



City of Lacey, Washington Commission on Equity Agenda

Refer to the bottom of the agenda for meeting information.

Monday, July 22, 2024

5:30 PM

Council Chambers and Online

1. Call to Order

2. Roll Call

3. Land Acknowledgment

We, the City of Lacey, are on the ancestral land of the Tribal People of the Treaty of Medicine Creek, including the Nisqually Indian Tribe and Squaxin Island Tribe. We acknowledge, and remember those Tribal People not recognized today who were absorbed or relocated into other tribes for survival. We recognize the ancestors and their descendants who are still here. We recognize and respect the Tribal People of the Treaty of Medicine Creek as the traditional stewards of this land since time immemorial and their role today in taking care of these lands in perpetuity. We recognize and have the responsibility to call attention to the histories of dispossession, forced removal, and abridged treaty rights that allowed our nation, state, and city to develop as they have today. We recommend that community members read the Medicine Creek Treaty of 1854.

4. Approval of Agenda, Previous Meeting Minutes, and Consent Items

- A. Approval of Agenda
- B. Approval of June 24, 2024 meeting minutes
- C. All Abilities - Community Forum Feedback

5. Public Comment

Refer to the bottom of the agenda for instructions on how to provide public comment.

6. Inspirational Item

- A. Veronica Hand, Equity & Inclusion Program Manager

7. Business Items

- A. **Comprehensive Plan Update: Communications and Community Engagement Plan**

Ryan Andrews, Planning Manager
Hans Shepherd, Senior Planner

B. Human Services Update: Grant Program, Community Participation Plan, and Needs Assessment Outline

Michelle Chavez, Human Services Coordinator

C. Utility Wrap Project Phase 1 Update

Sadie Siglin, Management Analyst

8. Commissioner Reports

9. Director Report

A. Community Forum and Regional Event Planning Update

Shannon Kelley-Fong, Assistant City Manager
Veronica Hand, Equity & Inclusion Program Manager

B. Diversity, Equity, Inclusion, and Belonging (DEIB) Strategic Plan Update

Shannon Kelley-Fong, Assistant City Manager

C. Regional Diversity, Equity, Inclusion, and Belonging Government Staff Meetings

Shannon Kelley-Fong, Assistant City Manager

10. Adjourn

Next Meetings and Upcoming Events

- **Commission on Equity Meeting** - August 26, 2024 - 5:30 p.m. at City Hall or remote
- **Commission on Equity Meeting** - September 23, 2024 - 5:30 p.m. at City Hall or remote

Attendance and Public Comment

Attend Remote or In-Person

There are several ways to attend the Commission on Equity Meeting:

In-Person: Council Chambers at Lacey City Hall

420 College Street SE, Lacey, WA 98503

Zoom: https://us02web.zoom.us/webinar/register/WN_WGAWGgukTSK-HjOIYt0y3w

City Website: <https://cityoflacey.org/government/public-meetings/>

YouTube: <https://www.youtube.com/watch?v=EsT7qt8lw3w>

Phone: (888) 788-0099 or (877) 853-5247 (Webinar ID 823 5009 6133)

Verbal Public Comment

The opportunity for verbal public comment is available in-person or by Zoom:



In-Person: Use the sign-up sheet located in the Council Chambers.

Zoom: Preregister using the following Zoom link no later than two hours prior to the meeting:
https://us02web.zoom.us/webinar/register/WN_WGAWGgukTSK-HjOIYt0y3w

Instructions and access details will be provided once registration is complete.

Written Public Comment

Please email written public comments to coe@cityoflacey.org by 12:00 p.m. on Monday, July, 22, 2024. Commissioners will receive all written public comments provided by this deadline. Comments may not be addressed during the meeting. All comments are part of the official record.





City of Lacey, Washington
Commission on Equity Minutes
Monday, June 24, 2024 - Council Chambers and Online

1. Call to Order

Chair Clay called the meeting to order at 5:36 p.m.

2. Roll Call

EQUITY COMMISSIONERS PRESENT: Chair Annie Clay; Vice Chair Kim Sauer (remote/in-person at 5:46); Commissioner Clifton Brown; Commissioner Jonathan Hegwood (remote); and Commissioner Thelma Jackson

EQUITY COMMISSIONERS EXCUSED: Commissioner Makieda Hart and Commissioner Kristine Stolberg

STAFF PRESENT: Rick Walk, City Manager; Shannon Kelley-Fong, Assistant City Manager; Veronica Hand, Equity and Inclusion Program Manager; Donna Feliciano, Communications Specialist; Miles Parker, Public Affairs Intern; and Brandy Legomina, Deputy City Clerk

3. Land Acknowledgment

Chair Clay presented the abbreviated Land Acknowledgment.

4. Approval of Agenda, Previous Meeting Minutes, and Consent Items

A. Approval of Agenda

B. Approval of May 30, 2024 meeting minutes

Commissioner Jackson moved to approve the agenda, minutes, and consent items. Commissioner Sauer seconded. Motion carried.

5. Public Comment

Verbal Public Comment

No verbal public comment was received via Zoom.

One (1) community member provided public comment at the meeting. Community Member Karen Pritchett commented on ideas to implement a Juneteenth celebration scholarship pageant.

Written Public Comment

No written public comment was received.

6. Inspirational Item

A. Commissioner Jon Hegwood

Commissioner Hegwood presented prominent quotes from Marsha P. Johnson, in honor of Pride month. Johnson was one of the prominent figures in the Stonewall uprising.

7. Business Items

A. **Equity and Inclusion Program Manager Introduction**

Rick Walk, City Manager

Veronica Hand, Equity and Inclusion Program Manager

Walk introduced Hand as the City's new Equity and Inclusion Program Manager. The Commission welcomed Hand and introduced themselves.

B. **North Thurston Public Schools Update**

Dr. Antonio Sandifer, Ed.D., Director of Equity and Languages, North Thurston Public Schools

Dr. Sandifer presented an update on North Thurston Public Schools (NTPS). This presentation included discussions on NTPS programs and initiatives, including: educational equity and the partnerships; personal and professional anti-racism development; organizational culture and climate; organizational systems and structures; trainings and programs; Since Time Immemorial (STI) curriculum; the Dual Language Immersion Program; integration of the Nisqually Lushootseed language; ethnic studies; One School/One Book program; Community Café for Community Conversations; the multi-cultural committee for celebrations; and Project ReAct.



C. All Abilities - Community Forum Discussion

Shannon Kelley-Fong, Assistant City Manager
Miles Parker, Communications Intern

Kelley-Fong and Parker presented feedback from the All Abilities Community Forum. Discussion ensued on how this feedback would be implemented in future projects.

D. Draft Diversity, Equity, Inclusion, and Belonging Strategic Plan Review

Shannon Kelley-Fong, Assistant City Manager

Kelley-Fong presented the Draft Diversity, Equity, Inclusion, and Belonging (DEIB) Strategic Plan Review. This presentation included an overview of the process to create the DEIB Strategic Plan.

Commissioner Brown moved to recommend the Draft DEIB be presented to the City Council for review and adoption. Commissioner Jackson seconded. Motion carried.

8. Commissioner Reports

A. Juneteenth Celebration

Commissioner Clifton Brown

Commissioner Brown reported on the successful Juneteenth Celebration.

Chair Clay invited the Commission to attend the Pride parade and festivities at Port Plaza, on June 29 and 30, 2024, from 11:00 a.m. till 6:00 p.m.

Commissioner Sauer reported on the Korean War Memorial event.

9. Director Report

A. Parks Improvement Funding Workgroup

Shannon Kelley-Fong, Assistant City Manager

Kelley-Fong and Walk presented on the Parks Improvement Funding Workgroup. The Workgroup will consider parks expansion and replacement projects identified in the Parks, Culture, and Recreation Comprehensive Plan and consider funding opportunities to recommend to the Lacey City Council. The group will be comprised of 7 to 13 members, including a minimum of 7 voting members and up to 6, ex-officio, non-voting members.

Commissioner Hegwood volunteered to represent the Commission on Equity on



the Ad Hoc Parks Improvement Funding Workgroup.

10. Adjourn

Chair Clay adjourned the meeting at 7:49 p.m.

DRAFT



Attachment 1

The information below is an initial analysis of notes taken at the All Abilities – Community Forum. Importantly, these notes were summarized and did not represent verbatim discussions.

Question 1: Share one or two good things or experiences about being in our community.

Community members feel welcomed, included, and accepted by the inclusivity the City provides through community amenities like:

- Affirming visualizations, e.g., Pride flag
- Local parks
- Libraries
- Senior Center
- Cultural activities and art

Question 2: I felt excluded in the community when...

Many community members shared that they feel included in their community. However, others stated they did not feel the community was as diverse and would like to see more diversity and equity in the City.

Individuals felt excluded when:

- Same-sex marriage was questioned.
- When someone was asked to leave a restaurant for wearing a Muslim headscarf
- No changing tables in the men's room
- Limited language access for non-English speakers
- Names were mispronounced
- Limited access to mailboxes
- Limited access to parks, walkways, entrances

Question 3: I felt included in the community when...

Community members feel included when the City holds events like the All Abilities Forum, cultural events, the Sensory House, and the Lacey Spring Fun Fair.

Community members would like further inclusivity and expand opportunities for all abilities for City events. Individuals would like more resources for community members with sight impairments.

Question 4: What helped you feel welcome in this community?

Community members discussed:

- Small acts of kindness, such as learning how to pronounce a person's name
- Attending city events
- Talking to people and making connections
- Showing interest in others and greeting others, helps them feel seen

Community members also mentioned:

- Discord community--live streaming
- Boys and Girls Club
- River Ridge Math class
- Lighted-vehicle parade
- Lacey Spring Fun Fair
- Transportation

Question 5: I would feel more welcome in the community if...

Community members shared they would feel more welcome if there were more events like:

- Cultural celebrations
- Juneteenth
- Korean War Memorial Event
- Military Family Day
- Celebrating the accomplishments of everyday heroes
- Recognizing women in the community
- More events for individuals of all abilities to take part in
- Bus stops were closer
- Complete and accessible sidewalks
- Pride event
- Recognition of all religious holidays at schools and other places

Question 6: What are some of the biggest equity difficulties and challenges you've experienced in the community?

The community members listed the following equity issues that they would like the City to address:

- Wider stalls in restrooms for wheelchair users
- More accessible transit options, increased stops and frequency, later service

- Streetlights and crosswalks with audio directions
- Community common houses for all abilities
- More restrooms in parks
- Health resources for young children
- More resources in the community
- Language accessibility resources
- More educational resources regarding transgender and LGBTQIA+ training and support
- Career opportunities for individuals in their 20s
- More sport, recreation, and extracurricular opportunities

Question 7: In the community, what barriers have you experienced?

When asked about the barriers they faced, community members shared the following:

- Increased cultural humility
- More conversations and discussion on equity
- More disability friendly daycares and resources
- Accessible bus stops for all abilities (ex. Lacey Food Pantry)
- City events that are more accessible
- City information through print newsletters
- Government systems are difficult to navigate, e.g., Medicare
- Affordable housing, e.g., Mobile home parks
- Retirement options

Question 8: What would encourage or increase your ability to participate more in community decisions? Do you have any suggestions for solutions?

The following were discussed:

- More gathering spaces to connect
- Expanded internet access
- More ways to access information, e.g., distributed at schools, churches, libraries, community areas, post offices, and homeowner associations

Question 9: What would make living in this community better for you?

Community members discussed:

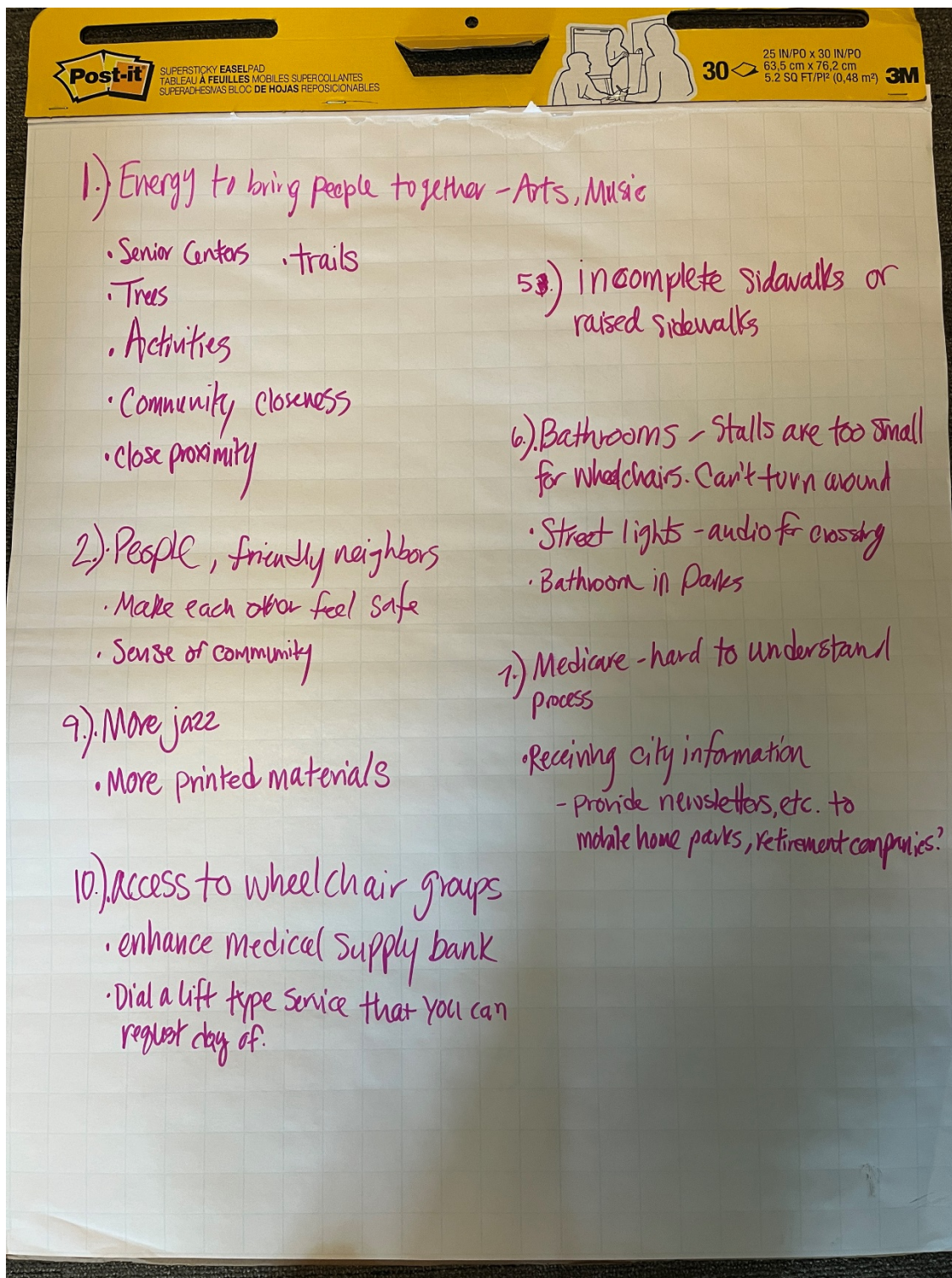
- More gathering spaces across the City for individuals to share resources, information, and participate in activities
- More music, e.g., jazz
- More printed materials

Question 10: What do you hope for the future in this community?

The community members would like:

- Access to wheelchair groups.
- Enhanced medical supply banks
- Expanded Dial-a-life service

Forum Notes. The following provides all table meeting notes from the All Abilities – Community Forum.



① PARKS!

