COMMUNICATION PLAN

LOS ALAMOS COUNTY

COMMUNICATIONS & PUBLIC RELATIONS DIVISION

January 11, 2022

DRAFT

Table of Contents:

ATTACHMENT E

EXECUTIVE SUMMARY

Communication and Public Relations' Mission

Proactively inform, educate, and involve citizens and employees about County projects, policies, and goals, while enhancing the image of our county government. Promote a culture of open communication and collaboration to foster exceptional customer service.

Plan

For purposes of updating the 2015 Los Alamos County Communications Plan (Plan), that is consistent with the above mission, the Communication and Public Relations (CPR) staff will focus on promoting trust between the County government and the community members through open and transparent communication that is implemented in a timely and effective manner for better understanding of County services, initiatives, and resources. Other audiences such as developers, potential new businesses, and tourists may require different messages, strategies and tools based on other priorities and objectives. These topics will be addressed in other plans as appropriate.

This Plan addresses the first priority of seven strategic priorities of the Los Alamos County Council: Communication and Transparency. When implemented, the Plan will also reinforce and support the Council's other six priorities (increase housing; protect open space, recreational and cultural amenities; support local businesses; support social services; improve access to broadband; and invest in infrastructure) identified in the 2021 Strategic Leadership Plan and the four strategic goals (enhance quality of life, economic vitality, environmental sustainability, and racial equity and inclusivity).

To understand how to improve **communication** and **transparency** with Los Alamos citizens for purposes of this Plan, CPR staff turned to the 2020 National Community Survey™ (The NCS™) conducted by National Research Center, Inc., on the ten facets of community livability in Los Alamos as it relates to quality of life. Citizens' responses were benchmarked to assess perception of these facets as lower, similar or of higher **quality** than perceptions from other communities across the nation. Citizens' **importance** for each of these facets was then categorized into lower, similar or of higher importance than other communities.

ATTACHMENT E

The graph below is from the NCS Report. It was developed to assist the County in determining where to prioritize resources. Facets in the lower quality/higher importance section of the grid (upper left) are the most urgent to address. In contrast, facets in the higher quality/lower importance (bottom right) section of the grid would imply citizens are receiving quality services and needs are being met.

This Plan aims to move the facet "Inclusivity and Engagement," which addresses perceptions of government **trust** and **transparency** as it relates to quality of life, from that of similar quality/lower importance to higher quality/lower importance.

Image below taken from the NCS^{TM} Report page 4 (green shading, red circle and arrow added for clarification).

ATTACHMENT E
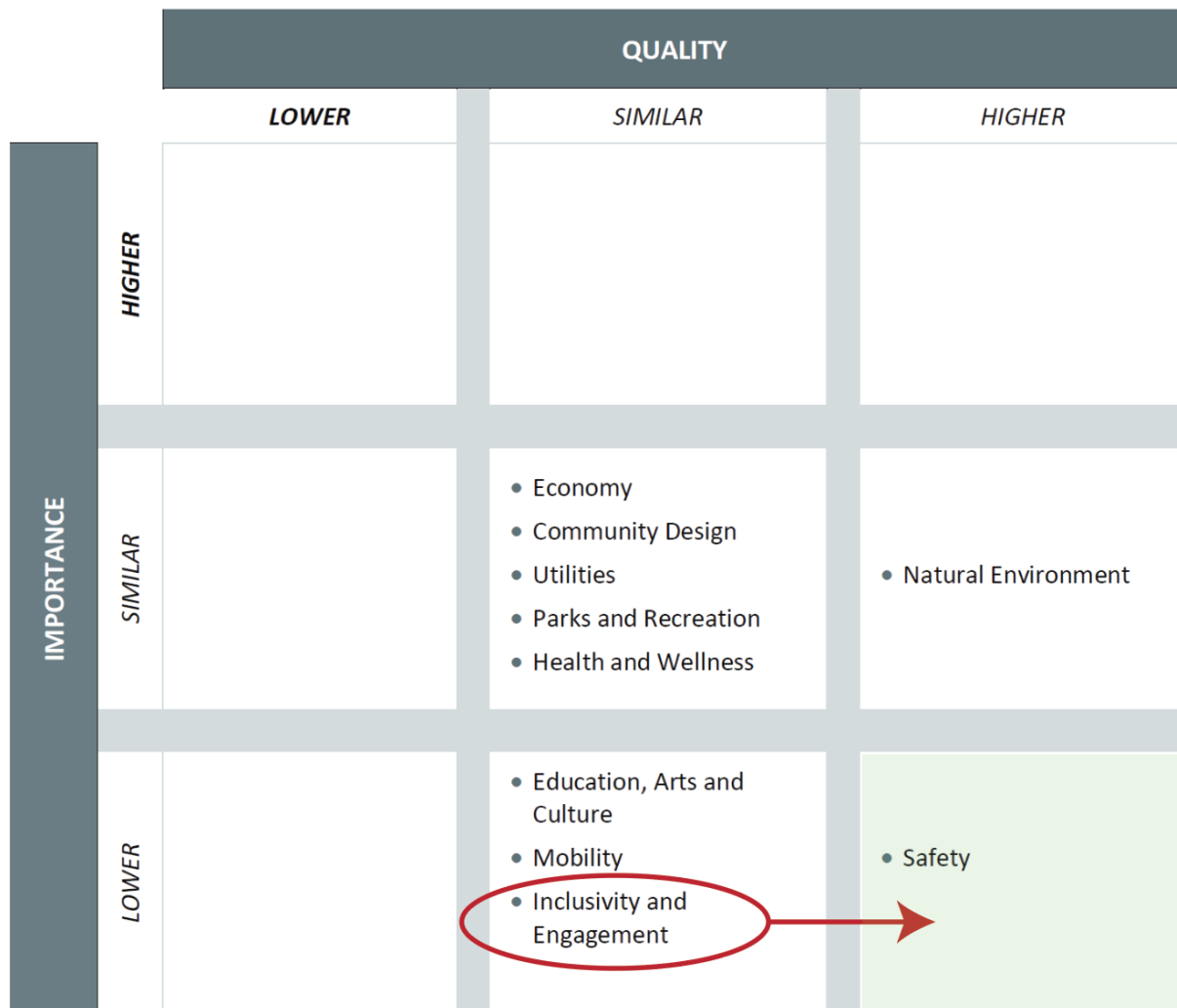
To do achieve higher quality for the "Inclusivity and Engagement" facet and realize the Council priority to improve **communication and transparency,** the Plan will be implementing the following eight strategies:

