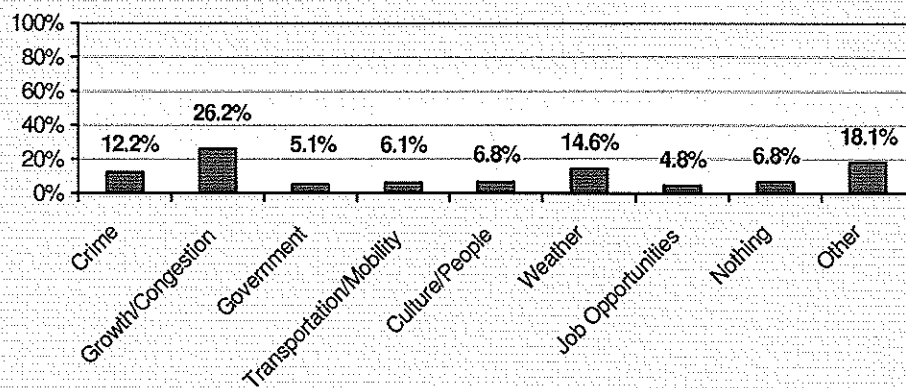
COMMUNITY TELEPHONE SURVEY ANALYSIS

Exhibit 2.2 Most Valued Trait



As illustrated in Exhibit 2.2, *environment/nature* received the highest response rate with 35.3 percent. In contrast, the trait participants valued least was *growth/congestion* with 26.2 percent. This was followed by *other* and *weather*. Responses identified within the "Other" category included distance from larger cities, lack of amenities, affordability, and personal problems.

Exhibit 2.3 Least Valued Trait

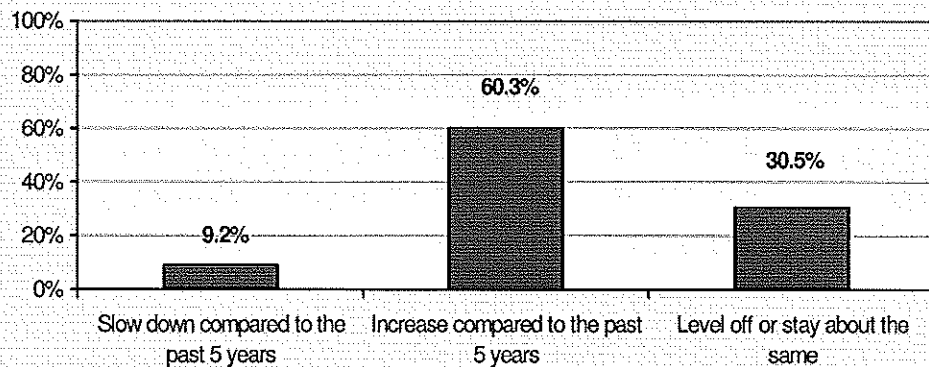


3. Perceptions of Growth

This section aimed to gauge the perceptions of current Shasta County residents concerning growth within the County. Participants were queried as to how they believe growth and development in Shasta County will occur across the next 10 years.

Over sixty percent believed growth would *increase compared to the past 5 years*, while 30.5 percent believed it would *level off or stay the same*. Only 9.2 percent believed it would *slow down compared to the past 5 years*.

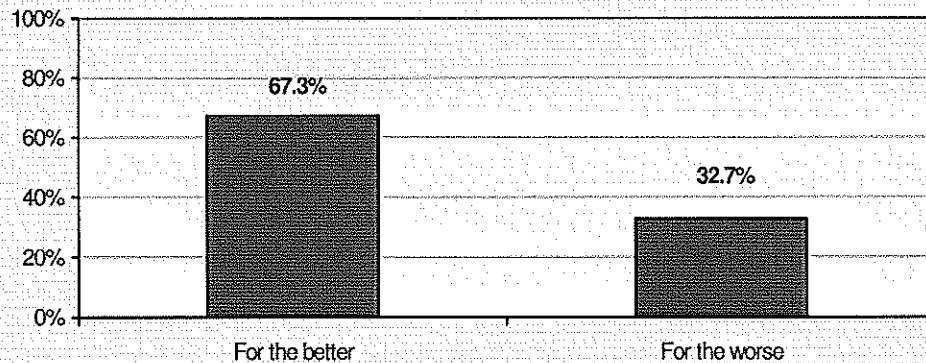
Exhibit 3.1 Growth Over the Next 10 Years



Participants were also asked how they believed this growth and development would affect their lives. The majority (67.3 percent) believed their lives would be affected for the *better*, while 32.7 percent thought it would impose a negative impact.