② COMMUNITY INVOLVEMENT

③ GREAT COMMUNITY ORGANIZATIONS +1

④ GREAT RESOURCES AND EVENTS

⑤ VOLUNTEER RESOURCES AND FREE EVERYTHING

⑤ ① HARD TO COMMUNICATE WITH OTHERS
IN THE COMMUNITY. HOW TO MEET OTHERS,
WHAT RESOURCES ARE OUT THERE. BRINGING
LIKE INTERESTS TOGETHER.

② GETTING OUT INTO THE COMMUNITY, SEEING
DIVERSITY. OPEN EVENTS.

③ HOLD FUN, GREAT TRADITIONAL ACTIVITIES.

⑥ ① AGE 20-29 HAVE LIMITED CAREER OPP.

② POSSIBLE TO HAVE COMMUNITY COMMON
HOUSES FOR THOSE WITH LIKE DISABILITIES

③ HEALTH RESOURCES FOR YOUNG CHILDREN.

④ HARD TO BUILD A COMMUNITY IDENTITY AND
HOMETOWN FEEL WITH SUCH A NON PERMANENT
RESIDENTIAL POPULATION.

① Question 1

- Inclusive Schools
 - Pride Flag flown around town, City Hall
 - Accepting, welcoming community
 - ~~likes~~ Likes the Lacey Library
 - Likes to connect with gaming community
 - Likes computer - google Drive
 - safe community
 - Enjoy the parks



SUPERSTICKY EASELPAD
TABLEAU À FEUILLES MOBILES SUPERCOILLANTES
SUPERADHESIVAS BLOC DE HOJAS REPOSICIONABLES



30

25 IN/PO x 30 IN/PO
63,5 cm x 76,2 cm
5,2 SQ FT/PI² (0,48 m²)

3M

Q1 - ONE OR TWO GOOD THINGS.

LIVE NEAR THE POST OFFICE. A LOT QUIETER
than my last city. New to community 2022.
Live in Apt. THINGS ARE CLOSE BY.

~~FEEL~~ FEEL like there is a lot more focus on the people.
- People are friendly. LOVE THE LIBRARY. THE BEAUTY. THE GREENERY.
People care about each other. A LOT OF RESOURCES if you
know how to find them.

- CITY GOV'T TRYING TO CONNECT W/ THE PEOPLE. CITY IS CLEAN.
EASY TO TALK TO CITY FOLKS.

Q2. I FELT EXCLUDED WHEN

PRETTY FORTUNATE OVERALL. DON'T LIVE WHERE MY
MAILBOX IS. IN PUBLIC I HAVE BEEN TREATED WELL.

HAVEN'T NOTICE OVERT-DISCRIMINATION

- ENG. LANGUAGE ACCESS - DON'T FEEL THEY CAN PARTICIPATE
- FELT LIKE AN ALIEN SOMETIMES.

NOT PRONOUNCING NAME RIGHT - IT MAKES PEOPLE FEEL EXCLUDED

- NOTICE ITS NOT AS DIVERSE AS CALIFORNIA. MISS DIVERSITY.
- RACE + AGE ALSO.

Question 2

- when my rights were questioned
(same-sex marriage vote)
- when asked to leave a restaurant
due to religious beliefs (muslem scarf)
"no headcoverings"
- no changing table in ^{men's} bathrooms

Question 3

- Discord community live streaming movies on Friday nights. / gaming community
- Boys and Girls Club
- River Ridge Math class < add
- Lighted-vehicle parade
- Lacey Spring Fun Fair
- Sakura - ~~Ami~~ ~~Anime~~ Anime convention
Seattle - Easter weekend

Q3 - I felt INCLUDED -

- Events like this -
- NOT ENOUGH for ppl of all abilities. NICE TO BE INCLUDED IN THE EQUITY conversation.
- INVITE DSB - Dep. of Services for the blind - They have a lovely office too.
- CULTURAL EVENTS, sensory roomhouse, SPRING FAIR

Q4 What helped you feel welcome

- INTERESTED IN MAKING CONNECTION. GET TO KNOW PPL'S. NAMES
- IMPORTANT TO RECOGNIZE EACH OTHER. WHEN I GET GREETED LIKE I AM SEEN. Talk to people.
- When people have the genuine love for what they do. Smaller town feelings. makes me feel welcome.

Q5 I would feel more welcome if...

- MORE EVENTS like Juneteenth. KOREAN WAR Memorial etc
- RECOGNIZE CONTRIBUTIONS everyone makes. - MILITARY Family Day
- CELEBRATE ACCOMPLISHMENTS - EVERYDAY HEROES -
- SCROPTIMISTS - RECOGNITION OF women in the community
- MORE EVENTS THAT INCLUDE ppl. with disabilities to participate IN SK'S etc, WALKATHONS, etc. MAKE THESE EVENTS more inclusive
- TRANSPORTATION - it would be better to have the bus stops closer together

Question 5

- if Lacey had a Pride Event
- Schools, city recognize all religious holidays
- Nintendo Direct in June
 - updates, new content
 - Nintendo Switch successor
-

Question 6

- no convenient bus stops in some locations
- more frequent, later transit service
- more sports opportunities for all abilities & extra-curricular activities

Q6 Biggest Equity difficulties

- LANGUAGE
- ACCESSIBLE RESOURCES - financial tax info. year round + other financial help
- SCAMMERS -
- LGBTQ+ - trans folks don't have a lot of support for them. - More resources.
- More people should go through the transgender training.
- More Education

Q7 Racism + Inequity

- ~ A LOT OF FOLKS FACE A MIXED BAG - for ex. too much US vs. THEM
- ~ SOME HAVE PRIVILEGE + ARE STILL MARGINALIZED.
- ~ DIVERSITY CAN LOOK MANY WAYS.
- ~ NEED TO HAVE HARD CONVERSATIONS. - feeling afraid to offend
- ~ CULTURAL HUMILITY INSTEAD of cultural competency.

⑦ ① NEED MORE DISABILITY-FRIENDLY DAYCARES.

② TRANSITION FROM ANOTHER COMMUNITY TO LACEY - FINDING THE RESOURCES I HAD PREVIOUSLY. STARTING OVER FINDING THINGS IS TOUGH.

③ AWARENESS OF RESOURCES.

④ BUS STOP AT LACEY FOOD PANTRY NOT IN THE BEST PLACE.

⑤ NOT ALL LACEY EVENTS ARE FULLY ACCESSIBLE.

⑧ ① HOW TO REACH PEOPLE WITH NO INTERNET. DISTRIBUTE INFO TO SCHOOLS, CLINICS, COMMUNITY AREAS, POST OFFICE, CHURCHES, LIBRARY, HOAs

② MORE, BIGGER COMMUNITY GATHERING SPACES.

⑨ ① ACTIVITIES ARE SPREAD AROUND AND NOT CENTRALIZED IN THE COMMUNITY.

② HOST GATHERINGS FOR PEOPLE TO MEET AND SHARE RESOURCES/KNOWLEDGE.

COMMUNITY ORIENTATION.



COMMISSION ON EQUITY STAFF REPORT July 22, 2024

SUBJECT: Comprehensive Plan Update: Communications and Community Engagement Plan

RECOMMENDATION: Review and provide feedback on the draft communications and community engagement plan related to the 2025 Comprehensive Plan Update. No formal action is necessary.

STAFF CONTACT: Shannon Kelley-Fong, Assistant City Manager *SKF*
Vanessa Dolbee, Community and Economic Dev. Director
Ryan Andrews, Community Planning Manager *RA*

ATTACHMENTS: Envision Tomorrow 2045: Communications and Community Engagement Plan

**PRIOR COUNCIL/
COMMISSION/**

COMMITTEE REVIEW: Planning Commission briefing: June 26, 2024
Planning Commission introductory briefing: May 22, 2024

BACKGROUND: RCW 36.70A, the Growth Management Act (GMA) requires every city and county in the state to conduct a mandatory review and update of its Comprehensive Plan and development regulations at least once every ten years. This review is intended to address relevant changes in the GMA and respond to changes in land use and population growth. For Lacey, the Comprehensive Plan includes not only the city limits, but also the unincorporated portions of the Lacey Urban Growth Area (UGA). Lacey's statutory deadline to update the Comprehensive Plan is December 31, 2025.

The development of the Comprehensive Plan requires inclusive engagement across many different platforms to many different stakeholders within the community. To assist in the engagement efforts, the City has contracted with MIG, Inc. to develop a draft communications and community engagement plan. The purpose of the plan is to identify and implement opportunities for meaningful participation and consensus-building among residents, community groups, partner agencies, City departments, and other stakeholders to define a shared vision for Lacey's future.

Next Steps: The Commission on Equity is requested to review and provide feedback on the Envision Tomorrow 2045: Communications and Community Engagement Plan. The Engagement Plan has previously been reviewed by the Planning Commission and will ultimately be reviewed by the City Council.



Envision Tomorrow 2045: Communications and Community Engagement Plan

June 2024

Introduction

Every 10 years, Washington's Department of Commerce requires, by way of the Growth Management Act (GMA) to reassess where the city is at and plan growth for the next 20 years. This coupled with new legislation around middle housing and climate change and resiliency, the City of Lacey (City) updates its guiding goals and principles in Lacey's twenty-year comprehensive plan.

During the next 18 months, the residents of Lacey have the opportunity, as a community, to define who they want to be, where and how to focus growth, and how best to deliver municipal services and projects to the community with the resources available. This periodic update process aims to provide equitable and equal access to City services and facilities, to support a more robust variety of housing and employment choices, and to create and sustain Lacey as a safe place for all where everyone feels welcomed and included.

The City of Lacey is committed to designing and implementing a dynamic engagement process to ensure the Comprehensive Plan is based on robust feedback from the community, city leaders and the private sector. The development of the Comprehensive Plan will require inclusive engagement across different platforms to ensure integration of voices often left out of, or uninterested in the planning process (including but not limited to those under represented because of race, citizenship, language, age, ability, income or transportation access). Our community engagement approach intentionally solicits, listens to, and incorporates the thoughts, concerns, and hopes of the community which will inform the policies, priorities, and actions in the 2045 Comprehensive Plan.

To coordinate the public engagement, the MIG Team developed this Community Engagement Plan (CEP), which outlines guiding principles, key outreach strategies and methods, target audiences, communication tools and the proposed timeline for implementation.

Table of Contents

1. Approach
2. Core Values
3. Guiding Principles
4. Target Audiences
5. Messaging
6. Communications Goals
7. Communications Tactics
8. Phased Community Engagement Activities
9. Performance Measurement
10. Implementation Timeline

Approach

Envision Tomorrow is the public-facing brand identity for Lacey's Comprehensive Plan Update. Envision Tomorrow provides opportunities for the public, key civic and business leaders, City staff and elected officials to be involved in the comprehensive planning process. This Communications and Community Engagement Plan highlights ways that specific outreach activities will seek out and consider the viewpoints of a wide cross-section of Lacey communities, with a targeted focus on reaching populations that are traditionally under-represented in planning processes (e.g., communities of color, low-income communities, immigrants, youth and seniors). Our approach includes the following goals:

- **Leverage Local Networks and Existing Community Engagement Efforts**

Build on the variety and depth of existing community involvement initiatives in Lacey to effectively and efficiently engage the public in the development of the Comprehensive Plan. Tap into existing community-based networks of local leaders and groups to connect with a wider range of community members.

- **Create Opportunities for Inclusive and Equitable Participation.**

Provide multiple and varied opportunities—including pop-up events, neighborhood workshops, and online surveys—for a broad range of community members, businesses, and interest groups to provide meaningful input.

- **Collaborate and Inform Comprehensive Plan Decision-Making.**

Collect useful and relevant public input that reflects local expertise and values and informs decision-making related to the Comprehensive Plan.

- **Educate People About the Comprehensive Plan**

Teach the public about the relevance of the Comprehensive Plan and its impact on future growth, while managing expectations of what the Plan can and cannot accomplish.

- **Build Long-Term Capacity for Civic Engagement around Growth, Development and Community Design.**

Build social capital and support those engaged through the process to stay involved and share not only concerns and issues, but also solutions and strategies necessary to implement the Comprehensive Plan.

Alignment with City Mission and Vision

Envision Tomorrow supports Lacey's Mission and Vision and strives to achieve the broad goals set forth by the city.

Mission Statement

Our mission is to enrich the quality of life in Lacey for all its citizens, and to build an attractive, inviting, and secure community. Council works in partnership with residents to foster community pride, develop the economy, plan for the future, and the preservation and enhancement of our environment.

Vision

- **A Safe and Secure Community**
- **A Vibrant, Diverse Economy**
- **A Vibrant Place to Live, Work, and Play**
- **An Engaged Community**
- **Coordinated and Collaborative Planning**
- **Environmental Stewardship**
- **Excellence in Programs and Services**
- **Quality Transportation and Infrastructure**

Guiding Principles

Envision Tomorrow's communications and community engagement seeks to provide opportunities for meaningful participation and consensus-building among residents, community groups, patrons, partner agencies, City departments, and other relevant parties to define a shared vision for Lacey's future. The approach is based on the following guiding principles:

- **Authentic and Equitable.** One of the principles of this outreach effort is to start and/or continue authentic dialogue, rooted in planning research and data, to establish a framework for future development and investments. Community education regarding existing conditions and the current degree of equity in the distribution of services, amenities and opportunities for housing and jobs in the City of Lacey will help ground these conversations.
- **Inclusive and Flexible.** Using a mix of creative and traditional approaches, the Project Team will proactively reach out to and engage with the community. The outreach process will accommodate engagement in a variety of settings, for both individuals and different size groups and will be tailored to match local and cultural preferences to the greatest extent possible.
- **Interwoven Equity.** The Comprehensive Plan process will provide a focus on equity issues and offer opportunities to have constructive conversations in under-represented communities regarding challenges to upward mobility and access to educational and economic advancement. We will apply an equity lens to our engagement efforts to ensure that input is collected from vulnerable populations and groups that typically do not participate in City-led planning efforts.
- **High-Touch and High-Tech.** We know that many people respond well to personal, face-to-face communication. Outreach methods such as focus groups, interviews and pop-up events allow the Project Team to interact with community members in a "high touch" fashion. Many of these same materials can be adapted to the digital environment to promote a "high tech" aspect to the engagement – through social media, online questionnaires, and websites.
- **Clear, Focused and Understandable.** Activities will have a clear purpose and use for the input received and will be described in language that is easy to understand.
- **Integrated Framework for Growth, Development and Community Design.** Our approach will focus on synthesizing the best of what is working in terms of growth policies, and creating new, community-centered strategies for addressing Lacey's opportunities and priorities.

Target Audiences

To impart messages successfully, audiences should be clearly defined with messaging crafted with specific motivations, needs, barriers, and benefits in mind.

Envision Tomorrow communications will hone and cater messages to certain subgroups according to specific campaign messages and goals. Communications efforts will seek to engage audiences who have proven difficult to reach in the past, among them youth/young adults, lower-income households, renters, and residents whose primary language is other than English. This plan provides specific recommendations for reaching these often hard-to-reach members of our community.

The descriptions and examples below illustrate some of the most common ways to segment the public into targeted audiences for Envision Tomorrow.

- **Demographics**

In most cases, we rely on demographic characteristics to define segments based on age, gender, race/ethnicity, language spoken, household size, geography/neighborhood, etc.

- **Psychographics**

Psychographic attributes comprise commonly-held attitudes and behaviors prevalent in a target population. While no community is completely homogeneous, it is possible to identify shared interests and concerns to be employed in communications campaigns.

