



camp grayling joint maneuver training center | alpena combat readiness training center

joint land use study

public participation plan



final | april 2018





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acknowledgments and key partners

Northeast Michigan Council of Governments
 Michigan DNR (Gaylord)
 Michigan Dept of Transportation (Gaylord)
 US Forest Service
 Michigan Dept of Environmental Quality (Gaylord)
 US Fish & Wildlife Service (Alpena)
 Headwaters Land Conservancy
 USDA Natural Resource Conservation Service (Gaylord)
 Huron Pines (conservation) (Gaylord)
 Crawford County
 City of Grayling (Crawford Co)
 Grayling Twp (Crawford Co)
 Lovells Twp (Crawford Co)
 Maple Forest Twp (Crawford Co)
 Frederic Twp (Crawford Co)
 Beaver Creek Twp (Crawford Co)
 South Branch Twp (Crawford Co)
 Crawford County Road Commission
 Otsego County
 Chester Twp (Otsego Co)
 Otsego Lake Twp (Otsego Co)
 Bagley Twp (Otsego Co)
 Hayes Twp (Otsego Co)
 Otsego County Economic Alliance
 Bear Lake Twp (Kalkaska Co)
 Garfield Twp (Kalkaska Co)
 Au Sable River Property Owner's Association
 Anglers of the Au Sable
 Mason-Griffith Founders Chapter of Trout Unlimited
 Upper Manistee River Association
 Michigan Association of Timbermen
 Weyerhaeuser
 Arauco
 AJD Forest Products
 Jays Sporting Goods
 Alpena Regional Airport
 Alpena County

City of Alpena (Alpena Co)
 Alpena Twp (Alpena Co)
 Maple Ridge Twp (Alpena Co)
 Wilson Twp (Alpena Co)
 Green Twp (Alpena Co)
 Ossineke Twp (Alpena Co)
 Sanborn Twp (Alpena Co)
 Long Rapids Twp (Alpena Co)
 Village of Hillman
 Target Alpena
 Alpena Chamber of Commerce
 Michigan Sea Grant/MSU Extension
 Northern MI Unmanned Aerial Systems Consortium
 Thunder Bay National Marine Sanctuary
 US Coast Guard
 Thunder Bay Audubon Society
 NOAA
 Michigan United Conservation Club – Region 4
 Camp Grayling and Alpena CRTCC
 Michigan Economic Development Corporation
 Grayling Chamber of Commerce
 Michigan Works!
 Briley Twp (Montmorency Co)
 Roscommon County
 Lyon Twp (Roscommon Co)
 Posen Twp (Presque Isle Co)
 Krakow Twp (Presque Isle Co)
 Metz Twp (Presque Isle Co)
 Higgins Twp (Roscommon Co)
 Antrim County

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JLUS public participation plan background and goals



1.1 Introduction

The Joint Land Use Study (JLUS) is a community driven, collaborative, strategic planning process among Camp Grayling Joint Maneuver Training Center (JMTC) and Alpena Combat Readiness Training Center (CRTC), surrounding local governments, jurisdictions, and other key stakeholders within an approximately 20 mile radius to:

1. Promote community development that is compatible with military training, testing, and operational missions;
2. Seek ways to manage operational impacts on adjacent lands; and
3. Optimize the use of private and community involvement and support.

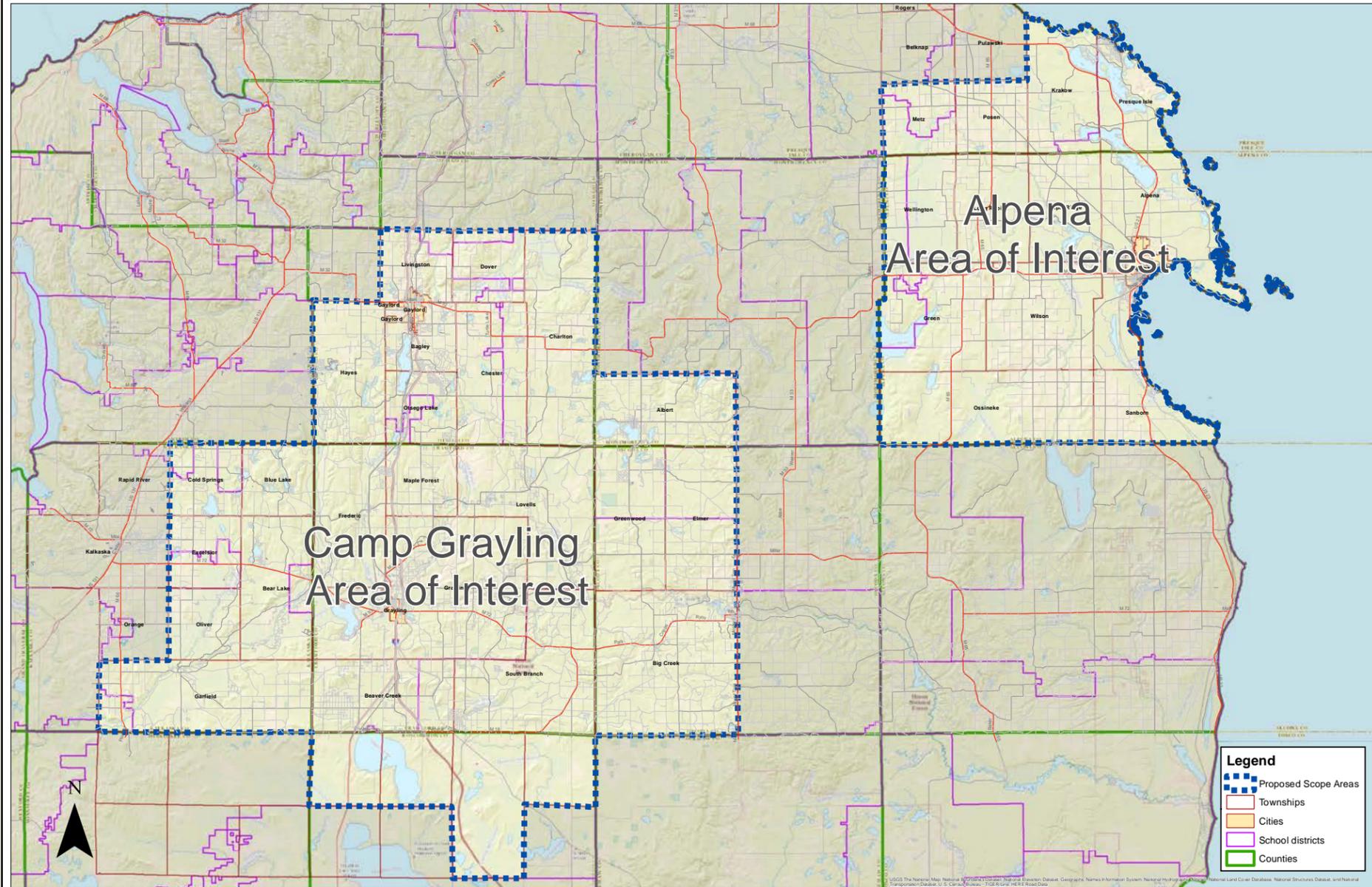
The Northeast Michigan Council of Governments (NEMCOG) received a grant from the U.S. Department of Defense (DOD) Office of Economic Adjustment (OEA) and is the sponsoring agency coordinating the development of this JLUS.