COMMUNITY TELEPHONE SURVEY ANALYSIS

Exhibit 3.2 Affect of Growth on Life



The same question was also asked in relation to specific community aspects. Participants were asked to rate various future indicators on how they believe growth would affect each.

Exhibit 3.3 Future Indicators

Future Indicators	Better	Same	Worse
Prosperity/Salaries	39.8%	39.8%	20.3%
Educational/vocational opportunities	50.4%	36.5%	13.1%
Sense of community/Community identity	38.5%	44.5%	16.9%
Environment	35.0%	35.5%	29.5%
Transportation/Mobility	31.2%	36.2%	32.6%
Job opportunities	38.4%	25.8%	35.9%
Housing affordability	33.2%	29.6%	37.3%
Health (obesity, asthma, substance abuse, etc.)	35.6%	38.6%	25.8%
Availability of open space/access to recreation opportunities	34.1%	36.3%	29.7%

COMMUNITY TELEPHONE SURVEY ANALYSIS

Despite the fact residents viewed growth as generally beneficial to the future of Shasta County (as demonstrated in Exhibit 3.2), there was no clear distinction of how it would positively impact each trait.

Cross-tabulations were conducted in order to illustrate how those people who thought growth would affect their lives for the *better* felt about specific future indicators in comparison with the overall results.

As illustrated in the chart below, respondents were more divided; respondents either felt they would become *better* or *worse*, with few people indicating they would remain the *same*. There is no one standout future indicator that this group felt would be positively affected by growth. Though *educational/vocational opportunities* received the highest marks with over 56.7 percent of respondents feeling it would be positively affected by growth.

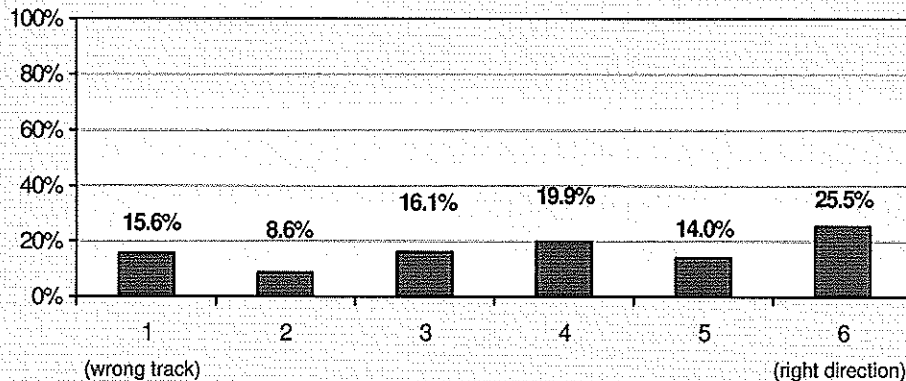
Exhibit 3.4 Future Indicators

Future Indicators	Better	Same	Worse
Prosperity/Salaries	48.5%	12.9%	38.6%
Educational/vocational opportunities	56.7%	8.6%	34.8%
Sense of community/Community identity	45.5%	10.3%	44.2%
Environment	42.5%	21.5%	36.1%
Transportation/Mobility	35.5%	25.1%	39.4%
Job opportunities	47.4%	25.9%	26.7%
Housing affordability	39.1%	27.4%	33.5%
Health (obesity, asthma, substance abuse, etc.)	43.5%	16.4%	40.1%
Availability of open space/access to recreation opportunities	39.6%	23.5%	37.0%

COMMUNITY TELEPHONE SURVEY ANALYSIS

In a separate values assessment, respondents were asked to rate, on a scale of 1 to 6 (where 1= "wrong track" and 6= "right direction") how they currently feel growth and development is moving within their respective community. Over half of participants (59.4 percent) rated 4 or better. Although the Shasta County trait least valued by residents was *growth/congestion*, residents feel the growth and development is moving in the right direction. The results are illustrated below.