1) ***Incorporate Council priorities into communication efforts:*** Educate and inform residents to understand why and how public policy decisions are made, and why and how actions are implemented by County officials.

2) ***Inform County employees:*** Informed employees are part of the Communication Plan to disseminate consistent messages that inform the public on county initiatives, efforts, goals, and priorities.

3) ***Opportunities with other stakeholders in the community:*** Encourage engagement through appropriate, two-way communication and opportunities for constructive feedback with community public information officers and the media.

4) ***Public Engagement:*** Use interactive communication approaches to maintain ongoing dialogue between the community and the County government. Provide opportunities for two-way communication where possible. Solicit feedback on how the County is doing and how it can best serve the community and its citizens

5) ***Build community trust:*** Build a trusting relationship between the County and its citizens by proactively disclosing information on the website, media, and social media.

6) ***Social media strategies:*** Revise the County's Facebook policy with a more robust social media policy that incorporates multiple platforms, facilitates one-to-one and one-to-many engagement and increases the County's social media presence.

7) ***Reinforce branding:*** Expand branding efforts to include the County's unity, visibility, and credibility; this is the County's recognizable reputation based on its quality of services, customer service, initiatives, and accountability.

8) ***Metrics:*** Measure and track appropriate metrics to assess the effectiveness of the Plan and revise annual to improve.

ATTACHMENT E

2020 COMMUNITY SURVEY

NCS Comparison Survey

In 2020 the National Research Center, Inc. conducted a <u>National Community Survey</u>^{TM} (The NCS^{TM}) to gauge community members' perception on the desirability of living in Los Alamos. Of relevance for this Plan is the "Governance," and "Inclusivity and Engagement" sections.
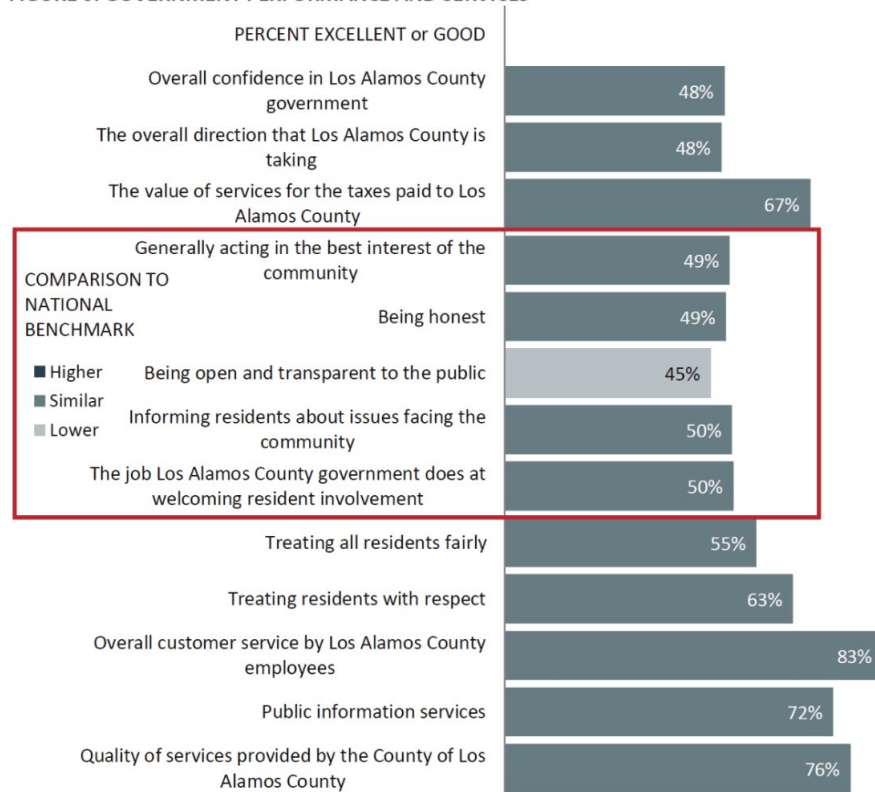
Key Take Aways

Governance: The NCS Report indicates that "[s]trong local governments produce results that meet the needs of residents while making the best use of available resources and are responsive to the present and future needs of the community as a whole."

The County's survey results indicate that less than 50 percent of Los Alamos residents feel that the County is acting in the best interest of the community, being honest, being open and transparent. Fifty percent feel that the County is informing them about issues and welcoming resident involvement.

This communication plan aims to promote and improve trust by clearly defining department services on the website, proactively informing, making documents available to the public, and soliciting and welcoming feedback (further detailed on page 19).