See Figure 1.1 on the following page for a map of the JLUS areas of interest



Above, stakeholders participate in Camp Grayling JMTC and Alpena CRTC public meetings.

Figure ES.1 | JLUS Areas of Interest



1.2 Goals

The JLUS project goals are to:

- ▶ Promote land use compatibility between the installations and surrounding communities;
- ▶ Seek ways to manage development that is compatible with military training, testing, and operational missions;
- ▶ Encourage cooperative action among military personnel, local community officials, and citizens;
- ▶ Maintain and strengthen regional economic engines;
- ▶ Convene both a technical advisory and policy committee comprised of people drawn from the surrounding areas affected by the two training centers;
- ▶ Engage the public (which includes the technical and policy committees) to identify current and future land use incompatibility issues;
- ▶ Map the identified compatibility issues and communicate them to the public;
- ▶ Solicit input from stakeholders about potential solutions to the identified incompatibilities;
- ▶ Gain agreement from the various stakeholders on the recommended future management actions;
- ▶ Educate the surrounding municipalities on the process and report to promote adoption and implementation of recommendations identified in the final report.

Achieving the JLUS project goals requires developing and implementing a Public Participation Plan (PPP) that will effectively engage stakeholders in the JLUS project area. The core JLUS Project Team, NEMCOG and Tetra Tech, has developed, implemented, and will continue to implement the stakeholder engagement activities described in this PPP throughout the duration of the JLUS project.

2

public participation plan components

The five components of the PPP include:

1. Identifying and characterizing key stakeholders;
2. Creating effective messages;
3. Identifying and creating effective stakeholder involvement opportunities and educational resources;
4. Identifying effective distribution channels and mechanisms; and
5. Assessing effectiveness.

Each of these PPP components will be discussed in detail on the following pages.

2.1 PPP Component 1: Identifying and Characterizing Key Stakeholders

Stakeholders include individuals, groups, organizations, and governmental entities interested in, affected by, or affecting the outcome of the JLUS project. The foundational component of the PPP activities is identifying and characterizing stakeholders, with emphasis on the characterization. The goals of the JLUS project include engaging, educating, obtaining input, and seeking agreement from stakeholders. Therefore, it is imperative to tailor the engagement and education messages, formats, and distribution channels based on the stakeholders' perceptions, interests, and communication preferences. In addition to creating a comprehensive list of stakeholders for the JLUS project, it is important for the JLUS Project Team to document characterization information to inform the other PPP components and future JLUS actions.

2.1.1 Key Stakeholder List

Stakeholders identified for the JLUS project include individuals, groups, organizations, and governmental entities located within the JLUS project area.

The Camp Grayling JMTC area of influence includes the whole of Crawford County and portions of Crawford County's border counties: to the east, Oscoda County; to the south, Roscommon County; to the west, Kalkaska County and to the north, Otsego County. Also included in the study areas are the southeast portions of Antrim County and the southwest portion of Montmorency County for a total of 7 counties and 33 municipalities.



Camp Grayling Policy Committee Meeting

The Alpena CRTC area of influence includes Alpena County and a small portion of Presque Isle County, as well as 13 municipalities.