Given the city-wide scope of Envision Tomorrow, the primary audience comprises a broad assortment of residents, businesses, and key community patrons. Within that broader group, however, Envision Tomorrow seeks to engage specific audiences that have not previously shown interest in planning efforts. While recommended communications tactics should serve all populations, special care should be taken to optimize reach to the following target audiences:

- **Youth/Young Adults**
- **Military Personnel (veterans, active servicemembers, and their families)**
- **Non-English and limited-English speaking households**
- **Renters**
- **New Residents**
- **People with Disabilities**

Local Community and Nonprofit Partners

The City can leverage existing relationships and forge new partnerships with local CBOs, schools and colleges, Chambers of Commerce, property management companies, and other organizations to broaden the reach of Envision Tomorrow messaging and receive support for in-person engagement events. Staff can reach out to priority groups (by phone and email) to discuss the Comprehensive Plan process and explore opportunities for partnering.

Potential partners include organizations in the following categories. The City may identify additional organizations to engage with during the phased implementation of Envision Tomorrow.

- **Community-Based Organizations**
 - BIPOC, AAPI and other Advocacy Groups
 - Affordable Housing Advocacy Groups
 - Environmental Advocacy Groups
 - Bike/Ped Advocacy Groups
 - Advocates for Seniors and People with Disabilities
 - Veterans Groups
 - Immigrant Community Groups
 - Tribal Groups
- **Educational Institutions**
 - Saint Martin's University
 - Evergreen State College
 - South Puget Sound Community College
 - North Thurston School District
 - Parochial Schools
- **Businesses Community**
 - Chamber of Commerce (Ambassador Committee)
 - Major Employers, including:
 - Providence St Peter Hospital
 - Safeway
 - Walmart
 - Nisqually Redwind Casino
 - Lucky Eagle
 - Fred Meyer
 - Washington State Employees Credit Union
 - Local Businesses, including:
 - Rock Pizza
 - Cirque Climbing
 - Goodwill
- **Faith-Based Organizations**
 - Sacred Heart Catholic Church
 - St. Benedict's Episcopal Church
 - True Grace Church
 - Temple Baptist Church
 - Faith Lutheran Church
 - Church of Jesus Christ of Latter-day Saints
- **Realtors/Apartment Complexes/Property Management Firms**
 - Britton Place
 - College Glen

- Olympic Rental
- Local realtors

Leveraging Partners for Community Engagement Activities

The City may identify key partners to assist in the development and implementation of in-person community engagement events (Visioning Session, Community Workshops, etc.). Effective partnering includes the following elements:

- **Inform.** Meet one-on-one with the organization's leadership team to describe why Envision Tomorrow is important to Lacey and the community the organization serves. These discussions should also link the comprehensive plan goals and key policy decisions to the mission of the CBO/partner organization.
- **Clarify.** Prepare talking points for CBOs to ensure that information about Envision Tomorrow is delivered effectively. The roles of the organization and expectation for level of input should be mutually agreed on by the organization and City staff.
- **Communicate and Update.** Following direct participation, the CBO or contact person should be continually updated throughout the duration of the project.
- **Validate.** Create positive feedback loops at all community touch points.

Communications Goals

Envision Tomorrow communication strategies align with, and support planned in-person community engagement activities outlined in Section 8, and support the following overarching goals:

1. Build positive public awareness of Envision Tomorrow.

- Establish an Envision Tomorrow brand identity that residents, businesses, and other groups recognize as representative of the City's Comprehensive Plan process.
- Build consistent messaging across multiple channels so that Envision Tomorrow stays in the public consciousness.
- Ensure that Envision Tomorrow resonates with diverse audiences, especially those that have not participated as fully in past efforts.

2. Educate people about the relevance of Envision Tomorrow in their lives.

- Provide resources for people to learn about how the Comprehensive Plan can positively impact communities.
- Align messaging to specific community issues and needs.
- Leverage partnerships with schools and community-based organizations to educate different populations.
- Explore interactive tools (games, activities, etc.) to engage audiences and demonstrate the significance of the Comprehensive Plan.

3. Promote Envision Tomorrow community engagement activities.

- Use City-owned media, paid advertising, and media relations to promote community engagement opportunities citywide.
- Create outreach materials and social media content.
- Supplement community engagement activities with relevant content to encourage participation in events
- Follow up community engagement activities with additional messaging to keep Envision Tomorrow relevant.

Talking Points

The following talking points can serve as source material for outreach and engagement collateral, including outreach toolkits and speaker's guides.

- **What is Envision Tomorrow?**

Envision Tomorrow is Lacey's Comprehensive Plan Update that will set a clear vision for the city over the next 20 years. The Comprehensive Plan sets policy for housing, parks and open space, economic development, historic preservation, public services, the environment, and more.

Envision Tomorrow is a coordinated effort among City staff and experts in Planning, Housing, Transportation, and Public Works, who will work closely to ensure that feedback received is translated directly into proposed policies.

- **Why does Lacey need Envision Tomorrow?**

The State requires all cities to develop a Comprehensive Plan. More importantly, Envision Tomorrow helps ensure that the policies we establish today can help us achieve our long-term goals—goals that we develop through a meaningful public process with people from all walks of life. It sets the foundation for the future.

We must prepare for future changes in population, the economy, and the environment so that we can meet any challenges effectively.

- **How is Lacey working to achieve Envision Tomorrow?**

The process begins with establishing a shared vision—identifying what we want Lacey to look like in the future. Envision Tomorrow gives people the chance to discuss issues that affect their lives every day, like housing, transportation, and the environment.

The input we receive from the public is translated into policy directions, which in turn are vetted by local communities, and eventually become part of the Comprehensive Plan.

- **How can people get involved in Envision Tomorrow?**

Envision Tomorrow prioritizes public input at all phases, from the initial visioning to public review and commenting on the draft plan policies. The City is offering many opportunities for people to share their thoughts and ideas, from townhall meetings, to online surveys, to neighborhood conversations. All outreach is dedicated to gaining input from as many people as possible. It will take time and commitment from all to be successful.

We encourage everyone to share what they love about Lacey, as well as their dreams for how our community can grow. The decisions we make today can benefit future generations through opportunities for housing, local businesses, transportation, and the environment.

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Communications Tactics

The following communications tactics and channels can be used across multiple phases of Envision Tomorrow to support key objectives: building **awareness** of the initiative, **educating** the public about key elements of the Comprehensive Plan, and supplementing in-person community **engagement** activities.

Campaign Website

Primary Objectives: Education, Engagement

A dedicated Comprehensive Plan web portal (www.EnvisionTomorrowLacey.org) will serve as a primary destination for people seeking information and resources. The site can allow users to sign up for email notifications about future events and engagement opportunities by area of interest.

As the Comp Plan process progresses into subsequent phases, the web portal will add relevant content and resources. During Phase 3, the site will transition into the online Comprehensive Plan itself—serving as a “living document” that provides online access to information and policies related to various elements.

Additional features of the site include:

- Usage tracker showing number of site visitors (for analytics and to encourage return visits through positive reinforcement)
- Notification when areas of interest are updated
- User search functionality within the Plan itself
- Printable PDF version of the Plan

Timing: Initial launch Phase 1 (Summer 2024); transition to online Plan document during Phase 3 (Spring 2025)

E-newsletters

Primary Objective: Education

City staff can develop content for a monthly or quarterly online newsletter, distributed to subscribers via ConstantContact or similar platform. E-newsletter content can promote community engagement activities and provide more detailed information about relevant issues and policies.

Timing: Fall 2024 through Fall 2025

Event Outreach

Primary Objectives: Awareness, Education

The City can staff a table at Night Market at the Depot events during the summer to engage participants about Envision Tomorrow Phase 1 community engagement opportunities. Staff can answer questions, promote the Visioning Session, distribute fact sheets, and encourage people to submit their answers to the question: “What’s YOUR vision for tomorrow?”

Answers to the question can be compiled and some used as content for future display signage, social media posts, and other outreach.

Social Media

Primary Objectives: Awareness, Education, Engagement

The City will utilize its existing social media network (Meta, X) to launch Envision Tomorrow and promote community engagement opportunities, including the Phase 1 Visioning Session and Phase 2 Community Workshops, among others. City-managed social media can be supplemented with paid promotions and boosted posts targeting specific demographics.

Social media content should serve to engage users and create “buzz” around Envision Tomorrow. In addition to announcing the launch of the Comprehensive Plan process, social media posts can ask questions (“What’s YOUR vision for tomorrow?”) and direct users to a brief survey.

Social media can also be used to promote Phase 2 community engagement activities, as well as the subscriber newsletter, etc.

NOTE: Due to the nature of the Comprehensive Plan, content related to housing and other topics may need to be pre-vetted to ensure it is not blocked by Meta.

Examples of Social Media posts:

- *Help us plan the future of Lacey! Join Envision Tomorrow today.*
Visit www.EnvisionTomorrowLacey.org
- *Lacey’s Comprehensive Plan is a map for the city’s future. Help us get there. Visit*
www.EnvisionTomorrowLacey.org
- *(Image of an enlisted officer) “My vision for tomorrow? Affordable places to rent.”*
What’s YOUR vision for Lacey’s tomorrow? www.EnvisionTomorrowLacey.org
- *(Image of a tween) “My vision for tomorrow? Parks where I can play!”*
What’s YOUR vision for Lacey’s tomorrow? www.EnvisionTomorrowLacey.org
- *(Image of a retiree) “My vision for tomorrow? Public transit that gets me where I need to go, safely!”*
What’s YOUR vision for Lacey’s tomorrow? www.EnvisionTomorrowLacey.org

- (Image of a young adult) “My vision for tomorrow? A vibrant downtown where I can relax after work.”
What’s YOUR vision for Lacey’s tomorrow? www.EnvisionTomorrowLacey.org

Timing: Organic posts (i.e., using City-owned networks) beginning Summer 2024 through Fall 2025; paid promotional campaign on Facebook, Instagram, etc., during Phase 2 (Fall 2024).

Digital Advertising

Primary Objectives: Awareness, Engagement

The City will explore opportunities for targeted paid digital advertising to align with community engagement milestones. Mobile and digital display ads can be targeted to reach users based on location (geofencing), areas of interest (search engine marketing), and previous engagement (targeting ads to people who previously visited the web portal, e.g.).

Digital ads will promote community engagement activities and lead users to the website and/or interactive media.

Mobile Ads

Ad units served on mobile devices.

Digital Display Ads

Ad units served on laptops, tablets and desktop computers.

Geofenced Ads

Ads served within a specific geographic location and/or after a user has entered a specific location.

Search Engine Marketing

Ads served based on user keyword searches.

Behavior Targeted Ads

Ads served based on user browsing history.

Retargeting

Ads served to users who visit the EnvisionTomorrowLacey.org site.

Timing: Digital campaign to run during Phase 2 (Fall 2024)

Interactive Media

Primary Objectives: Education, Engagement

Interactive digital media will be most effective during Phase 2 of the process, allowing residents to provide feedback on specific topics relevant to their communities.

Map-based Survey

The Maptionnaire survey tool allows users to answer topical questions and also identify specific locations of interest (e.g., commercial areas where they would like to see more retail, transit corridors that they feel are unsafe, etc.). The City can develop a map-based survey instrument to engage users who are unable to attend local community workshops. The tool would be promoted via social media and accessible via the web portal.

Interactive Game

The City will explore opportunities for developing a simple and engaging interactive game that would teach users about the Comprehensive Plan and how policy decisions made today have an impact on future development and potential benefits to local communities.

Timing: Phase 2 (Fall 2024)

Display Signage

Primary Objective: Awareness

Prominent branded signage for Envision Tomorrow will help establish the initiative in the public eye. Planning staff can coordinate with the Parks, Culture & Recreation Department and Public Works Department to arrange for implementation of larger banners in City parks, recreation areas, and along public right-of-way.

Large banners will include the www.EnvisionTomorrowLacey.org URL; posters and display boards will include the URL as well as a QR code linking to the site.

Potential display signage includes:

- Banner at City Hall
- Large (24"x36") posters or display boards at City Hall, Lacey Timberland Library, Lacey Community Center, and Regional Athletic Complex
- Posters (18"x24" or 12"x18") displayed at local retailers and apartment complexes
- Display boards and banner at Night at the Market event table
- Street pole banners

Timing: Summer and Fall 2024; some displays to remain up through Fall 2025 if possible.

Print Collateral

Primary Objectives: Awareness, Education

City staff will develop print materials for distribution to partner organizations and the public. Print collateral provides the opportunity to convey more detailed explanations of key policies. Examples of print collateral include:

- Fact sheet
- FAQ
- Direct mail invitations

Timing: Summer/Fall 2024

Youth Outreach

Primary Objectives: Awareness, Education, Engagement

K-12 Engagement

The project team will collaborate to identify ways that it could work with the Lacey school district to create tailored events and classroom programs to allow youth and teachers the opportunity to engage in the project in a fun and informative way. As part of the partnership with Lacey-area schools, City staff can provide curricular materials for faculty to teach students about Comprehensive Plan topics. Content can be developed for specific levels — from basic information about housing, transportation, and the environment for lower grades to more sophisticated policy-related activities for middle and high school students. Potential materials include:

- Activity packets for elementary school students
- Curricular toolkit for middle and high school students

Youth Art Contest

During Phase 1, the City can sponsor an Envision Tomorrow **art contest** for local students, with prizes for various age groups. Winning submissions would potentially be used as content for posters during Phase 2, and samples of submitted artwork could be hung and highlighted at City Hall, Timberland Library, and other public spaces. The contest would be promoted through social media and directly through participating schools.

Multi-Generational Outreach

Encouraging connections between youth and adults can be an effective tactic for engaging people in issues and topics related to the Comprehensive Plan. The City can prepare a questionnaire for teachers to distribute to middle or high school students to interview their parents or guardian(s) with questions focused on current perceived or real barriers or issues to health, safety, equity, development, economic, and growth opportunities for the future direction of the City.

Post-Secondary Engagement

The City may also engage college students (e.g., at Saint Martin's University, Evergreen State College, and South Puget Sound), potentially as guest lecturers; at the least, providing information about Envision Tomorrow and its impact on the local community.

Timing: *Fall 2024 through Spring 2025*

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Phased Community Engagement Activities

Community engagement activities will follow the Comprehensive Plan development phases: Visioning, Local Needs and Growth Scenarios, Draft Policies, and Comprehensive Plan Review.

Pre-Phase Activities: Discovery and Preparation

Background Review

A high-level background review of the community input collected through current and recent planning processes and initiatives is necessary to ensure that efforts are not duplicated. The intent of each effort and activity should be reviewed to minimize engagement fatigue. The goal of this review is to mine the vast amounts of input collected from recent engagement efforts for common priorities, issues and opportunities. This synthesis of community data and priorities will be used to inform the overall Comprehensive Plan process. Building on the contact lists from these community input efforts will also result in a compilation of possibly interested community partners that can be updated throughout the process.

Calendar of Community Events

In collaboration with other City Departments, a “master calendar” of key community events and planning activities to strategically leverage our efforts and ensure timely participation from key community populations and neighborhoods will provide a strong foundation for the engagement effort. This master calendar will allow the Project Team to participate in and build on existing community events. Examples of community events include the Harvest Festival, Night Market at the Depot, and the Winter Fest: Sip, Savor, Shops.

Phase 1: Visioning

Summer/Fall 2024

Vision Setting is an opportunity to generate excitement and interest in the planning process and engage the community on identifying a shared vision and future for Lacey. Using a combination of passive and active or interactive engagement activities ensures that the guiding principles are embedded in the process.

Community Visioning Events

The first interactive community workshop will focus on gathering community input on community values, major trends and high-level yet locally specific conversations. This will include larger discussions concerning how urban, suburban, and rural places interact, affordability, mobility and reuse of neighborhood institutions, etc. The city will also use existing information and pop-up event input to provide initial thoughts for community members to respond to during the workshop.