Exhibit 3.5 Growth and Development



Overall, Shasta County residents recognize that growth is occurring. Although congestion is a concern, they feel that growth will generally benefit their lives for the better.

In summation, these findings indicate that Shasta County residents hold relatively positive feelings toward future growth and the way in which it is currently being addressed.

COMMUNITY TELEPHONE SURVEY ANALYSIS

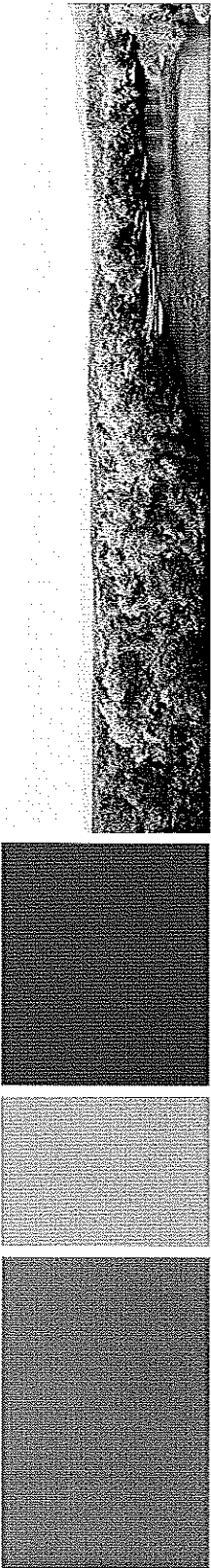
4. Values

Based on those responses obtained when querying what participants value most/least about living in Shasta County, it was clear that a majority of Shasta County residents place much importance on values as a whole, rather than on a singular basis. In order to assess which of these values was most important and how it might compare to other values, participants were asked to rate a series of attributes based on level of importance. Exhibit 4.1 summarizes our findings.

Exhibit 4.1 Importance Scale

Importance Scale	1 (Not Important)	2	3	4 (Most Important)
Mobility/Transportation	9.5%	9.2%	17.4%	81.3%
Air quality/Vehicle emissions	3.2%	9.1%	20.6%	87.4%
Open space/Agricultural land	6.7%	9.4%	19.4%	83.9%
Environmentally sensitive lands/Critical wildlife habitat	7.3%	11.8%	18.5%	80.9%
Housing supply/Housing choices/Housing affordability	7.2%	9.9%	19.0%	82.8%
Sense of community/Community identity	5.4%	12.9%	21.5%	81.7%
Global warming/Greenhouse gas emissions	15.1%	8.1%	19.7%	76.8%
Energy affordability/Development of alternative energy sources	5.9%	11.3%	17.5%	82.8%
Public safety/Crime/Misconduct	2.2%	8.6%	15.4%	89.8%
Cost of living/Inflation	5.1%	11.1%	16.3%	83.8%
Local/Regional economy	5.7%	13.3%	21.5%	81%
Public health (obesity, asthma, substance abuse, etc.)	4.9%	8.1%	20.5%	87.1%

COMMUNITY TELEPHONE SURVEY ANALYSIS



The mean scores were also calculated in order to quantify the average importance of each value. As presented below, all qualities scored fairly high in importance, but *public safety/crime/misconduct* was considered most important overall with a mean score of 3.61. Based on data obtained through the United States Department of Justice, this concern seems slightly unwarranted, as, even with consistent population growth, the crime rate in Shasta County has dropped over the past three years. In fact, the crime rate is at a 5-year low with 357 per 100,000 inhabitants in 2006.