Figure 6 (right) is found on [page 7 of the NCS Report](#) (red box added for clarification)

FIGURE 6: GOVERNMENT PERFORMANCE AND SERVICES

PERCENT EXCELLENT or GOOD

Overall confidence in Los Alamos County government	48%
The overall direction that Los Alamos County is taking	48%
The value of services for the taxes paid to Los Alamos County	67%
Generally acting in the best interest of the community	49%
Being honest	49%
Being open and transparent to the public	45%
Informing residents about issues facing the community	50%
The job Los Alamos County government does at welcoming resident involvement	50%
Treating all residents fairly	55%
Treating residents with respect	63%
Overall customer service by Los Alamos County employees	83%
Public information services	72%
Quality of services provided by the County of Los Alamos County	76%

COMPARISON TO NATIONAL BENCHMARK

- ■ Higher
- ■ Similar
- ■ Lower

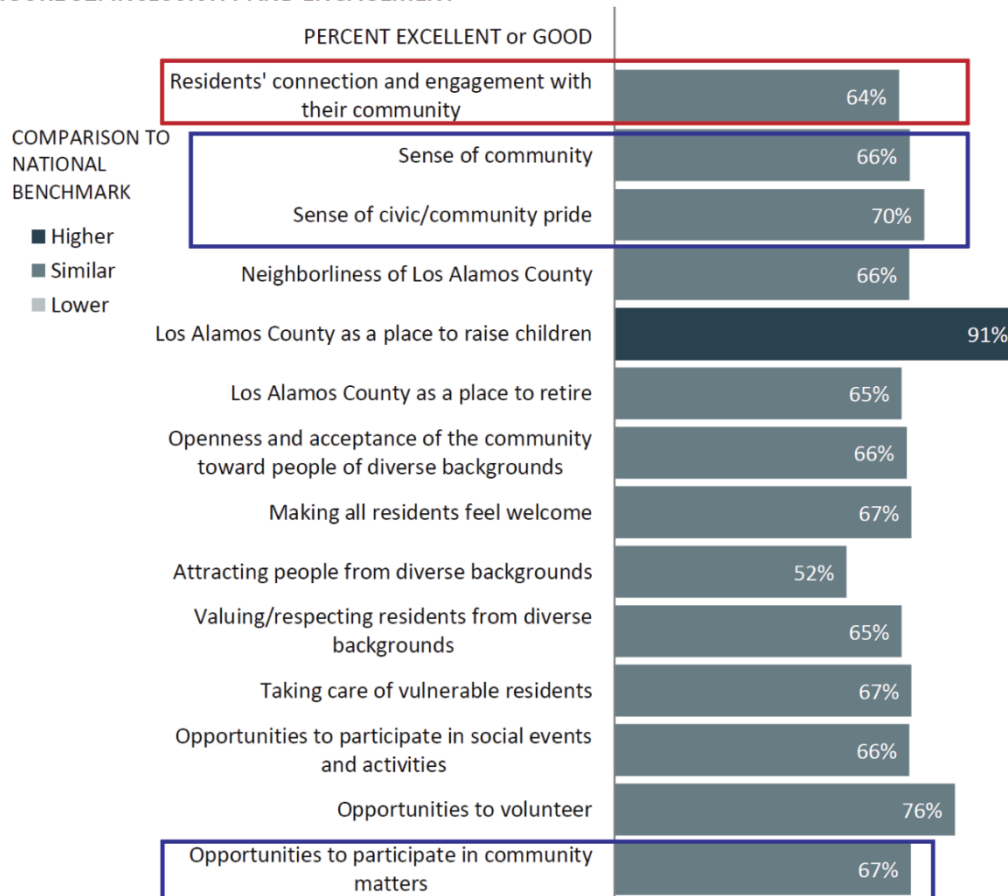Communication Plan – DRAFT4 2022-01-05

ATTACHMENT E

Engagement: According to the NCS report, "[i]nclusivity refers to a cultural and environmental feeling of belonging; residents who feel invited to participate within their communities feel more included, involved, and engaged than those who do not." Results from the survey suggest that the majority (64 percent) of Los Alamos citizens feel **connected** and **engaged** with their community (red box below in figure 32). The sense of "community" and "civic/community pride" were at 66 percent and 70 percent, respectively and "opportunities to participate in community matters," was at 67 percent (identified in blue boxes below in figure 32).

While these results are similar to other communities, this Plan will focus on improving engagement by actively promoting two-way communication, providing opportunities for citizen involvement and participation, and boosting community and pride (detailed on page 18).

Figure 32 is taken from the NCS Report on page 24. (Below – red and blue boxes added for clarification).

FIGURE 32: INCLUSIVITY AND ENGAGEMENT

PERCENT EXCELLENT or GOOD

Residents' connection and engagement with their community	64%
Sense of community	66%
Sense of civic/community pride	70%
Neighborliness of Los Alamos County	66%
Los Alamos County as a place to raise children	91%
Los Alamos County as a place to retire	65%
Openness and acceptance of the community toward people of diverse backgrounds	66%
Making all residents feel welcome	67%
Attracting people from diverse backgrounds	52%
Valuing/respecting residents from diverse backgrounds	65%
Taking care of vulnerable residents	67%
Opportunities to participate in social events and activities	66%
Opportunities to volunteer	76%
Opportunities to participate in community matters	67%