Key stakeholders within the two primary JLUS project areas will represent the following:

- ▶ Camp Grayling JMTC staff
- ▶ Alpena CRTC staff
- ▶ Federal agency staff
 - ▶ Thunder Bay National Marine Sanctuary, National Oceanic and Atmospheric Administration
 - ▶ U.S. Forest Service
 - ▶ U.S. Fish and Wildlife Service
 - ▶ U.S. Department of Agriculture Natural Resources Conservation Service
 - ▶ U.S. Coast Guard
- ▶ State agency staff
 - ▶ Michigan Department of Environmental Quality
 - ▶ Michigan Department of Natural Resources
 - ▶ Michigan Department of Transportation
 - ▶ Michigan Economic Development Corporation
- ▶ Michigan Sea Grant/Michigan State University Extension
- ▶ Elected officials and municipal staff
- ▶ Community residents within the project area
- ▶ Local organizations

- ▶ **HOMEOWNERS ASSOCIATIONS:** the AuSable River Property Owners' Association, Lake Margrethe Property Owners' Association, Enchanted Forest Property Owners' Association
- ▶ **ECONOMIC DEVELOPMENT GROUPS:** Grayling Regional Chamber of Commerce and the Alpena Area Chamber of Commerce
- ▶ **LOCAL EMPLOYERS:** Weyerhaeuser, AJD Forest Products, Jays Sporting Goods
- ▶ **RECREATION ORGANIZATIONS:** Anglers of the AuSable and Trout Unlimited
- ▶ **ENVIRONMENTAL ORGANIZATIONS:** Headwaters Land Conservancy, Upper Manistee River Association, Thunder Bay Audubon Society, Michigan United Conservation Club
- ▶ **ACADEMIA:** Kirtland Community College and Alpena Community College
- ▶ Media
 - ▶ The Alpena News
 - ▶ Crawford County Avalanche
 - ▶ WQON-FM 100.3
 - ▶ WATZ-FM 99.3

Many of the key stakeholders within the JLUS Project Area have been asked to serve on the project's policy committee (PC) and technical committee (TC). The PC is primarily com-

posed of city, township, and county officials; military installation leadership; state officials; and private sector leaders. The PC meets on a quarterly basis and is charged with:

- ▶ providing overall project leadership to include policy direction and oversight, budget approval, project monitoring, and report adoption; and
- ▶ participating in public outreach events.

The TC comprises local and installation community planners, community staff, business representatives, and residents. The TC meets on a monthly basis and is responsible for:

- ▶ data collection
- ▶ identifying and studying technical issues
- ▶ recommending working groups (if needed) for specific issues
- ▶ evaluating alternatives
- ▶ developing recommendations for the PC

2.1.2 Committee Membership

Table 2.1, JLUS Policy and Technical Committee Members and Organizations, contains a list of JLUS TC and PC members. These individuals will play a key role in both developing and implementing the PPP by serving as the core group of stakeholders that help disseminate information and promote engagement in the JLUS process among their key stakeholder groups.

Table 2.1 | JLUS Policy and Technical Committee Members and Organizations

JLUS POLICY COMMITTEE		JLUS POLICY COMMITTEE, CONTINUED	
Name	Representing/Title	Name	Representing/Title
Ken Glasser (JLUS Chairman)	Otsego County Board	George F. Banker	Bear Lake Township Supervisor
Greg Sundin (JLUS Vice Chairman)	City of Alpena	Chris Peterson	US Forest Service
Matt Waligora (JLUS Vice Chairman Alternate)	City of Alpena Mayor	Scott R. Koproski	US Fish & Wildlife Service
Marc Dedenbach (JLUS Secretary)	Grayling Township	Edward A. Nellist	Lyon Township Supervisor
SGM Kent Smith	Camp Grayling JMTC	James Zakshesky	Posen Township Supervisor
SFC Jeremie Mead	Camp Grayling JMTC	Michael Grohowski	Krakov Township Supervisor
LTC Brian Burrell	Camp Grayling JMTC	Nyle Wickersham	Metz Township Supervisor
Lt Col Matthew Trumble	Alpena CRTC	William E. Curnalia	Higgins Township Supervisor
Lt Col Michael Leski	Alpena CRTC	Gary Neumann	Lovells Township Supervisor
Capt Brian Blumline	Alpena CRTC	Denise Matteini	Otsego Lake Township
Jonathan Edgerly	Michigan Army National Guard – Environmental	Margaret Black, alternate	Otsego Lake Township Clerk
Kim VanNuck	Beaver Creek Township Supervisor	Bonny Miller	Chester Township Supervisor
Brandon Schroeder	Michigan State University Extension/Michigan Sea Grant	Scott Kruger	Antrim County Commissioner
Susan Thiel	MDNR	Brenda Fournier	Alpena County Commissioner
Jeff Gray	Thunder Bay National Marine Sanctuary, NOAA	JLUS TECHNICAL COMMITTEE	
Rob Pallarito	Otsego County Board	Name	Representing/Title
Mark Ignash	MEDC	Adam Poll	City of Alpena Planning & Development Director
Jim Klarich	Target Alpena	Erich Podjaske	City of Grayling Zoning/Economic Development
Scott Thayer	MDOT	Lisa Kruse	Alpena CRTC Environmental Specialist
Dave Stephenson	Crawford County Board Chair	Susan Thiel	MDNR
Doug Baum	Grayling City Manager	Julie Lowe	MDEQ
Steve Smigelski	Alpena Airport Manager	Alayne Hansen	Michigan Works!
David Persons	Garfield Township Supervisor	Patty O'Donnell	MDOT
Cody Werth	Wilson Township Board/Planning Commission	Doug Baum	City of Grayling
Julie Lowe	MDEQ	Denise Mattieni	Otsego Lake Township
Lisa McComb	Otsego County Economic Alliance	John Bailey	Huron Pines
Bill Johnson	Frederic Township Supervisor	SMSgt Jerome Torres	Alpena CRTC
Shelly Pinkelman, alternate	Frederic Township Zoning	SMSgt Damian Pappas, alternate	Alpena CRTC
Ken Lobert	Ossineke Township Supervisor		
Nathan Skibbe	Alpena Township Supervisor		
Dave Post	Village of Hillman		
Myron McIntire, alternate	Hillman Village President		
Cam Habermehl	Alpena County		
Brian Goebel	Bagley Township		
Ken Arndt, alternate	Bagley Township		
Jodi Valentino	Roscommon County Controllor		
Bruno Wojick	Briley Township		
Howard Lumsden	Long Rapids Township Supervisor		
Sharcy Ray	USDA Natural Resource Conservation Service		