Moreover, the Shasta County EDC highlights that Shasta County's crime rate is 65 percent lower than the statewide average. However, despite a decrease in drug- and alcohol-related arrests during the 1990s, drug abuse appears to be a growing problem in Shasta County. Specifically, outdoor cannabis cultivation operations are becoming increasingly prevalent in Northern California. According to the United States Department of Justice, Shasta County had the second-highest cannabis eradication in 2006 with nearly 265,000 plants eradicated. In addition, youth arrests involving drugs and alcohol exceed the State's, according to the California Criminal Justice Statistics Center. While overall crime has dropped, the eminence of drug-related crime and abuse may contribute to resident concern.

Conversely, *global warming/greenhouse gas emissions* scored lowest with a mean of 3.19. In a 2006 report compiled by the California Energy Commission assessing baseline greenhouse gas emissions and removals for forest and rangelands in Shasta County, it was determined that there was an approximately 26 square kilometers/year (1.4 percent) decrease in canopy cover caused by development, harvesting, or fire between 1990 and 2000. Harvest caused most of the emissions within forests and development caused most within rangelands. Although fire was a less significant cause during the study period, there was extremely low fire incidence during these years, and over a longer periods of time, fire is usually a

COMMUNITY TELEPHONE SURVEY ANALYSIS

major cause of emissions. As such, this data appears to be correlative with that of the mean importance placed on this value.

Exhibit 4.2 Importance Scale - Mean

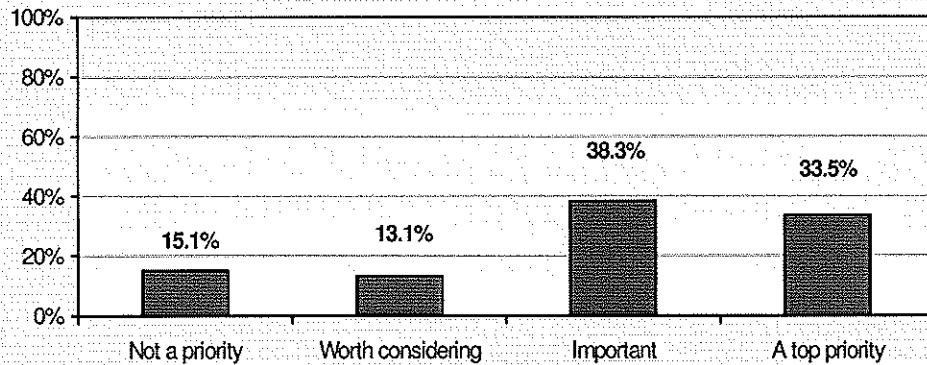
Importance Scale	Mean Score
Mobility/Transportation	3.36
Air quality/Vehicle emissions	3.52
Open space/Agricultural land	3.42
Environmentally sensitive lands/Critical wildlife habitat	3.36
Housing supply/Housing choices/Housing affordability	3.39
Sense of community/Community identity	3.37
Global warming/Greenhouse gas emissions	3.19
Energy affordability/Development of alternative energy sources	3.42
Public safety/Crime/Misconduct	3.61
Cost of living/Inflation	3.46
Local/Regional economy	3.35
Public health (obesity, asthma, substance abuse, etc.)	3.49

In conclusion, assessing the attitudes Shasta County residents held towards various values enabled us to determine that while all values received high importance ratings, there is no single value that is significantly more important than others. Rather, all these values are important in the eyes of residents and must be addressed accordingly.

5. Planning

This survey was also designed to gauge residents' attitudes towards growth and community planning, as well as develop inferences of how they feel it should be managed. Participants were queried as to the priority of a comprehensive plan outlining growth strategies for Shasta County. The results are illustrated in Exhibit 5.1.

Exhibit 5.1 Priority of a Comprehensive Plan



Participants were asked which method they prefer governments utilize when planning. We believe the assertion by nearly 72 percent of survey participants is a direct reflection of the growth-related concerns of the residents within the County. Overwhelmingly, nearly 75 percent of respondents preferred governments *work collectively to design a regional strategy/vision*. We conclude this is an indication of the desire to produce a countywide vision rather than a community-specific agenda.