COMPARISON TO NATIONAL BENCHMARK
- Higher
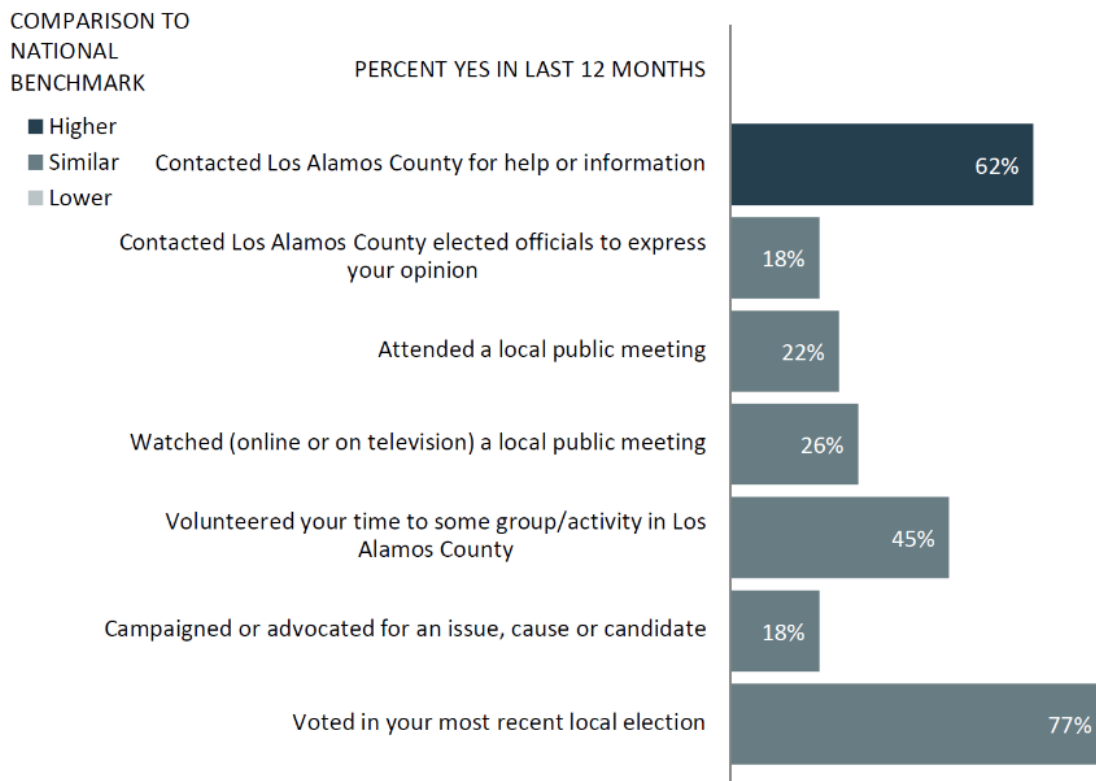- Similar
- Lower

ATTACHMENT E

Participation: While residents said that opportunities to participate in community matters was high at 67 percent, actual participation levels in County government in the last 12 months (based on the date the survey was conducted) was low. Citizen responses ranged from 18 to 26 percent when asked if they contacted an elected official, attended a local public meeting, watched a local public meeting, campaigned, or advocated for an issue, cause, or candidate. (See figure 34 below)

This Plan will focus on exploring options to make participation easier in County government (discussed on page 19).

The following figure 34 (below) is taken from page 26 of the NCS Report.

FIGURE 34: RESIDENTS' PARTICIPATION LEVELS

COMPARISON TO
NATIONAL
BENCHMARK   PERCENT YES IN LAST 12 MONTHS

■ Higher
■ Similar   Contacted Los Alamos County for help or information   62%
■ Lower

Contacted Los Alamos County elected officials to express
your opinion   18%

Attended a local public meeting   22%

Watched (online or on television) a local public meeting   26%

Volunteered your time to some group/activity in Los
Alamos County   45%

Campaigned or advocated for an issue, cause or candidate   18%

Voted in your most recent local election   77%

ATTACHMENT E

Residents' General Use of Technology: The NCS Report also indicates (see figure below) that 90+ percent of Los Alamos residents access the internet from a computer, laptop, tablet or cell phone and use email a few times a week or more, similar to the national benchmark.   Only 27 percent indicate that they share opinions online a few times a week or more, also similar to the national average.

Interestingly, Social Media participation is lower than the national benchmark. However, at 69 percent it shouldn't be discounted as an opportunity for the County to reach and engage citizens.

Based on these results, there are opportunities for the County to enhance and improve engagement with citizens through the website, MyCivic 311 and Tyler Notify apps, E-Newsletters, and social media.

The following is a continuation of figure 34 (below) found on page 26 of the NCS Report and described on page 27.