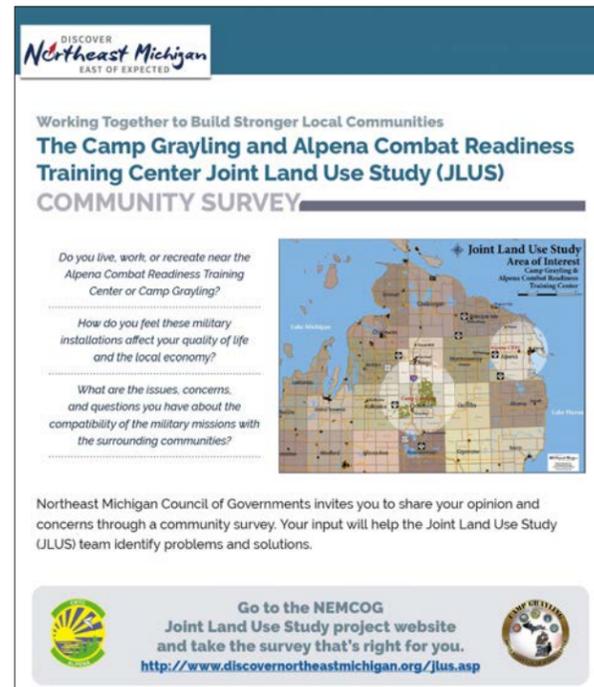


Alpena CRTC community land use strengths identified during June 2017 discussion and public meetings.

2.1.3 Stakeholder Characterization

Understanding stakeholders' existing awareness, perceptions, concerns, values, and priorities related to Camp Grayling JMTc and Alpena CRTC will help the JLUS Project Team develop and implement involvement opportunities and educational resources. Characterization information can influence the level of detail in educational materials and highlight where issues might serve as potential roadblocks to participation or agreement on strategies.

Compiling characterization information for each stakeholder group is an iterative process that starts with a core group of key stakeholders and, over the course of the project, becomes more specific. Stakeholder characterization information evolves over time and could augment approaches for initiating and sustaining stakeholder involvement and educating stakeholders on the JLUS project. The JLUS survey process, as well as public meetings, aided in characterizing stakeholders' perspectives of Camp Grayling JMTc and Alpena CRTC.



JLUS June 2017 Community Survey Announcement

The June 2017 PC and TC discussion sessions and the public meetings offered early insights into stakeholders' perspectives of and concerns about Camp Grayling and the Alpena CRTC. Stakeholders in the project area have a broad array of challenges, including noise, water quality, wildfire, traffic, property value, military operations, and public safety concerns, that are more prevalent and will promote increased levels of stakeholder participation.

Another key aspect of stakeholder characterization is understanding communication channel preferences. Based on discussions with NEMCOG and the Camp Grayling community relations specialist, as well as other members of the PC and TC, the community residents rely on traditional sources of information, such as newspaper, radio, and word-of-mouth, to obtain information. Social media is more limited in use, particularly for the older demographic in the study area.

2.2 PPP Component 2: Creating Effective Messages

Raising stakeholder awareness and motivating participation in the JLUS process are key to achieving project goals. Doing so successfully requires effective messaging for educational materials and announcements for public involvement opportunities. Stakeholder characterization information on perceptions, concerns, and interests related to Camp Grayling JMTc and Alpena CRTC installation complexes and mission footprints aid in crafting effective messages for education and engagement collateral. The messages change with each phase of the project and as stakeholder characterization is further refined. Messages for each phase of the project are presented below.

- ▶ **DISCOVERY PHASE (APRIL 2017 - JULY 2017):** Initial messages for the discovery phase focus on raising awareness and promoting engagement. Messages raise stakeholder awareness about the JLUS project and their proximity to the JLUS project area, addressing their potential curiosity and concerns about the activities taking place at Camp Grayling and Alpena CRTC, and promoting the unique opportunity to share their concerns through the JLUS process. Message: Your input on issues and concerns is important to identifying solutions that will benefit your community.
- ▶ **STRATEGY AND PLANNING PHASE (AUGUST 2017 - MARCH 2018):** Messages for the strategy and planning phase focus on reporting out the interim findings for the identified issues/conflicts uncovered in the discovery stage. Messages focus on validating issues identified in the discovery phase and providing input on potential solutions. Message: Please tell the JLUS Project Team if we accurately captured your issues and concerns and contribute to developing possible solutions.
- ▶ **IMPLEMENTATION PHASE (APRIL 2018 - ONGOING):** Messages for the implementation phase focus on presenting the final report findings and recommendations in both the Grayling and Alpena areas. This phase focuses on initiating the process of local municipal adoption of the JLUS report in effected communities. Message: The JLUS Project Team heard and incorporated your input throughout the JLUS process, and your views are reflected in the final recommendations. It is now time to implement these recommendations, which require continuous support to help execute the necessary actions to benefit the community.

A subset of the PC and TC members with experience in local communications will have the opportunity to review and comment on project-related messaging. This subset of PC and TC members will include the JLUS project officers, the Camp Grayling community relations specialist, NEMCOG staff, and local economic directors, as well as other PC and TC members that have an interest in providing constructive feedback on messaging.

2.3 PPP Component 3: Identifying and Creating Effective Stakeholder Involvement Opportunities and Educational Resources

This component of the PPP focuses on identifying and creating effective stakeholder involvement opportunities and educational resources.