COMMUNITY TELEPHONE SURVEY ANALYSIS

Exhibit 5.2 Government Involvement

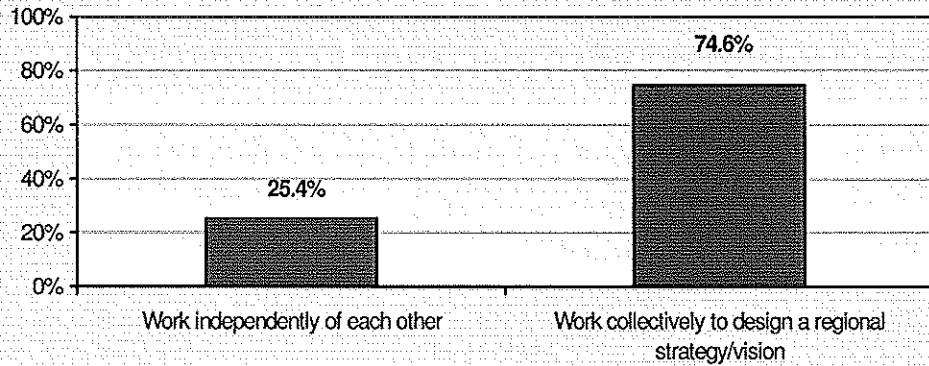


Exhibit 5.3 Confidence in Elected Officials

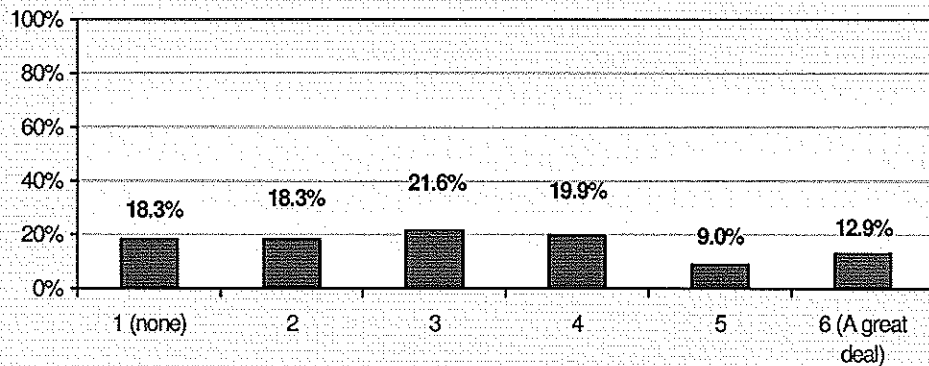


Exhibit 5.3 illustrates residents are relatively hesitant to put confidence in their elected officials' ability to handle growth. While we can infer that residents are in support of collective governmental involvement when addressing growth, this presents an obstacle for gaining public participation since the ShastaFORWARD>> project is sponsored by a local government entity, rather than that of the government unit. However, this obstacle can be overcome in the way the project is portrayed within outreach efforts as well as by using a marketing message that instills greater confidence in the viewer's values.

6. Demographics

Of the 384 persons surveyed, the gender composition was approximately 58 percent *female* and 42 percent *male*. This is consistent with Census 2000 data.