Pop-Up Events

Pop-Up events are an opportunity to “meet people where they are” and engage them in leisurely settings. Traditional meetings and workshops often attract a regular and active group of residents to planning events. To attract a larger audience beyond the usual participants, pop-up events will be held in a popular area and may be held concurrently with other events that draw in the public.

The pop-ups will be visual, colorful, and allow for brief interactions so a person can participate on their own terms. The pop-ups will include information about the planning process, visualizations and the related graphics/imagery completed to date, and an interactive exhibit that solicits feedback from community members. Demographic information will be collected so there is some understanding of how representative the participation is.

The following are activities that are best suited during summer and early fall where events typically draw larger crowds.

- **Write-in Boards** with prompts allow participants to share what they love about Lacey, what they wish Lacey had more of, and what they want Lacey to be. Boards can be printed or a QR code to a brief survey can be posted on utility boxes, on blank public city walls or in parks throughout the city or the event.
- **Large-Scale Coloring Book** using white and black blank drawings (e.g. of a recognizable Lacey landmark) with prompts, such as “I love Lacey because...” with space to write-in or fill out, in addition to coloring spaces will engage all ages.
- **“Picture This” boards** with a title that reads, “Here is how I picture Lacey” with empty pictures frames, similar to a gallery wall would allow residents to draw or write inside of them. City departments can be engaged and specific comprehensive plan element prompts could be included as well. This activity could also be incorporated as a piece of public art alongside a parking garage or displayed at the City Hall.
- **Notes to Lacey** are prompts with blank spaces to write on pre-printed note cards that can be hung to decorate a city booth or tent. This can be tied with an opportunity highlight a feature of Lacey that is a point of pride for the community. For example, prompts would be written on leaf cut outs and hung on a bare tree or building and housing profiles could populate a blank Lacey skyline.
- **Build the City a Bouquet** could assign specific Pacific Northwest Native flowers (pre-printed or pre-folded) to a vision statement where participants would select their top 2 or 3 statements that results in a large bouquet for the city. The frequency of colors used would be an indicator or community priorities.

Timing:

- *Initial planning and collateral development: July 2024*
- *Pop-up staffing: July 2024–September 2024*
- *Additional and revised materials as needed: August–September 2024*

Online Community Survey

An online survey, non-statistically valid, that collects input on values, priorities, challenges, opportunities, and trade-offs would be launched at this stage. The survey will be available electronically and paper versions of the survey will be distributed at community events and workshops. The City can combine the Envision Tomorrow survey questions with the existing human services outreach surveys.

Timing: *August-September 2024*

Communications and Media Roll-Out (ongoing)

The City will prepare content related to the Comprehensive Plan for use on web portals and/or social media accounts. The website will be used as an outreach tool to connect online with target audiences throughout each phase of the process. The website will provide a broad spectrum of information on the planning process including a library for documents, a schedule of events and plan updates. The content will integrate project identity and branding to ensure a consistent image of the project.

E-blasts, social media posts and website updates will coincide with key milestones and/or dates to generally educate, inform, and promote activities. To the extent possible, the content will contain images, graphics, and otherwise be visual in nature. The outreach and media rollout will draw on established communication channels and key news outlets. While maintaining flexibility, the content updates will include:

- Project kickoff with a project description
- Fact Sheet/FAQ Sheet
- Promotion of pop-up events and workshops
- Promotion online surveys
- Posting visualizations and plan development
- Posting of final reports/plan

Timing: *Initial launch Summer 2024*

Phase 2: Local Needs and Growth Scenarios

Fall 2024 – Winter 2025

Outreach Toolkit and Staff/ Community Volunteer Training

To ensure input is collected from a wide range of community members, an outreach toolkit to be used by trained community volunteers and City staff. The staff and volunteers will administer the toolkit activities in a variety of settings, such as regular meetings of community organizations or at a gathering of interested neighbors.

Outreach toolkits are designed to expand the community engagement program by “meeting people where they are” and providing local partners with the opportunity to solicit input from their constituents. For example, a local community organization or neighborhood association can administer the toolkit activities during a standing meeting with their constituents, and then share the resulting data and constituent feedback with the City. The toolkit may include elements such as a facilitator’s guide, project fact sheet, survey, interactive exercises, infographics, and sign-in sheets.

At this stage of community engagement, the toolkits would explain to the public and key partners why the comprehensive plan is important and why this update should matter to community members. The project process, milestones, and expectations will be outlined and defined, bringing the public along for the duration of the update process.

Timing: September-October 2024

Map-Based Community Survey

A second online questionnaire, this time map-based will be deployed to collect input on the place types and growth scenarios will launch. The survey will include key questions and potential trade-offs associated with growth and development and other aspects of the community’s vision and placement. Key policy choices or potential tradeoffs for each scenario concept will vary, but will likely include jobs/housing balance, land use mix, conservation, community character/urban design, transportation, fiscal impacts, and access to services. This phase will consult and collaborate with the public to acknowledge concerns and aspirations, and document how public input has influenced the decisions and direction of the update process.

Timing: Survey development August-September 2024; launch October-November 2024

Mobile Town Hall (Mobile Outreach)

As an opportunity to further engage with residents and businesses, design graphic materials that highlight the project and printed on vinyl and used to cover an existing City fleet vehicle (preferably either a van or truck), could act as a mobile town hall. The Town Hall vehicle would be used to bring attention to the project and as a mobile workshop tool. City staff can park the van at major gathering places during event times and solicit people to learn more about the project and fill out surveys.

Timing: October-November 2024

Community & Business Partners and Educational Outreach

Interviewing key community engagement leaders and “connectors” will provide the Planning Staff with a basis of understanding of important issues, barriers, and opportunities community members see in the community. These leaders may include neighborhood representatives, leaders of established

community organizations or City staff that focus on community engagement. The goal of these conversations is to identify strategies to integrate the engagement for the Comprehensive Plan into ongoing or upcoming events. These interviews may also inform the community partners list, as well as strategies for how to best engage Lacey communities and how to sustain their involvement in the process. Each of these interviews provides an opportunity for key individuals to discuss concerns or issues in a more intimate environment than that afforded by larger scale meetings.

Timing: Fall 2024

Community Workshops

The City can facilitate a series of workshops in key neighborhoods across Lacey. Similar to the Neighborhood Commercial District Community Open Houses held in 2023, the workshops will provide an opportunity for community members to discuss issues from the Comprehensive Plan that are most relevant to their lives, including housing, transportation, economic growth, and the environment, among others.

City staff and technical professionals (transportation planners, environmental experts, etc.) will be on hand to facilitate the workshop and answer specific questions. Attendees will have the opportunity to provide feedback on the type and location of potential changes to housing stock, local businesses, parks and open spaces, and transportation infrastructure.

Timing:

- *Planning: August-October 2024*
- *Implementation: November 2024–February 2025*

Phase 3: Draft Policies

Spring 2025

Community & Business Partners and Educational Outreach

At least four (4) focus groups as a means of engaging key groups, organizations and constituencies on the growth scenarios and place types. Participants will be invited to share their thoughts and ideas on unique places and those areas that have the greatest potential to transform the City's landscape.

These sessions will include facilitated discussion with 8-15 participants and open with remarks to provide context and framing for the discussion.

Web-based Policy Review and Story Map

During Phase 3, the EnvisionTomorrowLacey.org web portal will begin its transition to the interactive Comprehensive Plan document. As part of this process, the site will include a story map that provides a contextual overview of the policies developed during the visioning and growth scenario phases.

The website will also allow users to review and comment on specific policies within key areas of the plan.

Timing: Spring 2025

Phase 4: Comprehensive Plan Review

Comprehensive Plan Launch

At the end of Phase 3, once public comments have been received, the City will launch the Draft Comprehensive Plan. The launch will be publicized through social media as well as engagement through the local press (media advisories, press releases, etc.).

- Social media posts directed users to www.EnvisionTomorrowLacey.org
- Press releases announcing the launch of the web-based plan
- Official press statement/interviews by key City leaders

Timing: Summer 2025

Web-Based Plan Commenting

The EnvisionTomorrowLacey.org web portal will serve as an interactive platform for the public to review and comment on the Draft Comprehensive Plan.

Timing: Summer 2025

Pop-Ups Events

A series of informational boards will be prepared and hung by staff to present the Draft Comprehensive Plan to the public, with QR codes and URLs directing viewers to the plan.

Timing: Summer 2025

Performance Measurement

The following metrics of success will be used to help evaluate the Community Engagement Plan.

These criteria provide a starting point to measure success and will be revised and fine-tuned during the planning process as it evolves.

GOAL	APPROACHES TO ACHIEVE GOAL	MEASUREMENTS AND REPORTING
Inform and Engage the Community Using Clear, Focused, and Understandable Language	Use a variety of platforms and methods to reach community members. ○ Distribute informational flyers at high foot-traffic areas (e.g., the library, senior center, permitting counter, tabling at community events, etc.) ○ Maintain the project website with up-to-date information. Hold events at locations or times that are convenient for the community. Offer the same event at different times of the day, as necessary. Attend standing meetings of community groups to provide project updates. Identify existing and new partnerships and CBOs to connect with.	• Provide a “report card” summarizing public input following each phase, outlining next steps that respond to specific ideas. • Track total number of participants, or the number of visitors to the project website, including collecting demographic data where practical. • Evaluate reach using key performance indicators (KPI), across digital platforms. ○ Impressions ○ Click-through rates ○ Reposts/retweets ○ Website visits ○ Average time on site • Receive a high response from online questionnaire and workshops.¹
Data Informed Decision Making	Complete an existing conditions analysis that summarizes key land use and demographic information. Confirm key findings with the community through the engagement process. Highlight how community input influenced process and policy decisions in the engagement summary documents. Present project updates to decision makers approximately quarterly or more often throughout the process.	• Number of expanded or new partnerships with community groups or community leaders. • Consensus agreement of policy and actions from City leaders and elected officials.

¹ Response targets can vary from 1-2% of the population (more typical) to 15%. A single rate can be established or variable rates for different events or activities. Specific targets would be set through further consultation with City staff and/or decision-makers.

GOAL	APPROACHES TO ACHIEVE GOAL	MEASUREMENTS AND REPORTING
Leverage Local Networks and Relationships, Existing Community Engagement Efforts and Collaborate with Community Based Organizations	Build off contacts and networks developed through previous planning efforts and other city-led engagement efforts. Engage CBOs through Interested Parties outreach. Ask CBOs to share information about the project with their networks. Create a separate email list for CBOs and send targeted messages with project updates/engagement opportunities. Work with CBOs and local businesses to seek out and work with informal community leaders.	• Number of meetings led or supported by CBOs for the project. • Number of new partnerships • Number of agreements with CBOs to support implementation the Comprehensive Plan. • Number of new community contacts gathered through CBOs. • Number of new CBOs, that focus on diversity, equity, and inclusion, relationships formed.
Create Opportunities for Authentic Dialogue and Inclusive and Equitable Participation	Collect demographic data to compare characteristics of participants to the demographics of Lacey as a whole. Hold events at locations or times that are convenient for the community. Offering the same event at different times of the day, as necessary. Hold focus groups and community conversations with new and existing community groups and leaders. Create an advisory group that is topic specific or for the overall guidance of the project, with participation by community groups. “Piggyback” on planned City or community events to meet people where they are. Conduct discussion groups or meetings in Spanish, or provide Spanish language materials	• Individuals participating in activities roughly represent the population in terms of key demographics and there is broad representation from across the wards. • Receive a significant percentage of responses from youth and demographically diverse residents. • Maintain a consistent level of participation throughout the process. • Meet with representatives from each of the key audiences. • Provide summary report of events, including attendance and results of discussions.
Ensure Transparency and Accountability	Provide summaries of engagement activities and outcomes at key stages of the project.	• Periodically present project updates to decision makers throughout the process.

GOAL	APPROACHES TO ACHIEVE GOAL	MEASUREMENTS AND REPORTING
	Hold events at locations or times that are convenient for the community. Offering the same event at different times of the day, as necessary. Respond to questions and inquiries in a timely manner.	• Provide updates to neighborhood groups and others interested in the project. • Individuals attending the events roughly represent the population in terms of key demographics. • Receive a significant percentage of responses from youth and demographically diverse residents.²
Build Long-Term Capacity for Public Engagement around Growth, Development, and Community Design	Hold focus groups and community conversations with new and existing community groups and leaders. Train local CBOs and other community groups to facilitate meetings Identify volunteers to champion a project or recommendation that stems from the final plan.	• Maintain participation list from non-City public agencies. • Meet multiple new community groups or community leaders. • Formalize partnerships or create agreements with CBOs for a collaborative relationship to implement the plan.

² Targets can vary, depending on a variety of factors, including demographic conditions in Lacey. A target for 10% of total respondents from youth or ethnic groups could be used as a starting point. Targets may vary specific demographic groups and/or for different events or activities. Specific targets would be set through further consultation with City staff and/or decision-makers.

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Human Services Community Participation Plan



INTRODUCTION

In order to assess future human services needs in the community, it is important to highlight existing and potential stakeholders and survey their experiences, opinions and recommendations for setting human services priorities. Through this engagement, the City can identify gaps, learn what is working well, improve quality and increase access to services.

It is important to approach this work with an equity lens and continue to merge the City's existing work on Diversity, Equity, Inclusion and Belonging (DEIB) with human services. This process begins by creating an equitable engagement framework. The City's recommends encouraging participation and the involvement of all community members by:

- Connecting with them in meaningful, non-performative, ways.
- Finding and engaging with community members in ways they feel comfortable.
- Reducing barriers to access and participation.

The goal of this Community Participation Plan is to engage with a broad perspective of community stakeholders, and by doing so, increase community engagement, and increase awareness. This includes people whose voices have not traditionally been recognized or heard. This approach uses a wide variety of methods such as surveys, one-on-one meetings, and focus groups. Importantly, this work is done through meeting people where they are to ensure that their voices are heard and included as part of future City decisions about funding and policies.

EXISTING HUMAN SERVICES STRATEGIES

The City provides and supports a broad range of local human services to community members. The services are targeted to alleviate hardships and help individuals in need to access community resources. The City engages in this work in four (4) distinct ways:

1. Direct social service outreach and clean-up response
2. Coordinated efforts with regional and community partners
3. Providing funding to support the work of non-profit and other governmental entities

4. Advocacy for more comprehensive solutions to homelessness at the state and federal level.

In 2024, the City invested around \$1.2 million into a variety of Human Services. Through this work, the goal of the City is to provide and support services in the community built on compassion, public safety, and enhancing the wellbeing of all. Programs and services supported prior to the needs assessment are:

- Affordable Housing and Houseless Services
- Early Learning and At-Risk Youth Services
- Senior Services
- Veterans Services
- Food Insecurity and Nutrition Services
- Hazardous Weather Sheltering Services
- Substance and Alcohol Abuse Treatment Services
- Crime Victim Advocate Services
- Dispute Resolution Services

The City continues to invest in human services by establishing a local Human Services Grant Program (HSGP). With initial funding of \$300,000, the program will provide resources to those in need in our community through an annual comprehensive, transparent and competitive application and award program (pending City Council budget approval).

As part of establishing the new HSGP, the City created an ad hoc Human Services Work Group to evaluate 2024 Grant Applications, assist with a Human Services Needs Assessment, make recommendations on future funding priorities and a future, permanent advisory board.

For the initial program year 2024, the City Council established the following priority areas:

Housing: Expanding and Upgrading Affordable Housing Programs, Emergency Rental Assistance, Housing Education, Creating and Maintaining Supportive Housing Services

Survival: Access to Food, Water, Shelter, Sleep, Clothing

Security: Job training and placement, mental and physical health care, drug and alcohol recovery services, support in times of personal or family crisis, and transportation.