2.3.1 Meetings, Tours, and Surveys

Stakeholder involvement opportunities include meetings, tours, interviews, and surveys. The JLUS Project Team selected this suite of stakeholder involvement opportunities to allow stakeholders a variety of options based on schedule constraints, communication preferences, and project needs. Each opportunity is described below in greater detail.

- ▶ **TC AND PC MEETINGS:** These meetings are coordinated and facilitated by NEMCOG staff throughout the JLUS project. They serve as working forums for these key stakeholders to provide input on JLUS project information and developing recommendations to address issues and concerns. The project website will include a project schedule and calendar of events for the TC and PC meetings.
- ▶ **CAMP GRAYLING JMTc AND ALPENA CRTC PC AND TC MEMBER TOURS AND ISSUE IDENTIFICATION SESSIONS:** The tours provide an opportunity for PC and TC members to better understand the mission and operations of Camp Grayling JMTc and Alpena CRTC during



JLUS Policy and Technical Committee Members touring Camp Grayling JMTc and Alpena CRTc

the discovery phase of the JLUS project. The tours also provide PC and TC members with an additional opportunity to discuss the JLUS project, goals, and objectives. An added benefit is promoting PC and TC team building, communication, and cooperation to benefit the overall JLUS process. The tours for Camp Grayling JMTc and Alpena CRTc took place on June 1 and June 5, 2017.

- ▶ **COMMUNITY MEETINGS AND INPUT SESSIONS:** The JLUS process provides broader stakeholder involvement opportunities using a series of community meetings and input sessions at each phase.
 - ▶ **ISSUE IDENTIFICATION COMMUNITY MEETINGS (DISCOVERY PHASE):** The purpose of these meetings is to raise stakeholder awareness of the JLUS project and identify issues and concerns related to Camp Grayling JMTc and Alpena CRTc from local stakeholders. The initial community meetings and input sessions took place on June 1, 2017, for Alpena CRTc and June 6, 2017, for Camp Grayling. Appendix A contains agendas and a list of participants for these meetings.
 - ▶ **ISSUE REPORT OUT COMMUNITY MEETINGS (STRATEGY AND PLANNING PHASE):** During these meetings, the JLUS Project Team will report out the issues and conflicts identified during the discovery phase of the JLUS process. These meetings will give local stakeholders the opportunity to validate the interim findings of the discovery phase, clarify any issues, and identify additional issues that were not adequately captured during the discovery phase. The PC meeting is ideally held on the same day as the community meeting and also open to the public.
 - ▶ **PRELIMINARY RECOMMENDATIONS COMMUNITY MEETINGS (STRATEGY AND PLANNING PHASE):** These community meetings will provide stakeholders with the opportunity to voice their opinions and ideas on preliminary recommendations crafted to address issues and concerns. The JLUS Project Team documents stakeholder feedback on the preliminary recommendations and finalizes the recommendations, considering that feedback. The PC meeting is ideally held on the same day as the community meeting and also open to the public.
 - ▶ **FINAL RECOMMENDATIONS AND IMPLEMENTATION COMMUNITY MEETINGS (IMPLEMENTATION PHASE):** The purpose of these final community meetings is to present the final report findings and recommendations to stakeholders, as well as initiate the early stages of the implementation process. This could include identifying steps needed for local municipal adoption of the JLUS report in affected communities.
- ▶ **STAKEHOLDER INTERVIEWS:** This stakeholder involvement strategy involves conducting one-on-one interviews with key stakeholders in the JLUS project area.

Stakeholder interviews are critical to gaining an understanding of existing issues or situations that will contribute to the conflict/compatibility analysis of the JLUS project. Interviews also provide an opportunity to gain a deeper understanding of stakeholder perceptions and opinions about compatibility and conflicts, as well as details on sensitive topics that stakeholders may feel uncomfortable discussing in a group setting. This information will not only feed into development of management strategies, but will also assist in refining stakeholder characterization for the PPP and future stakeholder involvement and education activities in the latter stages of the JLUS process. Appendix B contains the survey questions developed for the JLUS project administered both in-person and via telephone.

- ▶ **COMMUNITY SURVEYS:** The community surveys are another stakeholder involvement mechanism to allow a wider range of stakeholders in the JLUS project area to share their opinions. The community survey questions are the same as those found in Appendix B, but the responses are self-entered without assistance from JLUS Project Team members. Ensuring widespread participation in the community survey is a potential challenge that will likely require an iterative approach to make stakeholders aware of the survey, educate stakeholders on the benefits of participating in the survey, and motivate participation. As such, a multi-pronged approach that capitalizes on opportunities as they arise to communicate the survey with the public.