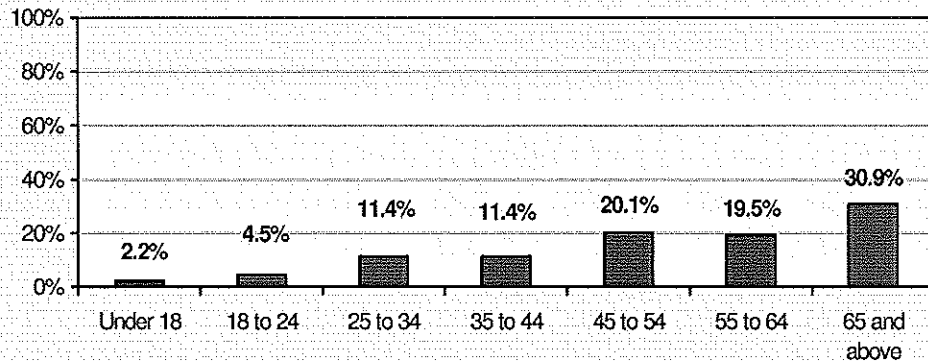
Exhibit 6.1 Gender



Over 50 percent of respondents identified themselves as being 55 years or over. This finding contrasts with Census 2000 data, which cites a median age of 38.9 years old and the largest age group as being 25 to 54 years old. Further, persons 55 and older only comprise 25.6 percent of the population. We recognize the dated validity of Census 2000 data; yet, we might suggest this trend is a tangible representation of the "longer than average" residency within the community (i.e., as persons grow older, they remain in the County).

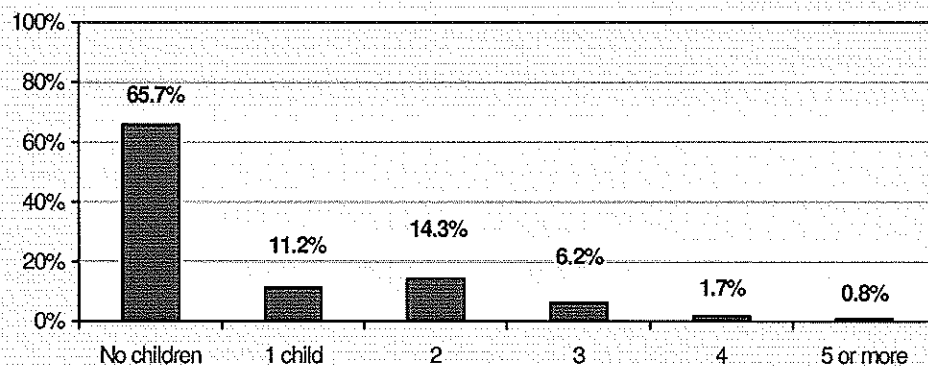
COMMUNITY TELEPHONE SURVEY ANALYSIS

Exhibit 6.2 Age



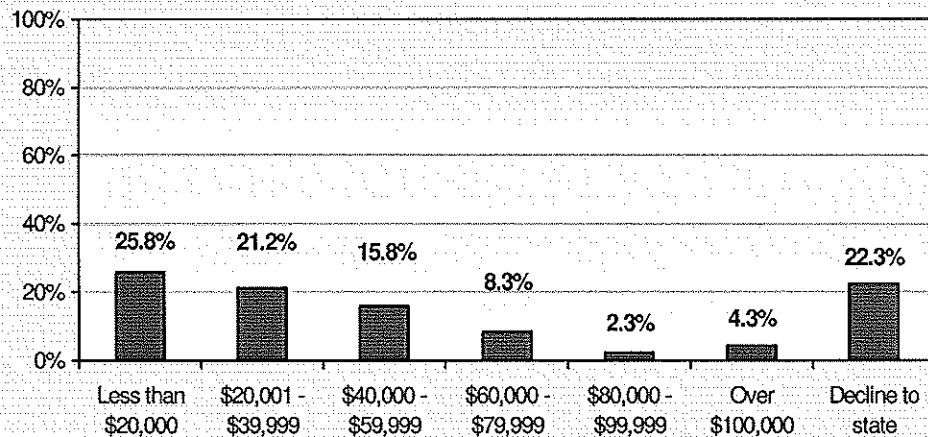
Over 65 percent of the respondents indicated having no children present in their household. This further supports other mean characteristics portrayed by our data.

Exhibit 6.4 Children in Household



Survey respondents were asked to identify which income range is applicable to them. The income range, *less than \$20,000* was the most-cited response at 25.8 percent. Census 2000 data places medium household income of Shasta County approximately \$37,000. This, in comparison to our findings, is much higher. We believe this may be correlated to the high frequency of people who indicated they are retired and incidence of people over the age of 55 years old.