ATTACHMENT E
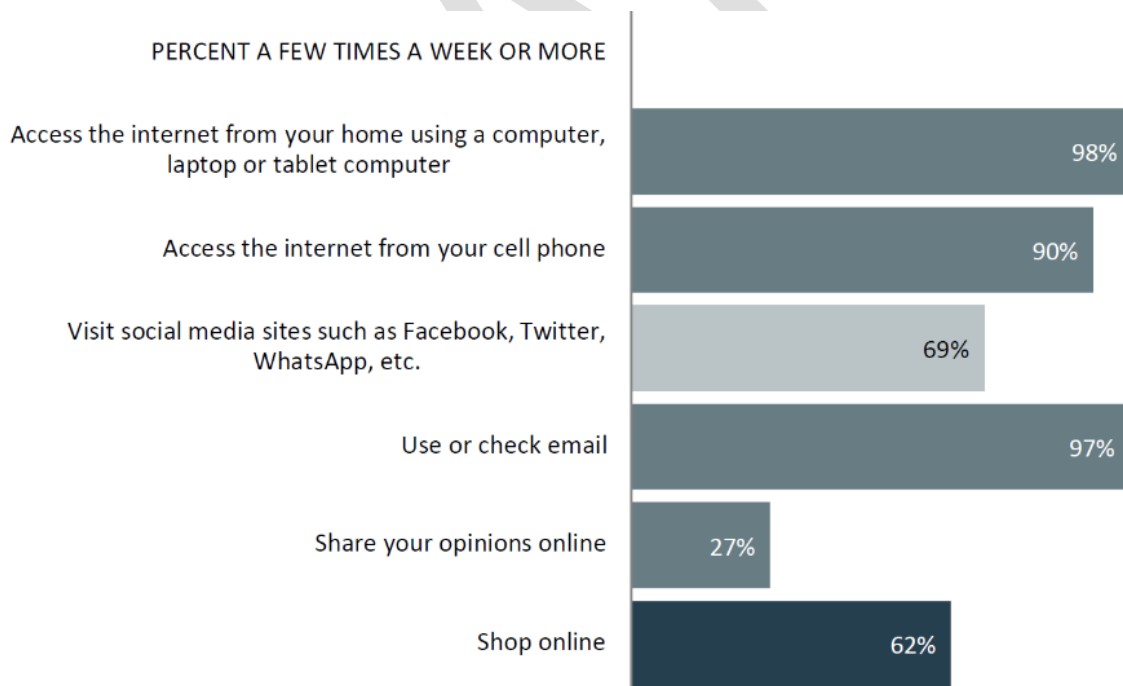
ROLE OF COMMUNICATIONS & PUBLIC RELATIONS TEAM

The role of the Communication and Public Relations (CPR) team is to establish, nurture, and sustain a high level of trust in Los Alamos County government among residents, businesses, and other key stakeholders. The County must maintain its organizational integrity and a positive brand reputation through its strategic communication efforts.

CPR staff and empowered communication designees in each County department will act as a primary conduit for sharing timely, accurate, important, and relevant information to the individuals the County serves.

When developing campaigns and communications – CPR staff and designees will work with appropriate County employees to identify the:

Audience and Context (Exhibit A) – Who is the target audience and how do they stay informed and what is important to them?

Outcome – What is the desired outcome of the communication? (Informing, educating, involving, calling to action, instructional, encouraging.)

Message (Exhibit B) – Develop the right message that helps to

1. align and integrate the overall county goals and priorities,
2. instill trust,
3. provide clear, factual, effective, and timely information that is useful and engages the citizen.
4. Anticipate audience questions and try to proactively provide answers
5. Ensure the message adequately covers the Who, What, Where and Why

Communication Channel (Exhibit C) – What is the appropriate means of outreach for a specific audience? Use the communication vehicle(s) that is(are) most effective in reaching and targeting this audience.

Listening Channels (Exhibit D) – Important to provide listening mechanisms for interested community members to provide feedback and engage.

ATTACHMENT E

CPR ORGANIZATIONAL STRUCTURE

Presently the CPR Division, comprising a staff of three, is structured with one Communication and Public Relations Manager and two Visual Information Specialists. A gap in the division structure is readiness and responsibility to serve as the acting CPR manager, especially in the event of an emergency response.

The CPR Division would benefit from evaluating workload assignments and priorities in coordination with existing job descriptions and partner positions in other divisions. A revised organizational structure would strengthen the ability to implement this Communication Plan with enhanced, proactive communications, branding, and expanded social media presence.

ACTIVE POLICIES

The following policies are currently under the purview of the CPR Division and are scheduled to be reviewed annually with appropriate stakeholders and updated or revised as necessary.

- Website Management (new website project underway anticipated to launch in 2023. The policy will need to be updated to include additional web users trained in best practices.
- Facebook Policy (needs to be updated to include and manage other social media platforms, engage with the public, develop social media campaigns. A policy could be developed by April 2022, followed by training of Department social media users.)
- Branding (Training and materials exist. Set up annual refresher courses for users by June 2022.)
- Emergency Public Information Plan – Emergency Operation Center/Joint Information Center (Review and update the policy annually beginning in May 2022 with all relevant stakeholders.)

ATTACHMENT E

PLAN IMPLEMENTATION/STRATEGY

Strategic Communication Planning Process – Take every opportunity to educate the community on County services, initiatives and Council goals and priorities. CPR will implement this Plan by focusing on the following eight initiatives (described in further detail on the following pages):

1. Incorporate Council priorities into communication effort
2. Well informed county employees
3. Create opportunities for stakeholder participation and collaboration
4. Public Engagement
5. Build trust in the community
6. Social media
7. Reinforce brand identity
8. Review, update and measure progress and success

ATTACHMENT E

1. INCORPORATE COUNCIL PRIORITIES INTO COMMUNCIATION EFFORT

Incorporating Council goals and priorities into communications can help educate and inform residents to understand why and how public policy decisions are made, and why and how actions are implemented by County officials.

CPR staff will clearly and consistently incorporate Council goals and priorities in thoughtful, essential, and effective communications. They will be more prominently displayed on County website (home page as well as department pages), integrated into internal and external messages and communications, and shared with partner organizations. This coordination ensures consistency, strengthens strategic message delivery, and enhances mutual understanding.

1. **Meet monthly with Department Communication Designees**: Currently, each county department has a different staff member designated by the department director that independently communicates and coordinates messages to the public (issuing press releases, advertisements, media interviews, etc.). CPR staff will a hold meeting once a month for all the communication designees to collaborate and coordinate consistent, cohesive messaging.   Council goals and priorities will be incorporated into core communications to regularly articulates how services and actions support these efforts. As each County department has a different mission, vision, and audience, this collaboration will also assist in reaching different segments of the community.

2. **Include Goals and Priorities on the website.** The webpage is the first place the public visits to learn about County services, initiatives, programs, projects and Council goals and priorities. Presently the Council goals and priorities are located only on Council webpage, which is a subpage of the website. CPR staff will coordinate with the communication designees to make the goals and priorities more prominent on the County home page and threaded throughout the various department pages.

   Incidentally, Los Alamos County is currently negotiating with a vendor to redesign, enhance and host the county website. The purpose of the website project is to update the

ATTACHMENT E

County's web presence and incorporate the latest technology to make the site more transactional and mobile friendly for the web user.

3. **Social Media Campaigns.** Coordinate and create social media campaigns to educate the community on County services, initiatives and Council goals and priorities and how they benefit the community to increase presence and redirect public back to the website (to be discussed later in the Plan).