2.3.2 JLUS Educational Resources

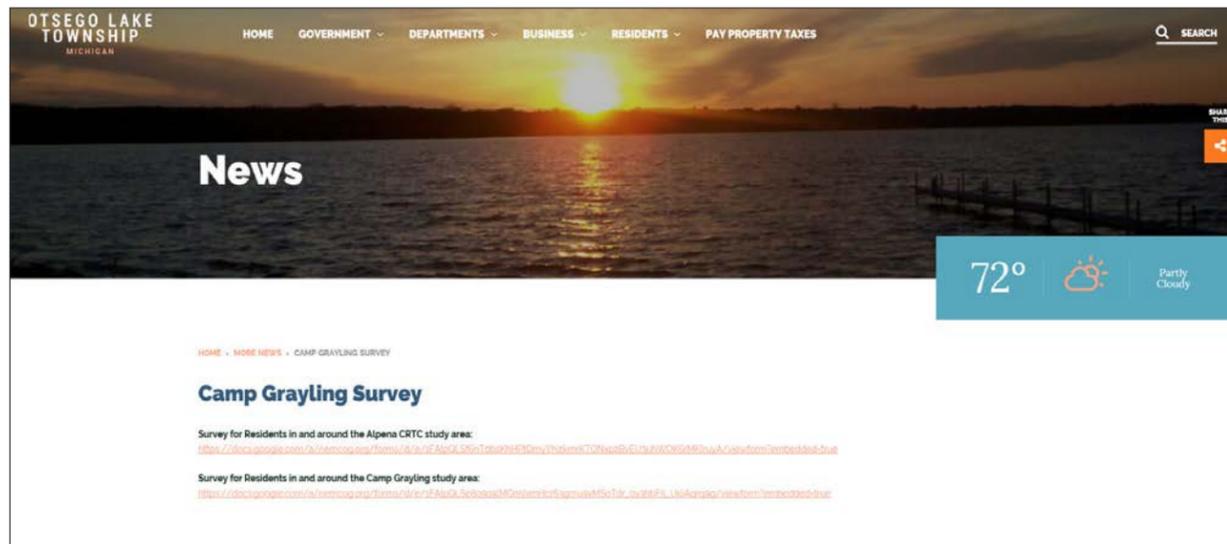
Stakeholder educational resources include meeting announcements, fact sheets, presentations, project website, and press releases. The JLUS Project Team selected this suite of stakeholder educational resources to provide stakeholders with a variety of formats based on communication preferences and project needs. Each educational resource is described below in greater detail.

- ▶ **JLUS PROJECT WEBSITE:** NEMCOG staff created a JLUS project web page within the current NEMCOG website that provides comprehensive project information. The project website is available at <http://www.discover-northeastmichigan.org/jlus.asp>. The JLUS Project Team will update the project web pages throughout the JLUS process. It is the primary source of educational information on the JLUS project. All stakeholder involvement opportunities and educational resources will be available to stakeholders, including the link to the community surveys.

- ▶ **JLUS PROJECT FACT SHEETS/MEETING ANNOUNCEMENTS:** This educational resource provides an easy-to-read summary of the JLUS project, including an overview of the project purpose, expected outcomes, involvement opportunities during the process, and where to obtain additional information. For each of the community meetings described above, the JLUS Project Team uses the project fact sheet as a meeting announcement. The project fact sheet will be updated with new project information (e.g., identified issues) and updated meeting information. Appendix C provides examples of the project fact sheet/initial meeting announcements.
- ▶ **JLUS PROJECT SURVEY ANNOUNCEMENT:** This resource announces the availability of the community survey to stakeholders in the JLUS project area and provide a link to the survey on the JLUS Project web page hosted by NEMCOG. Appendix D contains the project survey announcement.
- ▶ **JLUS PRESENTATIONS:** For each community meeting, the JLUS Project Team develops a presentation that provides context for the JLUS project, a review of the process and the current process status, as well as information related to the current phase of the project. The presentations are made available on the project website after each meeting.
- ▶ **JLUS PRESS RELEASES:** The JLUS Project Team develops press releases announcing stakeholder involvement activities related to the JLUS project. This is done in coordination with the community relations staff at Camp Grayling JMTc and Alpena CRTc to ensure a consistent JLUS project message. The press releases target print media and offer educational background on the JLUS project goals and process, including the link to the JLUS project web pages, to promote comprehensive news stories on the process.

2.4 PPP Component 4: Identifying Effective Distribution Channels and Mechanisms

This component of the PPP focuses on effective distribution channels and mechanisms in the JLUS project area. Ensuring meaningful participation in stakeholder involvement opportunities and effective delivery of educational resources requires that information successfully reaches targeted stakeholders. For purposes of the JLUS project, the JLUS Project Team employs both a targeted and ripple approach to distribute information. Both of these approaches are described below.



Otsego Lake Township website promoting the JLUS community survey.

TARGETED APPROACH: This approach ensures delivery of information directly to the intended targeted stakeholders. Members of the PC and the TC are key stakeholders in the JLUS Project. When the JLUS Project Team distributes stakeholder involvement opportunity information and project educational resources to the PC and TC members, key stakeholders directly receive that information. The targeted approach involves email as the primary distribution channel to PC and TC members, as well as PC and TC meetings.

RIPPLE APPROACH: This approach focuses on enlisting the help of NEMCOG and the JLUS PC and TC members to use their existing distribution mechanisms, such as newsletters, websites, email distribution lists, social media sites, meetings, and community bulletin boards to further disseminate information on JLUS project stakeholder involvement opportunities and educational resources to their organizational members and constituents. For example, the Camp Grayling JMTC community relations specialist distributes notification of range activities on a regular basis to local property owners' associations and maintains a Camp Grayling JMTC Facebook page. The JLUS Project Team requested that the Camp Grayling JMTC community relations specialist post information about the community survey on the Camp Grayling JMTC Facebook page where this information has been shared. In addition, the JLUS Project Team will email information about stakeholder involvement opportunities to individuals who attend community meetings with a request to help share the information with neighbors. Given the size of the JLUS project area, as well as resource constraints, the ripple approach leverages existing stakeholder contacts for

minimal project investment. Another advantage of this approach is the familiarity local stakeholders have with these local organizations and elected officials; trust and familiarity with the messenger can help to increase participation.

Each approach described above rely on specific distribution mechanisms. Each distribution mechanism will reach different stakeholder subgroups. The suite of distribution mechanisms will expand over time as the JLUS Project Team develops a more refined understanding of stakeholder communication preferences and most effective distribution channels. Key distribution mechanisms are described in more detail below.