Exhibit 6.5 Household Income

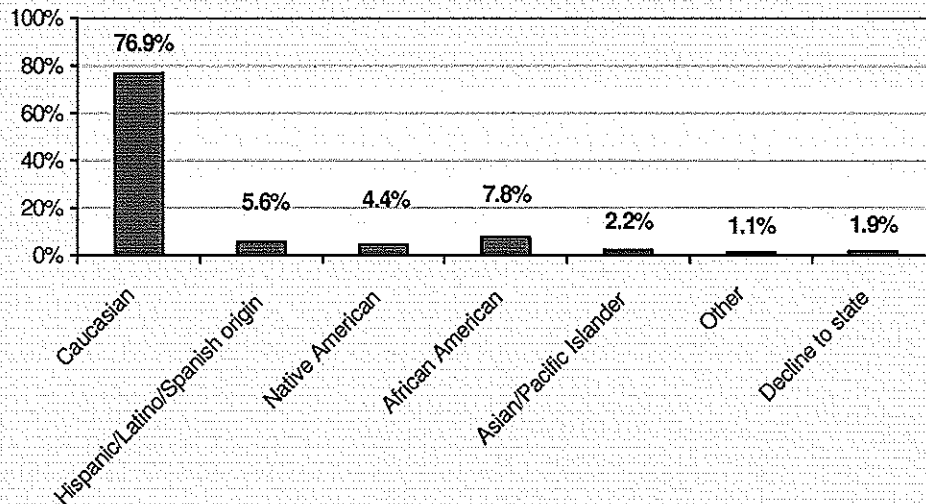


Household income generally draws the largest proportion of declines in market research efforts. Approximately one-quarter of respondents (22 percent) declined to state their household income range. This response is indicative of a sensitivity regarding demographic information, and perhaps an indication of lower earnings.

Caucasian was the most frequently cited answer at 76.9 percent when participants were asked about ethnic background. This closely mirrors Census 2000 data which also cited *Caucasian* as the largest ethnic group in Shasta County. Census data also correlated with community survey findings as the frequency of Hispanic/Latino/Spanish origin group held 5.5 and 5.6 percent, respectively. Community survey findings differ, however, in the frequency of *African American* respondents. While 7.8 percent of community survey participants were *African American*, only approximately 1 percent of Census 2000 respondents belonged to this ethnic group.

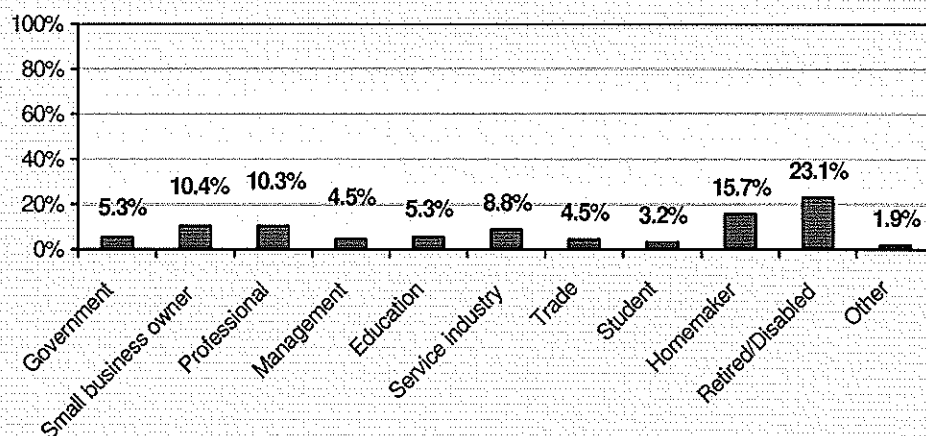
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Exhibit 6.3 Ethnic Background



We also sought to discover in what capacity survey participants were employed. Our data concluded that the most frequent response was *retired/disabled*. This is not surprising considering the majority of participants indicating being over the age of 55 years old. Other job categories were cited much less frequently.

Exhibit 6.6 Job Category



It appears the education level in Shasta County is quite high. Over 80 percent of respondents indicated having completed high school or higher education. With

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this finding, we anticipate residents to make academically-founded decisions, rather than emotionally-driven decisions regarding the County's growth patterns.

Exhibit 6.8 Education Level