DRAFT

INTENDED OUTCOMES OF COMMUNITY PARTICIPATION PLAN

The City aspires to include all community members in conversations, decisions, and planning that affects them. While the City has long invested in human services in many ways, a comprehensive human services strategic plan has not been completed. The first step in designing a strategic plan is to do an analysis of stakeholders and existing resources in the community.

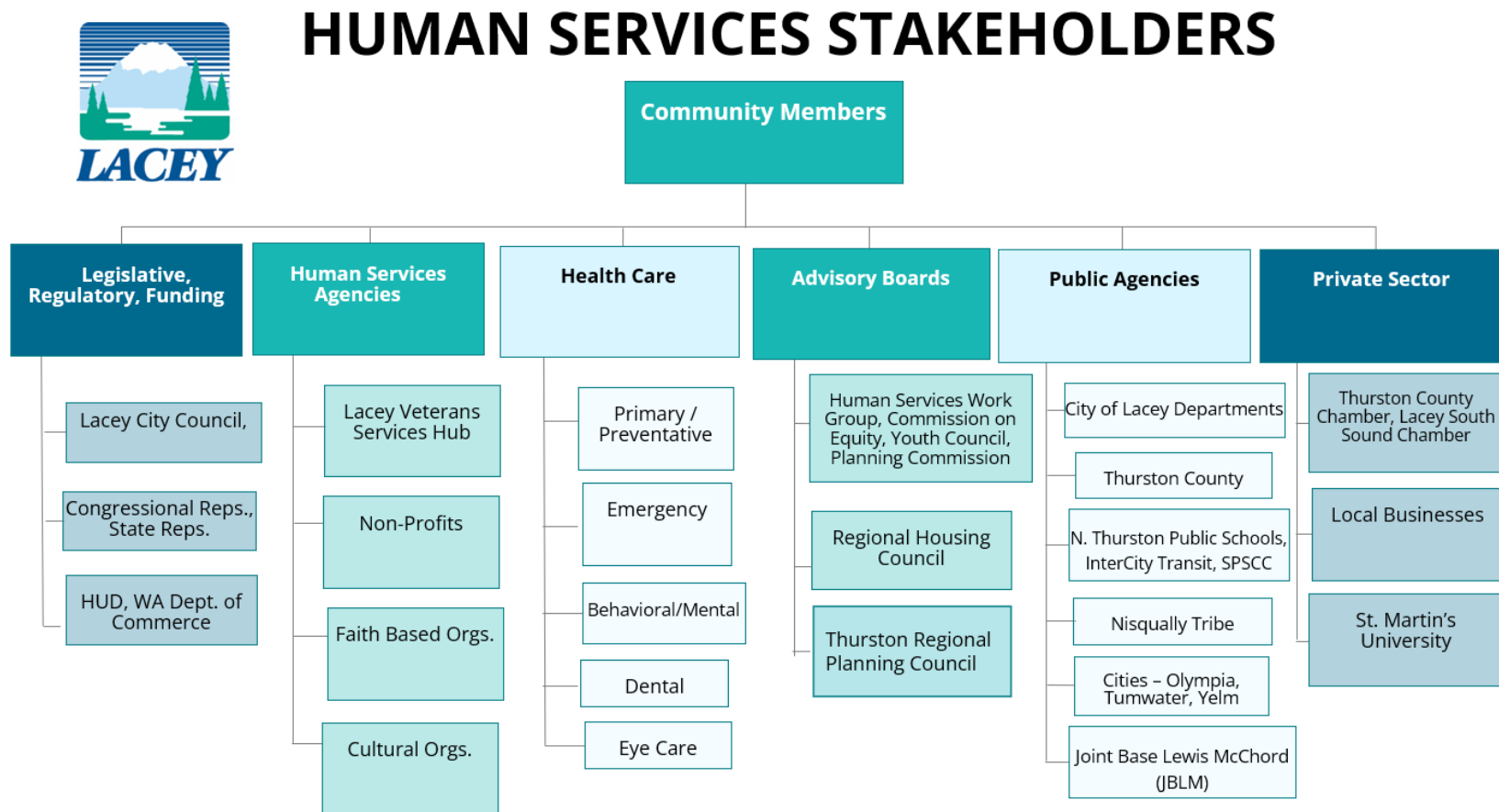
The **Community Participation Plan** will help the City gather feedback from community members and stakeholders, including the Human Services Workgroup. The feedback will inform the **Human Services Needs Assessment** which will result in a **Human Services Strategic Plan**.



IDENTIFYING AND ENGAGING STAKEHOLDERS

City staff created a list of stakeholders and resources that exist in the Lacey community. Resources were added to this list based on existing City contracts and relationships, internet research, and information from Thurston County Community Connections, Thurston County Resource Hub, Lacey Veterans Services Hub, Family Resource Guide of Thurston County, and The Crisis Clinic of Thurston and Mason Counties.

Figure 2. Lacey Human Services Stakeholders



COMMUNITY PARTICIPATION STRATEGIES

Survey

The City developed a survey of human service needs to be open to the public online for several weeks. This survey will focus on community needs and household needs. A copy of the survey is included in **Appendix A**.

Focus groups

City staff will hold focus groups with a variety of stakeholders, such as those identified in **Figure 2** and the potential participants listed in **Table 1**.

Table 1. List of Potential Focus Group Participants

	Focus Group	Potential Participants (not exclusive and subject to change)
1	Human Services Agencies	Family Support Center, United Way, CYC, Salvation Army, Catholic Charities, CAC of Lewis, Mason, Thurston County, Homes First, Family Education Support Services (FESS), PIPE, Goodwill
2	Public Safety Agencies	Lacey Police, Lacey Fire District #3, Thurston County Sheriff, Joint Animal Services
3	Cultural Orgs. / Immigrant Orgs. / Faith Based Groups	CIELO (Centro Integral Educativo Latino de Olympia), COE (Commission on Equity), KWA (Korean Women's Association), Polynesian Association of Thurston County, Fred U. Harris Lodge #70., Phillipino American Community of South Puget Sound, Nisqually Tribe, Islamic Center of Olympia, Michiantla
4	Veterans Groups	LVSH (Lacey Veterans Services Hub), Disabled American Veterans (DAV), Thurston County Veterans Services
5	Transportation Orgs.	LVSH, Intercity Transit (including, Dial-a-Lift), Thurston Regional Planning Council
6	Schools	North Thurston Public Schools (Elementary, High School, Middle School), Pope John Paul, Homeschool
7	Seniors	Senior Services of South Sound, Senior Area on Aging, A Home for Mom, Retirement Facilities – Panorama, Jubilee, Bonaventure
8	Youth	Lacey Youth Council, Boys and Girls Club, Boy Scouts, Girl Scouts, TCYFC, BHB Youth Sports Clubs, YMCA, CYS
9	Physical / Behavioral Health Care	KP, Delta, Providence, Olympic Health and Recovery Services, NAMI, Capital Recovery Services,
10	Private Sector Employers	Lacey Chamber, South Sound Chamber, Economic Development Center
11	City Departments	Parks, Planning, Public Works, Joint Animal Services
12	Government Agencies	Timberland Regional Library, Thurston County, Olympia and Tumwater
13	Post Secondary Education	SPSCC, St. Martins, Makers Space, ANEW, On-Line Training, Technical Training Schools, Evergreen

Human Services Focus Group Questions

Human Services for the purpose of these conversations are centered around the following core areas: Preventative Health Care, Emergency Health Care, Behavioral Health Care, Dental Care, Eye Care, Housing, Food, Clothing, Employment and Training, Emergency Financial Assistance, Pet Care, Transportation, Child Care, Domestic Violence Services, Low or No Cost Legal Services, Senior Focused Programs, Youth Focused Programs and other services unknown.

1. Tell me about your experience with human services in Lacey?
2. Do you feel that there are gaps in human services in Lacey? If yes, explain where you see the gaps.
3. Where do you feel Lacey is doing well in terms of human services? What are the strengths in government, non-profit, and other community services?
4. Think back to a time when you were searching for services for a Lacey community member or yourself. Were the services readily available? Were you able to successfully refer the community member and get them the help they needed?
5. Thinking through this conversation, what do you feel are the highest priority human service needs in Lacey?

One-on-one questions

The City will try to interview community members who are receiving human services directly to learn more about needs, gaps and strengths within the community. One-on-one interview questions include:

1. Tell me about your experience obtaining human services in Lacey?
2. Where do you think there are gaps in human services in Lacey?
3. What do you think the highest need for human services are in Lacey?

NEXT STEPS

The next steps are direct outreach and engagement as outlined above. The City will then analyze the findings, plan implementation strategies, and determine ways to evaluate

progress. Analysis of findings will be shared with the Lacey Human Services Workgroup and the Lacey City Council.

DRAFT

APPENDIX A

DRAFT



2024 Lacey Human Services Needs Assessment

Section 1. Community Needs

These questions are regarding the Lacey community overall. The results of this survey will help inform the City of Lacey on future human services funding, programming, oversight and performance measurements. All answers will remain anonymous. The results will be used as part of a final report.

* 1. Which of the following human service needs do you feel are the most needed in Lacey?
Select all that apply.

- ☐ Preventative Health Care
- ☐ Emergency Health Care
- ☐ Behavioral Health Care
- ☐ Dental Care
- ☐ Eye Care
- ☐ Housing
- ☐ Food
- ☐ Clothing
- ☐ Employment and Training
- ☐ Emergency Financial Assistance
- ☐ Pet Care
- ☐ Transportation
- ☐ Child Care
- ☐ Domestic Violence Services
- ☐ Low or No Cost Legal Services
- ☐ Youth Centered Services
- ☐ Older Adult Centered Services
- ☐ Other (please specify)

* 2. What specific barriers do you see to accessing human services in Lacey?

- ☐ Financial Barriers
- ☐ Lack of Child Care
- ☐ Lack of Transportation
- ☐ Location
- ☐ Language Barrier
- ☐ Cultural Relevancy
- ☐ None / Unknown / Not Applicable
- ☐ Other (please specify)

* 3. Regarding health services, which area do you think needs the most improvement in Lacey? (Map of City Boundaries)

- ☐ Preventative Health Care
- ☐ Emergency Health Care
- ☐ Behavioral Health Care
- ☐ Dental Care
- ☐ Eye Care
- ☐ None/ Unknown / Not Applicable
- ☐ Other (please specify)

* 4. Regarding basic needs, which of the following is the most urgent need in Lacey?

* 5. How would you rate the accessibility of employment and training services in Lacey? For example; help finding a job, receiving training for a new job or career, getting help after a layoff, etc.

- ☐ Very Accessible
- ☐ Somewhat Accessible
- ☐ Somewhat Inaccessible
- ☐ Very Inaccessible
- ☐ None / Unknown / Not Applicable
- ☐ Other (please specify)

* 6. How important is improving transportation to meet the community's human service needs?

- ☐ Very Important
- ☐ Somewhat Important
- ☐ Neutral
- ☐ Somewhat unimportant
- ☐ Not important at all
- ☐ None / Unknown / Not Applicable

* 7. How accessible is it for a person with a disability to get around (bike, walk, roll, drive, etc.) in Lacey?

- ☐ Extremely Accessible
- ☐ Very Accessible
- ☐ Somewhat Accessible
- ☐ Not so Accessible
- ☐ Not at all Accessible
- ☐ None / Unknown / Not Applicable

8. How would you rate access to Child Care in Lacey? (If unknown, skip this question)

0

100

9. How would you rate youth programming in Lacey? For example, before and after school programs, programs for teens, day camps, etc. (If unknown, skip this question)

★

★

★

★

★

Other (please specify)

* 10. How accessible are the following services in Lacey?

[illegible]



2024 Lacey Human Services Needs Assessment

Section 2. Household Human Services Needs

These questions are regarding human service needs in your household. The results of this survey will help inform the City of Lacey on future human services funding, programming, oversight and performance measurements. All answers will remain anonymous. The results will be part of the final report.

* 11. How satisfied are you with your family/ household's access to quality health care in Lacey?

* 12. Do you feel your family / household has the resources they need to be healthy, happy and safe in Lacey?

- ☐ My family/household has all the human services we need.
- ☐ My family/household has most of the services we need, but could use a bit more.
- ☐ Neutral
- ☐ My family/household could use several more services.
- ☐ My family/household does not have the human services we need.
- ☐ Please share comments of what additional resources would be helpful to your family / household.

* 13. How often do you or your household members access human services resources in Lacey?

- ☐ Very often (weekly)
- ☐ Somewhat often (monthly)
- ☐ Not often (annually)
- ☐ Never

* 14. Please select your household's most urgent human service needs. (Select all that apply)

- ☐ Preventative Health Care
- ☐ Behavioral Health Care
- ☐ Emergency Health Care
- ☐ Eye Care
- ☐ Dental Care
- ☐ Child Care
- ☐ Emergency Financial Help
- ☐ Pet Care
- ☐ Domestic Violence Resources
- ☐ Housing
- ☐ Food
- ☐ Clothing
- ☐ Employment and Training
- ☐ Transportation
- ☐ Low or No Cost Legal Services
- ☐ Youth Centered Services
- ☐ Older Adult Centered Services
- ☐ Other (please specify)

15. (Optional) Please give an example of human services you have accessed in Lacey. How did it go? Would you recommend those services to others?

16. (Optional) Anything else you would like to tell us relating to human services?