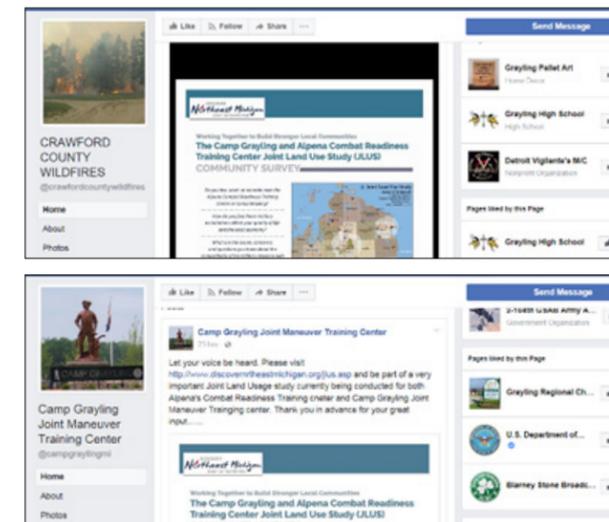
- ▶ **EMAIL DISTRIBUTION LISTS:** NEMCOG and the JLUS PC and TC email distribution lists are the primary distribution mechanisms to engage these stakeholders in committee activities. The JLUS Project Team asks members on this email distribution list to forward community information to relevant stakeholders using their email distribution lists.
- ▶ **NEWSLETTERS:** NEMCOG and many of the JLUS PC and TC members, as well as other stakeholder organizations, develop and distribute regular newsletters for both mail and electronic distribution. For example, the Grayling Regional Chamber of Commerce develops and posts a weekly newsletter and included information about the JLUS survey in the June 29 newsletter.
- ▶ **WEBSITES:** As discussed, the primary project information distribution channel is the JLUS project web pages hosted on the NEMCOG website. Using the ripple ap-



JLUS survey news story on WATZ website.

proach, the JLUS Project Team is encouraging PC and TC members to post links to the JLUS Project web pages on their own organizational websites and encourage other stakeholders to do the same. For example, the Enchanted Forest Property Owners' Association posted JLUS survey information and a link to the JLUS web page on the association's main website, as well as Alpena Township and Otsego Lake Township, as shown above. The JLUS Project Team will encourage PC and TC members to continually post information on their websites to help disseminate information throughout the JLUS project.

- ▶ **LOCAL MEDIA:** Both newspaper and radio are key distribution mechanisms in the JLUS project area. Experience shared by NEMCOG staff and the Camp Grayling JMTC community relations specialist indicate that local residents rely heavily on local newspapers (Crawford County Avalanche and the Alpena News). Stakeholders attending the initial community meeting for Camp Grayling on June 6 indicated that the primary source of meeting information was the Crawford County Avalanche. The Houghton Lake Resorter also included information on their website about the JLUS community survey. Radio is another popular distribution mechanism in the JLUS project area; in addition to airing news stories, radio stations often have websites that also post news. For example, WATZ aired a story about the JLUS community survey and posted a story on their website. The Camp Grayling Community Relations Specialist has an existing relationship with local newspapers and radio; therefore, promotion of the JLUS related events and surveys can come from Camp Grayling, particularly in conjunction



JLUS Survey postings on Camp Grayling and Crawford County Wildfire Facebook pages.

with media coverage related to key activities, such as Northern Strike, scheduled for July 29 through August 12, 2017.

- ▶ **SOCIAL MEDIA:** This distribution mechanism reaches a younger demographic within the JLUS project area, but is assumed to be less effective than newspaper and radio. Grayling Visitors Bureau posted information on the initial community meetings on the bureau's Facebook page, resulting in 31 shares. The Camp Grayling community relations specialist updates the Camp Grayling Facebook page on a regular basis and included information on the JLUS community survey, which was then further shared. It is possible search Facebook to identify groups discussing Alpena CRTX and Camp Grayling issues and then request that they post JLUS project information. The JLUS Project Team found a Crawford County Wildfire group that has over 1,000 members that posts information on Camp Grayling's controlled burns. A simple message request led to the posting of the survey information on the group's Facebook page.
- ▶ **FLIER DROPS AND POSTING:** Through the ripple approach, PC/TC members are encouraged to print and drop JLUS project fliers that announce community meetings and survey availability at local businesses, chambers of commerce, libraries, and other locations frequented by local stakeholders. The Camp Grayling community relations specialist uses this approach to post range activities at a local bakery, barbershop, restaurants, and grocery stores. NEMCOG staff members have dropped fliers at visitor centers.
- ▶ **DIRECT MAILINGS:** This is a distribution mechanism

that would reach local residents in a very direct manner. However, this distribution mechanism is both time-consuming and more expensive than other distribution mechanisms. It could, however, be useful in targeted areas within the JLUS project area where the JLUS Project Team feels more engagement from stakeholders is necessary. It could be beneficial to consider if online survey numbers remain low as the project moves out of the Discovery Phase and more data are needed to characterize issues and concerns.

2.5 PPP Component 5: Assessing Effectiveness

This PPP component focuses on assessing the effectiveness of stakeholder involvement activities and educational efforts. Feedback from stakeholders on involvement activities helps the JLUS Project Team determine if there are changes necessary for subsequent activities to improve effectiveness. This information can help to sustain stakeholder participation in the process over time. Mechanisms include workshop evaluation forms, interview questions, and tracking participation rates over the course of the project.

2.5.1 PPP Activities and Schedule

Table 2.2, JLUS Project Public Participation Plan Activities and Effectiveness Metrics, presents the PPP schedule. This schedule is likely to evolve over time, depending on the overall JLUS project schedule, as well as factors such as stakeholder availability, facility availability, and other planned activities scheduled at Camp Grayling JMTc and Alpena CRTC. Table 2.2 also identifies PPP roles and responsibilities for PPP activities under each component.