ATTACHMENT E

2. WELL INFORMED COUNTY EMPLOYEES

County employees that are informed on county initiatives, efforts, Council goals and priorities help to disseminate and repeat consistent messages to the public. Every interaction a staff member has with a Los Alamos citizen is an opportunity to educate and inform the public, whether it is through email, a phone call, or face-to-face interactions.

County employees want to be helpful and provide good information to members of the public. Working together with department's communication designees, CPR staff will work to ensure that open communication channels and resources exist for employees so that information flow is strengthened (informing and listening) - employees are informed, know where they can obtain information, and who they can talk to for additional information. Additionally, employees interacting with citizens are often the first to recognize an issue or identify a trend that requires attention. It is necessary to ensure that they know where and how to direct this feedback to be addressed and acted upon.

CPR staff will provide resources such as guidelines and materials (templates, frequently asked questions) to help promote best practices in communicating with the public, focusing on timeliness, factual, and valuable information. Moreover, CPR staff will also continue to support all the departments' communication needs following the rest of the Plan.

In collaboration with communication designees, CPR staff will seek input from county employees (meetings, internal surveys) to identify communication issues or areas of confusion for staff and look for procedures/methods to remove these communication obstacles.
As a practice, all departments and divisions should share department information, events, initiatives with other employees and County departments to maintain consistent messages with the community.

ATTACHMENT E

3. CREATE OPPORTUNITIES FOR STAKEHOLDER PARTICIPATION AND COLLABORATION

CPR staff will encourage engagement through appropriate, two-way communication and opportunities for constructive feedback with public information officers associated with community stakeholders and the media.

- **Meet quarterly with Community Public Information Officers** (Stakeholder PIOS: LANL, DOE, NNSA, N3B, LAPS, LAMC, UNM LA)
  - To build relationships with other community PIOs.
  - Communicate/share important information, as well as goals and priorities
  - Look for opportunities to partner.
- **Meet biweekly with media:** Recognizing that the media is an important partner in keeping the public informed and educated, but also an important channel to provide feedback to the County on public perceptions and concerns.
  - County CPR and designees currently meet with media every other week to build trust, be transparent, share what's happening in county, answer questions, and listen to what media is saying is important in the community.

ATTACHMENT E

4. PUBLIC ENGAGEMENT

Use interactive communication approaches to maintain ongoing dialogue between the community and the County government. Provide opportunities for two-way communication where possible. Solicit feedback on how the County is doing and how it can best serve the community and its citizens. See Exhibits A, B, C and D to determine audiences, messaging, and communication channels/tools to make it easier for residents to engage with their local government, gain a better understanding of County services, and achieve greater consensus for programs.

Expand outreach to audiences in targeted areas and special groups. Use a variety of communication methods and leverage partnerships to reach a broader audience. Utilize the platforms the audience prefers to distribute information more effectively.

As the NCS reported that 67 percent of Los Alamos citizens perceived that there are opportunities to engage and participate in County government, only 22 percent attended a public meeting and 18 percent campaigned or advocated for an issue or cause.

Since citizens who participate in county activities have a greater sense of community and pride, wherever it is possible, the CPR staff and communication designees should look to incorporate engagement tools to make it easier for citizens to connect and participate. Such tools could include Open Forum, surveys, focus groups and social media platforms (possibly live streaming public meetings, events, or townhalls).

ATTACHMENT E

5. BUILD TRUST IN THE COMMUNITY

According to the NCS Report, the County can do more to build trust in the community. Specifically, there is room for the County to improve the citizen perception that the County is acting in the best interest of the community, being honest, being open and transparent, informing residents about issues facing the community, and welcoming resident involvement.

Theoretically, government organizations that are transparent and responsive to constituents, build better understanding and trust. However, transparency can also lead to confusion and result in distrust if it is not easily understood. Therefore, government officials' focus should be "comprehensive in the sense that it touches upon the issues necessary to understand the actions taken by the government," when disclosing information to the public. (Porumbescu).

An example might be the County's disclosure that arsenic is in the drinking water at 4 parts per billion (ppb). A citizen, without context that the Environmental Protection Agency deems 4 ppb well below the maximum contaminant level and safe, might arrive at the conclusion that bottled water must be safer than tap water. Yet, several brands of bottled water have arsenic levels higher than 4 ppb. Since bottled water companies are not required to disclose this on the product packaging, citizens will place trust elsewhere, without the necessary information to draw a different conclusion.

When addressing trust, the medium for which citizens obtain government information can color their perceptions. Studies indicate that trust is not enhanced when information is disclosed to the public resulting from a Freedom of Information request (or in the case of Los Alamos, a request to Inspect Public Records). In contract, a "strong relationship between citizens' use of e-government," can change perceptions of local government responsiveness and trustworthiness. In other words, information that is accessible on a government website, that clearly explains the role of government and how it responds and meets the needs of its citizens to improve "quality of life," better influences trust levels with citizens. (Porumbescu)

This Plan will address residents' responses in the NCS Report with the following to build a trusting relationship between the County and its citizens. The below is not to say that the County

ATTACHMENT E

has not already implemented these approaches, rather the CPR staff and communication designees will look for additional ways to improve or enhance these efforts.

1. Website: Los Alamos is in the process of updating its website. Attention will be focused to clearly define each County department's services and how it responds and meets the community's needs to improve quality of life (one of the four Council goals) as well as the other three goals and applicable council priorities.

2. Sunshine more:
    a. Proactive in making documents public: Where appropriate make documents available on the website and to media with clear explanations of the actions taken by the County and why.
    b. Proactive in informing: Where appropriate, be proactive in informing the community of issues that may affect citizens. This can be done on the website, press releases, social media or through other channels.

3. Solicit and welcome feedback: Listen to and solicit feedback from citizens and respond appropriately and courteously. Not responding can give the impression that citizen opinions are ignored. Multiple channels are available to listen to the community. Informing the community of how they can provide should be shared when communicating with the public.