* 17. Please tell us your relationship to the City of Lacey. Check this [map](#) if you would like to see the City boundaries. (Select all that apply)

☐ I live in Lacey

☐ I work in Lacey

☐ I visit Lacey

☐ Other (please specify)

DRAFT Needs Assessment Outline / Human Services Strategic Plan

Land Acknowledgment

1. Executive Summary

Intro to Plan – Vision, Goals, Strategies

2. City of Lacey Overview

- a. Lacey Work Plan and City Priorities
- b. Lacey Overview and Demographics
- c. Commitment to Equity (draft DEIB plan for review in July)
- d. Human Services Roles and Functions

3. What is the Purpose of the Needs Assessment?

- a. Increasing Community Engagement, Awareness and Support
- b. Setting Priorities for Human Services in Lacey
 - 1. Allocations for Funding
 - 2. Identifying Gaps in Services
 - 3. Identifying Opportunities for Improvement
 - 4. Demonstrate what is working well
- c. Establishing and Maintaining Excellent Relationships and Services

4. What did we learn about Lacey Human Service Needs? (Distinct needs across segments)

- a. Physical Health Care
- b. Behavioral Health Care
- c. Emergency Health Care
- d. Eye Care
- e. Dental Care
- f. Child Care
- g. Emergency Financial Help
- h. Pet Care
- i. Domestic Violence Resources

- j. Housing
- k. Food
- l. Clothing
- m. Employment and Training
- n. Transportation
- o. Low or No Cost Legal Services
- p. Youth Centered Services
- q. Older Adult Centered Services

5. Where are we going?

- a. Human Services Vision
- b. Priority Service Areas 2025-2030
- c. Goals, Strategies, and Actions 2025-2030
- d. Measuring Success

6. What is Next and Future Planning

- a. Funding Human Services
- b. Updating the Strategic Plan

7. Acknowledgments

8. Appendices

- a. Human Services Needs Survey and Results
- b. Focus Group Survey and Results
- c. Individual Interviews
- d. Human Services in Lacey Resource Summary
- d. References

Utility Wrap Project Update

Commission on Equity| July 22, 2024



Overview

1. Historical Commission Feedback
2. Locations
3. Submission Review
4. Wrap Mock-Up
5. Next Steps

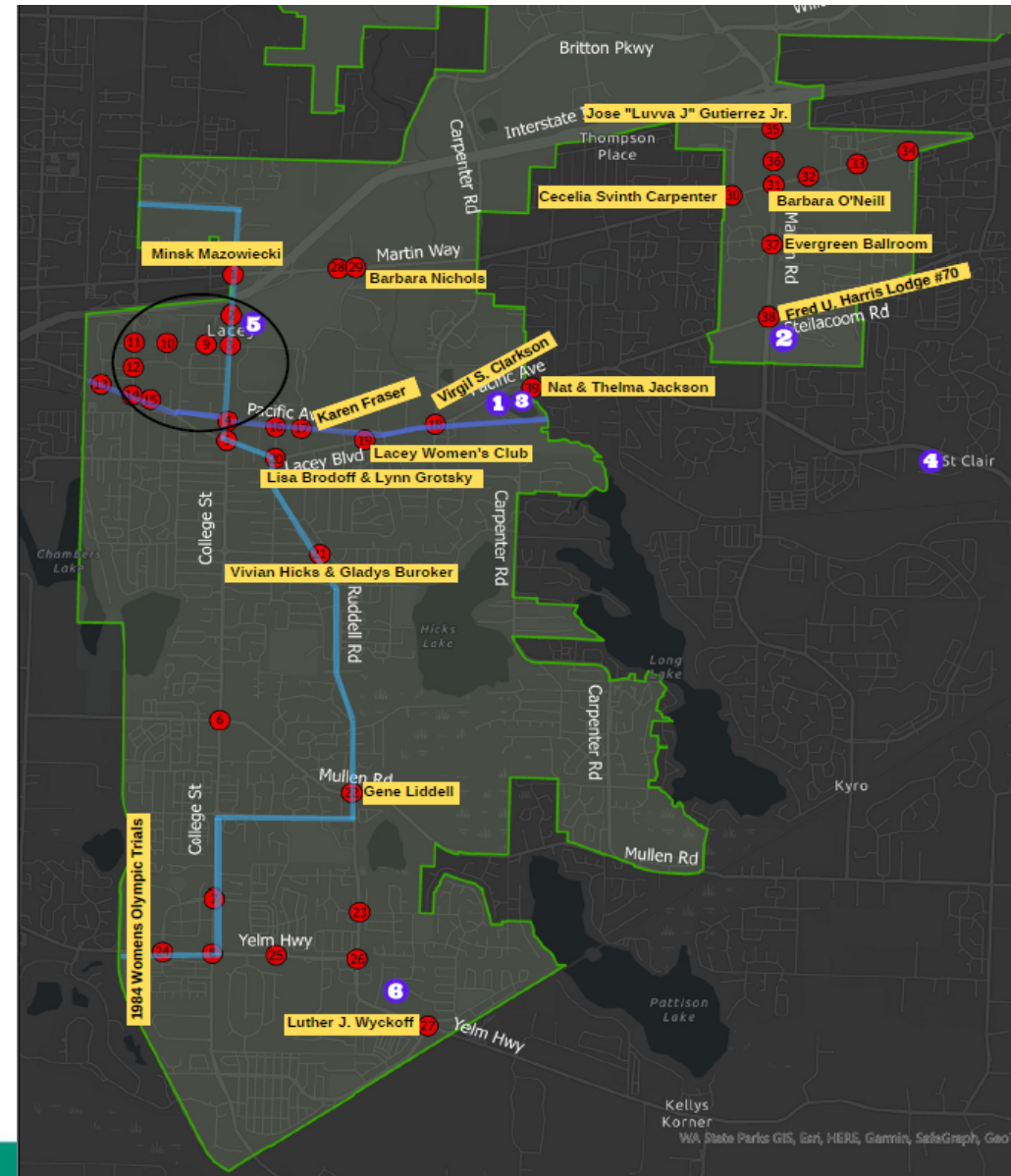
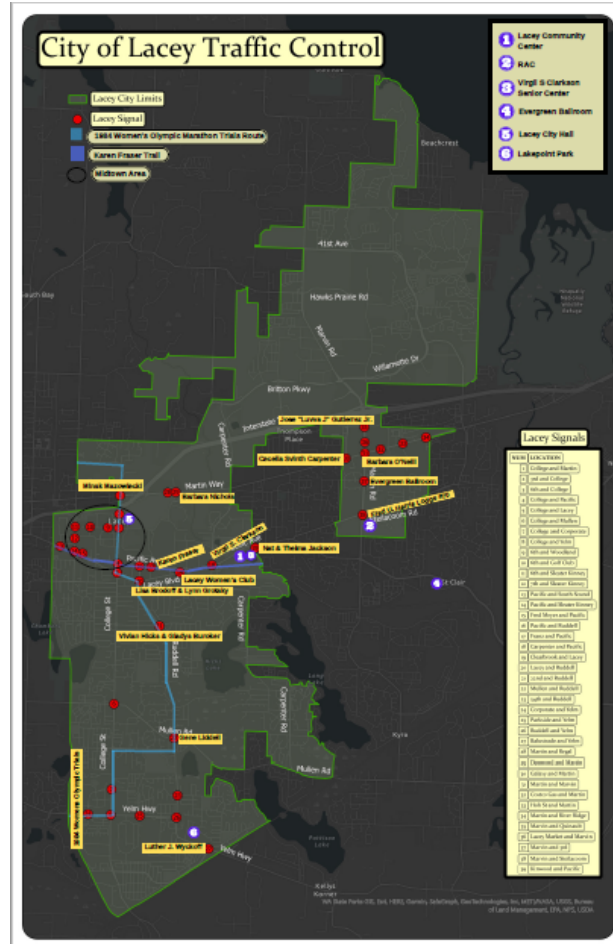


Historical Commission Feedback

- Preference but no formal recommendations
- Recommended including names and information about individuals/organizations to aid viewers in understanding
- Recommendation for future theme



Locations

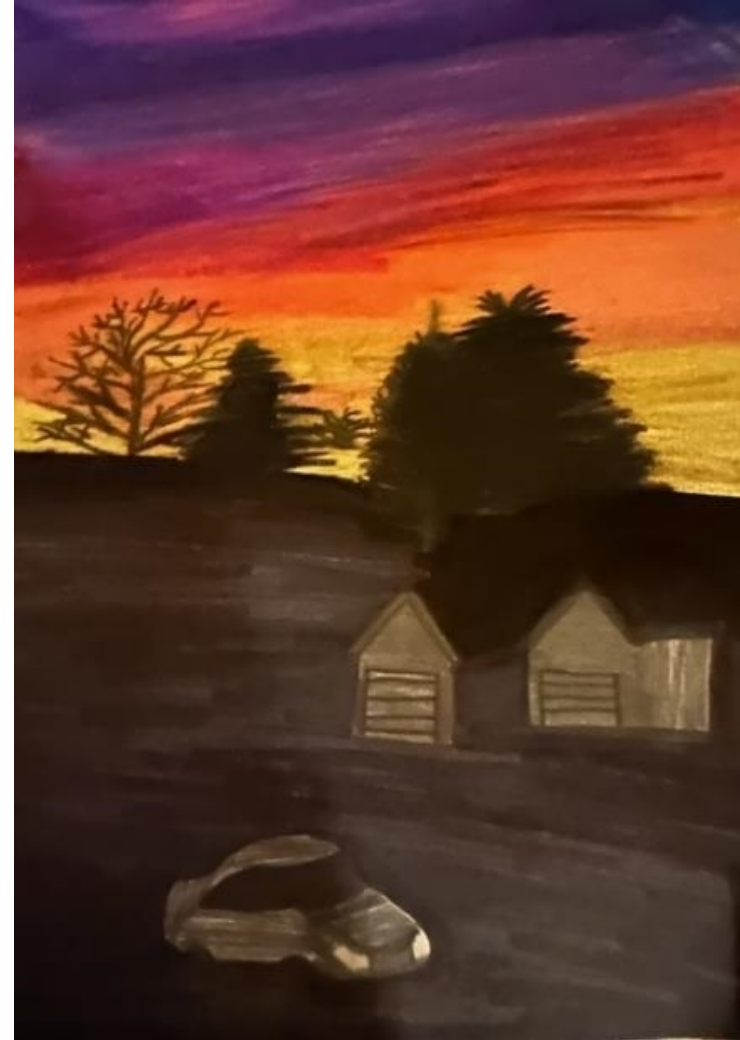


Submission Review

The City requested art submission from applicants inspired by a predetermined list of individuals and organizations who have had positive impact on the community.

Artists were asked to create art *inspired* by these themes, in any medium and format of expression.

The City received 13 unique submissions from artists across the community, representing 7 of the 14 themes.



The art on this slide is not considered in the selection process as it did not meet criteria for this project.

Submission Review

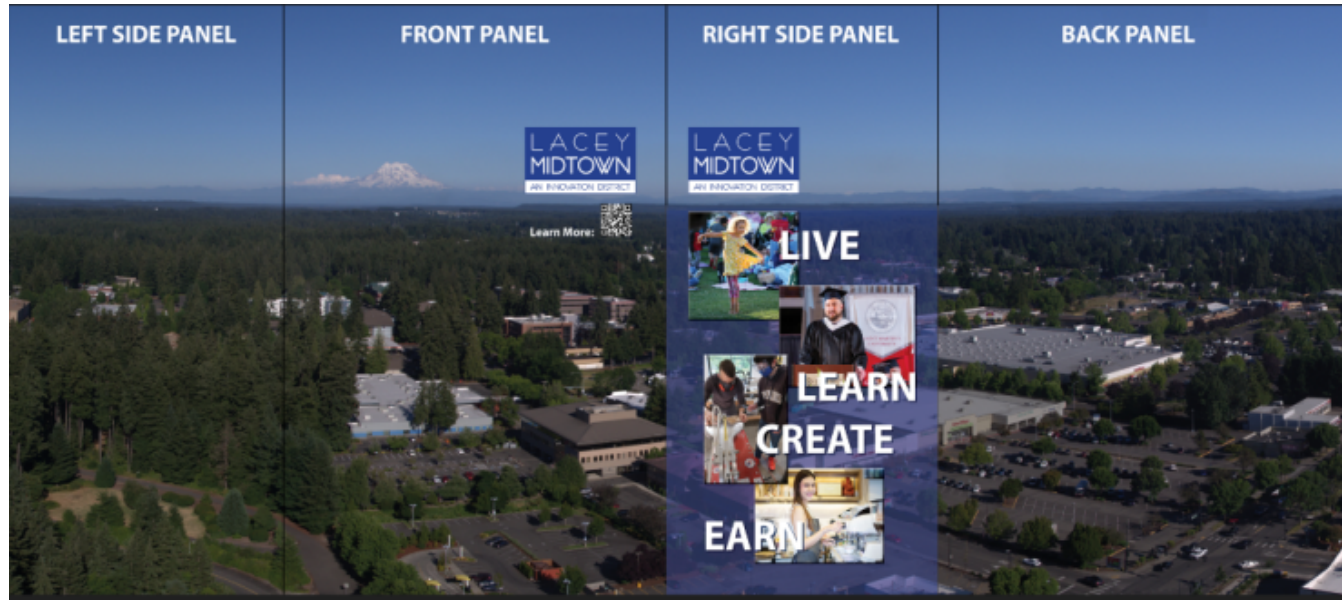
- | | |
|---|--|
| 1. 1984 Women's Olympic Marathon Trials | 8. Jose "Luvva J" Gutierrez, Jr. |
| 2. Lisa Brodoff & Lynn Grotsky | 9. Vivian Hicks & Gladys Buroker ★ |
| 3. Cecelia Svinth Carpenter ★ | 10. Nat & Thelma Jackson * |
| 4. Virgil S. Clarkson | 11. Gene Liddell ★ |
| 5. Evergreen Ballroom | 12. Lacey-Minsk Mazowiecki Sister City Association ★ |
| 6. Karen Fraser | 13. Lacey Women's Club ★ |
| 7. Fred U. Harris Lodge #70 | 14. Luther J. Wyckoff ★ |

*An art piece representing Nat & Thelma Jackson was donated to the City and will be used for this project. This theme was not included in art requests to the community.

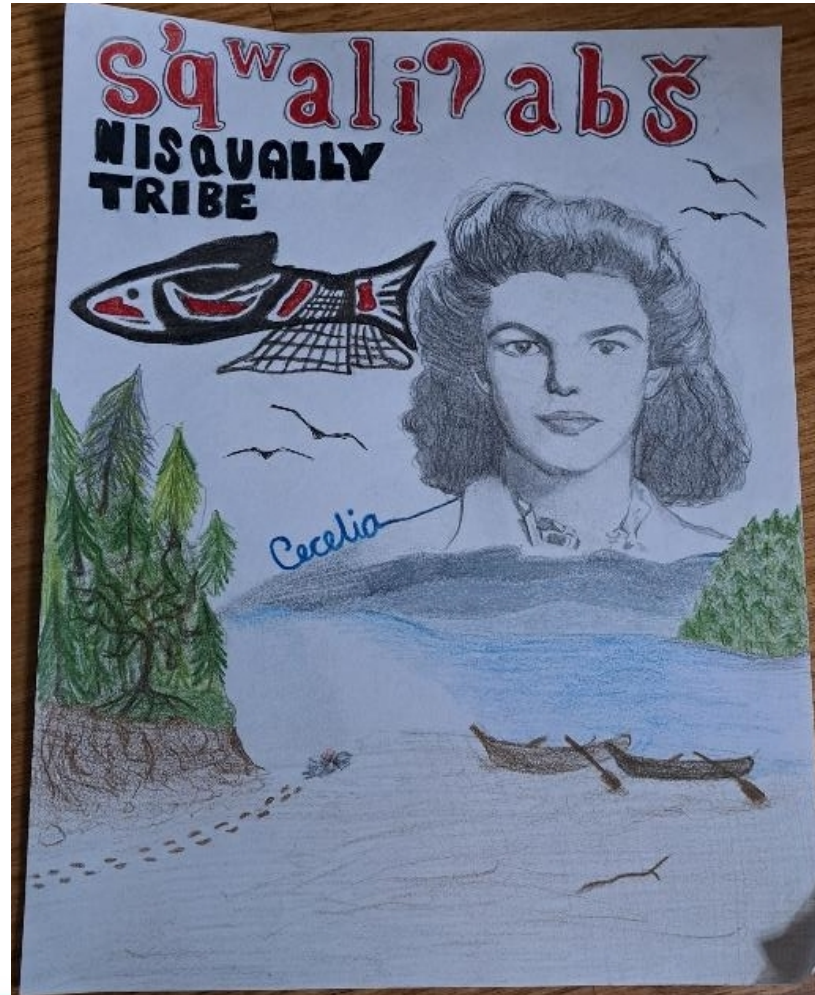
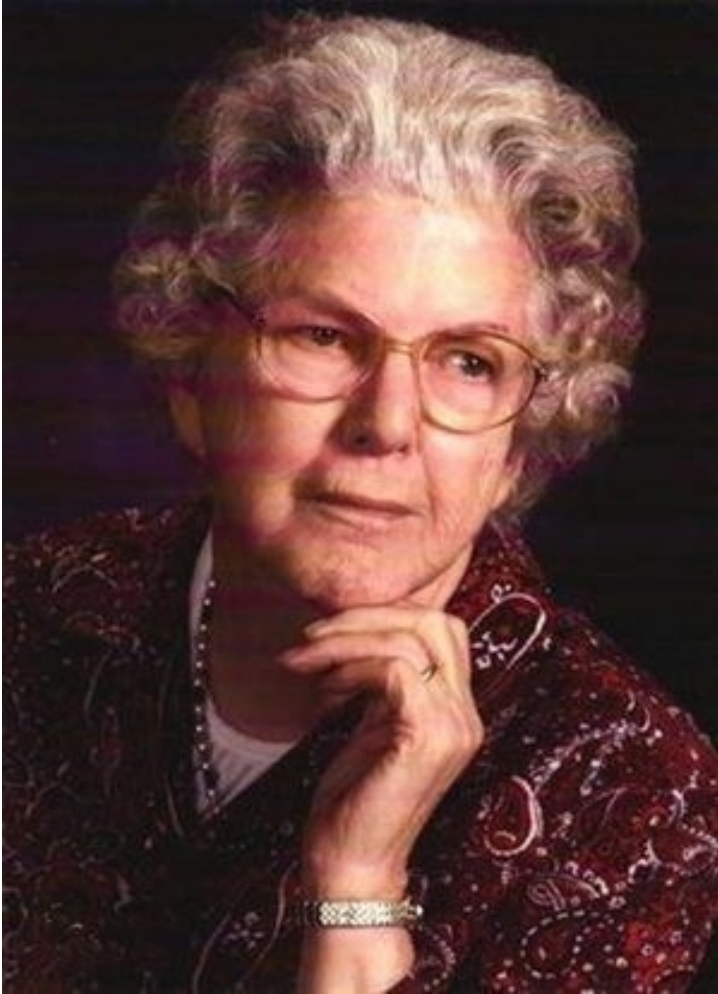