Table 2.2 | JLUS Project Public Participation Plan Activities and Effectiveness Metrics

INVOLVEMENT AND OUTREACH FORMAT	TARGET AUDIENCES	DISTRIBUTION CHANNELS AND DATES	JLUS PROJECT TEAM LEAD	EFFECTIVENESS METRICS
<i>Discovery Phase: Objectives: Increase awareness of JLUS process and motivate participation in meetings and survey. Messaging: Your input on issues and concerns is important to identifying solutions that will benefit your community.</i>				
JLUS Website (Status: Complete)	All stakeholders in project area	Link provided on all communications; updates occur throughout project	NEMCOG (web page update) Tetra Tech (content)	# of views and page visits
PC/TC Tour and Issue Identification Session invitation in electronic one-page PDF or hard copy flier (Status: Complete)	PC and TC members	Emailed to all PC/TC members; two weeks prior to meeting	JLUS Project Team	# of RSVPs
PC/TC Tour and Issue Identification Session (Status: Complete)	PC and TC members	Alpena CRTC and Camp Grayling facilities	JLUS Project Team Camp Grayling staff Alpena CRTC staff	# of participants
Initial project fact sheet/community meeting announcement electronic one-page PDF or hard copy as flier (Status: Complete)	All stakeholders in project area	PC/TC targeted email PC/TC ripple (email, social media, websites); two weeks prior to meeting	JLUS Project Team PC/TC members	# of postings; # of meeting participants
Initial community meetings (Status: Complete)	All stakeholders in project area	NOAA Maritime Heritage Center (Alpena CRTC) Kirtland Health Sciences Center (Camp Grayling)	JLUS Project Team	# of meeting participants; meeting evaluation responses
Community survey announcement electronic one-page PDF or hard copy flier (Status: Complete)	All stakeholders in project area	PC/TC targeted email PC/TC ripple (email, social media, websites)	JLUS Project Team PC/TC members	# of postings; # of survey participants
Community survey (Status: Ongoing)	All stakeholders in project area	PC/TC targeted email PC/TC ripple (email, social media, websites) Specific help requested from Camp Grayling Community Relations Specialist to include in Northern Strike related press releases and open houses (prior to July 29)	JLUS Project Team PC/TC members	# of online search results for survey mentions; # of completed surveys
Stakeholder interviews (Status: Ongoing)	Key stakeholders identified by JLUS Project Team	JLUS Project Team one-on-one discussions coordinated during initial meetings; follow-up phone calls	JLUS Project Team	# of completed interviews
JLUS project fact sheet with opportunities for participation (Status: In development once new PC/TC dates established)	All stakeholders	JLUS website for easy downloading and printing	JLUS Project Team	# of fact sheets distributed; # of meeting participants
<i>Strategy and Planning Phase: Objective: Increase and sustain participation in the JLUS process and verify the issues and concerns compiled during the Discovery Phase, while seeking input on possible solutions and recommendations to generate early buy-in for implementation.</i>				
<i>Messaging: Please tell the JLUS Project Team if we accurately captured your issues and concerns and contribute to developing possible solutions.</i>				
JLUS Website	All stakeholders in project area	Link provided on all communications; updates occur throughout project	NEMCOG (web page update) Tetra Tech (content)	# of views and page visits
Issue report out community meeting announcements (electronic one-page PDF or hard copy as flier)	All stakeholders in project area	PC/TC targeted email PC/TC ripple (email, social media, websites); two weeks prior to meeting Follow up with targeted outreach to property owners' associations, local businesses	JLUS Project Team PC/TC members	# of meeting participants

Table 2.2 Continued | JLUS Project Public Participation Plan Activities, Audiences, Distribution Channels, Roles, and Effectiveness Metrics

INVOLVEMENT AND OUTREACH FORMAT	TARGET AUDIENCES	DISTRIBUTION CHANNELS AND DATES	JLUS PROJECT TEAM LEAD	EFFECTIVENESS METRICS
Issue report out community meetings	All stakeholders in project area	Select facilities in project area; possibly varied from initial community meeting locations based on stakeholder feedback	JLUS Project Team	# of meeting participants; meeting evaluation responses
Preliminary recommendation community meeting announcements (electronic one-page PDF or hard copy as flier)	All stakeholders in project area	PC/TC targeted email PC/TC ripple (email, social media, websites); two weeks prior to meeting Follow up with targeted outreach to property owners' associations, local businesses, chambers of commerce	JLUS Project Team PC/TC members	# of participants
Preliminary recommendation community meeting	All stakeholders in project area	Select facilities in project area; possibly varied from initial community meeting locations based on stakeholder feedback	JLUS Project Team	# of meeting participants; meeting evaluation responses
<i>Implementation Phase: Objective: Solidify support for final JLUS recommendations and transform sustained participation into meaningful implementation. Messaging: The JLUS Project Team heard and incorporated your input throughout the JLUS process into the final recommendations that now require your support and action to benefit the community.</i>				
JLUS Website	All stakeholders in project area	Link provided on all communications; updates occur throughout project	NEMCOG (web page update) Tetra Tech (content)	# of views and page visits
Final recommendations and implementation community meetings announcements (electronic one-page PDF or hard copy as flier)	All stakeholders in project area	PC/TC targeted email PC/TC ripple (email, social media, websites); two weeks prior to meeting Follow up with targeted outreach to property owners' associations, local businesses	JLUS Project Team PC/TC members	# of meeting participants
Final recommendations and implementation community meetings	All stakeholders in project area	Select facilities in project area; possibly varied from initial community meeting locations based on stakeholder feedback	JLUS Project Team	# of meeting participants; meeting evaluation responses