ATTACHMENT E

6. SOCIAL MEDIA

Currently, many County departments manage separate Facebook pages to amplify department press releases or messages. A few departments manage Instagram, Twitter, or NextDoor accounts. Some coordination occurs when one County department may request another County department to share a post to increase reach. On occasion, a Facebook post may also be shared on some of the local private or public Facebook community pages such as "Keep It Local" or "The Good, the Bad and the Ugly in Los Alamos," again, to boost reach.

The County's Facebook policy was developed in 2011 and then adopted in 2019. The approach was consistent with other communities in 2011 which was to create a page that was static; provide information to citizens and direct them to the website with minimal engagement. For example, Facebook direct messaging is discouraged in the County's current policy. However, citizens expect to engage on social media platforms, including with their governments. Subsequently, hundreds of government agencies, including the New Mexico Governor, New Mexico Department of Health, American Red Cross, and the Federal Emergency Management Agency, are "embracing social media as a customer service tool that encourages one-on-one and one-to-many engagement and, more importantly, as a way to address concerns and solve problems. Social media has become for many the standard currency of government communication." (Hsiung)

As the NCS Report found, 67 percent of Los Alamos citizens are on social media two or more times a week. CPR staff and communication designees have a significant opportunity to improve the quality, presence, and engagement with citizens on social media.

Los Alamos County is behind in its efforts to utilize and develop a comprehensive approach to engage its citizens in all the various social media platforms.

1. Replace the Facebook policy with a comprehensive social media policy by April 2022. This will require additional research and participation in webinars/workshops to develop a policy that is flexible to meet the needs of the County departments and citizens and complies with legal requirements and adheres to records retention laws.

2. Generate and provide annual training and education to understanding best practices to engage and develop social media campaigns in each of the platforms for CPR staff and

ATTACHMENT E

then department communication designees. (Coupling messaging with graphics, photos, video, live-streaming, listening … while maintaining the County brand)

3. Incorporate Social Media advertising or "Boosting" to target specific audiences.

4. Subscribe to a social media management and scheduling program such as Hootsuite or Loomly.

5. Collaborate with other department communication designees to coordinate social media campaigns.

ATTACHMENT E

6. REINFORCE BRAND IDENTITY

While branding in the private sector is about making a profit, branding for government organizations is about building trust. By using consistent voice, messaging, citizen experience, and logo, the county government builds and maintains a recognizable reputation based on its quality of services, customer service, initiatives, and accountability. (Blumenthal)

Specific objectives of government branding are as follows:

- **Unity**: A branded initiative shows a unity of purpose across the County services, providing consistent voice and cohesion between the County departments. It allows the citizens to know what to expect.
- **Visibility**: Public recognition and recall improves when linking County-funded services, initiatives, and programs with consistent use of the logo, font style and brand colors.
- **Credibility**: The clear identification of quality services, and superior customer service to a government brand will develop credibility and trust. (Reghunathan)

In 2016 Los Alamos County successfully rolled out a new logo, tagline, branding guidelines, and trained multiple employees on how and when to use the logo.

CPR staff will expand on this success to also promote unity, visibility, and credibility, in the following ways:

- Continue to empower and train employees (with annual refresher courses) to use the County logo, font, county colors and visual style correctly to promote visibility.
- Establish standardized communication steps, a writing style guide and train Communication department designees so that messages are written and conveyed in a consistent voice.
- Establish core messages, frequently asked questions around services, goals and priorities that can be shared and repeated to demonstrate unity and consistent customer experience.
- Recommend annual refresher courses on the County's customer service expectations for County employees, again to demonstrate unity and consistent customer experience.
- Develop social media campaigns around these core messages and coordinate with other county departments, linking back to County webpages. (An example of a successful

ATTACHMENT E

social media campaign is around the Pandemic, launched by the State of New Mexico. Messages were strategically launched at specific times, through different platforms – Facebook, Twitter, YouTube, Instagram - and through different Statement Departments, using the same images, messages, hashtags.)

- Utilize QR codes and URLs on the County give-away items (e.g. mugs, facemasks, pens, etc.) so that the recipient of the item can learn more about the County or specific County services, initiatives, programs, or events. Directing audiences to the website, social media, or a community calendar (like the https://santafe.com/ calendar) also supports the County's sustainability goals by keeping everything digital.

ATTACHMENT E

7. REVIEW, UPDATE, AND MEASUREMENT PROGRESS AND SUCCESS

CPR will review the communication plan every year for its effectiveness. It will assess what is working, what is not working and what adjustments need to be made.

CPR staff will measure the progress and success through quantitative and qualitative metrics. It will track metrics to evaluate (reference section) communication efforts and effectiveness to guide future communications programs and projects.

There are a variety of standard metrics, which will be used to track the success of the County's communication techniques. The CPR staff will evaluate metrics listed on the following pages on a regular basis and compare them to previous statistics to understand what techniques are working well and which need improvements, refinement, or further implementation.

Less standard metrics that are more challenging to monitor include behavior changes, attitude changes, and awareness changes. While these results provide a better understanding of outreach effectiveness, they can only be captured through surveys such as the 2020 NCS Report. CPR staff will include questions in future community surveys to gauge whether citizen perceptions are improving as it relates to trust in County government.

ATTACHMENT E

QUANTITATIVE/QUALITATIVE METRICS

CPR staff will determine appropriate benchmarks and goals to be reviewed quarterly for quantitative measure, and biennially for qualitative measures. Results will be reviewed upon the annual review of the Plan to assess whether the Plan is effectively achieving its objectives.