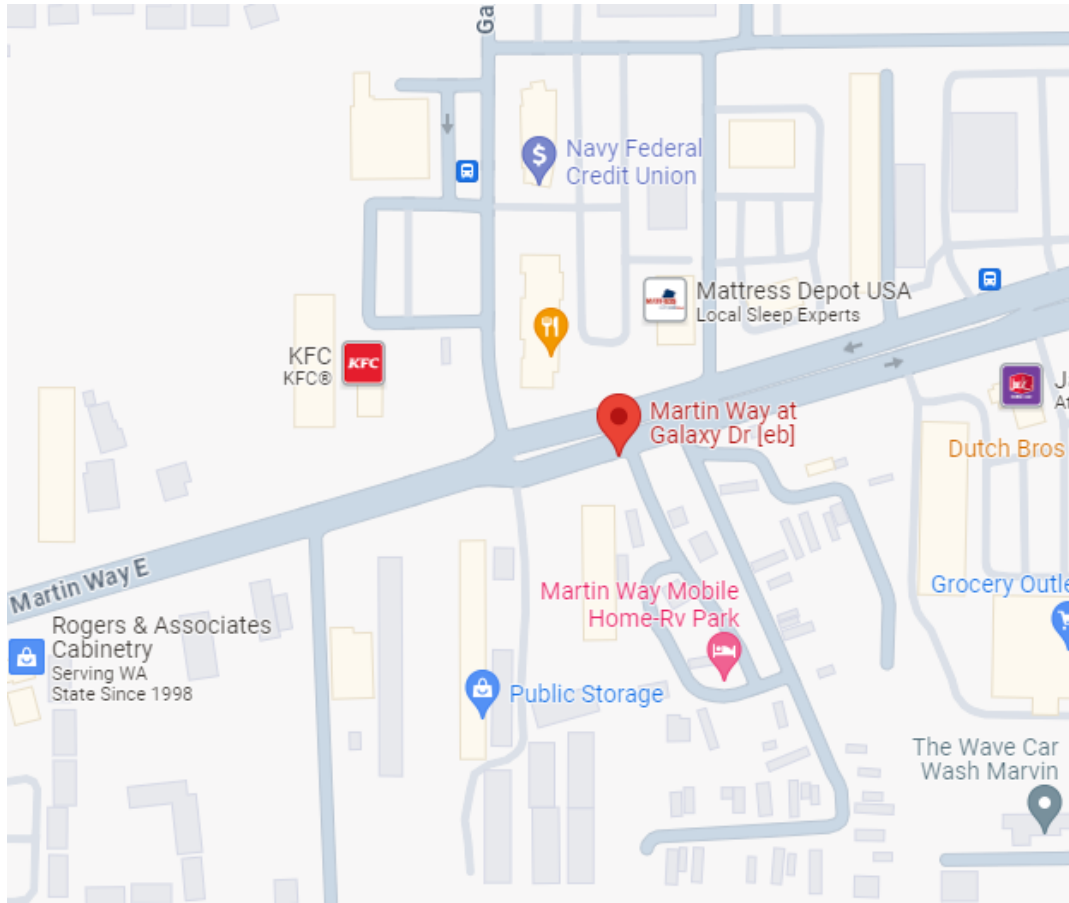
The art on this slide is not considered in the selection process as it did not meet criteria for this project.

Art Transformed



Cecelia Svinth Carpenter





Cecelia Svinth Carpenter

Box Location: Galaxy and Martin

LEFT SIDE PANEL

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scanning:



FRONT PANEL

Sq'wali'abš
NISQUALLY
TRIBE



Cecelia



RIGHT SIDE PANEL

CECELIA SVINTH CARPENTER



Writer, historian, and Nisqually tribal elder, Hope Cecelia Svinth Carpenter (1924-2010), was a public school teacher in Tacoma when she discovered that her students' textbooks were rife with errors. This began her lifelong journey of meticulously researching the tribe's history, using primary sources and original research, some of which took her to Washington, D. C. and even London. She wrote her first book in 1972, and continued researching and writing her entire life, earning her place as tribal historian. When she died in 2010 at the age of 85, she was in the process of writing two more books.

BACK PANEL

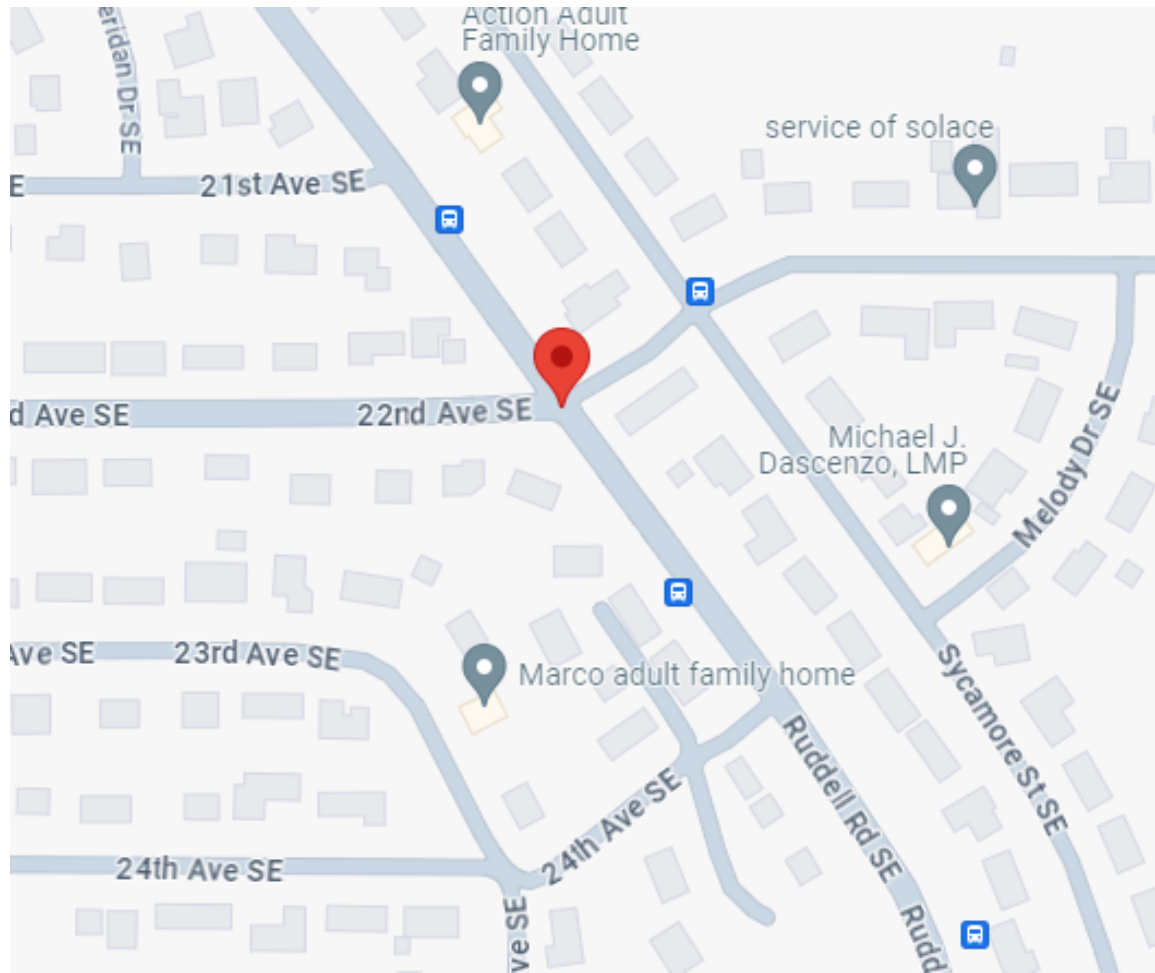
Sq'wali'abš
NISQUALLY
TRIBE



Cecelia Svinth Carpenter

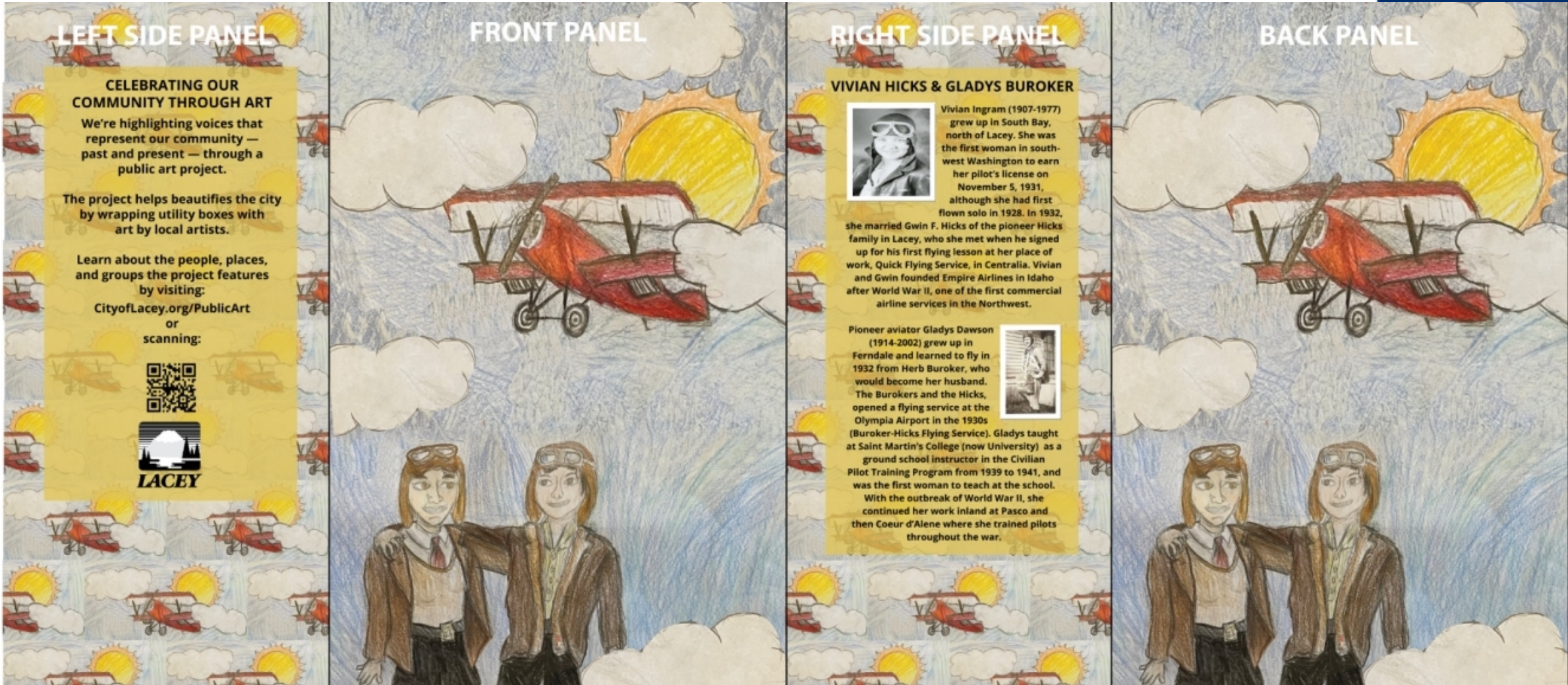
Vivian Hicks & Gladys Buroker





Vivian Hicks & Gladys Buroker

Box Location: 22nd and Ruddell



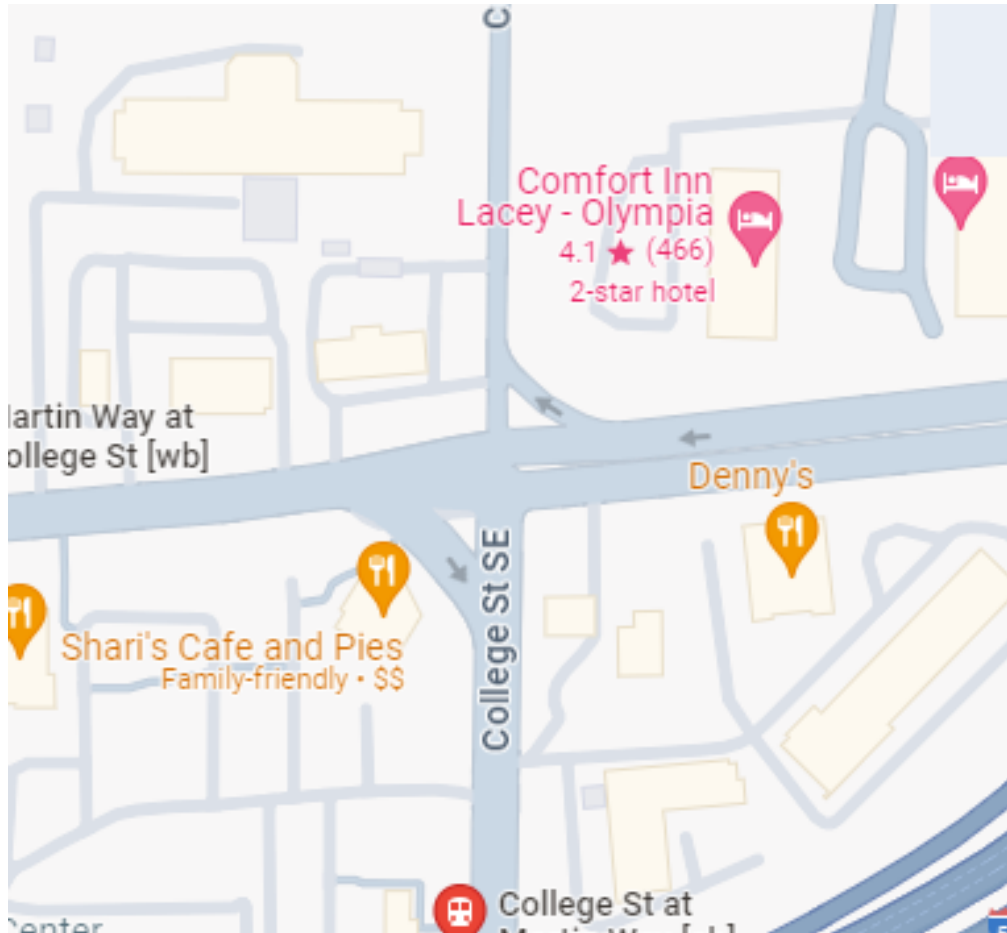
Vivian Hicks & Gladys Buroker

Lacey-Mińsk Mazowiecki Sister City Association



Photo: Miasto [Town of] Minsk Mazowiecki Facebook

Box Location: College and Martin



Lacey-Mińsk Mazowiecki Sister City Association

Box Location: College and Martin

LEFT SIDE PANEL

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FRONT PANEL



RIGHT SIDE PANEL

LACEY-MIŃSK MAZOWIECKI SISTER CITY ASSOCIATION



In 2003, the Sister City program was established following formal action by the Lacey City Council (Council), which set the groundwork for a community-based initiative. After considering many cities, the Council selected Mińsk Mazowiecki, Poland due to its similarity to Lacey in size and government structure, and their enthusiasm for the cultural exchange. Over the next 20 years, many visits between the two cities have taken place, including tours of both cities to learn about their respective cultures.

In 2022, the Lacey organization raised money to assist the sister city in support of about 1,000 Ukrainian refugees they took in during the Russian invasion of Ukraine.

BACK PANEL



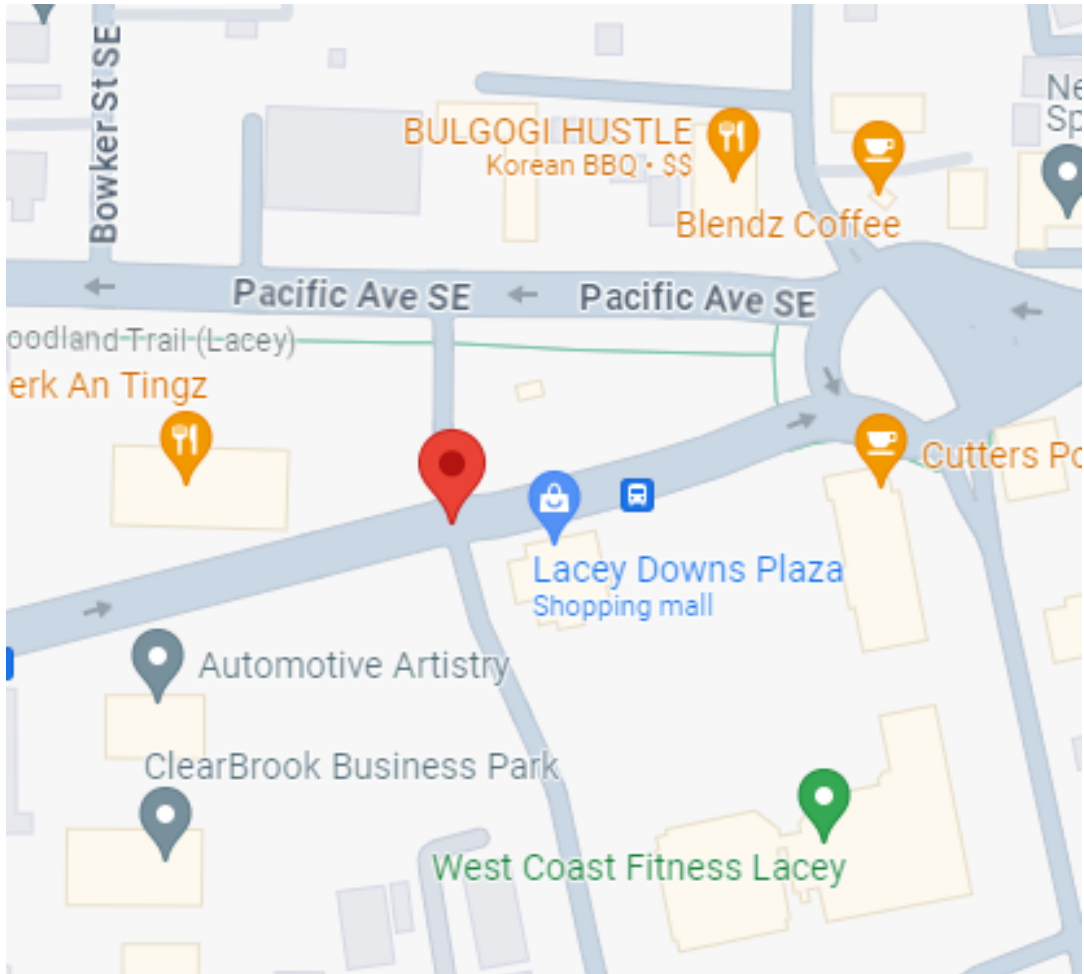
Lacey-Mińsk Mazowiecki Sister City Association

Lacey Women's Club



Photo: Lacey Museum, Foy Collection

Box Location: Clearbrook and Lacey



Lacey Women's Club

Box Location: Clearbrook and Lacey



Lacey Women's Club

Nat & Thelma Jackson



Photo: City of Lacey; Art: Jennifer Kuhns, Cultivating the Future

Box Location: Kinwood and Pacific





Nat & Thelma Jackson

Box Location: Kinwood and Pacific

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FRONT PANEL



RIGHT SIDE PANEL

NAT & THELMA JACKSON



The Jacksons grew up in the Jim Crow South and met in 1963 while attending Southern University in Louisiana. They moved to Washington when Thelma was recruited to work as an inhalation toxicologist at Battelle Northwest.

In 1970, Nat got the opportunity to be the economic development specialist for the Washington State Office of Opportunity in Olympia. They quickly realized that Lacey, without the racially discriminatory real estate laws of other Thurston County communities, would be their home.

Nat and Thelma Jackson dedicated their lives to creating a better community in Lacey and beyond. They worked to advance racial equity and systemic change to provide equal opportunities and affirmative actions in government, education, business, criminal justice, and health care.



Nat & Thelma Jackson

Gene Liddell



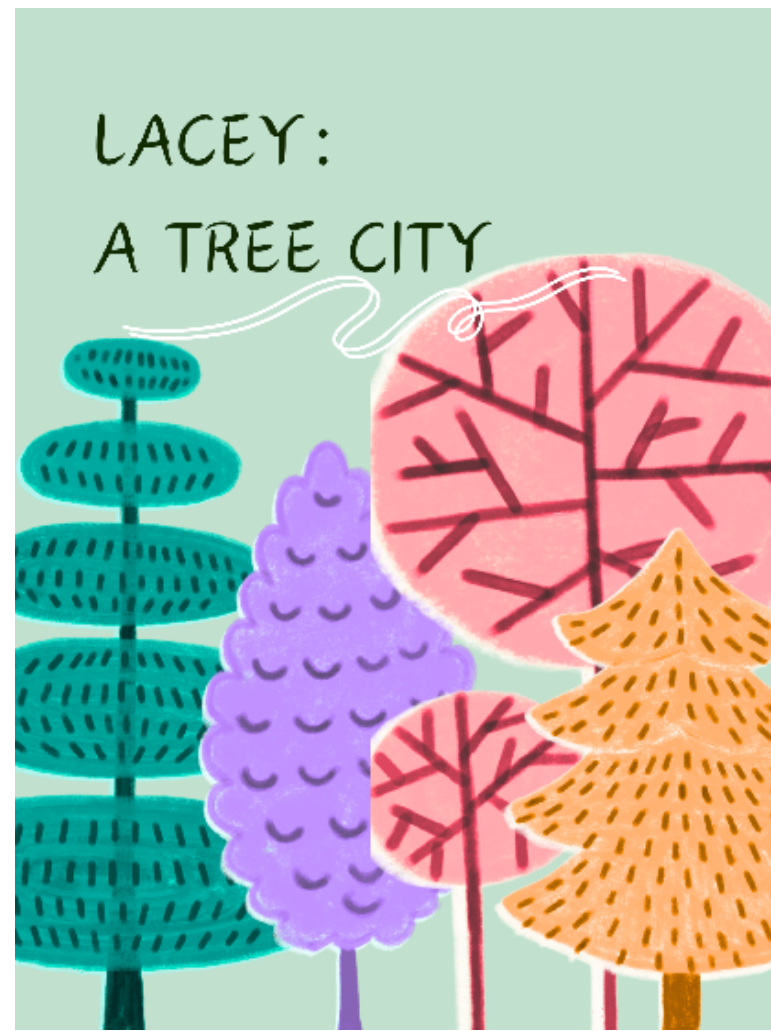
Photos: Lacey Museum

Box Location: Mullen and Ruddell



Gene Liddell

Box Location: Mullen and Ruddell



Gene Liddell



Gene Liddell

LEFT SIDE PANEL

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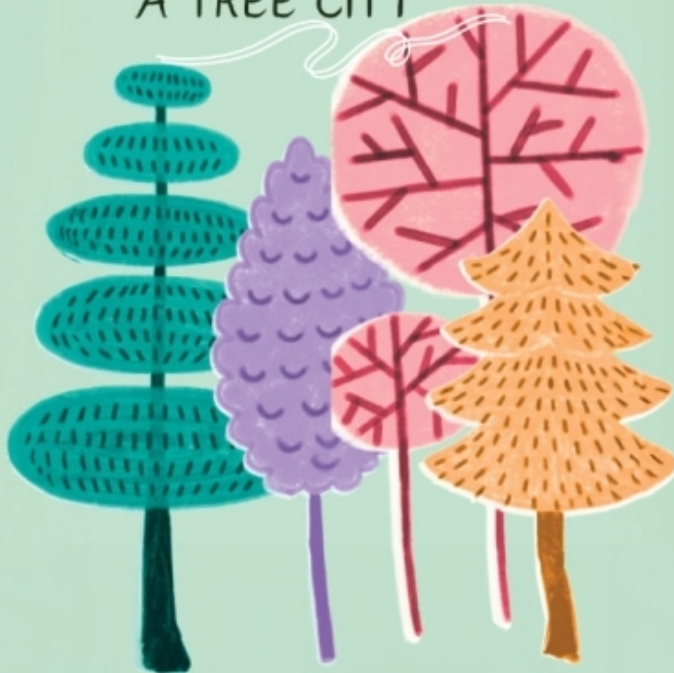
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FRONT PANEL

LACEY: A TREE CITY



RIGHT SIDE PANEL

GENE LIDDELL



Gene Liddell served on the Lacey City Council from November 1987 through 1993. In 1991, she was elected the first Filipina mayor of any city in the United States. As mayor, Liddell worked to promote diversity in the community and supported programs that assist disadvantaged women and youth, and preservation and rehabilitation of the local environment. During her time as mayor, Lacey was named a Tree City USA by the Arbor Day Foundation, a distinction that the city has maintained every year since 1992.

BACK PANEL

LACEY: A TREE CITY



LEFT SIDE PANEL

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FRONT PANEL



RIGHT SIDE PANEL

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BACK PANEL



Gene Liddell

Option 1:
Single Submission A



Option 2:
Single Submission B



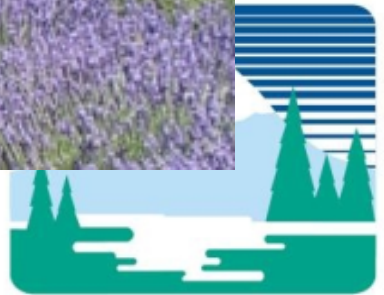
Option 3 :
Combined Submission



Gene Liddell



Luther J. Wyckoff



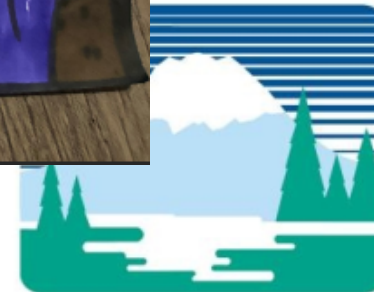


Luther J. Wyckoff

Box Location: Balustrade and Yelm



Luther J. Wyckoff



LEFT SIDE PANEL

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FRONT PANEL

RIGHT SIDE PANEL

BACK PANEL

LUTHER J. WYCKOFF



Beginning in 1932, L. J. Wyckoff (1881-1969)
pioneered the first commercial cultivation
of lavender in the United States at his farm
on Chambers Prairie, near what is now the
Horizon Pointe area in South Lacey.

At the time, the quality of his lavender plants
gained accolades from the prestigious Yardley
and Co. of London. Lavender varieties known
as Wyckoff Blue and Wyckoff White were
developed by and named for him.

Luther J. Wyckoff

LEFT SIDE PANEL

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FRONT PANEL



RIGHT SIDE PANEL

LUTHER J. WYCKOFF



Beginning in 1932, L. J. Wyckoff (1881-1969) pioneered the first commercial cultivation of lavender in the United States at his farm on Chambers Prairie, near what is now the Horizon Pointe area in South Lacey.

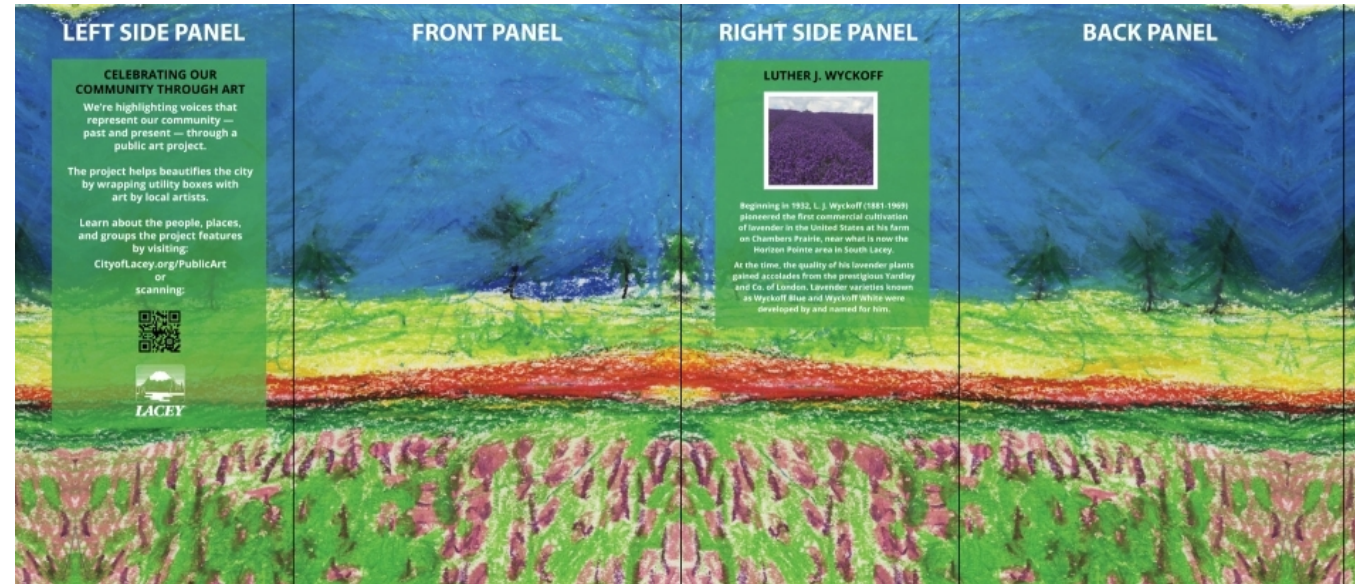
At the time, the quality of his lavender plants gained accolades from the prestigious Yardley and Co. of London. Lavender varieties known as Wyckoff Blue and Wyckoff White were developed by and named for him.

BACK PANEL



Luther J. Wyckoff

Option 1: Single Submission



Option 2: Combined Submission



Luther J. Wyckoff



Next Steps

1. Present recommendations to Lacey City Council in August
2. Final approval from Lacey City Council in September
3. Notify successful applicants
 - a) Execute agreements
 - b) Collect artist information for bio to be posted on the City website
4. Complete installation of vinyl wraps across the City
5. Publish website content