QUANTITATIVE

E-NEWSLETTERS *(how effective are the E-newsletter communications and how can they be improved)*

- **Subscribers** The number of people who have signed up to receive the communication.
- **Open Rate** The average percentage of recipients who open the email or notification.
- **Click-Through Rate** The average percentage of recipients who click on an active link within the email or publication.

WEBSITE *(how effective is the website in how it is organized, are citizens finding the information they are looking for, and what information is most important to them.)*

- **Unique Visits** The number of distinct individuals visiting the site.
- **Page Views** The number of times a page on the site has been viewed.
- **Top Pages** The pages that are visited most frequently – the top 5-10 should be tracked regularly.
- **Bounce Rate** The percentage of people that navigate away from the site after only viewing one page. A lower bounce rate means that people are exploring the page and finding the information they need.
- **Search Terms** The more frequently a term is searched, the more likely it is that visitors are not finding what they need and suggest it may need to be displayed more prominently.

SOCIAL MEDIA *(how effective are the social media posts, campaigns and how can they be improved)*

- **Followers** The number of people who subscribe to, and follow, the County's pages.
- **Engagement** The number of people who act by interacting with the County's

ATTACHMENT E

- pages including likes, comments, tags, or shares.
- **Reach** The number of people who saw the County's posts.

OTHER METRICS

- After implementation of MyCivic 311 and Tyler Notify apps –
    - Quantity of and types of community issues
- Event and forum attendance

QUALITATIVE

Qualitative measures will be assessed through periodic surveys either with the National Community Survey or other survey instrument. Effectiveness of the Plan will be gauged based on improving Los Alamos' citizens perceptions to the following metrics from the County's 2020 results. The goal is to increase the percentage of residents that trust and engage with the county but to also have a higher percentage than the national benchmark for similar communities.

TRUST

- County is acting in the best interest of the community,
- County is honest,
- County is open and transparent
- County informs citizens about issues, and
- County welcomes resident involvement.

ENGAGEMENT

- Contacted the County for help or information
- Contacted an elected official,
- Attended a local public meeting,
- Watched a local public meeting,
- Campaigned, or advocated for an issue, cause, or candidate
- Volunteered time to some group or activity, and
- Voted in the most recent election.

ATTACHMENT E

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ATTACHMENT E

Exhibit A: Audiences

Recognizing that the County is diverse (more than 20 County departments and divisions that provide a myriad of services with different missions for internal and external customers) descriptions below are kept generic. The following is provided as a reference to assist in identifying the right audience, the right message, and the ideal communication and listening channels.

- Internal County departments and subsets
- Los Alamos citizens and subsets
- Los Alamos businesses and subsets
- Commuters (external to the community – going to work at LANL/LACO/LANB/LAPS/LAMC)
- Businesses outside of community – doing business with LANL
- Tourists (Where Discoveries Are Made)
- Developers/investors/potential new businesses

ATTACHMENT E

Exhibit B: Types of Messages

Recognizing that the County is diverse (more than 20 County departments and divisions that provide a myriad of services with different missions for internal and external customers) descriptions below are kept generic. The following is provided as a reference to assist in identifying the right audience, the right message, and the ideal communication and listening channels.

Internal Communication

Community/Non-Community-Based Communication (community/non-community based)

Day-to-Day Communication

1. County services provided,
2. How County is focused on improving the community
3. How interested individuals can communicate/engage

Project/event Specific Communication

1. Communication the who, what, where, when why of the project or event.
2. Include logistics and impacts to the public
3. Incorporate council goals and priorities.

Emergency Communication

4. Inform - facts
5. Don't panic audience
6. Give directions -

External community communication (where discoveries are made)

7. Tourists
8. Business Associates

ATTACHMENT E

Exhibit C: Communication Channels

Recognizing that the County is diverse (more than 20 County departments and divisions that provide a myriad of services with different missions for internal and external customers) descriptions below are kept generic and are not meant to be all inclusive. The following is provided as a reference to assist in identifying the right audience, the right message, and the ideal communication and listening channels.

- Traditional Media (Local/Regional)
    - Press Release
    - Media Advisory
    - Interview
    - Op-Eds
    - Paid advertisements (print and digital)
    - Printed newspaper inserts
- Website
- Intranet and Main Distribution Email (internal messages for County staff)
- Social Media platforms
    - Facebook
    - NextDoor
    - Twitter
    - Instagram
    - Reddit
    - LinkedIn
    - YouTube
    - Tik Tok
- Email Outreach
    - E-Newsletters
    - Email distribution lists (e.g. Horse Stable Association, DPU customers)
- Direct Mail Pieces
- Utility Bill Inserts
- LANL bulletins (emailed)
- Chamber bulletin (email addresses) to reach business community
- LAPS newsletter to parents

ATTACHMENT E

- FYILosAlamos (calendar)
- Emergency Outreach
  - CODE RED
  - Call/Text-em-all
  - Electronic message board (Traffic & Streets/LANL)
- Public Meetings (in-person or virtual)
- Town Halls (in-person or virtual)

ATTACHMENT E

Exhibit D: Listening Channels

Recognizing that the County is diverse (more than 20 County departments and divisions that provide a myriad of services with different missions for internal and external customers) descriptions below are kept generic and are not meant to be all inclusive. The following is provided as a reference to assist in identifying the right audience, the right message, and the ideal communication and listening channels.

- Public meetings (in-person or virtual)
- Town halls (in-person or virtual)
- Council/Board Meetings
- Farmers Market
- Email designated to collect feedback
- Letters to the editors
- Social Media direct messages and posts
- Surveys
- Open Forum
- MyCivic 311 and Tyler Notify apps

CPR staff will work with County department directors and staff to support soliciting citizens' suggestions and feedback, where appropriate when County is developing policies, procedures, and programs. Additionally, CPR staff will work with department directors and staff to improve responsiveness to citizen input.

ATTACHMENT E